Institutional Action plan - Update January 2021 - Priority 1

Priority key (Pr.)	Immediate (1)							
	Action has commenced and will be implemented within 12 months					Status Red = No Progress/or no action required at this time		Behind Target
		Status Green = Achieved		Status Amber = In Progress				
#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned/ Updated	Follow Up Date Agreed & Person Assigned to	Status
Self Assessment Process								
3.1	Review and expand the membership of the ASSC to ensure that ethnic and underrepresented groups are represented and that gender representation is 50/50 female/male.	There is a need to broaden the membership profile of the ASSC.	Chair ASSC HE&D	The memberships of the ASSC is diverse and balanced (50/50 gender) and includes representatives from unrepresented/marginalised groups. Membership is reviewed annually through an open call with all groups of staff and students represented.	The membership of the ASSC will be reviewed at the February 2021 Meeting	Dec-20	Chair ASSC	
3.2	Identify and implement a formal system for tracking progress on AS actions at institution and faculty level.	As set out in 3 (ii), the action plan falls into a number of categories and actions are tracked on a quarterly basis to faculty SATs and the ASSC. A formal system is required to enhance this process.	Faculty deans IT HE&D	A formal electronic tracking system is in place with access provided to Faculty SAT's and the ASSC	A system was reviewed but found to be unsatisfactory. Further options to be explored with ITD	Jun-21	HE&D	
3.10	Present an annual AS progress report to Governing Authority, Executive Committee and Management Council.	Currently reporting to the GA annually. Expand this to formally report annually on the AS progress to the Executive Committee and Management Council	HE&D Chair	All senior institutional committees are fully informed of AS progress and impact and the institution remains committed at a strategic level	HE&D presented and update to FHRAMC Sept 2020	Annual	Annual	
3.11	Finalise and secure formal approval for and implement the Equality, Diversity & Inclusion strategy.	To provide a formal cohesive institutional framework for all EDI activities	Chair EDI Committee	Executive Committee approval in place. Launch to all staff	A new HR - EDI structure has been agreed and will be implemented under the new D HR-EDI	Mar-21	Mar-21	
Policy Review								
3.13	Update the Equality & Diversity policy.	The E&D Policy requires updating In line with 'Best Practice' and the Public Sector Duty Bill	Head E&D; Trans Committee; Exec C; GA	New policy reviewed and ratified by March2019	While a review of the E&D Policy has commenced it is behind target. It was agreed that Gender Identity and Recognition Policy would be completed in the first instance. On completion the E&D policy would be reviewed.	Sep-20	Lack of resources.	

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4. A picture of the institution								
HEA 1.19; 1.20 AS 4.5	Raise awareness of the Research Careers and Development Framework.80% of researchers complete the RCDF by 2023	To enhance communication to researchers regarding career development so that potential for progression is maximised	Deans; L&D M HE&D ; HoD / HoS	Campaign undertaken to promote the Research Careers and Development Framework. Specific survey undertaken. 70% response rate from Researchers to the survey and a minimum 70% satisfaction rate with the supports.	An updated report on the take up of the Research Careers Development Programme shows a slight increase in the uptake since 2018 146 (F); 105(M); 2019 168 (F); 149 (M) and to date in 2020 187 (F); 76 (M). The programmes are continuously promoted with a number of programmes now available vitually. The internal institution HR Strategy for Researchers is due for review in 2020. A working group has been established internal and an update will be provided to University Research Committee at their next meeting in September 2020. CL -HR Business Partner presented the HEA Strategy for Researchers on the 30th September 2020 which looked at the Principles around entitlements of researchers. It was proposed that the UL Research Committee would act as the Steering Group to oversee the initial review.	Oct-20	Nov-20	Last Research Working Group meeting was held on the 22nd October 2020. Meeting with HR in relation to the review of the Research Stategy for Researhers held week end 5th Dec 2020
4.6	Undertake a specific focus group with researchers to explore barriers to career progression, especially for women.	To formulate a needs analysis that will support action to increase number of senior researchers in STEMM	Deans EHS HE&D HRO Research	Progressively move to 40% of senior researchers in STEMM by 2022	As a new Career Development development programme for mid-career academic and research women to be rolled out in September 2020. A list of potential researchers who would benefit from this programme top be compiled in order to encourage attendance	Sep.20	Sep-2020 MC	
5. Supporting and advancing careers								
5.1 Key career transition points: academic staff								
5.1.1	Raise the gender representation on selection boards to 40%.	The current gender representation or both gender is 30%. 80+% boards included 35–40% gender representation.	DHR HE&D	All promotions and selection boards include of minimum 40% gender representation	All Recruitment & Selection Board Procedures to be edited to ensure 40% gender representation on all boards over 3. The revised R&S Procedures are currently being finalised incorporating the AS/HEA/GAP recommendations. For all approval with the Exec Committee	Priority 1	In consultation with Unite. Aiming for early 2021 sign off	
5.1.2	Review the composition of selection boards for senior posts to provide for the inclusion of additional external experts, where necessary, to ensure compliance with the minimum 40% gender representation.	Within STEMM reaching 40% gender representation will be difficult	DHR HE&D	Recruitment and selection board procedures updated to provide for additional external representation where required	The composition of Recruitment & Selection boards has been clearly set out in the proposed reviewed R&S procedures. Minimum Board Sizes have been clearly set out for each type of selection board. Revised procedures approved by EC. With Unite for consultation		November 2020 MC	
5.1.4/5.1.11	Design and deliver a bespoke, compulsory, face-to-face equality and diversity/gender awareness training workshop to new and current managers.	While eLearning UBT is available the recommendation from the GT is that face to face training should also be provided to new and current managers. In consistency in the application of certain schemes (e.g. flexitime) are applied need to be addressed in training.	HE&D HoD Pyschology; HoD EWR L&D M Members of ASSC	A bespoke 2 hour compulsory face to face UB training programme designed and delivered to new and current managers including content on how gender intersects with race and ethnicity and other intersectional categories.	A new LEAD programme is currently being developed and will provide an excellent on-line tool for staff. It is planned to have the programme ready for roll out by September 2020. The intention (prior to Covid19) was to deliver some blended E&D learning utilsing the LEAD tool and face to fact training. The requirement for E&D Training is part of the Training & Development procurement process	Sept.20	Final version of the on line programme with external stakeholders for critical review. Individual Institution branding in progress. Roll out dealyed to early Feb. 2021.	

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5.1.6	Ensure the AS statement is visible on all recruitment advertisements and packages.	Feedback received that the AS Statement is not visible on all adverts.	HoD Psychology HoD KBS HE&D L&D M Members of ASSC	All adverts clearly display the University's AS message inviting applications from all sections of the community	While the statement is clearly visible on all recruitment advertisement it is not correct to say that flexible working in UL is available in all departments. With Remote Working now becoming a necessity the availability of flexible working will now change. Due to Covid-19 Remote working has now impacted on flexible working and policie are being revised to reflect this.		Update to be provided once Remote Working Policy is co,plete	
5.1.7	Update recruitment procedures to ensure that compulsory completion of the online unconscious bias training is tracked by the competition owner prior to the recruitment process being undertaken.	Evidence that all promotions boards undertake the on-line Unconscious Bias Training but not all selection boards have compiled as the responsibility has fallen between HR and the competition owner	Competition Owner	The recruitment and selection policies have been updated to ensure that a section of the pack requires evidence that all members of the board have completed the on-line UBT.	Recruitment Packs need to be revised to ensure the confirmation by the competition owner that all members of the selection board have completed Unconscious Bias Training. In progress. This has been incorporated in the revised procedures awaiting approval.	Priority 1	Behind target due to virtual recruitment	
5.1.13	Put in place further career development programmes and supports for professional/support staff.	While more females apply for Professional and support roles and are more successful in securing roles 78% only 35% are at Director level and there are no females at SAO3 level female	L&D M HE&D	Further career development programme in place for PSS. At least 1 Springboard programme for Support staff annually. Increase by 10% the representation of females at Director and SAO1 to SAO3 levels in the next 3 years through securing funding to advertise posts at this level and supporting women	Since the Athena SWAN submission in November 2018 the number of females at SAO1 has increased from 0 to 5 (9 M). 24 Academic & Research staff are currently partaking in the Academic Career Development programme for women. The next cohort of Springboard will commence on the 17th December 2020 - 36 participants have signed up for the programme.	Priot y 1 - Programme 1 completed; Prog 2 September 2020	01/10/2020 MC	
5.1.15	Survey all new employees on their experience of induction.	Only 50% of all new employees are undertaking Induction Training.	L&D M	A positive increase in the feedback from staff on the induction programme content and the value of the programme in the staff survey	Induction Training was delivered on -line in May 2020. Follow up survey of participants to be undertaken in January 2021.	Contact with the L&D Office to review Induction Feedback	Follow Up MC/MK	
5.1.16	Finalise and launch the online induction training programme (compulsory).	A new induction training programme has been developed. There is a requirement to make it compulsory.	L&D M	An increase to 60% Y1; 70% Y2 and 80% Y3 in the uptake of Induction Training A formal tracking system in place	A new HR Website with a section for new employees has been completed.Induction is now to take a number of steps and will form part of the compulsory training required for probation. All staff are required to attend however tracking attendance is a difficulty. A checklist has been provided to all managers. A 6 to 9 month onboarding Programme need to be completed by each new member of staff and signed by their manager as part of probation.	Contact with the L&D Office to review Feedback and an update on compulsory on line programmes	22/04/2020 MC/MK.	Challenges in tracking non completed rates
5.1.18	Formalise the calculation process within the promotions procedures to account for absences due to sick leave, maternity leave and carers leave.	Uncertainty and lack of transparency in relation to how absences such as Maternity Leave, career breaks are calculated within the Promotions Process exists	VPA&SE VP&COO HR Review Team	Following a thorough review of the progression and promotions process a transparent process for calculating absences is provided for within the procedures. Survey analysis in 2020 reveals a 30% increase in satisfaction levels with the Promotions processes.	The policy has not yet been updated to clearly set out the process for calculating absenses. The VPA&SE is to reconvene a Promotions Review Committee which will include this requirement. The outcome of Progression has been communicated. A 42% success rate was achieved. Promotions took place on the week of 23rd November - 70% and 60% success rate. The acting President has comitted to reconvene the Promotions Review Committee in 2021. However it has been confirmed that formal calcuations of maternity absences is not a preferred approach. The existing process of providing detail on the absences will be provided. However, the HE&D has requested that these absences accompanying the portfolios when they are	Dec-20	Dec-2020 Update	

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5.1.19	Utilise external best practice promotions models to inform the promotions review process.	A review of the promotions policies is due to commence. Ensure Best Practices models are considered	VPA&SE VP&COO HR Director HR Review Team	A thorough review of the Progression and Promotions process is completed. A revised best practice progression/ promotions process is in place and communicated. Increased satisfaction level feedback evident in the Staff Survey.	A review of the promotions policies has commenced but it is not yet completed.	Sept.20	Sep-2020 Update	
5.1.24	Support the WiSE Network by providing information sessions and impartial advice for academic/professional/ support women considering applying for promotion.	Support to be provided to the newly formed WiSE Network	HE&D Deans Guest Speakers	At least 3 WiSE network meetings held in 2019. Detailed discussion on Promotions provided.	Support is on-going. Meetings are minuted and action items agreed. Updates are provied to the WiSE network by the HE&D on an on-going basis. A guest facilitator will deliver a 2 hour workshop on the 27th August on 'Managing your Career'.	Sept.20		
5.1.26	Facilitate focus groups with research staff to ascertain their knowledge of and satisfaction levels with the job evaluation process.	The Job Evaluation process is currently suspended. If approval is secured to re-instate the process there is a requirement to undertake discussion with Research Staff	HRD ER M T&D M	Job Evaluation process re-instated. Revised scheme for researcher agreed				
5.1.27	Review the appropriateness of the Hay job evaluation process for evaluating researcher and college teacher posts.	The Job Evaluation process is currently suspended. If approval is secured to re-instate the process a requirement to undertake a review as to the effectiveness of the process for some posts e.g. researchers	HRD ER M	A comprehensive review undertaken.	Job Evaluation is currently still suspended. High levels of dissatisfaction from Professional/Support staff is being communicated. As 67% of Professional & Support staff are female the suspension of the JE process is primarily effecting one gender. The issue of Job Evaluation has not been resolved and due to the crisis will now likely to incur further detalys. Mangement have confirmed that discussions are on-going with DES. Data on what other institutions are doing in this regard has been compiled and presented at the Sept Career Development Group Meeting	Ongoing	Ongoing	
5.1.28	Engage with the DES to restore the job evaluation process.	Huge dis-satisfaction and frustration was evident in relation to the suspension of the Job Evaluation Process	President VP&COO HR Director	Job Evaluation process restored.	Engagement with DES is on-going	Dec.20	Ongoing and due to reach a conculstion	
	5.3 Career development: academic staff							
5.3.1	Increase the engagement of male staff on career development programmes.	There is a need to explore why fewer males than females avail of development opportunities. The need to engage senior male managers in equality initiatives is a priority.	HE&D L&D M President	A focus group held with senior male managers on engagement in development programmes. 20% Increased participation of male staff in training programmes each year for the next years. Data published annually. Funding secured and 1 further MARC or similar programme delivered to senior/middle managers each year (80%M – 20%F participation for the next 3 years	Focus Groups/Survey to be considered. The Career Development Working Group are also reviewing this action and will put forward proposals for addressing this action.	Priroity 2	The career Development group have decided to defer this for now.	

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5.3.2	Review and relaunch the LEAD programme and include it as a compulsory element of induction training from 2019.	The uptake of this programme has been low. A review of the content of the programme is underway at a sectoral level with a view to redesigning and re-launching it in 2019.	HE&D L&D M	Tender processed. Developer in place and new programme content finalised. Programme launch 2019 and e EDI (LEAD) Training included as compulsory element of Induction Training from January 2020	The design and development of the LEAD programme is nearing completion. The Head of E&D UL & Head E&D NUIG have taken over responsibility for project managing the programme. The roll out has been delayed due to Covid-19 challenges in relation to filiming etc. The new expected roll out date is February 21'			
5.3.4	Update the content of the PDRS training programme for reviewees and reviewers.	Feedback on the PDRs process is that it is useful when performed effectively.	HRD Deans HE&D L&D M	PDRs Training content reviewed and updated. An on-line programme in place. Reviewer Training undertaken every 3 to 5 years. Improved proportion of staff accessing the training 20% increase annually.	The PDRs process is currently under review. The aim is to bring the process on line with the implementation of the Core Upgrade. In the interim the existing forms will be utilised for 2020 with all managers being required to confirm that PDR's have taken place. . Training is on-going. The Core upgrade is scheduled for 2021. Completion reports have been requested by all HoD's/Managers			
5.3.10	Roll out a campaign to engage all staff in the mentoring programme.	The mentoring scheme has been highly successful in certain areas of the institution with excellent feedback received in the review. There is however a need to promote the scheme more fully and engage more mentors and mentees.	HE&D L&D M	A 30% increase in the number of PSS staff availing of mentoring. A 20% increase in the number of academic/research staff availing of the scheme with a 90% satisfaction rate for its usefulness and effectiveness.	A mentoring information session was rolled out in February by the HE&D. Training for mentors and mentees was delivered in May. Over 20 matches were undertaken in 2019. A mentoring Training Workshop took place on the 5th November 2020 with 20 Mentors & Mentees. All paricipants on the Mid-Career Academic Programee and the Springboard Programme have been encouraged to avail of the mentoring scheme.	Nov-20	Nov-20	
				5.5 Flexible working and managing career breaks				
5.5.2	Develop specific research funders guidelines on maternity leave provisions and strategically place on the UL HR website.	Funding bodies provide different maternity leave provisions which at times cause confused. There is a need to clarify the conditions pertaining to certain research contracts.	Research Office & HR Research	Guidelines on Funding Body Maternity Leave strategically placed on the HR & Research Websites.	HRO Research to update	Jun-20	Sep-20	
				5.6 Organisation and culture				
5.6.1	Appoint a Vice President for Equality, Diversity & Inclusivity.	GTF recommendation that each HEI will through a publicly advertised competitive process appoint a Vice-President/Director for EDI reporting directly to the President.	GA President	GA Approval secured. A formal recruitment process in place. Vice President for EDI appointed and Athena SWAN Action Plan implemented by 2023. Staff survey indicate strong institutional EDI leadership.	As the contract role of the EHR Special Advisor to the President has now ended a process of appointing a dedicated Director Human Rights, Equality, Diversity and Inclusion is currently underway. Interviews are schedule to take place in early February 2021. The Director HR-EDI will report to the Provost-Deputy President of the University. Additional EDI resources have been committed to in the AS Action Plan.	Feb-21	Mar-21	
5.6.2	Appoint two additional posts to the Equality & Diversity section.	It is evident from the growth in this area that the E&D office is under resourced. In order to continue with the University's plan to seek a Silver Award by 2022 and to deliver on the key actions as committed in the Action Plan additional resources are required.	HRD	Recruitment process in place. Equality Manager Athena SWAN Projects Officer posts filled.	No additional resources have been assigned to E&D for 2020. The Acting President has committed to reviewing this.			

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5.6.3	Increase funding to support AS initiatives.	Demonstrate commitment of University to AS	HE&D	Budget increase to support events such as the Annual International Women's Day Conference 1 Women in Leadership Conference 3 Speaker Events Annually 3 Special Training workshops	EDI Budget available annualy for events. A Number of events held in 2019/2020 including:IWD confernce in 2019 - over 250 participants; 2020 held 6th March 2020 (100 cancelleations due to Covid19. Excellent feedback. First National Diversity Day Event held 19th June 2019; Consideration to Virtual event 2020. First International Mens Day Conference held 19th November 2020	On-going	On-going	
5.6.5	Introduce mandatory dignity and respect training for all staff.	Ensure ongoing and improved awareness of dignity and respect	HRO ER HE&D L&D M	Mandatory training for new and existing Staff. Refresher training for all staff every 4 years.	D&R Training On-going. Update on completion rates to be provided annually. D&R training to be included as part of mandatory training for all staff and a key requirement for successful completion of Probation. Requirement forwarded to L&D. The Consent Framework will now address the requirement to revised D&R Policies, Sexual Harrassment & Sexual Misconduct Policies. The institution AC on the framework to be presented to DES/HEA in Feb 21.	On-going	Feb-21	
5.6.7	Ensure the dignity and respect training programme clearly sets out the supports available to staff to report incidents.	The survey demonstrated differences in Line Managers understanding of issues related to sexual harassment. It is important that they are aware that the DCP can support this process.	HRO ER HE&D	Programme amended to include supports available to staff Increase from 31% of don't knows in response rates to line managers understanding of issues relating to sexual harassment.	Programme includes clearly outlining the supports available to staff that experience any form of harrassment through the Designated Contact Personal Panel and through HR & the Union. Feedback to be monitored through the bi-annual staff survey and through all department surveys. The relevant policies to be reviewed in line with the Consent Framework. A working group to be established . HEA updated required. A Consent Framework Steering Group Committee (FSG) is currently being established. A balanced membership of key stakeholders is proposed. Two sub groups (The Sexual Health and Wellbeing group and The Policy Development Sub Group will report in to the FSG.	Oct-20	Nov-20	
5.6.9	Where feasible, amend recruitment and selection procedures to allow for a higher representation of additional members, such as postdocs, professional/support staff or external senior female members, to serve on committees.	Remove the risk of committee overloading of senior female staff particularly in STEMM	DHR HRO Recruitment	Amended recruitment and selection procedure	The Recruitment & Slection Procedures are currently being reviewed. A number of key changes have been implemented to the revised procedures. Action 5.6.9 requires Faculty & HR Recruitment Update. Action highlighted to HR - needs follow up	Sep-20	On-going in line with new procedures	
5.6.12	Implement a pilot eWAM in EHS.	A clear need to have an institutional WAM Framework was identified. EHS volunteered to pilot the eWAM.	Deans HE&D ITD	Pilot electronic WAM system rolled out in EHS. Successfully reviewed and decision to roll out to all faculties in place	A formal response on the key concerns/issues in relation to the eWAM has been forwarded to Unite. A response to this letter was received from Unite on the 18th June. A further meeting of Steering Committee to be arranged to address the further issues raised. The eWAM Pilot is stalled at the moment.	Oct-20	Nov-20	
5.6.19	Collect participant data by gender on UL outreach volunteers and supervisors.	Improve the gender balance of volunteers and supervisors at outreach events to better reflect the gender balance in society	Faculties	Collation of participation data and improvements in gender balance	Update Required from FAHSS Committee. Some faculties are collecting detailed inforamtion. Needs discussion	Nov-18	On-going	

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5.6.23	Lead on the development of the National AS Practitioners Network Ireland.	UL has led on the implementation of AS since 2015 through the HE&D who acted as former chair of the National Steerign committee and led on the establishment of the National Practitioners Network	HE&D	HE&D elected chair for 2019 Terms of Reference for the Network in place. 3 Meetings held in 2019	4 meetings of the AS National Practitioners Network took place in 2019. Excellent forum for exchanging experience, best practice etc. NUIG to chair for 2020 - Meeting held in June 2020. Key issue raised by the network with regard to the requirement of PSS data in AS Bronze application raised and a pilot process to be available for submission from November 2020.	October 2018 to March 2019	On-going	
				6. Supporting trans people				
6.1	Finalise and formally launch the Gender Identity and Gender Expression policy.	To put in place an informed Gender Identity and Gender Expression policy .Training and communications strategy required	HE&D Trans Team Committee members HE&D HR L&D	In consultation with the Trans Support and Intersectionality teams and relevant stakeholders the Gender Identity and Gender Expression policy is finalised and launched. Policy published and available on public website.	AN will update the Policy and forward to the committee for review. The 16th October is the deadlinefor finalising the policy development. The policy will be forwarded to the following key stakeholders by week of the 23rd October: 1. TENI 2. Student Affairs 3. The Hate and Hostility Group 4. UL Éist Student Counselling and Wellbeing Service' 5. Academic Registry 6. Student Health Services 7. Out in UL 8. Human Resources 9. Campus Life Services 10. Unite IR to update Appendix D to reflect the key contacts and reporting structures. It is hoped to have an initital draft ready for circulation for external review by TENI by Oct 2020. Formal notification received on the 22nd Sept that the policy template has been approved by the Executive Committee. The updated version of the policy was discussed at the meetig on the 12th November 2020. A list of the key stakeholders has been identified. The committee to revert back if they have a contact in any of the organisations not assigned or if there is any organisation missing from the list. A draft policy to be circulated by Friday 20th November and then allowing the organisations 2 weeks to revert by Friday 4th December.	Nov-20	Dec-20	
6.2	Provide training on the Gender Identity and Gender Expression policy to all members of staff.	There is currently no formal procedures in place to support staff or students who transition or identify as transgender or gender diverse. To communicate the policy and ensure all staff and students are aware of its contents. To Raise awareness of gender-neutral pronouns	HE&D	Information workshops held. Feedback positive Knowledge of policy in Staff Survey receive 100% In Excess of 100 Staff will have undertaken gender awareness training by end 2019 with strong programme evaluation	4 Trans Awareness Workshops were held in 2019. Trans101 Workshops were schedule to continue for 2020 however they have been cancelled due to the lockdown. Discussion to take place on rolling out the workshops virtually. The GI&E policy will clearly set out the process and supports that he university offers for staff and student transitioning. Information workshops will also be rolled out.	Sep-20	TWG (Inclusion of Trans Staff & Students Working Group) On-going	
6.7	Provide designated contact persons with training on LGBTi issues.	There is a clear need for all designated contact persons to undertake training in LGBT issues.	HE&D HR L&D	DCP feedback demonstrates full understanding of LGBTi	A workshop was held in May 2019 on understanding LGBTi Issues organised by the ADE&D (FAHSS). Members of the DCP were invited to attend. Further Training was scheduled to take place in April for the DCP but has been deferred due the closure but will be rescheduled. Further Training to be rolled out in 2019/2020	May-19	All D&R policies are been updated in line with the Consent Framewoark. A cross institutional working group has been established to undertake the review. Updated Training for DCP will follow	

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6.9	Update forms and the Student Record System to reflect multiple gender fields.	To provide and keep correct records for transgender and non-binary students . There is a need to update fields in the Core HR System to reflect multiple gender fields.	VPA&SE DSA Director ITD SAE&D	Student record system and corresponding forms changed Procedures in place for students and staff seeking a preferred name change	The fields in the Core HR System have been updated. Disuccions are on-going with Academic Registry who will update their procedures in line with the GI&E policy. The outcome of the Intersectionality Working Group has now been circulated with the advice to work with 2021 Census Categorisation. A survey of all staff is due by end 2020. The updated categorisation to be used for 2020 staff sruvey.	Sep-20	MC - October 2020	
6.13	Support UL Student Life and Out in UL to host annual transgender health and awareness weeks.	To create a culture of awareness and acceptance for transgender and non-binary students include as part of Charity Week	SU President SU Welfare Officer Director SA	1 week per year	Trans 101 workshops rolled out and attended by the SU. The IT STOP NOW Campaign for 2020 unfortunately had to be cancelled due to the University's closure. An update from Charity Week activities in this regard required.	to be reviewed.	SU to provide update	
	Recruitment & Selection							
4.1	Review and revise the measures aimed at attracting female candidates in STEMM.	If numbers do not grow in 2019, revise the measures aimed at attracting female candidates. Prevent a return to historical default and to ensure that process and operations are continually refreshed and fore grounded in recruitment.	VP COO HRD Deans HoD -HoS	Content of Advertisements are gender-proofed. Compulsory completion of unconscious bias training included for all Recruitment & Selectoin Panels members and included in recruitment packs. Search committees utilised in circumstances where gender is underrepresented (Action 5.1.5) Only in exceptional circumstances will a single gender competition go ahead. Explanation to be presented on file. Comparison to baseline shows increase across AS lifecycle	A review of the Recruitment and selection procedures has been undertaken. All key recommendations as set out in the AS Action Plan and the GAP/HEI REcommendations have been incorporated into the revised procedures including the requirement to ensure compulsory Unconscious Bias Training is completed. Recruitment Packs to consist of a vertification note that all panel members have completed unconsciou bias. Compliance with this to be verified by the competition owner. The use of Search Committees to be clarified and procedures on their usage to be drafted. Revised procedures clearly set out that single gender competitions with not be permitted unless prior approval has been sought through the HRD.	Sept.20	The review of the R&S procedures has been completed. Approval being sought by EC to implement the agreed changes in line with AS & GAP including HEI recommenations	
4.5	Raise awareness of the Research Careers and Development Framework.	To enhance communication to researchers regarding career development so that potential for progression is maximised	Deans; L&D M HE&D ; HoD / HoS	Campaign undertaken to promote the Research Careers and Development Framework. Specific survey undertaken. 70% response rate from Researchers to the survey and a minimum 70% satisfaction rate with the supports.	An Engaging Research Working Group a sub-group of the Athena SWAN Steering Committee has been set up. Key actions for this group have been agreed. The group will work in consultation with the newly former Talent & Career Development Group for Researchers, HR (Research, L&D). The recently published IUA framework for Researcher Careers and Development is the preferred model at national level and UL are actively considering the			
4.14	Celebrate UL's diverse culture by hosting events and ensuring representation on key committees.	To integrate and embed the change from historical homogenous profile of UL activity	President EDI Special Advisor; HE&D	Calendar events (festivals, celebrations) that promote diversity. Stronger links with International Education established. Stronger representation of ethnic minority groups on key committees.	A Diversity and Inclusion Workshop took place on the 19th June 2019 with exceptional feedback on the event. Representation on key committees to be reviewed to ensure representation from ethnic minority groups. Further events to take place during 2019/20.	Sept.20	Review of all committees by Nov 2020	
4.15	Ensure that the imagery used on all promotional materials is gender balanced and includes age and ethnic groups and family-friendly images.	To celebrate and promote UL's diverse culture	HMC HE&D EDI Special Advisor Head IC	Strong images of diversity on all institution materials. HE&D a member of the Marketing and Branding Review Committee which has considered all EDI aspects. New materials visible on all promotional materials.	A review of the HR & EDI Website is now complete and includes diverse images. This needs to be reviewed on an on-going basis.	Sept.20	On-going	

Institutional Action plan - Update January 2021 - Priority 2

Priority key (Pr.)	Immediate (1)								
	Action has commenced and will be implemented within 12 months	Status Green = Achieved			Status Amber = In Progress		Status Red = No Progress/or no action required at this time		Behind Target
#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
2. Description of institution								
2.1	Produce an annual Athena SWAN report on the Action Plan (2019–2023) to raise awareness and improve engagement with AS and gender equality initiatives and achievements.	AS survey highlighted differences in awareness of AS and the action plan between academic, research staff and professional/support staff. The survey also highlighted women being more engaged in AS than men. There is a need for the survey to capture intersectional data through the use of compulsory gender questions.	President HE&D	AS Survey conducted every 2 years including intersectional data Staff response rate of at least 80% Response rate from male academic staff increased to 50% and from male researchers to 30% by 2020 Increased response rate from professional and support staff 100% response rate to Q on gender AS success publicised on the AS website and other campus-wide communication platforms. An annual celebratory event hosted by the President.	Feedback from the AS E&D Survey incorporated into the AS Application and the accompanying action plan. Staff communicated on the outcome of the survey and the circulated with the action plan. A staff Pulse Survey was issued in June 2020 to gather data on the effects of Covid-19 and remote working. A 75% respose rate was achieved. A comprehensive report has been circulated to staff with an accompanying action plan. Faculties have received detailed feedback.	Dec-20	Dec-20	
2.3	Investigate why fewer women are taking teacher education programmes in UL.	Women are underrepresented in UG teacher education in comparison to the national average.	Dean EHS Dean S&E	An increase by 10% in the number of women undertaking Teacher Education Programmes in UL within 3 years.	To be followed up with SoEd.	Jun-21	Dec-21	
4.2	Set targets to increase the number of females at Professor and Associate Professor levels by 10% in the next three years through recruitment and promotions process strategies.	To increase the representation of women at full SL, Associate Professors and Professor levels	VP&COO VPA&SE HRD HE&D L&D M Deans/HoD/HoS	A comprehensive review of the promotions procedures (Actions 4.17; 5.1.18; 5.1.20) has been undertaken with additional supports (one to one coaching) in place for staff at SL levels. Search committees utilised to target female applicants for Assoc. Professors positions. 10% increase in female Associate Prof and Prof posts by 2022	Discussions are on-going with the VPA&SE. A review team needs to re-engage in this process . Promotions have been re-instated for 2020 and will be processed in October. 69 applications for L to SL (33 F). 36 Applications SL to AP (14F) . L to SL 70% success rate overall (60%) SL to AP. L to SL - The female success rate overall was 37% of the total applications and of the females that applied 72% were successful.The overall female success rate is 29%. Of the females that applied (13) - 77% (10) were successful.	Sep-20	Nov-20	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
4.3	Enhance supports, including one-to-one mentoring and coaching, for female senior lecturers and associate professors in STEMM.	To minimise impact of any leak point and to address low number of professors in STEMM	President Dean S&E Dean EHS VPA&SE VP&COO	An increase by 20% in the number of SL promoted to Associate Professors by 2020. A 50% representation of women at Associate Professor level by 2023	The 2020 Promotions saw a 70% success rate from Lecturer to Senior Lecturer (SL). Of the male applications 69% were successful. Of the females that applied 72% were successful resulting in a 45% representation of women at SL in line with the cascade model. A 60% success rate overall from SL to Associate Professor level was achieved. Of the males that applied (22) - 50% (11) were successful. The overall success rate was higher for females 13 applicants - 10 (77%) were successful. While this increased the number of females at Associate Professor level to 21 when aligned with male success rates the overall percentage increase did not change and remains at 34%. However, it should be noted that this increase represents an increase of 15 female associate professors since 2015. The results convey a very positive outcome to staff. We are therefore hopeful we will reach the 10% increase at AP level by 2022.	Nov-18	Nov-20	
4.4	Secure funding from the DES on the government-approved Female Professorships, initially in S&E.	To avail of Government funding for 45 female Professorships over 3 years announced in Nov 2018	President Dean S&E Dean EHS VPA&SE VP&COO HRD HE&D	Funding secured for 2 Female Professors appointed in Science & Engineering by 2021. Funding secured for a further 2 Professorships by 2023	The Minister of State for HE has confirmed that application for the SALI will be issued in June. The Dean S&E has advised his HoD's Accordingly. In total, 45 posts will be funded over a 3-year period. UL can apply for 3 posts in 3 areas. 2 SALI Posts were secured. 1 in EHS/SE - Prof Biomedical Sciences (Cancer Genomics) and 1 in Maths & Stats. Interviews scheduled for November 2020. SALI 2021 has now commenced with the institution permitted to submit 2 applications. The internal process has commenced. The deadlie for submission is end January 2021.	Nov-20	Nov-20	
4.11	Hold career progression focus groups with part-time staff to establish if part-time working is by choice.	To generate a non-anecdotal evidence base for how 76% of PT staff are female	HR	Report to AS steering committee April 2020	TBA	TBA	Jan-21	
4.12	Amend the promotions procedures to specifically consider academic part-time careers.	To bring clarity to how promotion decision-makers can fairly use data on PT work profiles	VPA&SE VPCOO DHR HE&D HRO Recruitment	Procedures explicitly detail how Part time working is considered within the promotions process. Promotion Documentation is amended to capture PT data. Amendments are listed for communication in workshops.	Part time staff are eligible to apply for promotion. In the 2020 round there were 2 part time workers considered each on their own merit on a pro rata basis.	TBA		

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
4.16	Examine the leaving rates by contract function to establish if there are any gendered patterns.	Lack of detailed information available on leavers	HRO Comps & Bens	Data reviewed and report compiled for presentation to the ASSC	Process to be agreed. A process for capturing leaver informaton tba.	TBA		
HEA 1.11 AS 2.1 AS 3.3	Produce an annual Athena SWAN report on the Action Plan (2019–2023) to raise awareness and improve engagement with AS and gender equality initiatives and achievements.	AS survey highlighted differences in awareness of AS and the action plan between academic, research staff and professional/support staff. The survey also highlighted women being more engaged in AS than men. There is a need for the survey to capture intersectional data through the use of compulsory gender questions. Due to the Covid-19 crisis a general staff survey on the effects of Covid on staff has been circulated. Survey responses will be analysed by gender and viewed from an EDI perspective	President HE&D	AS Survey conducted every 2 years including intersectional data Staff response rate of at least 80% Response rate from male academic staff increased to 50% and from male researchers to 30% by 2020. Increased response rate from professional and support staff. 100% response rate to Q on gender. AS success publicised on the AS website and other campus-wide communication platforms. An annual celebratory event hosted by the President.	Staff Pulse Survey replaced the biennial AS Survey. A further survey will be conducted in 2021 to benchmark the findings.	Jun-20	01/03/2021	
				3. Self-assessment process				
3.3	Conduct AS awareness-raising focus groups with male staff and researchers (male and female).	The poor response rate from males staff overall (23%) male academic staff (27%) and particularly male Research Staff (11%) and female researchers (28%) indicates a clear need to conduct As Awareness Raising focus groups with a publicity campaign persuading these groups that AS is about improving working practices for all and engaging them in the process.	HE&D Executive Deans Directors of Research Institutes	3 focus groups held in 2019 – 1 All Male staff - 10 attendees secured through direct invitation to male staff only 1 Male Research Staff focus group held – direct invitation to all male research staff 1 Female Research staff – through direct invitation to all male research staff	Discussions are underway with RMcM the chair of the Research Career Development and Talent working group to ensure there is no duplication in the work being undertaken. CB is the representative on both committees and will provide updates. CB confirmed that the focus of the Talent and Career Development Sub Committee is to look at the early career stages of researchers.The next meeting is taking place in the coming weeks and CB confirmed that they hope to get the terms of reference finalised. CB advised that a tailored research induction process is required for researchers. MC advised that the researchers career trajectory needs to be looked at and ways to support this within the University	Nov-20	November MC/CB	
3.4	Nominate AS champions within each faculty, school/department and professional/support area.	To further embed and support AS activities at faculty and department level.	Deans HODs	All faculty/schools/departments have identified a staff and student AS champion. New AS Champions identified within PSS. UL Athena SWAN Network is expanded with increased attendance at the quarterly AS Network meetings. 100% of schools/departments engaged with Athena SWAN. Roll out commenced to PSS Divisions	A number of school/departments have identified AS Champions. 2 faculty have put in place Research Assistants to support the process. More work to be done.	Nov-18	Jan-21	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
3.5	Include AS champion work in the workload model.	To support and encourage wider engagement of staff in AS and ensuring staff can dedicate the necessary time needed preparing for AS awards and implementation of AP ensure work is accounted for within WAMs.	Deans HODs	100% staff involved in preparation of AS submissions will have their work recognised and approved within workload model by 2019. AS Champions attend quarterly AS Network meetings	AS work included in the WAM. Review annually.	Nov-18	Dec-20	
3.6	Provide faculty, school and department SATs with ongoing support.	The E&D office provide support to all faculty ASSAT's and to departments preparing submissions. With the expansion to all faculties and all departments, additional dedicated resources are required to continue to support the embedding of AS in the Institution. (President's Letter). 5 Schools/Departments currently hold awards. 5 schools/departments are submitting in Nov 2018. FAHSS submitting target submission date Nov 2019. 4 Schools are preparing re-submission.	HoDs HE&D E&D Office	FAHSS submission Nov 2019 A minimum 8 Faculty/School successful awards in place by April 2019 A further 3 awards in place by Nov 2019	Chemical Sciences, FAHSS and Pyschology Department were successful in 2020. This brings to 11 the number of successful departments. CSIS (Lero) will submit in November 2020. The Biological Sciences Department will re-submit in the Nov-Jan round also. PESP will submit in April-June round 2021.	Nov-20	Apr-21	
3.8	Establish a central data platform for faculties/schools/ departments on SharePoint.	Faculties/schools/ departments currently collect all staff data from the HE&D & the AS Administrator who in turn have to extract the data from Core which is unreliable at times and involves manually examining the data	HRD HRIS HE&D	SharePoint platform established. Accurate & reliable staff data. Institutional and school data collected annually and easily accessible by AS Champions within all schools. Data reported on an annual basis for all faculties by the HE&D as part of the Annual AS Report	A central SharePoint is in place for all AS Faculty & Department SAT members however a central data point for Staff Data needs to be established.			
5. Supporting and advancing careers								
5.1 Key career transition points: academic staff								
5.1.3	Deliver compulsory face-to-face equality and diversity/gender awareness training workshops to all new staff during their probation period.	While eLearning UBT is available the recommendation from the GT is that face to face training should also be provided	HE&D L&D M Members of ASSC	A 2 hour face to face UB training programme designed and delivered to all new staff during their probation. 50% attendance rate in 2019 – 60% 2020 – 80% 2021 - Not yet commenced .	The LEAD programme will contain additional material on UB Training. Face to face UBT not yet in plac	Sep-20	Nov-20	
5.1.5	In circumstances where gender is underrepresented, use search committees before advertising positions.	In order to source suitably qualified applicants for specialised posts internal search committees should be used before advertising the posts allow candidates adequate time to apply	HR Recruitment Manager Competition Owners Deans/HoDs	All competitions will have a mixed gender application pool.	Revised Recruitment Procedures to clearly set out that requirement for mixed gender interview pools. If single gender approval must be sought in advance from the HRD to proceed to interview. Internal Search Committees to be utilised for senior posts. Included in the revised R&S procedures	Sep-20	Nov-20	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
5.1.12	Carry out an intensive review of research posts, including an examination of the systemic factors that caused the downturn in female advancement in 2018.	Analysis reveals that females are significantly less likely to apply for research posts and therefore fewer females are advancing to the more senior levels (Research Assistant, Postdoc, Research Fellow).	HRO Research HE&D	Carry out a more intensive review of research posts, including an examination of the systemic factors that caused the downturn	Review to be completed by Dec- 21. Increase by 18% of the number of women applying for research posts from 32% to 50% by 2021. Not yet commenced: Due to commence March 2020. Deffered to Summer 2020	Sept.-20	Report to be completed HEDI	
5.1.14	Promote professional/support staff involvement in the mentoring scheme.	The uptake of mentoring by PSS has fallen. Promote the scheme to PSS.	L&D M HE&D Division Directors	Scheme promoted to all PSS. Increase of 10% each year in the uptake. Feedback in Staff Survey demonstrates an increase uptake of the scheme and an increase in valuing the scheme.	Virtual mentoring information Session planned for May 2020. Needs to be promoted more widely to PSS. Uptake figures for 2020 presented at Sept meeting. Workshop to be scheduled for October 2020	Sep-20	Oct-20	
5.1.17	Record the completion of faculty/division-level induction in the probation reports of all new members of staff.	The probation report which should be forwarded on a quarterly basis to HR to contain detail of completion of the on-line Induction Programme	Mangers HoDs Supervisors	Formal process for tracking completion of the on-line Induction Training Programme in place with 60% compliance in Y1; 70% Y2 and 80% Y3.	Detailed Probartion Reports are being completed. New staff must now signal that they have completed and undersood certain training and policies.	Sept.-20	On-going	
5.1.20	Review HoD training to ensure that HoDs are adequately prepared to mentor colleagues and help them prepare for promotion and progression.	Evidence suggests lack of support from HoDs to staff preparing their Promotions Portfolio	T&D M HE&D	Increased satisfaction from staff with regard to the support provided by HODs with the Promotions Process	Workshop provided for academic staff applying for Progression in February 2020. Well attended. Virtual session promoted for staff applying for Promotion. Closing date Wed. 29th May 2020	Nov-20	On-going	
5.1.21	Introduce formal training for promotions board representatives and deans on giving feedback to candidates.	Evidence presented sets out dissatisfaction from staff with the feedback received when unsuccessful in the promotions process	HR HE&D; HL&D	Formal Feedback Training Programme in place. Increased competency demonstrated by Deans/HoDs in providing feedback. Increased satisfaction level with the feedback provided.	Taken on board as part of the review process	TBA	Nov-20	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
5.1.22	Consider deconstructing scoring categories so that more specific criteria can be identified and more specific feedback given to candidates to help them understand the outcome.	Many respondents called for greater transparency around the process, information in relation to scoring, the decision making process etc.	VPA&SE VP HRD Deans HR Review Team	Promotions Policies reviewed and new policies in place. Improved feedback processes in place. All Deans/ have undertaken training. Agreement in place to give more specific scoring feedback.	TBA as part of the Promotions policy review	TBA	TBA	
5.1.25	Provide specific one-to-one mentoring on promotion.	The need for specific one to one mentoring/support with promotions was identified.	HE&D T&D M Deans HoD	More men engaged in providing Mentoring Support on the promotions processes. A 'Connecting Women' – Engaging Men to enable female success has been rolled out.	Mentoring Stats presnted Sept 2020 meeting	Sep-20	Oct-20	
5.1.30	Review all promotions processes to ensure the procedures provide for part-time working for academic, research and professional/support staff on a pro-rata basis.	Academic and PSS are frustrated that the current system does not provide for evaluating a role on a pro rata part time basis. Therefore, staff, predominantly female staff due to work part time do not have a clear career path.	HRD ER M HE&D	A process to account for part-time working within the promotions and Job Evaluation Process in place	To be considerd in the review of Promotions. A key issued raised by a number of departments	Dec-20	Mar-21	
				5.3 Career development: academic staff				
5.3.3	Drive the implementation of the ePorformance system as part of the Core HR systems upgrade.	There is a clear need to increase participant rates in PDRs and to update the PDRs system.	HRD HE&D L&D M	The Core upgrade in place including access to the ePerformance option. Process agreed and roll out commenced.	A notice circulated to all Managers re the requirement to complete all PDRs by August 2020	Jul-20	Update July 2020	
5.3.5	Put in place a directive that each HoD/line manager must provide the dean/division director with an annual report on PDRS completion rates.	A quarter of staff did not find the PDRs useful.	HRD Deans HODs L&D M HE&D	Evidence of increased participation rates in PDRS one-to-one review meetings provided by Deans/Division Directors to Exec. Committee. An increase to 70% of staff who find their one to one PDRs useful.	A review of the PDRS is taking place within HR.	Priority 1	Sep-20	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
5.3.6	Identify and roll out a suitable Woman in Leadership programme.	The feedback from the Women in Leadership Programme was extremely positive with a number of female staff wishing to participate in further programmes.	HE&D L&DM	An excellent Woman in Leadership Programme in place and 1 programme rolled out annually achieving 90% satisfaction rates.	A Women in Leadership Programme to be considered. Funding has been sought to roll out a sectoral PAA (Preparing for Academic Advancement Programme). There is a need for a mid career development programm for PSS Staff.			
5.3.11	Undertake a review of the SSPC mentoring programme in 12 months with a view to extending the model to other areas.	This is the first year of the scheme in SSPC utilising external mentors for PhD students.	SSPC Representative HE&D	Scheme Reviewed. Scheme extended to CONFIRM and other areas over a 4 year period.	On-going Mentoring Training being provided by H E&D	Priority 1	On-going	
5.6 Organisation and culture								
5.6.6	Investigate why female staff are unlikely to report incidents of unfair treatment/bullying and harassment.	If 25% of female respondents reported that they would not report an incident of bullying and harassment it is necessary to investigate why not and seek further responses from all staff	HE&D HRO ER	Decrease from 25% in the % of female respondents less likely to report unfair treatment.	Will be reviewded as part of the Consent Framewoark	Oct-20	On-going	
5.6.10	Recognise committee participation by gender within the WAM.	There is a need to recognise committee work in the WAM	Deans Line Managers	Inclusion of committee work in initially in the new pilot eWAM and further in the rolled out WAM to all academic units.	Athena SWAN Committee work is recognised in the WAM. The faculty of EHS have undertaken a detailed exercise on tracking the hours allocated to EDI & AS work. The Faculty has secured a Research Assistant to suppor the faculty work. SAH have also secured a Research Assistant to support progress with their Action Plan. An exericise has been undertaken in EHS o track the level or work across the faculty. The eWAM has currently been suspended. Awaiting update from Unite in this regard	Sep-20	Oct-20	
5.6.11	Devise and apply an Equality Impact Assessment process when monitoring and reviewing policies from an equality perspective.	Ensure all policies have a strong equality focus	HE&D HRO ER	All policies new and existing are reviewed from an equality perspective	Work in this regard is on-going. All HR related policies are currently under review to ensure compliance and where required policies to be updated.	Sep-20	on-giong for 2021	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
5.6.15	Ensure that all regular management meetings occur between 10h00 and 16h00 and that policies are in place to support this.	Enable staff with caring responsibilities to attend all meetings	EC members Deans Chairs Division Directors	Policy in place stipulating that all meetings held between 10.00 and 16.00	The timing of meetings varies from faculty to faculty with a number of departments who have successful AS Awards in place ensuring that meeting are held in Core Hours. Discussion as to next steps. Revised policies to now be considered in line with working remotely. A protocol on Remote working is due to be issued by end July - awaiting data from the Staff Survey to inform the protocol. A policy will be issued at a later stage. MC to look at best practice practice protocol with regards meeting engagements/workshops in line with the Remote Working Policy.	Oct 2020	Nov-20	
5.6.17	Implement a direct and specific advertising campaign to engage and attract male delegates to the International Women's Day conference	Attendance at the IWDC is predominantly male. The aim is to have a greater representation of both genders at the conference supporting our aim of engaging men in the conversation.	All attendees	Each female participants registers a male colleague. 20% increase in male attendance Year 2. 30% Year 3.	Some discussion took place on this item. Agreement that males should be encouraged to attend but that it is an event for Women. Topics should be varied at attract both gender.	On-going	Mar-21	
5.6.20	Enhance the linkage and coordination of outreach activity to maximise impact.	The need to enhance the linkages to ensure impact of activities	EpiSTEM & Faculties	Shared rolling calendar of outreach activities with objectives & audiences identified	Needs discussion and Faculty update - Need to assign this action to relevant personnel	Apr-19	Dec-20	
				6. Supporting trans people				
6.3	Roll out the It Stops Now programme to students and to staff working with students.	To effectively communicate the It STOPS Now Programme to Students and Staff working with Students	SU Welfare Office HE&D	Campaign held annually with an increase in participation to all 1st year students.	The It Stops Now Campaign unable to be rolled out in 2020 due to the university lockdown. The SHW (Sexual Health & Wellbreing) Working Group currently in the process of looking at presenting the Consent Drama for all 1st year students. The Drama is being included in the Orientation Schedule. Discussions are on-going as to how this maybe undertaken in light of the current restrictions.	On-going	MC 01/11/2020	
6.11	Hold trans workshops for ASSC, Executive Committee, SATs and EDI committee members and the wider campus community, including students.	To raise staff and students' awareness and acceptance levels of transgender and non-binary students To Raise awareness of gender-neutral pronouns	UL Student Life HE&D HR	75% of ASSC, EC, SATs and EDI committee members have attended training; 50 staff members attend training annually; 50 students attend training annually	Training to continue as set out above.	On-going	TWG (Inclusion of Trans Staff & Students Working Group) On-going	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
6.12	Engage with Limerick's GOSHH (Gender Orientation, Sexual Health, HIV) service to facilitate the promotion of equality and wellbeing.	There is a clear need to raise awareness within the student and staff community on ensuring UL provides a safe environment for all students and staff	SU President Director SA VPAS&E HR	Zero incidents reported in 2019. Campaign undertaken and positive feedback received in the Staff and Student Surveys	Workshops to be rolled out on the GI&E Policy and virtual Consent Workshops to be made available to all first year students from Wk5. The anonymous Report and Support Tool will be available on campus from end October 2020. The new tool will provide the institution with statistics on the number of incidents of bullying, harrassment, sexual harassment, racism etc. on campus.	Sep-20	Consent Workshops to be rolled out to all first year students from W5.	
				5.5 Flexible Working and Managing Career Breaks				
5.5.1	Provide line managers with a maternity checklist that clearly sets out responsibilities for ensuring appropriate arrangements are made for cover.	The University stipulates that all maternity leave is to be covered. The staff survey reveals that at times this is not clearly followed.	HRD HRO Comps & Bens	Checklist in place and strategically placed on the HR Website and communicated to all Managers through Communicated to management Council. Detail included in HoD Training Workshops and Manager Workshops	Update Required	Sep-20		
5.5.3	Clarify and regularise the nature of the contract and maternity leave entitlements for hourly paid staff.	Because of the nature of contracts hourly paid staff are not entitled to paid maternity leave and the uncertainty of returning after maternity leave was highlighted by some hourly-paid staff in the staff survey in STEMM	HRD HRO Comps & Bens	Clarity provided in relation to entitlement to Maternity Leave Cover and return to work for hourly paid staff. Contracts regularised where feasible. Department Staff Surveys see an increase of 80% in satisfaction rates in relation to information on entitlements for hourly paid staff	To be discussed	Sep-20		
5.5.5	Roll out further workshops for new parents, including single-gender options.	A pilot workshop for New Mums took place in 2018. The feedback was that females are more comfortable in a single gender workshop discussing parenting issues/challenges.	HE&D L&D M	1 single gender + 1 mixed workshop delivered in 2019. 2 annually from 2020.	Discussions on-going	TBA	TBA	
5.5.6	Put a checklist in place to help managers provide better support to returning staff.	Managers are requested to meet with their staff on return from Maternity Leave. 74% of staff surveyed felt they had been supported by the University during leave receiving information, job opportunity details etc. and 69% felt they received support on their return	HRO Comps & Bens HE&D	Survey staff on their return to ensure this is happening and to identify additional supports that would be welcomed. An increase from 74% to 100% staff reporting support on return to work.	To be included in next AS/Staff Pulse Survey	On-going	On-going	
5.5.11	Review the crèche's terms of reference and develop closer links with the crèche management.	There is a need for closer involvement with the University's Crèche.	DSA SAE&D HE&D	An active liaison committee is in place with agreed improvement measures highlighted annually.	The HE&D is now a member of the Crèche Liaison Committee. Quarterly meetings are now held and a review of Crèche T&C's are being agreed. Planned improvements are also under discussion. Deferred due to Covid and remote working	Sep-20	TBA	

Institutional Action plan - Update January 2021 - Priority 3

Priority key (Pr.)	**Immediate (1)** Action has commenced and will be implemented within 12 months	Status Green = Achieved		Status Amber = In Progress		Status Red = No Progress/or no action required at this time		Behind Target
#	**Action Item**	**Rationale**	**Person Responsible**	**Measure of Success**	**Progress Update**	**Date Assigned /Updated**	**Follow Up Date Agreed & Person Assigned to**	**Status**
Self Assessment Process								
3.7	Achieve a Silver AS Award by November 2021.	By Nov 2019 all STEMM department will have submitted applications. Essential to measure impact and set clear targets	Chair ASSC HE&D	A Silver AS application submitted in April 2021 clearly setting out the impact of AS in the institution	With 11 School/Departments now secured the institution is well on target. However 1 successful silver award is necessary. The department of Physics have indicated that they may submit a Silver Award in the April to June 2021 Round	Sep-20	Submission Date Nov 2022	
3.9	Agree a four-year plan for engaging all professional/support divisions in the process of seeking accreditation to the expanded charter.	With the submission of the FAHSS all faculties and all departments will have submitted applications at least once demonstrating the level of involvement and commitment to AS in UL. Professional/Support staff feel excluded and outside the parameters of AS.	HE&D	A 4-year plan for engaging central divisions in place. Presentation to all Division Directors to present on AS at Central Division/Department Meetings clearly setting out the value of AS for ALL Staff. A minimum of 2 central divisions having submitted application by 2022	The involvement of central services functions in Athena SWAN needs to be reviewed with AdvanceHE and the National AS Steering Committee as the current application is not fit for purpose. This is now forming part of the AS Consultantion process that is underway. The pilot of the AS Bronze Award including the requirement for additional PSS data is welcomed.	Sep-20	On-going	
3.12	Investigate the feasibility of appointing assistant deans for Equality & Diversity in each faculty.	As proposed by the Dean AHSS and in order to ensure delivery on the AS and EDI strategy there is a need to have a dedicated leadership role in each faculty that will ensure cohesive and aligned processes and procedures to embed the EDI ethos	Deans	Scoping exercise with report to ASSC from each faculty outlining capacity and obstacles to this.	In place in some faculties	Nov-18	Jun-21	
A Picture of the Institution								
4.7	Put processes in place to ensure that ethnicity data are captured through staff surveys and agree a process for collecting intersectional data through eRecruitment.	Ethnicity data not captured currently. Staff Survey provided some data but there is a need to put processes in place to capture. To allow for collation and analysis of E&D data in the absence of a statutory obligation	HRD HE&D	Questions on intersectionality included in all institutional and department surveys to inform our data. Reports on AS activity to show analysis of intersectionality data on annual basis. eRecruitment equality questionnaire amended to include compulsory responses to gender, including a non-binary gender option and a comment box. ethnicity and nationality.	A review of the Equal Opportunities Recruitment Questionnaire undertaken to include an opt out clause and rather than included an option of other to leave space for a comment. More specific ethnicity data also needs to be collected here and within the Core System. Currently only nationality is captured. A statment has been issued by AdvanceHE & the HEA. The HEA will require ethnicity data in 2021.	Sep-20	Q2 2021	
4.8	Lobby the HEA, the Department of Education and Skills (DES) and the Gender Taskforce to generate sectoral and national intersectional data on race and ethnicity in addition to the other categories specified in relevant legislation.	Intersectional data is not currently collected by the third level sector in Ireland, which prevents national benchmarking on important indictors. Sectoral intersectional data is necessary to support future Athena SWAN applications with a much needed focus on intersectionality	HE&D	Best Practice guidelines agreed at a sectoral level for gathering data. Substantial increase in the data collected at an institutional and sectoral level	The Intersectionality a sub group of the National AS Committee have issued guidelines to be followed	Sep-20	Q2 21	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
4.9	Undertake a comprehensive review of all fixed-term and specific-purpose contracts issued in the past three years.	The increase in these contracts needs to be explained to ensure reasonable rationale for usage that is in keeping with AS strategic ethos	HRD HE&D HRO Comps & Bens	Full report presented to EC in March 2020 with explicit focus on data related to female staff and clear regularisation actions outlined	New R&S procedures to addresss these concerns	Sep-20	TBA	
4.10	Investigate the reasons behind the rise in the usage of fixed-term and specific-purpose contracts for academic staff to ascertain if there are gender differences.	Depending on the outcome of Action 4.7 seek to regularise fixed-term and specific-purpose contracts as required.	HRD HRO Recruitment HE&D	Full report presented to EC in March 2020	HR Opps to review Contracts	Sep-20	To be invesigated	
4.13	Hold focus groups with clinical staff to review clinical career structures.	To understand the needs of this new but expanding staff category and how it is assimilated into appropriate career structures	Director HR Dean EHS HoDs EHS	Report to Dean EHS and then Exec Committee July 2019. A Career Framework for Clinical Staff in place	Discussions on-going with Allied Health in this regard. Benchmark data at the Career Development Sub Group Meeting. A working group has been established within EHS to review Clinical Career Structures.	Nov-20	Mar-21	
4.17	Formalise an automated system for gathering leaver data.	Lack of detailed information available on leavers	HRD	Pilot automated system in place and completed in year 1 by 40% of leavers. A decision whether the system is effective and whether to roll out further in place	Process to be agreed.	Sep-20	On-going	
4.18	Conduct a comprehensive equal pay audit, including professional/support salaries, every three years and report the findings to GA.	To monitor change against 2015-17 baseline and benchmark against external comparators	COO Director Finance	Negligible gender differences in pay rates. Complete and accurate database.				
5. Supporting and advancing careers								
5.1 Key career transition points: academic staff								
5.1.10	Ensure potential selection board members complete interview skills training before serving on the board.	Selection board members need to be trained in how to conduct effective interviews and therefore attending interview skills training should be a requirement for all	HRO L&D	All Selection Board members have attended Interview Skills training.	Selection board training is advised but not yet compulsory. Uptake is high. Training also offered to Selection Board Chairs Review with HL&D	Priority 1	22/04/2020 MC	
5.1.23	Examine the potential for operating separate discipline-specific promotions processes.	Concern was raised in relation to all promotions applications being reviewed together with a call for discipline-specific processes including relevant experts.	VPA&SE VP HRD Deans HR Review Team	Within the review of the Promotions Policies, consideration to undertaking discipline-specific process undertaken and an outcome agreed.	As above - review to be reconvened in 2020	Moved to Priority 3	Moved to Priority 3	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
5.1.29	If successful with action 5.1.28, review the operation of the job evaluation process with a view to ensuring it is both transparent and fit for purpose.	If approval is secured to re-instate the process a requirement to undertake a review of its effectiveness was highlighted in the focus groups and survey responses in relation to evaluating the post as opposed to the job holder	HRD ER M HE&D	Job Evaluation process restored. A full review of the process undertaken and improvements in place	Outcome delayed - Discussions on-going with UL Management & DES	Sep-20	TBA	
5.3 Career development: academic staff								
5.3.7	Organise an International Women & Leadership Conference with the Faculty of AHSS.	As part of the Women in Leadership Programme engage with external women in academia through the organisation of an Internal Women & Leadership Conference	Dean FAHSS AD FAHSS HE&D	Hosting 1 International Women in Leadership Conference	Need to progress with MM & Dean FAHSS		TBA	
5.3.8	Implement an additional four-year AS doctoral scholarship to focus on intersectional analysis of gender equality in HE to address the underrepresentation of women from racial, ethnic and cultural minorities. Ensure scholarship opportunities are openly advertised.	Add to the already successful EHS/AHSSBL & S&E to attract excellent, ambitious and talented postdoctoral researchers.	All Faculty Deans	7 Doctoral Scholarships in place. 2 Athena SWAN focused scholarships addressing the underrepresentation of women from racial, ethnic and cultural minorities	Some faculties are currently offering AS scholarships i.e. FAHSS jointly with S&E and Faculty EHS. KBS have secured 3 scholarships	KBS have secured 3 scholarships for women to their masters programmes.	July 2020 Update	
5.3.9	Extend the interim review process beyond progression level to all academic promotions.	The interim review process has been highly successful. There have been numerous calls to extend it to other promotional levels.	HRD All 4 Faculty Deans	Internal reviews extended to L to SL levels in 2020. To SL to Assoc Prof 2021	Some departments are offering one to one supports and some senior professors are providing support to applicants across faculties. Staff applying for promoiton have access on request to view successful applications.	Progression has gone ahead however Promotions were paused in May 2020. A comprehensive review of the promotions process has not yet been reconvened.	July 2020 Update	
5.3.12	Consider the merits of relaunching the Research Coaching Programme.	The majority of respondents were not aware of the Research Coaching Programme (62.6%M, 73.4% F).	Research Officer T&D M	Review completed and the decision to whether there is value in relaunching the scheme agreed.	Not yet commenced . Follow up required with L&D	Aug-20	HEDI & HL&D	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
**5.5 Flexible Working and Managing Career Breaks**
5.5.4	Support the setting up of a New Parents Network through the RGRAC group.	A focus group of new parents held in 2017 (8F) established interest in the setting up of a new parents network/support group	HE&D	Network for new parents established 2 meetings held in 2019	Discussions on-going	Discussions on-going	Discussions on-going	
5.5.8	Publicise case studies of staff who have availed of parental leave, reduced hours and job sharing and have also progressed in their careers.	37% of females reported that taking parental leave, reduced hours, job sharing etc. would damage their careers	HE&D	Case Studies in place on the UL Intranet Site of examples of women who availed of reduced/personalised hours for a time but have also progressed in their careers. A reduction to 10% in the next staff survey of staff who feel taking reduced working hours would damage their careers.	Not yet commenced. MC to follow up RGRAC who were successful in promotion	tba	tba	
5.5.9	Formalise the flexitime policy to provide an open and transparent process.	From the survey data it appears that the availability of flexitime is largely dependent on the area staff work in.	HRD HRO E R	The availability of flexitime is formalised. Access to flexitime is in line with the formal policy.	Remote Working Policy under development	tba	tba	
5.5.10	Gather flexitime data centrally.	Data was unavailable on the uptake of flexitime in the institution	HRD HRO ER	A formal flexitime system is in place providing uptake data. Satisfaction rates with regard to the availability and access to flexitime in the staff survey is increased by 30%	Covid 19 and remote working has overtaken thi.s. Remote Working Policy in development.	Ongoing		
5.5.12	Survey staff and students with children to establish current and future childcare needs.	The extension of Crèche opening to 18h30 and some resourcing concerns were highlighted in the survey.	DSA Crèche Owner Crèche Liaison Committee Chair	Survey data used to inform a full review of on campus childcare requirements. Extended opening hours to 18h30. Links in the PDF Documents working and included on the new HR Website – Information for new staff				
5.5.13	Place baby-changing facilities in disability restrooms and rename them as accessibility restrooms.	The need for baby changing facilities throughout the campus was highlighted	Director Buildings & Estates	2 Baby Changing facilities in place in the main building Y1. 1 Facility in each of the key campus building Y2.				
5.5.14	Provide a second breastfeeding room on the north campus.	The lack of a breastfeeding room in the North Campus was highlighted	Director Buildings & Estates	Facility identified and new facility in place for end 2019				

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5.5.15	Review the entitlement to lactation/breastfeeding breaks up to child's second birthday.	New breastfeeding mothers have sought to have breastfeeding breaks extended to the child's 2nd birthday in line with some Public Sector bodies	HRO Comps & Bens	Review undertaken and a decision to extend the entitlement to Lactation/Breastfeeding breaks up to the child's 2nd birthday in place	TBA			
HEA 1.10 AS 4.11 AS 5.5.9 AS 5.5.10 AS 5.6.15 AS 5.5.1 AS 5.5.3 AS5.5.7 AS5.5.8 AS 5.5.16	To enhance the provision of support for staff members with caring responsibilities	HEA Recommendation: 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. E HEA Recommendation: 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.	HRD	Review and update all leave policies in line with the legislative guidelines. Review flexible working policy. Review leave policies by June 2020. Provide specific training on supporting those taking leave by June 2020.	New guidelines on Remote Working/Flexible Working etc to be issued. Staff Pulse Survey feedback to be inform the new policies.	Jan-20	Mar-21	
EHR HEA 1.13	HER requirements are considered for research staff and students who are on industrial placement.	HER will be incorporated into industry secondment agreements for staff and internship agreements for students.	VPRE	Industry providing research placements required to have HER policies.	Industry providing research placements will have identified their EHR policies to UL by Sept 2021. Not yet to commenced – Due to commence Q1 2020: Research staff and students on industry placement will work under similar EHR requirements as when within UL.			
5.6 Organisation and culture								
5.6.8	Put measures in place to achieve 50% gender representation on senior management committees and sub-committees.	Senior Management Committees currently have a 43% female representation. Measures should be put in place to achieve 50% representation	President Deans	50% gender balance achieved on all Senior Management Committees	The new committee structure was updated and circulated to the group.	Apr-19	Oct-20	
5.6.13	Ensure that gender is considered within the WAM.	Ensure that gender is included in WAM	HRD Deans HE&D	Training provided to Deans/HODs ensuring the inclusion of gender in the WAM	All information in relation to the WAM has a gender focus	Apr-19	On-going	
5.6.14	Develop an 'out of hours' communications protocol.	75% of academic respondents claimed they were working in excess of their contracted hours. The wellbeing of our staff is crucial. Introducing an 'out of hours' protocol may help improve work life balance in the University	DHR HRO ER HE&D	Culture of not sending or reading emails outside of working hours in place. Reduction from 75% to 40% of academic respondents working in excess of contracted hours.	In progres as part of the Remote Working Policy.	Nov-20	Mar-21	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
5.6.21	Develop methodologies to evaluate the impact of outreach.	Currently there is no formal evaluation of outreach activities to measure their impact	EPiSTEM Relevant research centres Deans	Measure in place to track follow thought from schools to increased student registrations	For discussion	TBA	Dec-20	
5.6.22	Hold quarterly UL AS Network events.	The internal UL AS Network brings SATs together to share best practice and build capacity.	HE&D AS Co-ordinator	The Network will host three workshops on AS issues per year	Meetings held. Feedback on internal network very positive. Meetings to continue virtually for 2020	Jan-18	Ongoing	
AS work	Develop an 'out of hours' communications protocol.	75% of academic respondents claimed they were working in excess of their contracted hours. The wellbeing of our staff is crucial. Introducing an 'out of hours' protocol may help improve work life balance in the University	DHR HRO ER HE&D	Culture of not sending or reading emails outside of working hours in place. Reduction from 75% to 40% of academic respondents working in excess of contracted hours.	An Out of Hour Communications Protocol to be compiled. 2020 Attitude Survey to demonstrate improvement in this regard. The OC sub-group to draft a Protocol for discussion. Staff Covid Survey data to inform the proposed policy		Dec 2020 HEDI; HHR Opps	
HEA 1.3/AS 5.18	To ensure HEI leaders foster a culture of gender equality in their HEI	HEA Recommendation: In the appointment process for a new president & vice-president, a requirement of appointment will be demonstrable experience of leadership in advancing gender equality. Demonstrable experience of leadership in advancing gender equality' included as a key criterion in all senior posts. All senior posts include the key criterion "Demonstrable experience of leadership in advancing gender equality'.	Competition Owner HRRM	All senior posts to include demonstrable experience of leadership by June 2019.	Complete: All senior posts include the key criterion "Demonstrable experience of leadership in advancing gender equality'.	on-going	On-going	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
HEA 1.9 AS 2.1 AS 3.0	To support the mainstreaming of gender equality across the HEIs	HEA Recommendation: 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. Ensure appropriate gender equality forums are in place. UL AS committee chaired by President since June 2016. UL EHR committee chaired by SAEDI since Sept 2017. Faculty and departmental AS committees chaired by senior academics.	President VPA&SE	Gender Equality Forums in place	In progress: The Athena SWAN Steering Committee(ASSC) chaired by the President of the institution acts as the gender equality forum. The Steering committee includes 6 members of UL's EC. The ASSC reviews the GAP and the AS action plan quarterly. The GA Sub Committee (FHRAM) reviews progress annually. Four faculty Athena SWAN committees are chaired by Deans/Assoc Deans/Co-Chairs (2M, 4F). 14 School/Department self- assessment Teams are in place. Approx. 250 Men & Women contribute to these teams. An EHR Committee was established and chaired by the SAEDI. Strategy has been approved by EC & GA and updated to the institution Risk Register. 11 Schools/Departments now hold Athena SWAN Awards. All Department Action Plans are now being mapped against the institution Action Plan for discussion at ASSC level and to highlight the need for support etc. CSIS/Lero will submit an application in Dec/Jan2021. PESS will submit a renewal application in April-June 2021 as will Physics. Nursing & Midwifery - april-June 2021. ECE are preparing a submission.	2015	On-going	
EHR AS 4.14 AS 4.15	Ensure that UL's EHR requirements are included in Events, Club and Society policies.	Publicity material, electronic and paper-based, will reflect the diversity of the UL community. Event, Club and Society policies will consider HER. Events, Clubs and Societies will be inclusive and aware of UL's EHR requirements.	C00&R VPAASESL	All policies have been updated to reflect EHR requirements by Sept 2021.	Sub groups of the EHR Committee have been put in place to advance the key actions as set out the EHR Strategy Document	Nov-19	TBA	
EHR	Ensure that event providers and sub- contractors are aware of and comply with UL's EHR requirements.	EHR agreement to be signed by event providers as part of the event set-up process. EHR will be mainstreamed in the UL event set- up process	C00&R	All those providing events on the UL campus will sign an EHR agreement by Sept 2021. All UL sub- contractors by Sept 2020.	Not yet commenced: Due to commence September 2021. Update required Chair EHR Committee			
6. Supporting trans people								
6.4	Finalise the Flag Flying policy.	To ensure that the trans flag can be flown as requested	Special Advisor on Equality & Diversity; Buildings	Flag Flying policy agreed by GA ensuring protocol is in place to fly the Trans Flag annually	No formal Policy required currently. Requests will go to the President when necessary.		IR	

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned /Updated	Follow Up Date Agreed & Person Assigned to	Status
6.5	Include gender-neutral restrooms in the design specification of all new buildings on campus.	To provide an appropriate environment for transgender people	Buildings Special Advisor on Equality & Diversity; Buildings	All new and refurbished buildings will include gender-neutral restrooms	On-going	TBA	IR	
6.6	Include reference in the Gender Identity and Gender Expression policy to how the impact of the policy will be monitored.	To ensure the effectiveness of the policy the impact of the policy needs to be monitored (e.g. through surveys run by Student Life (students), the Quality Support Unit (graduating students) and ASSC (staff) and HR	SU QSU ASSC HR	Bi- annual staff equality survey shows 100% awareness of the policy and Trans issues	Due to the Covid-19 crisis a Staff Pulse Survey was conducted in June 2020 to measure the effect of remote working on all staff. A summary of the findings will be circulated to all staff in the coming week.	Nov-18	MC - October 2020	
6.8	Gather feedback through STAD and recommend effective ways to prevent transphobia and discrimination.	We will continue to gather feedback through STAD and recommend effective ways to prevent transphobia and discrimination.	HE&D Trans Team	Best Practice initiatives introduced informed by the STAD reports	GE&I Policy informed by STAD report. The report and support project.	On-going	TWG (Inclusion of Trans Staff & Students Working Group) On-going	
AS 6.10	Degender HR policies.	To provide a supportive environment for transgender people include gender-neutral pronouns in all policies .	HE&D	Review all policies to include gender- neutral pronouns.	All existing/new HR policies are currently being reviewed. Over 50 policies on the register. As part of the review process on gender pronouns will be removed.	July 2020 tbc Feb 202	Commenced July 2020 HR Team	
AS 6.3; AS 6.11; AS 3.13	To ensure an inclusive environment for Trans Staff and Students.	Put in place a Gender Identity and Gender Expression policy for Staff and Students.	TRANS Team, HE&D, HRL&D	Gender identity and gender expression policy to be approved by Nov 2019	In progress: The TWG is currently developing a policy. Draft due Q4 2020	On-going		

Institutional Action plan - Update January 2021 - Completed Actions

Priority key (Pr.)	Immediate (1) — Action has commenced and will be implemented within 12 months	Status Green = Achieved	Person Responsible	Status Amber = In Progress	Status Red = No Progress/or no action required at this time		Behind Target
#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned/Updated	Follow Up Date Agreed & Person Assigned to	Status
5.6.4	Appoint the first Assistant Dean Equality and Diversity in the Faculty of AHSS	Demonstrate commitment of Faculty to AHSS	Dean AHSS		Appointment of AD in place			Completed. Dr Lydia Bracken has been appointed to the role and is now a member of the ASSC. The ADE&D will also head the FAHSS submission.
5.1.4/5.1.11	Design and deliver a bespoke, compulsory, face-to-face equality and diversity/gender awareness training workshop to new and current managers.	While eLearning UBT is available the recommendation from the GT is that face to face training should also be provided to new and current managers. In consistency in the application of certain schemes (e.g. flexitime) are applied need to be addressed in training.	HE&D HoD Pyschology; HoD EWR L&D M Members of ASSC	A bespoke 2 hour compulsory face to face UB training programme designed and delivered to new and current managers including content on how gender intersects with race and ethnicity and other intersectional categories.	Face to face EDI training to be developed. HE&D is currently a key member of the sectoral committee designing a new on-line E&D training programme. The content of this on-line programme will inform the face to face EDI Training. The on-line programme is due for completion Q4 2020.	Priority 1 - Jan 2019	22/04/2020 MC	Completed
5.6.6	Investigate why female staff are unlikely to report incidents of unfair treatment/bullying and harassment.	If 25% of female respondents reported that they would not report an incident of bullying and harassment it is necessary to investigate why not and seek further responses from all staff	HE&D HRO ER	Decrease from 25% in the % of female respondents less likely to report unfair treatment.	Reporting process to be circualted to Group	Oct-20	On-going	Completed
5.6.16	Ensure that the numbers of Research Impact case studies and podcasts are gender balanced.	Assist in developing role models in STEMM	VPR	50/50 Gender representation in all case studies and podcasts		On-going		Completed
5.1.8	Update all role profiles to Include the requirement to show "demonstrable evidence of leadership in equality and diversity" in all senior management job descriptions.	To ensure this competency is clearly sought in Senior Management Roles, all Role Profiles/Job Descriptions need to be updated	HE&D HRO Recruitment	All Role Profiles updated to include the requirement to demonstrate the competency of "demonstrable evidence of leadership in equality and diversity" for senior management roles		Mar-19		Completed
5.1.9	Include the requirement to show "commitment to equality and diversity" in all manager and supervisory job descriptions.	To ensure this competency is clearly sought in middle Management/Supervisory Roles, all Role Profiles/Job Descriptions need to be updated	HE&D HRO Recruitment	Role Profiles for Middle Managers/Supervisors updated to include the competency		Mar-19		Completed

#	Action Item	Rationale	Person Responsible	Measure of Success	Progress Update	Date Assigned/Updated	Follow Up Date Agreed & Person Assigned to	Status
5.16	Ensure the AS statement is visible on all recruitment advertisements and packages.	Feedback received that the AS Statement is not visible on all adverts.	HoD Psychology HoD KBS HE&D L&D M Members of ASSC	All adverts clearly display the University's AS message inviting applications from all sections of the community	Ongoing		While the statement is clearly visible there is an issue in promotion flexible workin in UL as it is not available in all departments.	Completed
5.5.16	Assemble all family friendly policies under one clearly accessible section of new HR website.	Feedback from staff is that information on the Crèche and other family friendly policies are very difficult to find on the intranet.	HRO Comps & Bens	All family friendly policies easily accessible on the new HR Website. 80% satisfaction in staff survey on access to relevant information.	New HR Website complete and all HR Policies placed in the HR Policy Hub. This will be reviewed on an on-going basis.			Completed
5.5.7	Review the possibility of spreading payment over 12 months for staff wishing to avail of parental leave in four-to-six-week blocks.	Taking parental leave in blocks of 4 to 6 weeks has been proposed along with spreading the cost over 12 months. This is currently not available.	HE&D	A facility in place to spread the cost over 12 months for staff wishing to take parental leave in 4 to 6 week blocks resulting in an increase of take up by male staff members by at least 5 staff per annum.	Agreed and completed	Feb-20		Completed
5.6.18	Organise an International Men's Day event to be held annually in November.	Mindful of equality for all an annual International Men's Day should be organised.	HE&D	An annual event is held and well represented with positive feedback in the Staff Survey on the initiative	The 2020 International Day Event as held on Thursday the 19th November 2020 - A conversation with Brent Pope and Dr Giles Warrington and a Student Event on Why Men Don't Talk with Student Welfare Office - Peadar Collins and Seán Ó Maoilchiaráin. Both events were recorded and are avaialble on requested. This will be an annual event.	Nov-19	Nov-20	Completed
3.10	Present an annual AS progress report to Governing Authority, Executive Committee and Management Council.	Currently reporting to the GA annually. Expand this to formally report annually on the AS progress to the Executive Committee and Management Council	HE&D Chair	All senior institutional committees are fully informed of AS progress and impact and the institution remains committed at a strategic level	HE&D presented an AS update to the HRFAM Committee in May 2020. This will be an annual presentation			Completed