IT Sligo Athena SWAN Gender Equality Action Plan 2021-2024

Colour Key

Priority Actions	Commenced Actions
12/50	9/50

Acronyms

AC: Academic Council
AS: Athena Swan
Comms: Communications
CUA: Connacht / Ulster Alliance
Depts.: Departments
EC: Executive Committee
EDI: Equality Diversity Inclusion
GB: Governing Body
HoD: Head of Department
HoF: Head of Faculty
IoT: Institute of Technology
TU: Technological University

Section 3 The Self-Assessment Process

Action Number	Action	Rationale	Key outputs and milestones	Timeframe Start	End	Person responsible	Success criteria and outcome
3.1	**Review membership of the Institutional SAT and ensure diversity of membership**	To provide all staff with opportunity to sit on the Institutional SAT and to respond to the lack of BAME staff in the current membership	• Expression of interest on SAT membership circulated to all staff indicating gaps in membership and inviting staff from these groups to join the SAT	March 2021	June 2021	Chair Institutional SAT	Institutional and Faculty / Dept. SATs established by June 2021
			• Provide equality, diversity and inclusion training to the Institutional and Faculty / Dept SATs	March 2021	Sept 2021	EDI Manager	Members of all SAT teams will receive relevant EDI training
		To implement, monitor progress on and evaluate the implementation of the Action Plan	• The Institutional SAT will meet 6 times per year to provide strategic oversight over the 4-year cycle	Sept 2021	Sept 2024	Chair Institutional SAT / EDI Manager	A full review of Action Plan in Sept 2024 to evaluate actions completed and outstanding items
		To oversee and plan future Athena SWAN institutional applications	• AS working groups established and meet twice a year to review progress and to report Institutional SAT and EDI Committee	Sept 2021	Sept 2024	Chairs of Working Groups	

3.2	**Appoint Academic Head of Department to the SAT**	To ensure Athena Swan is embedded at Senior Management Team level across IT Sligo	• One HoD has committed to joining the SAT in Jan 2021	Dec 2020	Agreed	Chair Institutional SAT	One Academic HoD to sit on Institutional SAT
		To ensure continued dissemination of EDI and Athena Swan policies and protocols at all Dept meetings and Programme Boards	• Annual workshops + updated training on Athena Swan/ EDI for all HoD's	May 2021	Annual	EDI lead on EC / EDI Manager	One Academic HoD and HoF to sit on Faculty / Department SAT Faculty / Dept submissions; next remote working survey (2021) and next staff survey (2023) will indicate that leadership is delivering on the Action Plan
3.3	**The Faculty of Engineering and the Dept. of Social Sciences to be prioritised for Faculty / Department Athena Swan submissions**	An analysis of staffing and student data undertaken as part of the AS Bronze application has identified that Engineering and Social Sciences are the disciplines with the most significant pipeline issues, and these will be prioritised for AS applications	• The establishment of Faculty / Dept. SAT Teams and appointment of Chairs with oversight and support provided by the Institutional SAT • Recruitment +training of AS Champions in relevant Faculty/Depts.	April 2021	June 2021	HoF / HoD / Chair Institutional SAT	By April 2023, IT Sligo will have submitted one Faculty and one Dept. Athena Swan Bronze application

				Start	End	Responsibility	Success Measure
		Agreement has been reached on the commencement of the Faculty / Dept. AS process in Engineering and Social Sciences	• The development of AS Applications and Action Plans to address gender equality and to include intersectionality; race and ethnicity; and transgender issues	June 2021	Nov 2022	Chair of Local SATs / Chair Institutional SAT / EDI Manager	
			• Institutional SAT to liaise with Faculty of Science and Depts. in the Faculty of Business and Social Sciences and agree on commencement of Athena Swan applications in these areas	April 2023	April 2024	Chair Institutional SAT / EDI Manager / HoF/HoD in Science and Business	By April 2024 Athena Swan applications in the Faculty of Science and Depts in the Faculty of Business and Social Sciences will have commenced
3.4	Investigate reasons for non-participation by male staff and PMSS in focus groups and remedy	No males and no PMSS participated in focus groups on maternity / paternity / parental leave and career development. This requires further investigation to ascertain and overcome impediments to participation and to ensure continued support for the Faculty/Dept. applications	• Conduct survey of male staff and PMSS staff to identify reasons for non-participation in key focus groups	April 2021	May 2021	Chair Institutional SAT / EDI Manager	Future focus groups to include PMSS and male staff
			• Identify and implement actions to address any specific concerns and issues	March 2021	April 2021		

3.5	Identify emerging issues in remote working through a follow up survey	Several challenges and benefits to remote working were identified in the pulse survey As remote working has continued apace, new forms of working including remote working may become a norm for many staff A follow-up, more in-depth survey will examine the experiences of remote working to identify staff experiences and to feed into the development of a remote working policy	• Follow up survey designed and circulated, and survey data analysed • Actions identified to address emerging issues	June 2021	Dec 2021	EDI Manager / HR Manager	Integrated with action 5.17, the analysis of survey data will underpin the development of a remote working policy in consultation with all staff across the Institute
3.6	Establish a Women's Network	The high survey response rate amongst female staff (76%); the continued strong interest in participation in the Aurora programme; and the high attendance in a workshop facilitated by Aurora participants indicated staff support for a network to support professional development and networking for women	• Staff will be invited to express interest in joining a Women's Network • Establishment of Network, appointment of Chair and drawing up terms of reference	March 2021 June 2021	April 2021 Annual Meet 3 times per year	Chair Institutional SAT / EDI Manager Facilitated by EDI Manager / Aurora participants	Establishment of a network supporting the professional development and achievement of individual career goals, with an annual report to GB with measurable outcomes

		To contribute to excellence in teaching, research and PMS services across the Institute and to provide female role models and mentors across the Institute	•	Liaise with Faculties and Depts. to create a coordinated annual calendar of events to include Women and Professional Development; Women in STEMM; Women and Leadership	Sept 2021	Annual	Network Chair	Coordinated annual calendar of events promoted and circulated across the Institute
3.7	Measure progress and identify wider equality issues by means a second staff survey in 2023	A second survey will • measure progress and the implementation of the action plan • include questions on and embed the analysis of intersectionality; race and ethnicity; and transgender issues • address concerns of some staff about feeling 'exposed' completing survey • align with the progression of EDI policies	•	Review and distribute the questionnaire to investigate awareness and experiences of wider EDI issues and ensure anonymity and confidentiality is embedded	Sept 2023	Nov 2023	Chair Institutional SAT	High response rate to first staff survey (67%) to be maintained Identify actions progressed and implemented
			•	Survey analysed to assess progress, identify further actions, and assess awareness of EDI issues	Nov 2023	Jan 2024	Chairs of Working Groups	Identify and report on outstanding actions

3.8	**Resource Athena SWAN key roles**	To support the continued embedding of AS in the Faculties and Depts. To support the ongoing extraction of data to be analysed for future Institutional, Faculty and Dept. AS submissions To ensure activities are coordinated across the AS SAT's To maintain the half-time Administration position for all AS activities	• Review and cost key AS roles within the AS process including Institutional Chair and Administration roles in line with best practice across the Higher Education sector • Make a submission to the EC / GB for any necessary resources	Feb 2021	June 2021	EDI Manager / EDI Lead on EC / Chair Institutional SAT	Maintain current resourcing of Institutional SAT key roles including Chair (x 6 hours) and Administration (x ½ time) Additional resourcing to be drawn down subject to approval of cost review by EC and GB
3.9	Produce annual progress report for EDI Committee and GB	To update and keep the EDI Committee and GB informed about the implementation of the AS Action Plan To monitor and ensure that progress is being made	• Annual Report on progress to EDI Committee and Governing Body	Feb 2022	Annual report every Feb to 2024	EDI Manager	Identify actions completed and review outstanding items
		To provide an annual report to all staff about progress and implementation	• Report circulated to all staff	March 2022	Annual report every March to 2024	EDI Manager / Chair Institutional SAT	

| 3.10 | Develop a communication and engagement strategy for all EDI initiatives including Athena Swan | To maintain awareness of and engagement and participation in all AS processes / activities and ensure ongoing positive response rates to future surveys and focus groups

To circulate relevant statistics and information on EDI

To publicise campus events, focus groups, staff consultation and seminars on EDI issues | • Review communications and publicising of EDI and AS through annual short pulse surveys

• Develop and circulate a dedicated EDI ezine in April and December of each year

• Organise 4 EDI events per year liaising with:

    o Access Office
    o Health and Safety Offices
    o Women's Network
    o LGBTIQ+ society
    o CUA Partners
    o Students Union | June 2021

April 2021

Sept 2021 | Annual to Dec 2024

Dec 2024

Ongoing | Chair Institutional SAT / EDI Manager / Comms Manager

EDI Manager

EDI Manager | Publicise all Athena Swan and EDI Initiatives through a dedicated EDI biannual ezine and on EDI Webpage

Monitor and maintain EDI website and Twitter account @ITSligo_EDI

Conduct quarterly EDI events online and / or on campus

Monitor EDI awareness through second staff survey |

Section 4 A picture of the Institution

Action Number	Action	Rationale	Key outputs and milestones	Timeframe Start	End	Person responsible	Success criteria and outcome
4.1	Increase the number of females in research posts.	Research staffing is currently 90% male, much higher than the sector average of 58% To address this underrepresentation of women	• All research posts to be advertised on https://euraxess.ec.europa.eu/jobs and the European Platform of Women Scientists https://epws.org/ from January 2021	Jan 2021	Dec 2023	HR Manager	That the female proportion of Research staff increases to 30% by December 2023
4.2	**Collect the full suite of equality monitoring data from staff**	The Institute does not hold equality monitoring data on all staff and therefore cannot report on or develop action plans in response to issues relating to ethnicity, disability and other protected characteristics To monitor the completion rate	**• Relaunch campaign to encourage staff to provide equality data** • Achieve target of data for 80% of staff • Quarterly monitoring of the completion rate and reminders sent to staff • Analyse and report on staff data, to support Actions 3.7, 3.9 and 4.4	Jan 2021 April 2021 April 2021	March 2021 April 2021 Annual	EDI Manager EDI Manager EDI Manager	The Institute has a full set of data that allows for equality monitoring across all characteristics (and where they intersect) so that actions can be taken to address any identified barriers
4.3	Provide training on Intersectionality to the	To increase awareness of how multiple aspects of how social identities combine to	• Training delivered which increases awareness and	April 2021	Annual	EDI Manager	90% of Senior Management

				Start	End	Responsibility	Success measure
	SAT and the Senior Management Team	create different modes of discrimination	understanding of intersectionality issues				trained by Dec 2021
4.4	Conduct focus group for LGBTQI+ staff	To address the concerns and experiences of LGBTQI+ staff in IT Sligo To improve the response rate to all future EDI surveys amongst LGBTQI+ staff (and students) and address informal concerns raised about 'exposure' when completing surveys	• Staff will be invited to express interest in a LGBTQI+ focus group led by Chair of SAT who is an LGBTQI+ advocate and social researcher	April 2021	June 2021	EDI Manager / Chair Institutional SAT	Targeted action plan developed and implemented to address specific concerns + experiences of LGBTQI+ staff by Jan 2022
			• Complete focus group	Sept 2021	Dec 2021	EDI Manager	
		To support the development of an LGBTQI+ Staff network	• Develop action plan to address identified issues reviewed by panel of LGBTQI+ staff	Jan 2022	Dec 2024	SAT	
		To support the completion of Action 3.7 to increase representativeness of all staff in completion of staff survey	• Support creation of an LGBTQI+ staff network	Dec 2021	Dec 2021	Facilitated by EDI Manager	LGBTQI+ staff network established by Dec 2021
4.5	Conduct Exit interviews with all leavers in IT Sligo	To generate an in-depth understanding of the reasons staff elect to leave the Institute To assess whether a gendered work culture, work life balance and / or gender issues are mitigating factors in decisions to leave IT Sligo	• Begin exit interviews (in-person and/or online survey option) and include questions on gender and equality issues	Jan 2022	Annual	HR Manager	80% of leavers to participate in exit interview or online survey
			• Analyse the data and report to EDI Committee / EC to inform policy development	Feb 2023	Annual	EDI Manager / HR Manager	Annual review of data to be undertaken by HR and EDI Managers to

Section 5 Supporting and Advancing Careers

Action Number	Action	Rationale	Key outputs and milestones	Timeframe		Person responsible	Success criteria and outcome
				Start	End		
5.1	**Gender proof the recruitment process**	To address concerns in elements of the recruitment data whereby • Fewer females are shortlisted • Fewer females are appointed for Senior Academic posts • Fewer males are appointed in AHSSBL To improve recruitment and equality training for selection boards To ensure equal treatment of all applicants at shortlisting and at interview To address feedback from the staff survey and wider staff consultation which highlighted a mixed perception of the recruitment process	• **Advertisements to state commitment to equality, flexible working practices and career development**	Oct 2020	Ongoing	HR Manager	**Completed**
			• Selection Board members will undertake recruitment and selection training, including identifying and applying relevant selection criteria and unconscious bias training every 4 years	March 2021	Annual	HR Manager / EDI Manager	100% IT Sligo selection board members are trained prior to involvement in selection process from March 2021
			• **Selection boards to be a minimum of 40% of both genders**	Jan 2021	Dec 2024	HR Manager	95% of Selection Boards are gender balanced
			• **Draft shortlisting will be undertaken by a male**	Jan 2021	Ongoing		95% of shortlisting to

				HR / Recruiting Manager	be undertaken by male and female member of selection board
To implement and expand the HEA recommendation that all appointments to senior positions should consider evidence of leadership in and commitment to gender equality and wider equality issues	**and female member of the Selection Board**				
	• Offer detailed feedback to candidates on request	Jan 2021	Ongoing	Recruiting Manager	95% of candidates report receiving feedback if requested
	• Annual report on recruitment process for EDI Committee and EC to include a review of staff appointments and promotions and publish all results annually. Benchmark performance in IT Sligo against other similar higher Education Institutes	Feb 2022	Annual	EDI Manager	Outputs from recruitment process monitored to ensure no gender biases
	• Criteria for new senior appointments to demonstrate commitment to advancing equality to be included in assessment process	Jan 2021	Ongoing	HR / Recruiting Manager	Perception by female academic staff and PMSS that recruitment and promotions in IT Sligo are not biased to

							increase by 50% in next staff survey in 2023
5.2	**All new staff will be required to complete the Induction process via attending on campus induction and/or completing the online induction module**	An analysis of induction indicated that not all new staff are attending the Institute Induction Programme It is unclear to what extent the Induction checklist is completed as this, to date, has not been followed up. The checklist includes equality policies	• New employees advised of the requirement to complete Induction • Amend the probationary review procedure to include confirmation of completion of Induction Checklist • Induction to be delivered by a gender balanced team	Jan 2021 April 2021 Sept 2021	Ongoing May 2021 Ongoing	HR Manager / Recruiting Managers HR Manager HR Manager	100% of new staff will complete Induction with all the IT Sligo's Policies including EDI embedded in the programme Gender balanced Induction team established by March 2021
5.3	Produce a Staff Handbook	IT Sligo previously provided a Staff Handbook but has not done so in a decade. Staff requested it be revived To provide all staff, new and current, with a clear description of all the Institute's policies and procedures including equality policies	• Production of a handbook, updated annually in a digital format initially • Subject to review, a hard copy may also be provided	Sept 2022 Sept 2023	Annual Annual	HR Manager HR Manager	Handbook available and then updated annually Increase in awareness of equality policies in next survey, from 43% to 65%

5.4	Follow up survey with new staff 1-year post appointment to evaluate experiences of Induction process	To ensure that all staff are benefiting from an effective induction process To review checklist and delivery and content of Induction programme	• Induction survey sent to new staff on one-year anniversary of appointment to IT Sligo • Annual report of survey presented to EC	Feb 2022 Sept 2022	Ongoing Annual	HR Manager HR Manager	90% of new staff report effective induction Modify Induction programme as required
5.5	Internal vacancies will be identifiable on the Online Recruitment System to allow for analysis of the progression of staff through internal vacancies	IT Sligo does not currently monitor the progression of staff through internal vacancies To address potential blockages for internal staff promotion	• **Internal vacancies will be identified on the recruitment system** • Internal vacancies to be included in annual recruitment report, linked to Action 5.1	Jan 2021 Feb 2022	Ongoing Annual	HR Manager EDI Manager	IT Sligo will monitor the progression of staff through internal vacancies, taking action to address any identified blockages Awareness of criteria for promotion measured in next Staff Survey in 2023
5.6	Promote the use of CORE ESS HR System to staff to record all	To enable the identification of trends that can be analysed by gender and other equality dimensions	• Series of ebulletins circulated to staff explaining the CORE ESS HR system	March 2022	Sept 2022	HR Manager	All training and development activities to be recorded to

				Start	End	Lead	
	training and development activities	To capture and analyse the take up of staff development opportunities	• Video created to explain the system and posted on main website	May 2022	May 2022	HR Manager	enable robust analysis including an analysis of equality dimensions
			• Staff invited to begin to populate the system	May 2022	Ongoing	HR Manager	
			• 1st Annual Training and Development Report produced	June 2023	Ongoing	HR Manager	
5.7	**Review and relaunch the PMDS system**	Evidence from the survey indicates that appraisal is inconsistently delivered and monitored, and its value questioned	• Pulse survey of all staff on experiences of PMDS to date	March 2021	Sept 2021	HR Manager	Increase participation rates to 80% of staff every two years by Dec 2022
			• Analysis of data to inform campaign to highlight the value of PMDS	Oct 2021	Nov 2021	HR Manager	
		Less than 50% of staff have general conversations with management about career progression					Next staff survey in 2023 to show an increase the number of staff who view the process as valuable from 39% to 75% for men and women
			• Targeted approach to invite staff who have not received PMDS in past two years	Jan 2022	June 2022	Heads of Dept	
		35% of all staff (39% of female academics) feel they do not have the opportunity to progress and 39% of female academic do not feel encouraged to take up opportunities	• Monitor completion against target rates	Jan 2023	Ongoing	HR Manager	
5.8	**PMDS training to be provided for all managers**	To support Action 5.7	• Training needs analysis of Managers to evaluate	April 2021	May 2021	HR Manager	Next staff survey in 2023 to show an

		To address issues of inconsistency in delivery		their requirements for PMDS training				increase in the number of staff who feel
		To encourage staff and make staff aware of potential career opportunities and career development	•	PMDS training provided to all Managers	Sept 2021	Dec 2021	HR Manager	encouraged to take up opportunities from 38% to 75% for men and women
5.9	In the context of becoming a Technological University in 2021/2022 IT Sligo will pursue the development of an Academic promotion process through national negotiations	Career opportunities for Academic staff are limited across the IoT / TU sector and underpinned by national agreements and Government policy 39% (n88) of academic staff do not believe they have the opportunity for career progression	•	IT Sligo to liaise with colleagues and Trade Unions in the CUA alliance and other TU's and IoT's to establish criteria for promotion in Academic grades	Jan 2021	Ongoing	President / HR Manager	The establishment of credible promotional opportunities for academic staff to be evidenced by an increase in those who believe they can progress in the next Staff Survey in 2023 – target of 48% (the current PMSS levels)
5.10	**Continued participation in the Aurora programme**	To provide development opportunities for women including mentoring and coaching	•	**Evaluation of first cohort's experiences completed in May 2020 indicating an overall positive response to the programme**	Dec 2020	Annual	EC / EDI Manager	Commitment to support minimum of 6 women every year to participate in

				Start	End	Responsibility	Success Measure
		To support career development and address under-representation of women at senior levels	• **6 women commenced the Aurora programme in Dec 2020**				the Aurora programme
		To support the development of the Women's Network (Action 3.6)	• Track the career progression of Aurora attendees over a 5-year period • Full 5-year evaluation	Jan 2021 Sept 2024	Dec 2024 Sept 2024	EDI Manager EDI Manager	Review numbers of participants to have progressed to senior positions in Dec 2024
5.11	Review maternity / adoptive leave policy and develop clear guidelines	Overall staff had a satisfactory experience of how maternity / adoptive leave was dealt with. However, evidence from the staff survey indicated that 93% of women returning from maternity leave felt there were no supports in place to facilitate their re-engagement 46% of female academics stated that they worked whilst on maternity leave To ensure that employees have a step-by-step process	• Review and update maternity / adoptive leave policy • Generate a Maternity / Adoptive leave guide for managers and staff outlining clear guidelines and expectations before leave, during leave and on return and support managers to implement maternity / adoptive leave policy	Jan 2022 May 2022	April 2022 July 2022	HR Manager HR Manager	Next staff survey in 2023 will see an increase in those reporting supports in place to facilitate re-engagement to 100% No staff required to work during maternity and adoptive leave unless through mutual

		to re-engage with work and are not over-whelmed with work on return from maternity/adoptive leave					agreement with line manager
5.12	Pilot 5 voluntary "Keep in Touch" days	The staff survey indicated lack of supports to facilitate re-engagement Focus group participants discussed the dearth in understanding about agreed expectations while on leave To determine if KITs are helpful in facilitating re-engagement after maternity/adoptive leave	• Liaise with HoF's / HoD's to agree which Dept. will be used for the pilot programme	March 2021	April 2022	HR Manager	Focus group / individual interviews with participants to evaluate the pilot programme in April 2022 Full roll-out of the programme from Sept 2022 pending positive evaluation
			• Establish a template for the operation of the 5 KIT's in line with best practice	March 2021	April 2021	HR Manager	
			• Invite participants to join the pilot study for a one-year roll-out	Sept 2021	August 2022	HR Manager	
			• Evaluate the pilot with recommendations	Sept 2022	Oct 2022	HR and EDI Manager	
5.13	Establish a Parents' Staff Network	50% of staff in the staff survey have childcare responsibilities. In the context of increased moves to remote working, support for parents has emerged has an important issue To create a social and culture support network for staff members with childcare responsibilities	• Invitation sent to all staff to establish a Parent's network	Sept 2021	Dec 2024	EDI Manager	Established network providing support to parents Annual report to EDI Manager to appraise of network activities and to input to
			• Network meet to elect a Chair and agree Terms of Reference	Sept 2021	Oct 2021	Facilitated by EDI Manager	
			• Network to meet 3 times per year	Sept 2021	Ongoing	Network Chair	

		To generate feedback from recent maternity/adoptive leave returners about their experiences					development of appropriate Institutional supports
5.14	Create a 'Family-Friendly Hub' to ensure all policies, procedures and relevant information are accessible in one place	To promote IT Sligo's family friendly / flexible working policies 58% of staff have never availed of such leave in IT Sligo 31% of staff are not familiar with leave arrangements 47% of men have childcare responsibilities, yet 84% have never applied for any flexible working arrangements There is a low uptake in areas such a paternity leave and parental leave particularly for men	• Designate a space on the Staff portal as 'Family Friendly Hub' to include: • Populate the Hub with all policies & procedures; the suite of flexible leave arrangements and options available • Generate sample case studies of how these work in practice to include case studies of men's uptake and experience of flexible working • Provide a calculator/ready reckoner for calculating of pay for staff considering paternity, parental, parenting leave • Provide clear information on campus facilities e.g. mother's room for breastfeeding	March 2022	Update annually	HR Manager / Comms Manager	Next staff survey in 2023 will demonstrate a reduction in the number not familiar with the policies from 31% to less than 10% An increase to 25% of uptake of flexible working arrangements by men by Sept 2023

5.15	Identify a designated liaison person in HR with whom issues of leave can be discussed	To promote awareness and understanding of all leave policies and procedures

To create a single point of contact as suggested in the Focus Group on Maternity, Adoptive and Parental Leave | • Designate a HR liaison person for all issues of leave
• Details of designated person to be circulated to all staff via email and included on the Staff portal both in the HR page and in the 'Family-Friendly Hub' | Jan 2021

March 2021 | March 2021

Ongoing | HR Manager

HR Manager | Increase in awareness of leave options from 43% to 70% in next survey |
| **5.16** | **Remove the requirement for one year's service before being able to apply for parental leave** | To offer better flexibility and support to new entrants with young children | • Change to the Parental Leave Policy | Dec 2020 | Dec 2020 | **Completed** HR Manager | New staff with young children benefit from the flexibility to take parental leave in their first year |
| **5.17** | **Develop a Remote Working Policy for post COVID 19 which enables remote working in all suitable roles** | The staff survey identified a demand for working from home

The remote working pulse survey reinforced this demand with 82% (n151) staff expressing a desire to work from home to some extent on an ongoing basis | • Follow up pulse survey with all staff on remote working
• Development of a policy with all staff and incorporating proposed new legislation in Ireland | April 2021

Sep 2021 | June 2021

Oct 2021 | HR Manager

HR Manager / EC | Remote working policy in place by Dec 2021

Increased levels of satisfaction with work life balance in next staff survey |

				Start	End	Responsibility	
		To support the implementation of actions 5.11, 5.18, 5.29					Reduce number that are state they are out of balance from 44% to 22%
5.18	The Timetabling policy will be reviewed to consider accommodations for childcare, caring responsibilities and/or remote working	The challenges of remote working captured in the pulse survey indicated that timetabling has become an issue of concern for many staff, particularly with regard to managing the variety of caring responsibilities undertaken by staff Evidence form the staff survey indicated concern amongst some women that their pre maternity / adoptive leave timetable was not maintained	• Working group of Academic Council established to review Timetabling Policy	Jan 2022	June 2022	Registrar	New Timetabling policy developed by Dec 2024, incorporated into Staff Handbook and in online Staff Portal
			• Consultation with all staff on experiences of timetabling with a focus on childcare, other caring responsibilities and remote working	Sept 2022	Dec 2022	Working Group	
			• Report circulated to all staff on timetabling issues and feedback sought	March 2023	May 2023	Working Group	
			• Agreed Timetable policy	June 2023	Dec 2024	Academic Council	
5.19	Identify creche facilities near the campus and compile a list of local providers, along with details of available national childcare	To make information available to staff/ new staff with childcare responsibilities on childcare providers in the local area	• Compile a directory of local childcare facilities and make available on website	Jan 2022	Annual	EDI Manager	Staff have easy access to information on childcare options

	schemes and entitlements						
5.20	Investigate the provision of summer camps for school-age children of staff with a third-party provider	To assist working parents with childcare provision in the summer	• Report on the feasibility, including a needs analysis, of providing summer camps.	Sept 2022	Dec 2022	EDI Manager	A final report to be considered by the Executive Committee
			• Recommendations to be considered by the EC and implemented if appropriate	Jan 2023	Annual Summer	EC	Summer camps in place, should demand suggest they are viable
5.21	**Develop and implement an inclusive Equality and Diversity policy**	42% (n102) of females believe staff are treated equally regardless of gender and only 49% (n207) of all staff believe the cultural ethos supports gender equality. The starting point to address this is the clear statement of an Institute policy on EDI followed up with further actions (5.22 and 5.23)	• Draft policy developed for consultation	Jan 2021	April 2021	EDI Manager	EDI policy, promoting equality, in place and being implemented. High staff awareness of policy (greater than 60%) reported in next staff survey in 2023
			• New Policy approved	May 2021	May 2021	Governing Body	
			• Briefing for all managers and staff on new policy to embed obligations to include and inclusive culture	Sep 2021	Oct 2021	EDI Manager	
5.22	**Provide Equality and Diversity training for all managers and staff**	To address the situation where less than half the staff believe the cultural ethos promotes gender equality, managers and staff need to be trained on the implementation of policies	• All Managers and staff to attend training	Sep 2021	Dec 2021	EDI Manager and HR Manager	Management awareness on EDI issues increased, and inclusive culture develops.
			• Annual refresher training	Oct 2022	Ongoing annually	EDI Manager	

				Start	End	Responsibility	Success Measures
		to ensure that consideration of equality is mainstreamed into all aspects of IT Sligo\n\nTo ensure all managers and staff are briefed on their responsibilities and on current legislation and policy	• Briefing at new staff Induction	Twice yearly at inducti on	Ongoing	EDI Manager	Increase the number of women who believe the culture supports equality from 43% to 70% in the next staff survey in 2023
5.23	Conduct an Equality and Diversity awareness campaign that tells the anonymous (but real) stories of staff experiences	In the staff survey high numbers of staff choose the "neither agree nor disagree" option on equality issues e.g.37% (n157) in response to "the Institute values differences including those based on race and ethnicity". This suggests that staff in majority or privileged groups are unaware of the barriers that others face. An awareness campaign is needed to address this	• Seek volunteers from across the Institute to participate in a workshop to develop story boards / case studies of equality / inequality\n\n• Impactful case studies circulated via all media in IT Sligo	Mar 2022\n\n\nJune 2022	May 2022\n\n\nReview annually	EDI Manager / Comms Manager\n\nEDI Manager / Comms Manager	Greater awareness of challenges faced by members of staff. Overall reduction in "neither agree nor disagree" on cultural questions on equality from c25% to no more than 10%
5.24	Governing Body and Academic Council to amend their procedures to ensure that all Committees have a minimum of 40% from both genders and are more broadly	Gender representation on important committees is close to balance. However, of the 10 identified influential committees, 7 are chaired by men and 3 by women	• Proposed changes to be considered by GB and AC\n\n• Implementation for appointment to next AC and GB	April 2022\n\n\nSept 2022	June 2022\n\n\nOngoing	Chair of GB and Chair of AC\n\nChair of GB and Chair of AC	Committees Membership and Committee Chair roles will be gender balanced (minimum of

	representative, and that Chairs of Committees are also a minimum of 40% of both genders						40% of both gender)
5.25	Develop and implement an Equality Impact Assessment process to be used in the formulation of policies, practices, and procedures	The Institute does not consider the impact of its policies and procedures on promoting equality in a structured way so does not know how its policies impact on equality / inequality. An EIA process will address this and mainstream equality considerations.	• The development of an EIA template • Agreement to implement • Implementation and monitoring	March 2021 May 2021 From Sept 2021	April 2021 June 2021 Ongoing	EDI Manager Governing Body All managers	The equality impact of all new and amended policies and procedures will be assessed, promoting equality and removing barriers
5.26	Review of the workload allocation process	A minority (only 25%) of female academics and 39% of male academics believe there is a fair and transparent way of allocating work in their department. Therefore, the process needs to be reviewed and made more transparent.	• Establish a representative working group to review the process • Produce a fair and more transparent process • Implement the new process	Jan 2022 May 2022 Sept 2022	April 2022 June 2022 Ongoing	Chaired by Head of Faculty/ Registrar Chair of Group HoDs	New process in place which enjoys greater confidence of academic staff, increasing support to 70% of men and women in the next staff survey in 2023
5.27	Ensure workload allocation is included in PMDS discussions	25% of female academics and 39% of male academics believe there is a fair and transparent way of allocating	• Managers trained on PMDS	Sept 2022	Ongoing	HR Manager	Greater transparency on workload allocation as

				Start	End	Owner	
		work in their department. Workload allocation should be discussed as part of an effective PMDS process, improving transparency and accountability	• Workload discussions take place, increasing transparency	Sept 2022	Ongoing	HoDs	evidenced by increasing the number of staff who feel there is a fair process to 70% of men and women (from 25%F and 39%M) in the next staff survey in 2023
5.28	Undertake an Equality Impact Assessment of the arrangements for a reduction in teaching load	Arrangements for reducing teaching loads are a major factor in workload allocation. Given that only 25% of female academics and 39% of male academics believe there is a fair and transparent way of allocating work in their department it is important that the application of these arrangements is reviewed to ensure that there are no gender biases in their application	• Review the application of arrangements for a reduction in teaching load	Sept 2022	Jan 2023	EDI Manager	The application of arrangements for a reduction in teaching load are monitored on an ongoing basis to ensure there is no gendered effect
			• Proposals for changes (if any) to approved	Feb 2023	March 2023	EDI Manager / EC	
			• Implement changes	Sept 2023	Ongoing	EC	
5.29	Develop and implement a Work-life Balance Policy	44% of staff report a work life imbalance in the staff survey

The pulse survey found that two of the top challenges from remote working were | • Develop a policy in consultation with staff. This will occur as part of the consultation to be undertaken for action 5.17 | April 2021 | Oct 2021 | HR Manager / Health Safety and Wellbeing (HSW) Officer | There is an improvement in work-life balance across the Institute with a reduction in the |

		not being able to switch off from work and regularly working more than contracted hours A commitment to work life balance, expectations of demands and tools and techniques to achieve better balance for all, not for some at the expense of others, is required and this needs to be set out in an Institute policy	• Policy approved • Policy launched with staff briefing sessions	Dec 2021 Jan 2022	Dec 2021 Feb 2022	EC and GB HSW Officer and HR Manager	number of staff reporting an imbalance from 44% to 22% in next staff survey in 2023
5.30	Implement the HSA Work Positive Programme	The HSA Work Positive programme is a step on from a work life balance policy (action 5.30). It provides tools for benchmarking progress on promoting wellbeing. The Institute will be able to measure progress in promoting work life balance and wellbeing	• Identify workplace psychosocial risks and develop ways to improve employee wellbeing	Jan 2023	Dec 2023	HSW Officer to lead working group	The improvement in work life balance set out in 5.30 is consolidated and built upon. Wellbeing will be measured in the next staff survey in 2023
5.31	Introduce communication protocols requiring a minimum of 40% of both genders speaking at any IT Sligo event, that publicity material	40% (n169) of all staff and 53% (n129) of female staff do not believe that the men and women are equally visible in leadership roles. As there are female staff in leadership roles, they need	• Develop a protocol which ensures that IT Sligo promotes a balanced public image	Sept 2021	Nov 2021 Ongoing	Communication Manager EC	That IT Sligo becomes a beacon of equally through the equal visibility of women and

	and website images are balanced in terms of gender, ethnicity, disability status and other protected characteristics	to be promoted both internally and externally.	• Protocol approved and implemented.	Jan 2022			men in leadership roles. The number of staff who do not believe that men and women are equally visible drops from 40% to less than 20% in the next staff survey in 2023
			• Application of protocol monitored	Jan 2022	Ongoing	EC / Comms Manager	
5.32	Systematically collect data on outreach activities/events	The Institute does not collect nor collate data on outreach activities/events. Contributions to these are underacknowledged and not recognised. To collate staff participation by grade and gender, and participant uptake by school and gender	• Develop a system for collecting data	Jan 2023	March 2023	Head of Engagement	Outreach activity is captured, valued and acknowledged
			• Acknowledge contributions in outreach activities	March 2024	Annual	Head of Engagement	

Section 6 Supporting Trans People

Action Number	Action	Rationale	Key outputs and milestones	Timeframe Start	Timeframe End	Person responsible	Success criteria and outcome
6.1	**Approve and implement a Gender Identity and Gender Expression Policy**	IT Sligo does not have a gender identity policy and the student LGBTQI+ society has raised a number of issues affecting LGBTQI+ students 75% (n320) of staff did not know if transgender staff where supported and included in Institute policies	• Liaise with student LGBTQI+ society and via proposed staff survey of LGBTQI+ staff (action 4.4) • Invitation extended to TENI for further training with specific reference to policy development • Working group established to write policy • Implementation of Gender Identity Policy with relevant training provided for all staff and students	Feb 2021 Feb 2021 April 2021 Jan 2022	May 2021 May 2021 Sept 2021 Dec 2024	Student Affairs Manager/ EDI Manager / HR Manager / Chair SAT EC / EDI Manager	IT Sligo support for and responsibilities to trans and non-binary staff and students clearly articulated in approved policy endorsed by GB and EC
6.2	**Re-designate a number of identified gender specific toilets as gender neutral**	The student LGBTQI+ Society have highlighted that transgender and nonbinary students feel uncomfortable using gender specific toilets	• Re-designation, including change in signage, to a number of identified current gender specific toilets	Oct 2020	Dec 2020	**Completed** Estates Manager	All staff and students, including transgendered staff and students have access to

							gender neutral toilets
6.3	**Address the issue of dead names for Trans and non-binary staff and students who have not yet completed the formal legal aspects of changing gender**	To support Trans and non-binary staff and students who do not wish to be referred to by their dead names by the Institute systems	**Consultation has commenced between MIS; Student Affairs Manager and EDI Manager**	Nov 2020	Dec 2020	Student Affairs Manager / EDI Manager MIS	A work around is developed which addresses this issue for Trans and non-binary staff and students
			A "work around" in Institute systems to be developed	Jan 2021	March 2021		