



# Transition Programme

## Overview

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Designing an Equality, Diversity, and Inclusion (EDI) transformation programme for research managers requires tailoring strategies to research's unique challenges and opportunities. In the case of academic institutions, this means tailoring strategies to the unique environment of academia.

### *How would you describe or define an EDI transformation programme?*

An **Equality, Diversity and Inclusion (EDI) Transition programme** is a structured, strategic initiative to change research team culture, policies and practices to promote equality, diversity and inclusion. It encompasses a comprehensive set of activities to address systemic inequalities, eliminate bias and create an environment where all individuals feel valued and can thrive. This programme is particularly important in environments where fostering a diverse and inclusive atmosphere is critical to innovation, engagement and success, such as academic institutions or research organisations. In many countries, such organisations are faced with enormous challenges in this area.

With this in mind, on 8 December 2023, the EU Member States adopted the Recommendation for a European framework to attract and retain talent in European research, innovation and entrepreneurship.

This political agreement is key in strengthening the European Research Area (ERA). It includes various mechanisms to make research careers more attractive and to improve working conditions for researchers in all sectors, including academia, business, industry and public administration. It is also important to ensure a balanced flow of talent between European countries. The spirit of the EDI values is embodied throughout this agreement. We have therefore decided to adopt the following strategy based on the guidelines it proposes.

# Pre-program *planning*

- **Audit:** Reviewing current EDI policies, practices, and demographic data within the institution can help to establish and analyse the diversity of research teams, faculty, and students.
  - Does your institution have an [EDI Unit](#) like UCC?
  - Does your institution have an [EDI Hub](#) like UCC?
  - Is there an Equality committee?
  - Is there a race equality network?
  - Is there a gender equality network?
  - What can you learn through [Athena Swan](#)?
  - [Athena Swan Ireland Charter - Information pack and application forms for Institutions](#)
  - Is there disability support for staff and students?
  - Does your institution have a Gender Identity and Expression Policy?
  - Does your institution have [inclusive events](#)?
- **Review Current Policies and Practices:** Analyse existing policies, procedures, and workplace culture to understand the current state of equality, diversity, and inclusion.
- **Gather Feedback:** Conduct surveys, interviews, and focus groups with research managers and staff to identify perceptions, challenges, and areas needing improvement. (Does this survey need to be distributed more?)





# Pre-program goal *setting and objectives*

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- **Setting Clear Objectives:** What do you aim to achieve with the EDI program? Define the aim you hope to achieve (E.g., reduce bias, improve engagement)
- **Establish Key Performance Indicators (KPIs):** Determine the metrics you will use to measure the success of the program. (E.g., such as diversity representation, employee satisfaction scores, and retention rates).



## What is the *strategy*?

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- **Create a Vision and Mission Statement:** Develop a vision and mission statement that articulates the organisation's commitment to EDI.
- **Outline Strategies and Actions:** Define specific strategies and actions to achieve your objectives. This might include revising hiring practices, implementing bias training, and creating employee resource groups.



## How will you remain *accountable*?

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- **Engage Leadership:** Ensure that leaders at all levels are committed to EDI. This may involve training, setting diversity goals, and integrating EDI into performance evaluations.
- **Establish Accountability Mechanisms:** Create structures, such as EDI councils or committees and regular reporting, to hold leaders accountable for EDI progress.
- **Review and Revise Policies:** Examine existing policies to identify and address any that may be barriers to EDI. Develop new policies as needed to promote equality and inclusion.
- **Ensure Compliance:** Ensure all policies comply with relevant laws and regulations related to equality and non-discrimination.

# Sample General Framework for EDI *Transition Program*

<b>Phase 1:</b> Planning and assessment	Conduct an organisational EDI audit	Define EDI’s vision, mission, and goals	Establish an EDI committee or task force
<b>Phase 2:</b> Development and Implementation	Develop EDI policies and procedures	Launch training and development programs	Initiate employee resource groups and mentorship programs
<b>Phase 3:</b> Communication and Engagement	Roll out internal and external communication plans	Engage employees through surveys, town halls, and focus groups	Promote EDI initiatives through events and recognition programs
<b>Phase 4:</b> Monitoring and Evaluation	Track progress through regular reporting and data analysis	Adjust strategies and initiatives based on feedback and outcomes	Celebrate achievements and recognise contributions

## Phase 1

Goals	Achieved?
Planning and assessment	<input type="checkbox"/>
Conduct an organisational EDI audit	<input type="checkbox"/>
Define EDI's vision, mission, and goals	<input type="checkbox"/>
Establish an EDI committee or task force	<input type="checkbox"/>

## Phase 2

Goals	Achieved?
Development and Implementation	<input type="checkbox"/>
Develop EDI policies and procedures	<input type="checkbox"/>
Launch training and development programs	<input type="checkbox"/>
Initiate employee resource groups and mentorship programs	<input type="checkbox"/>

## Phase 3

Goals	Achieved?
Communication and Engagement	<input type="checkbox"/>
Roll out internal and external communication plans	<input type="checkbox"/>
Engage employees through surveys, town halls, and focus groups	<input type="checkbox"/>
Promote EDI initiatives through events and recognition programs	<input type="checkbox"/>

## Phase 4

Goals	Achieved?
Monitoring and Evaluation	<input type="checkbox"/>
Track progress through regular reporting and data analysis	<input type="checkbox"/>
Adjust strategies and initiatives based on feedback and outcomes	<input type="checkbox"/>
Celebrate achievements and recognise contributions	<input type="checkbox"/>



## Conclusion

- Was this strategy effective?
  - What worked? What should we do more of?
  - What didn't work? What should we stop doing?
  - What other improvements can we introduce?

