UCC Athena SWAN Action Plan 2019 - 2023

Figure 7: Our Ecology of Athena SWAN Actions

1. Priority Commitments

2. Capacity Building Actions

3. Cultural Change Actions

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
	Staff Data – Application Section 4.1							
3.1	Audit University Athena SWAN Steering Group membership to identify individual members that may be rotated. Engage with College and School committees to increase the proportion of male and Black and minority ethnic (BAME) members of all AS Steering Groups.	Gender and ethnicity representation on the main University steering group needs to be improved. We agreed a policy of 3-year term in 2019 and need to identify individuals who have already served 3+ years in order to identify members that can be rotated, while ensuring BAME and female members in particular are not overburdened with committee work.	(1) Audit conducted of University ASSG membership in terms of length of service. (2) Individuals identified for rotation out of UCC ASSG. (3) New UCC ASSG members identified via College, School committees and Race Equality Forum engagement. (4) Colleges and Schools set targets on gender and ethnicity representation and report to ASSG.	Dec 2019	Nov 2020	**Owner:** EDI Director **Operational remit of:** AS Project Officer and EDI Officer.	Athena SWAN Project Officer and EDI Director report on progress as members of Athena SWAN (AS) University Steering Group.	(1) Minimum 45% M representation on University ASSG by end 2020 (noting space for non-binary representation). (2) Necessary targets for BAME representation at School, College and University Steering Groups identified in collaboration with Race Equality Forum, with recommendations acted upon by action owner.
4.1.1	Establish a Race Equality Forum led by Black and minority ethnic (BAME) staff, for BAME staff and students, which identifies specific actions that need to	UCC is committed to making intersectionality, particularly in relation to ethnicity and gender, a leading aspect of our Athena SWAN work. Results of the staff and student equality survey	(1) Co-Chairs for the Race Equality Forum are identified. (2) Four staff-student fora are held November 2019-March 2020 with the specific goal of identifying priority actions to support	Nov 2019	Sep 2020	**Owner:** Chair of Equality Committee. **Operational Remit of:** Chair of Equality	Chair of Equality Committee and EDI Director report on progress as members of Athena	(1) Race Equality Forum recommendations are approved by University Management Team and an operational plan is agreed for the period 2020-23. (2)

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	be taken at organisational and interpersonal level to support race equality and take a more explicit, leading, public anti-racist organisation approach.	and two meetings of a preliminary Race Equality subgroup of University Equality Committee demonstrate a systematic focus is needed on race/ethnicity in the organisation, led by and for BAME staff, in order for our commitment to intersectionality to be meaningful and to provide anti-racist HE leadership. In line with our obligations under the Public Sector Duty, this focus needs to be proactive on, rather than reactive to race equality/anti-racism matters.	race equality in the organisation. (3) EDI Unit runs Race Consciousness in Higher Education workshops in parallel to this process to educate wider members of the University community. (4) Actions regarding race equality/anti-racism are brought to University Management Team for approval.			Committee and EDI Director.	SWAN (AS) University Steering Group.	Race Consciousness Training evaluations indicate participating staff have improved their understanding of the need for a race equality/anti-racist approach in HE activities.
4.1.2	Research staff pathways into and out of different RSO roles, and assess gendered impacts on	Anecdotal evidence indicates that more female postdoctoral researchers may transition to RSO roles	(1) Conduct a cohort study of staff in RSO roles by gender, which tracks staff transitioning into/out	Sep 2020	Jun 2021	**Owner:** EDI Director	Equality Data Analyst and named member of	(1) Report on RSO career transitions developed and presented to University Athena

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	academic, research and professional career progression.	which are not part of an academic/research career pathway. Given the historically recent nature of the RSO role, we need to understand its structuring impact on staff careers and any potential gendered impact.	of RSO roles (from/to other UCC roles and out of UCC). (2) Conduct focus groups with min. 15 RSOs to understand their career pathways and any institutional constraints and enablers to their careers. (3) Decision on whether to analyse further data taken. (4) Actions on supporting RSO career pathways devised by University ASSG and referred to Athena SWAN Oversight Group.			**Operational remit of:** Equality Data Analyst.	Staff Data WG report on progress as members of Athena SWAN (AS) University Steering Group.	SWAN Steering Group. (2) Athena SWAN Oversight Group (UMT level) considers whether what actions can/need to be taken to address career progression prospects of RSO staff.
4.1.3	Use CoreHR to centrally manage data on local hourly occasional contract use, to enable annual equality monitoring.	Hourly occasional staff data is not currently centrally monitored. Centrally, CoreHR stores only pay information for hourly occasional staff. Full personnel records are held only at local level. Staff focus groups	Modify our local and administrative data management systems/processes by moving to CoreHR to track occasional staff. All units required to register all current hourly occasional staff by contract type	Jan 2020	Sep 2022	**Owner:** Director of HR. **Operational Remit of:** Director of HR, Heads of College. Collab with	Named members of Equality Data Committee and of Staff Data Working Groups reports as	(1) Central data on hourly occasional staff use reported by HRIS Manager to Heads of College and Functional Area on annual basis. (2) Heads write to units where

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		strongly indicate need for oversight in this regard to avoid the excessive and inappropriate use of hourly occasional staff contracts.	and duration on CoreHR by August 2022.			Equality Committee rep., HRIS Manager.	member of University AS Steering Group.	necessary on planning for ethical use of hourly contracts.
4.1.4	Develop ethical employment guidelines regarding the use of hourly occasional contracts.	The Cush Report (2016) and UCC staff focus groups indicate the need for a cultural and organisational shift away from the use of fixed and short-term contracts to cover teaching and other core activities. Ethical employment guidelines will support action 4.1.3's monitoring of hourly occasional contracts and encourage minimum standards of inclusion e.g. University email addresses and clarification of access to training.	(1) Pilot analysis of hourly occasional staff contract use in CACSSS over 2020/21 period to gather information on how contracts are used and understand Head of Units' perspective on resource management. (2) Identify examples of good practice and publish ethical employment guidelines for hourly occasional staff. (3) Publish quick guide to hourly occ. staff entitlements.	May 2020	Sept 2021	**Owner:** Chair of Equality Committee. Collab. with EDI Unit and HR. **Operational Remit of:** Chair of Equality Committee, EDI Director, Staff Wellbeing and Dev. Manager.	Chair of Equality Committee and EDI Director report on progress as members of Athena SWAN (AS) University Steering Group.	(1) Ethical employment guidelines and quick guide to hourly occasional staff entitlements published on HR and EDI Unit webpages. (2) Manager/PI briefing sessions provided by HR Training and Development. (3) Hourly occasional staff report greater satisfaction with working conditions in further focus groups.

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4.1.5	Introduce online exit surveys incorporating gender and ethnicity monitoring, to determine at what point, and for what reasons, academic, research and professional support staff leave the university.	Data is not systematically collected to understand the reasons why a staff member leaves the university. While there are predictable causes (employment elsewhere, conclusion of project funding, unexpected caring responsibilities), UCC needs to develop a comprehensive, equality-focused understanding of why staff leave.	(1) Online anonymised survey form established for staff who leave the University, recording gender and ethnicity. (2) Survey form embedded in UCC HR website and administered by EDI Unit. (3) EDI Unit compiles annual report describing circumstances and demographic of staff leaving.	Jan 2021	Mar 2021	**Owner:** EDI Director. **Operational Remit of:** HR Central Services Manager and EDI Director.	HR Central Services Manager and EDI Director report on action progress as members of University AS Steering Group.	(1) HR Central Services Manager and EDI Unit reports data on staff who leave annually to University Management Team (operations). (2) Recommendations for action that are not already in train are devised.
4.1.6	Conduct annual pay reviews in respect of gender. Convene University Pay Review Working Group, led by EDI Unit and reporting to SMT, to propose Terms of Reference (ToR) for systematic pay	Pay reviews are *ad hoc* and not incorporated in UCC's audit/ management reporting cycle. Consensus is needed on the scope and aims of pay review, bearing in mind the pending Gender Pay Gap Information Bill (2019)	(1) University Pay Review WG convened. (2) In proposing ToR, WG to consider the need for future reviews to (a) include all staff, (b) include all protected characteristcs, and (c) address the impact on	9/20	8/23	**Owner:** EDI Director. **Operational Remit of:** HR Central Services Manager, Bursar and EDI Director	HR Central Services Manager and EDI Director report on action progress as members of University AS Steering Group.	Annual pay reviews incorporated in University's annual audit/management reporting cycle by 2023.

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	reviews, with a view to incorporating reviews in UCC's annual audit/management reporting cycles.		pay, over time, of individuals' starting points on salary scales

(3) Draft ToR presented to SMT for approval | | | | | |
| | **Supporting and Advancing Careers: Key Career Transition Points: Academic Staff – Application Section 5.1** | | | | | | | |
| 5.1.1 | Revise equality of opportunity statement in recruitment material to reflect a more inclusive, positive and specific commitment to equality principles Develop guidance for writing equality-focused post advertisements, including statements encouraging applications from the underrepresented groups. | To further encourage historically underrepresented groups to apply for roles across all staff categories and sensitise departmental post-writers to equality considerations. Women remain quite underrepresented (36% of academics) at application stage. UCC equality surveys suggest 2% of staff are of African or Asian descent, compared to 10% of students. | (1) Recruitment candidate information packs, including the UCC President's address, revised to include stronger commitment to equality principles and a focused description of the University's equality work. (2) Principles for equality-conscious advertisements also circulated to all Heads of Unit and available on UCC HR website. | Nov. 2019 | Mar 2020 | **Owner:** Chair of University Equality Committee.

Operational Remit of: HR Central Services Manager. | Chair of Equality Committee and HR Central Services Manager reports on action progress as member of University Athena SWAN Steering Group. | (1) Strengthened statements of commitment to EDI principles and practices incorporated into President's welcome and information provided to applicants. (2) Target of 40% female applications for academic posts by 2023. |
| 5.1.2 | As part of the forthcoming review | University Athena SWAN committees | (1) Revised University | Jan 2020 | Sep 2020 | **Owner:** DPR & HR | HR Central Services | (1) Revision of appointment |

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	of University appointment regulations: Seek to reduce the size of academic selection committees and ensure a minimum of 40% of committees are composed of the underrepresented gender.	have identified the burden on a small number of senior female academic and professional colleagues to be part of selection committees. This action will ensure the sustainability of gender representation on selection committees and provides the opportunity to formally embed gender representation targets for all selection committees in University appointment regulations.	appointment regulations incorporating recommendations on size and composition of selection committees approved by Governing Body. (2) Annual review of selection committees by HR and EDI Unit to identify any risks to sustainability of selection committee targets.			**Operational remit of: OCLA (Corporate Secretary)** HR Central Services Manager. Collab with HR and EDI Unit.	Manager reports on action progress as member of University Athena SWAN Steering Group.	regulations to incorporate gender representation targets. (2) Reduction of committee sizes where possible to facilitate sustainability of gender representation targets.
5.1.3	Establish a promotion pathway to Professor Scale 1, drawing on learnings for gender equality implemented in schemes for promotion to SL (Jan 2019) and Prof Scale 2 (Oct 2019) scheme	Female representation at Prof Scale 2 level is currently 43%, compared to 19% at Prof Scale 1 level. Development of a promotion pathway to Professorship will create a historic opportunity to	Promotion to Professor Scale 1 Regulation and Criteria brought forward for approval by UCC Academic Council, University Management Team and Governing Body.	Jan 2021	Apr 2024	**Owner:** Deputy President and Registrar (DPR). **Operational Remit of:** DPR.	DPR reports on action progress as Chair of University AS Steering Group.	Minimum 40% female representation target achieved in first Professor Scale 1 promotion call.

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	calls (see Action 5.1.4).	positively shift the gender demographic at the most senior academic level.				Collab. with Director of HR and UCC Promotions Review Committee.		
5.1.4	Submit applications for professorial appointments to the HEA Senior Academic Leadership Initiative (SALI).	Underrepresentation of professors by gender remains a challenge across all disciplines. Additional professorships are scarce due to funding constraints. SALI scheme offers the opportunity to compete for externally funded professorships in disciplines where a gender has been historically underrepresented.	(1) University's gender action plan incorporating review of progress regarding gender equality and rationale for professorial posts submitted to HEA as part of 2019 SALI application. (2) In 2020 and 2021, President's Office reviews internal submissions from the four Colleges for professorships in areas of ongoing, significant gender underrepresentation	Oct 2019	Oct 2021	**Owner: President.** **Operational Remit of:** Director of Projects, President's Office. Collab. with Deputy President and Registrar and Director of HR.	DPR reports on action progress as Chair of University AS Steering Group.	(1) UCC annually reviews decision to submit applications for professorships based on a range of internally sensitive considerations. Feedback on applications are incorporated into University's annual planning for gender equality.

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			and considers further applications.					
5.1.5	Implement e-Recruitment for all Research Posts and introduce nationally agreed ethnicity categories for all e-recruitment processes.	UCC does not collect systematic, central data on local researcher recruitment application, shortlisting and appointment. Introducing e-recruitment for researchers will support annual monitoring of equality in researcher recruitment. UCC does not collect any data on staff ethnicity which is necessary in order to develop a baseline for systematic equality monitoring of recruitment by ethnicity.	(1) Establishment of e-recruitment portal for research posts. (2) Agreement of ethnicity categories to be used by Irish HEIs through national intersectionality committee (which UCC EDI Director is a member of). (3) Establishment of ethnicity dropdown menu in equality monitoring recruitment screen with clear statement encouraging voluntary disclosure of equality data for specified equality monitoring purposes.	Jan 2020	Jun 2021	**Owner:** Director of HR. **Operational Remit of:** HR Central Services Manager. Collab. with HRIS Manager and Equality Data Working Group.	HR Central Services Manager reports on action progress as member of University Athena SWAN Steering Group.	(1)Establishment of e-recruitment for researchers with annual monitoring of recruitment statistics by gender and subsequently, ethnicity. (2) Ethnicity categories implemented in equality monitoring recruitment screen with over 50% of applicants voluntarily disclosing their ethnicity annually.
5.1.6	Pilot action in SEFS to require Principal Investigators (PIs) participate in LEAD equality e-learning	Researchers to postdoctoral level are recruited by PIs locally. Data indicates female postdoctoral	(1) PIs are notified a year in advance (2020) of a new requirement (2021) to have completed	Jan 2021	Dec 2021	**Owner:** EDI Director	(1) EDI Director as University Steering Group	50% of new SEFS funding proposals in 2021 are submitted by PIs who have completed equality

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	(including module on recruitment & selection training) prior to submitting for approval a new funding application which involves recruitment of research staff.	researchers are less likely to be supported to move into a senior postdoctoral role by project PIs. There is also a wider need to sensitise PIs to unequal gender patterns in research career progression seen in our data.	equality training prior to submitting funding applications which involves recruitment of research staff. . Training available online (LEAD e-learning programme;. (2) From 2021, to monitor compliance, internal online Research Proposal Review Form will be modified to allow PIs to confirm whether training is completed; (3) PIs making a second relevant application from 2021 without equality training directed to requirement. (4) Consideration of expansion across Colleges.			**Operational Remit of:** EDI Unit in collab. with OVPRI	member; (2) Named Member of O&C Working Group.	training; 70% of SEFS PIs completed training by 2022.

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5.1.7	Develop an equality in recruitment protocol for use with executive search agencies and for guiding Schools in diversifying the applicant pool for senior academic research and professional appointments. Protocol will set expectations for a diverse applicant pool and shortlist in terms of gender and ethnicity.	While there has been a positive trend in shortlisting and appointment of female academic and research staff, female academic application rates, particularly for professor roles, remains low (36% across academic grades, 22% for professor 2014-18). In addition, the Staff Equality Survey indicates a low number of staff of African and Asian descent (2%) when compared to our student body (10%).	(1) Protocol devised to formalise the use of targeted/executive search using particular advertising routes which support attracting diverse candidates in terms of gender and ethnicity. (2)Protocol piloted with Schools planning to recruit Professors in 2021/2	Jan 2020	Jun 2021	**Owner:** Director of HR. **Operational Remit of:** HR Central Services Manager.	HR Central Services Manager reports on action progress as member of University Athena SWAN Steering Group.	(1) Minimum female academic applications rise to 40%. Female applications for Professorship rise to minimum 30%. Targets relating to ethnicity and staff applications are recommended by University Athena SWAN Steering Group on establishment of ethnicity data collection in e-Recruitment. (2) EDI Unit, HR and ASSG assess reports from pilot Schools of their experience using the Protocol. Protocol adapted, rolled out University -wide.

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5.1.8	Revise UCC Staff Orientation Toolkit to include additional detail on UCC staff entitlements, protections and networks.	Staff surveys and focus groups indicate staff awareness of entitlements, protections and networks can be improved. A range of additional initiatives for staff have been introduced since the toolkit was first launched and need to be incorporated.	Detail on Policies and Guidelines (Family Friendly and Leave, Duty of Respect and Right to Dignity, Code of Practice for Employment of People with Disabilities, Gender Identity and Expression), Staff Networks (Research Staff Association, LGBT+ Staff Network) and EDI Unit to be included in toolkit.	Jan 2020	Feb 2020	**Owner:** Director of HR. **Operational Remit of:** HR Staff Wellbeing & Dev. Manager. Collab. with EDI Unit.	Named member of Recruitment and Promotion WG reports on action progress as member of Athena SWAN University Steering Group.	(1) Staff Orientation Toolkit revised and circulated as part of all new Staff Orientation sessions and placed on HR website. (2) Future staff surveys and focus groups indicate increased awareness of equality policies, entitlements and networks.
5.1.9	Following the two promotion calls for Senior Lecturer and Professor (Scale 2) in 2019 in the University's revised promotion schemes, review the number and success of female applicants to assess the gender impact of the revised	UCC exceeded the target of a minimum of 40% females promoted (set under its new 2019 SL Promotion regulation and scheme) by 5%. As both schemes are new, review of the impact of both schemes is required to maintain and increase the	(1) Review of 2019 promotions scheme outcomes by gender conducted, including use of focus groups with staff who were unsuccessful or were eligible but did not apply. (2) In the event that there is not a minimum of 40% women among the list	May 2020	Dec 2020	**Owner:** Deputy President and Registrar. **Operational Remit of:** HR Strategy & Org. Dev. Manager. Collab. with	DPR reports on action progress as Chair of University AS Steering Group.	Promotions across the University are at a minimum 40% female in all SL and Professor Scale 2 calls.

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	teaching, research and service criteria and their weighting, and provision for and the provision for statutory leave in these schemes.	proportion of females applying and successful in academic promotion rounds.	of candidates recommended for promotion in both schemes, action will be taken by the University to implement a policy across the schemes based on the principle of first among equals to address gender imbalance which will operate until a 40% target is achieved. Proposals brought forward for approval where necessary.			Director of HR and Promotions Review Committee.		
5.1.10	Heads of Unit will contact all staff at a promotional grade to encourage application submission for any new academic or professional staff promotions call, using a standardised but personalised communication.	To encourage applications for promotions from all eligible applicants, particularly those in the underrepresented gender or ethnic group.	Standardised texts devised for each academic and professional staff promotions calls, emphasising encouragement to apply and University's commitment to equal representation.	Nov. 2019	Nov. 2023	**Owners: Heads of College.** **Operational Remit of:** HR Central Services Manager.	HR Central Services Manager reports on action progress as member of University Athena SWAN Steering Group.	Target of 40% female applications for academic promotion by 2023.

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5.1.11	Establish 'Performing for Career Progression': A series of talks on high performance in staff categories based on criteria for progression and promotion.	Supporting academic and professional support staff to plan ahead for promotional opportunities and identify areas they may wish to strengthen their portfolio.	4 talks held per year, variously catering to academic and professional support staff.	Jan 2020	Nov 2024	**Owner:** Chair of Staff Dev. Committee, Academic Council. **Operational Remit of:** Staff Wellbeing and Dev. Manager.	Chair of Staff Dev. Committee reports on action progress as member of Athena SWAN University Steering Group.	Maintain target of 50% female applications for academic promotional posts by 2023.
	Supporting and Advancing Careers: Career Development: Academic Staff – Application Section 5.3							
5.3.1	Establish Staff Development Virtual Hub to raise awareness of range of training and mentoring schemes available, and signal to managers the importance of making training and development opportunities available to staff.	UCC Staff Equality survey of 2018 indicates 17% of male and 21 % of female staff in all categories strongly disagree or disagree with this that communication on training is proactive and inclusive. HR 2018 Training Report indicates managers' flexibility regarding training and development	Virtual hub of all HR, IT, CIRTL, CPD Centre and OVPRI-led training and professional development opportunities established on HR website with clarity regarding staff eligibility for particular courses and guidance for managers on benefits of staff development.	Nov 2019	Sep 2020	**Owner:** Director of HR. **Operational Remit of:** HR Staff Wellbeing and Dev. Manager. Collab. with IT Services, CIRTL, OVPRI and named	Named member of Career Dev. WG reports on action progress as member of Athena SWAN University Steering Group.	(1) Increased staff awareness of training opportunities and eligibility registered in EDI surveys/focus groups. (2) Increased volume of staff attending training due to awareness and managers' flexibility.

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		opportunities requires attention (see action 5.3.2 on communication to Managers).	This Virtual Training Hub will target staff (including managers) and will be linked to staff Employee Self-Service accounts, providing gender-based data on training uptake.			member of Athena SWAN Career Dev't Working Group.		
5.3.2	Devise an EDI communications plan targeted particularly at University middle management (Heads of Unit, PIs and School Managers) to communicate the importance and benefits of engagement with various forms of EDI policy, culture, entitlements and responsibilities (including but not limited to Family Friendly policies and	Staff surveys and focus groups indicate the need to encourage Heads of Unit, PIs and School Managers to prioritise time and space for staff career development, remain up to date on changes in equality-related policy and culture, and become more informed and vocal advocates on equality issues. Equality-focused events, social media, imagery and short videos will be made more systematically available to all staff but	Communications plan devised on annual basis focusing on targeted emails, breakfast briefings and drop-in lunches for middle management, and a wider social media plan for all staff and students focusing on staff/student entitlements, role models, specific equality questions and policies, and including existing initiatives administered by EDI Unit such as	Jan 2020	Dec 2024	**Owner**: EDI Director. **Operational Remit of :** Head of Media and PR. Collab. with EDI Officer and College HR Business Managers.	EDI Director reports as member of Athena SWAN University Steering Group.	(1) Increased awareness reported in 2018 and 2020 staff equality surveys of equality-related policies. (2) Survey feedback evidencing improved perceptions/experience of visibility of different role models, good equality practices, training and development opportunities/entitlements.

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	Duty of Respect policy).	middle management, need to receive personalised invitations to/communications regarding these events/initiatives.	University Equality Committee Equality's Equality Week and University of Sanctuary Working Group's Refugee Week.					
5.3.3	Establish an Equality, Diversity and Inclusion Digital Badge (free micro-credential) drawing on a mix of LEAD e-learning, selected workshops, and Equality Week events, including Race Consciousness in HE workshops. Make tailored e-learning modules mandatory for PIs, teaching, professional service and recruiting staff.	UCC's EDI Unit has led the Irish University Association's rebuilding of the national 'Living Equality and Diversity (LEAD)' e-learning programme. The new programme (available 2020) will have core modules and tailored modules on teaching, prof. service and recruitment. Staff have indicated the need for more comprehensive EDI training and accreditation: LEAD will form the basis of an individualised EDI Digital Badge which incentivises staff to	(1) New LEAD e-learning programme piloted by end of 2019/20 academic year. (2) CPD hours certificate generated on successful completion of LEAD programme. (3) EDI Digital Badge established where staff and students can draw on LEAD and a variety of new and existing learning paths (workshops on Race Consciousness, Equality Week and Refugee Week events) to gain their 20 hours accreditation.	Jan 2020	June 2022	**Owner:** EDI Director. **Operational Remit of:** EDI Officer. Collab. with Centre for CPD, Office of VP Learning and Teaching, and Staff Wellbeing and Dev. Manager**.**	EDI Director reports as member of Athena SWAN University Steering Group.	EDI Digital Badge microcredential established with increases year-on-year in number of staff across all categories (professional, academic, technical, research, hourly occasional) being awarded the badge.

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		advance EDI understandings.						
5.3.4	Support and encourage engagement with internal coaching and mentoring programmes available to all staff through targeted awareness raising initiatives (cross-ref. with Action 5.3.2 on Communications Plan).	There is a need to raise engagement with mentoring in the context of supporting women's careers given the recent drop from a 4-year high of 35 female attendees at mentoring programmes to 8 in 2018. One reason identified in focus groups is the visibility of mentoring courses and access to information surrounding the initiatives.	Internal coaching and mentoring schemes highlighted at EDI New Staff Orientation, Staff Orientation toolkit, Ethical Hiring Guidelines for Hourly Occasional Staff and EDI Unit Communications Plan.	Nov 2019	Nov 2020	**Owner:** HR Director. **Operational Remit of:** HR Training & Dev. Manager and EDI Officer.	HR Director reports on action progress as a members of University AS Steering Group**.**	Return engagement to mentoring programmes to 4-year average of 20 females per year.
5.3.5	Run UCC's Epigeum Professional Skills for Research Leaders course specifically for female Postdoctoral and Senior Postdoctoral Researchers.	Women do not transition to Senior Postdoctoral/Mid-Career PI roles in the same volume as men, and are more likely to move laterally into Research Support Officer (admin) roles or move out of HE	20 places open to female Postdoctoral and Senior Postdoctoral Researchers – course run over 6 months on an annual basis, funded by the University.	Apr 2021	Mar 2022	**Owner: Director of HR.** **Operational Remit of:** HR Research Manager.	Named OVPRI member of Career Dev. WG reports on action progress as member of Athena SWAN	100% uptake of training places. Participants report positive impacts of training on career planning and professional development.

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		careers. Focus groups indicate the effectiveness of the Professional Skills for Research Leaders course, originally targeted at Senior Research Fellows. We will offer this course specifically to female Postdoctoral and Senior Postdoctoral Researchers to support their research careers and opportunities for advancement.	Participant feedback will be solicited and evaluated, including a follow-up survey after 6 months to assess participant's perceiption of the relevance and impact of the training on their career planning and professional development.			Collab. with OVPRI.	University Steering Group.	Raise proportion of female Senior Postdoctoral researchers from 33% to 40%, and proportion of female Senior Research Fellows
5.3.6	Establish a pilot online Administrative and Professional Knowledge and Skill Sharing Panel. Experienced staff members 'buddy' with junior colleagues to share knowledge regarding specific tasks and skill sets.	Focus groups with Professional and Support Staff (majority female) identified the need for managers/senior professional staff to be more proactive in supporting their professional development. This pilot Panel will also allow staff from	(1) A call is made to senior PSS staff in CoBL and DPR domains to share their expertise in an online directory. (2) Senior PSS staff are simultaneously offered HR training on how to mentor more junior PSS staff. (3) Pilot reviewed after one year by	Sep 2020	Jun 2021	**Owners: Head of CoBL and Deputy President and Registrar. Operational Remit of:** CoBL Manager and DPR	(1) UCC Equality Data Analyst reports as member of Athena SWAN University Steering Group (2) Named member	(1) Directory established online, minimum 50% of staff have been approached to share their expertise after first year (2) Scheme review is positive, leading to roll-out at a wider University level.

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		academic (CoBL) units to share knowledge with those in central administrative (DPR) units and vice versa, enhancing potential for career mobility (a parallel issue, noted also below).	CoBL and DPR domains using a questionnaire. (4) Pending successful outcome, scheme is extended to the wider University.			Project Manager.	of R&P Working Group.	
5.3.7	Develop action learning sets (peer learning networks) specifically for Executive and Senior Executive Assistants.	Action learning is already used across HR staff training; Action learning sets provide a specific opportunity for peers to bring work-related issues to their peer group and challenge the colleague to identify action points. A successful standalone pilot has already been conducted with School Managers. Focus groups with Professional and Support Staff (majority female) - in particular, Executive Assistants and Senior Executive	(1) EA and SEA staff are invited to take part in EA/SEA-specific action learning sets. (2) HR Training and Development brief groups on the process of establishing an action learning set. (3) Staff develop and run their own action learning sets, checking in with HR Training and Development on a 6-monthly basis.	Nov 2019	Sep 2020	**Owner: HR Staff Wellbeing and Dev. Manager.** Operational remit of: Individual EA and SEA staff.	(1) Named HR rep to University Steering Group; (2) Member of CD Working Group.	(1) Minimum of 20 EA and SEA staff from across the University take part in an action learning set each year of the action plan. (2) Check-ins with HR Staff Training and Development and future EDI Focus groups indicate a positive benefit in terms of new shared knowledge, and career development.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
		Assistants - identified the lack of opportunity to share practice and demonstrate competencies as a barrier to their career progression/promotion. Complementing action 5.x above, the scheme is being extended specifically to EAs and SEAs.						
	Supporting and Advancing Careers: Flexible Working and Managing Career Breaks – Application Section 5.5							
5.5.1	Introduce a policy and guidelines to specifically recognise and support staff who are undergoing fertility treatment.	UCC's Family Friendly provision has been positively received in surveys and focus groups. Having benchmarked good practice with a variety of universities and queried further in staff focus groups, we regard it as important to support to a broader range of staff who are not explicitly/systematicall	(1) A scoping exercise is conducted by HR Business Managers to understand best practice iinternationally. (2) Finance Office costs scenarios for different forms of financial support. (3) Policy and guidelines on these four domains published for University approval.	Jan 2021	Jul 2022	**Owner:** Director of HR. **Operational Remit of:** HR Business Managers**.** Collab. with Finance Officer, Staff Wellbeing and Dev. Manager	Named member of Athena SWAN Flex.Work/ Leave Working Group reports on action progress as member of University Athena SWAN	Policy and guidelines published on UCC HR website with policy briefing sessions for line managers.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
		y recognised in UCC policy and guidelines.				and named member of FWL Working Group.	Steering Group.	
5.5.2	Implement training for new and existing line managers to outline their roles, responsibilities regarding family-related leave and flexible working.	Focus group with line managers on Family Friendly policies indicate the need for greater support regarding management of leave/cover and staff taking leave indicate the need for a more proactive and inclusive view of maternity leave on the part of certain managers.	Training for new and existing line managers developed and run on a quarterly basis.	Jan 2021	Dec 2021	**Owner:** Director of HR. **Operational Remit of:** HR Staff Wellbeing and Dev. Manager, **HR Business Managers** and named member of Athena SWAN Flex Work/Leave Working Group.	Named member of Athena SWAN Flex Work/ Leave Working Group reports on action progress as member of University Athena SWAN Steering Group.	Staff report increased satisfaction with management of maternity leave in equality surveys (2020 and 2022); In 2018 66% of 187 survey respondents reported satisfaction, without reference to time period involved).
5.5.3	Devolve coaching supports for maternity and adoptive leave to HR Managers at College	Athena SWAN Working Groups have identified that currently all staff coaching supports are offered by	HR Business Managers in each College/Central Unit area take direct responsibility for	Nov 2019	Apr 2020	**Owner:** Director of HR.	Named HR Business Manager reports on action	Staff report increased satisfaction with management of maternity leave in

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
	and Central Unit levels.	the SEFS HR Business Manager and need to be distributed evenly between Colleges to ensure sustainability of coaching support model and provide easier access to such supports for staff.	coaching those taking or managing maternity leave with initial support from the SEFS HR Business Manager.			**Operational Remit of:** HR Business Managers**.**	progress as member of University Athena SWAN Steering Group.	equality surveys (2020 and 2022).
5.5.4	Revise and update the University's Guidelines to Support Pregnant Students.	The Flexible Working and Leave Group has a range of expertise in supporting students who are pregnant. The establishment of the EDI Unit has provided a focal point for students who are pregnant to inform the University about the outdated nature of UCC's Pregnant Student Guidelines (last revised 2011).	(1) Establishment of a cross-university review panel to review and revise guidelines. (2) Development of updated guidelines supporting all students who are pregnant and/or are expectant parents, with a specific focus on the responsibility of the institution to be proactive regarding student needs, in line with Public Sector Duty legal obligations (IHREC Act 2014).	Dec 2019	Dec 2020	**Owner:** Director of Student Experience. **Operational Remit of: Director of Student Experience**, EDI Director and EDI Officer.	EDI Director reports on progress as member of Athena SWAN (AS) University Steering Group.	New guidelines circulated to all relevant academic and student-facing departments with briefing sessions and brief visual guide.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
5.5.5	Audit all Family Friendly policies from an LGBT+ perspective to ensure that same-sex parenting, non-binary and transgender experiences are recognised.	Feedback from Athena SWAN committees on the first draft of this action plan identified the need to audit Family Friendly policies from an LGBT+ perspective in particular, in light of the University's new (2018) GIEPG and proposed Equality Impact Assessment in University Policy Framework Document.	All Family Friendly policies and guidelines reviewed and/or developed using language that recognises gender and sexual diversity in parenting, pregnancy and caring roles.	Jan 2021	Dec Jun 2022	**Owners:** Co-Chairs of LGBT+ Staff Network. **Operational Remit of:** Named lead HR Business Manager.	LGBT+ Staff Network Chair as member of Athena SWAN University Steering Group .	All existing Family Friendly Policies and Guidelines revised and new Policies and Guidelines written in line with GIEPG and Equality Impact Assessment in University Policy Framework Document.
5.5.6	Review the gender impact of the requirement for 26 weeks continuous service in order to be eligible for paid UCC maternity leave.	The Flexible Working and Leave Group have reviewed good practice in Irish HEIs and identified the requirement for 26 weeks service for family leave eligibility is not uniform. UCC needs further information on what the impact of this minimum service	(1) Focus Groups are also used to enquire into the experience of staff of different genders who did/did not meet the minimum service requirement but wished to apply for family-related leave. (2) Liaison with Staff Parents and Carers' Support Network regarding minimum	Sep 2020	Dec 2021	**Owner:** Chair of University Equality Committee. **Operational Remit of:** EDI Director. Collab. with University Equality Committee,	Chair of Equality Committee and EDI Director report on progress as members of Athena SWAN (AS) University Steering Group.	Recommendation to revise/retain minimum eligibility periods adopted by University.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
		requirement is on staff of different genders.	service requirements. (3) University Equality Committee seeks costings regarding alternative minimum eligibility requirements for family-related leave. (4) University Equality Committee makes relevant recommendations to University Management Team on retaining/altering the minimum leave period.			Finance Officer and HR Business Managers.		
5.5.7	Provide fully costed cover for maternity and adoptive leave for academic staff, using a centrally ringfenced budget and a minimum standard of cover. Guarantee centralised recruitment process	Staff Equality Survey saw 37% of participating staff state they were replaced while on maternity/adoptive leave. 36% of academic staff performed UCC work on maternity/adoptive leave. Focus groups	(1) Separate HR maternity cover recruitment fast-track established for all (academic, professional, research, technical) posts. (2) Minimum Lecturer Below the Bar 6-month contract advertised to cover	Sep 2020	Sep 2023	**Owners:** Bursar and Director of HR. **Operational Remit of:** HR Central Services Manager.	HR Central Services Manager reports on action progress as member of University Athena SWAN	(1) 100% cover guaranteed for professional and academic maternity leave by Sept 2023 through ringfenced budget. (2) Recruitment track established to fast-track maternity

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
	happens in a timely manner for local resource to be used.	report some experienced increased work before/after leave to 'compensate' for their absence, which we aim to end. Line managers (focus group) report some frustration in organising cover in a timely way. This action guarantees respect and minimises stress of academic (and professional) staff taking/covering maternity leave.	each academic maternity leave period.				Steering Group.	cover across all staff categories.
5.5.8	Implement a Leave and Return Planning Template to offer an individually-tailored pre- and post-leave review of workload and transition from and back to work.	UCC Staff Equality Survey found 60% of staff felt they were facilitated to strike a reasonable work/life balance, and their workload was allocated in a transparent way. Survey also found 20% of staff felt maternity leave was dealt with unsatisfactorily. The Leave Planning	(1) Leave and Return Planning Template devised by HR Business Managers in collaboration with EDI Unit. (2) Briefing for line managers included as part of quarterly training on family-related leave and flexible working.	Sep 2020	Jun 2021	**Owner:** Named lead HR Business Manager. **Operational Remit of:** Heads of School, Department and Professional	Named Athena SWAN Flex Work/ Leave Working Group member and named HR Business Manager report on action	Satisfaction rates regarding work/life balance, transparency of workload allocation and support with leave increase in 2018 and 2020 Staff Equality Surveys.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
		Template will focus on the need for managers to be proactive in facilitating a stress-free transition from and back to the workplace.				Unit. Collab. with HR Business Managers in each domain and named member of Athena SWAN Flex Work/ Leave Working Group..	progress as members of University Athena SWAN Steering Group.	
5.5.9	Conduct a Equality Space audit which includes a focus on the adequacy of three types of space/facility in all campus buildings: (1) The adequacy of current facilities for breastfeeding/express-ing/baby changing in main campuses, (2) the adequacy of spaces for daily	88% of staff surveyed stated there was no special provision made for them on their return from maternity/adoptive leave. While we do not regard facilities for those with infant children as 'special provision', reviewing/enhancing facilities for those with infant children will	(1) Buildings and Estates Officers (represented on University Equality Committee) develop assessment rubric for evaluating current facilities in collaboration with Flexible Working and Leave Group, University Equality Committee and Student Union Deputy	Jan 2020	Dec 2023	**Owner:** Director of Buildings and Estates**. Operational Remit of:** Buildings Officer**.** Collab. with Student Union Deputy President,	Student Union Deputy President as member of. Athena SWAN University Steering Group; Named member of Athena SWAN Flex	Upgraded and expanded facilities completed by December 2023 with communication of plan as part of EDI Unit communication action.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
	prayer; (3) The physical accessibility of buildings and other facilities from a disability perspective. The goal is to improve and expand various spaces/facilities as relevant and where necessary.	enhance relevant staff's visibility. The Race Equality Subgroup of University Equality Committee has identified an issue regarding the suitability of certain rooms and spaces in the University for prayer and observation. University Equality Committee has also identified we need to move beyond adherence to minimum legal standards in relation to physical building/facility accessibility.	President (also on Equality Committee). (2) Buildings and Estates map and evaluate current facilities. (3) Proposals and costings brought forward for improvement and where necessary, expansion of current facilities to be approved by University Management. (4) Phased plan of upgrade/expansion completed.			Disability Support Service, Chaplaincy and named Flexible Working and Leave Group Members.	Work/ Leave Working Group.	
5.5.10	Build on the Academic Returners' Grant Scheme by establishing a pilot Researcher Maternity/Adoptive Leave Returners'	The maternity return rate is lower for researchers for multiple reasons, e.g. researchers in CACSSS and CoBL are less likely to be in well-funded research	(1) Pilot grant of up to €3,000 made available to CACSSS and CoBL researchers returning from maternity leave in 2020/21 academic year. (2) Colleges and	Sep 2020	Aug 2023	**Owner: Heads of College (CACSSS & CoBL).** Collab. with EDI Unit, CACSSS	(1) Named HR rep. to Athena SWAN University Steering Group; (2) Member of	College and EDI Unit review finds returning researchers view the pilot scheme a positive way of reducing any disadvantage created by their time away.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
	Grant in CACSSS and CoBL.	centres. Focus groups also indicate the greater vulnerability of research staff returning from leave. This grant will be piloted for one year to support researchers to transition back to a full research portfolio (e.g. conferencing, networks, admin/research assistance).	EDI Unit analyse impact of scheme based on reports provided by returning researchers. As part of the review of the pilot scheme, OVPRI to provide supporting research metric data. (3) University considers continuation and/or expansion of scheme to all researchers.			and CoBL HR Business Managers and OVPRI.	FW Working Group.	Scheme is established in 2 or more Colleges from 2021 onwards.
5.5.11	Advocate with the state Revenue Commissioners via appropriate national fora (HEA Gender Equality Committee, IUA VP Equality Committee) for additional childcare costs (from registered childcare providers) incurred as a result of work-related training/development	Flexible Working and Leave Group identified the need for early career research staff who have childcare responsibilities to be appropriately supported to travel to conferences. An initial fund of €10,000 has already been approved by Cork University Foundation to support this action in 2020. However, Revenue	(1) EDI Director seeks for HEA Gender Equality Committee and IUA VP Equality Network for Irish HE Sector to advocate with Revenue for a change in policy. (2) Revenue and UCC policy on taxable expenses are changed to recognise the need to support those with children to conduct their	Mar 2020	Dec 2022	**Owner:** EDI Director. **Operational Remit of:** EDI Director. Collab. with OVPRI.	(1) EDI Director report as members of University Athena SWAN Steering Group. (2) Member of FW Working Group.	(1) Revenue regulation is changed to allow childcare costs arising from registered childcare providers to be treated as a non-taxable expense. (2) UCC changes expense claim policy to facilitate use of vouchers or other appropriate payment in the case of

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
	to be recognised as a non-taxable expense. Change UCC internal expense claim regulations to align with this change.	regulations and internal UCC policy on taxable expenses currently create barriers to providing funds for this purpose.	professional duties successfully.					additional childcare costs incurred while working on University business.
5.5.12	Develop new, comprehensive Flexible Working Policy with Guidelines particularly to support managers in facilitating flexible work requests in terms of hours and location. Incorporate all existing relevant schemes, a review of the current Flexible Working Hours policy for Professional Support Staff and an equality audit of the Reduced Working Week and Unpaid Leave schemes.	Uptake of formal flexible working arrangements is low. Awareness of entitlements and transparency of practice regarding Reduced Working Week, Unpaid Leave and Flexible Working is required to ensure gender equality in University's largely informal academic and professional flexible work arrangements.	(1) Focus Groups conducted to assess the experiences and support needs to staff who avail of Reduced Working Week, Unpaid Leave, Shorter Working Year, Parental Leave, particularly those who subsequently return, or plan to return to full-time arrangements. (2) New and comprehensive Flexible Working and Leave HR Policy with Guidance issued, with policy briefing for managers incorporated.	Jan 2020	Jul 2021	**Owner:** Director of HR. **Operational Remit of:** HR Central Services Manager. Collab. with EDI Unit, Flexible Working and Leave Working Group.	HR Central Services Manager and EDI Director report as members of University Athena SWAN Steering Group.	(1) New policy and Guidance available on HR website. (2) Policy and Guidance issued directly to all managers; (3) Annual policy briefing for all managers conducted.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
5.5.13	Conduct a feasibility study regarding the expansion of reduced rate preschool childcare places for staff.	2018 Staff equality survey found only 15% of staff with children under 12 availed of UCC crèche. Staff focus groups indicate how invaluable UCC creche is, yet only a minority can avail of it and many are on waiting lists, as the children of students are understandably prioritised (two-thirds children of students, one-third children of staff). On-campus reduced rate places support more staff with preschool childcare responsibilities to return to work/maintain a full workload.	(1) EDI Unit develops estimate of number of staff with preschool children. (2) Finances (including building space and staff) required to extend provision of reduced rate childcare places to all staff identified by Finance Office. (3) Bursar reports to University Management Team regarding whether/how expanded reduced rate childcare is feasible.	Jan 2021	Jun 2021	**Owner:** Bursar. **Operational Remit of:** Finance Officer. Collab. with EDI Unit and Crèche Cois Laoi (UCC Crèche).	EDI Director reports as member of Athena SWAN University Steering Group.	Feasibility of expanding reduced rate childcare places to staff revisited annually as part of review of Strategic Plan (attracting and retaining the best staff).
5.5.14	Establish a Carers' Support Network.	The Flexible Working and Leave group identified the need for greater peer support, information sharing and mentoring for staff	(1) Staff with caring roles meet to discuss their needs and common experiences. (2) EDI Director and HR representative	Oct 2019	Jun 2020	**Owner:** EDI Unit. **Operational Remit of:** EDI	EDI Director reports as member of Athena SWAN	Carers' Network develops a University profile raising awareness of supports available and needed, through

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
		with caring (including parenting) responsibilities. During the self-assessment process, a separate call was made to establish such a Network. The EDI Unit has agreed to support this Network to develop in a similar way to the LGBT+ Staff Network.	meets with group to discuss their agenda and to identify ways they can be supported including a small annual budget. (3) Carers' Staff Network is formally established with a leading representative on University Equality Committee.			Officer. Collab. with HR, University Equality Committee Chair and LGBT+ Staff Network for support.	University Steering Group.	its own activities (meetings, speakers) and representation on Equality Committee.
Supporting and Advancing Careers: Organisation and Culture – Application Section 5.6								
Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
5.6.1	Develop designated Equality and Access Links across all Schools and professional domains. Formally announce a University Management Team Equality Champion for each of the Equal Status Grounds, linking with **Action**	Staff equality survey data and focus groups indicate the desirability and necessity of having designated equality liaisons at School/professional unit level to embed equality culture, i.e., to (1) share good practice on equality and access issues (2) raise awareness of Athena	Local Equality and Access Links and UMT Equality Champions Scheme announced with Links rolled out across all Schools and professional units over three years in stages. Staggered rollout incorporates dedicated training by UCC EDI Unit, UCC	Nov 2019	June 2022	**Owner:** EDI Director. **Operational Remit of:** EDI Officer. Collab. with Access & ParticipationHeads of College,	EDI Director reports as member of Athena SWAN University Steering Group.	All Schools and professional domains have a designated Equality and Access Link by 2022, with 6-monthly meetings and succession plan for spreading the role and related training to other staff (4-year maximum role).

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
	5.6.7 (Equality Impact Assessments).	SWAN charter (3) highlight local policy issues with Heads/management and (4) act as a referral point for staff and students to other university areas.	Access & Participation and establishment of 6-monthly Equality and Access Links Forum.			Heads of Unit and HR Training and Dev.		
5.6.2	Complete UCC's review of its Duty of Respect and Right to Dignity (DRRD) Policy by December 2020 with clear visual Guidelines and named first responders and Dignity at Work advisors.	Survey data indicates 14% of female staff and 12% of female students experienced sexual harassment as defined under DRRD policy. 27% of female staff and 17% of male staff stated they experienced identity-based bullying with gender, age, contract status and race/ethnicity being the most commonly claimed basis of bullying. UCC condemns all forms of bullying and harassment and will update the DRRD	DRRD Policy and Visual Guide completed by December 2020. Key first responders and dignity at work advisors visible on UCC website and on Report and Support tool (action below).	Nov 2019	Dec 2020	**Owner: Director of HR.** **Operational Remit of:** Deputy Director of HR. Collab with Staff Unions, EDI Unit	Director/ Deputy Director of HR reports as member of Athena SWAN University Steering Group.	(1) Clearer communication of high expectations regarding local and institutional reponses to sexual harassment and identity-based bullying. (2) Reduction in the incidence of sexual harassment and identity-based bullying reported in staff surveys.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
		policy to further reflect its values and further support staff and students.						
5.6.3	Implement anonymous Report & Support tool to monitor prevalence of sexual and identity-based bullying in UCC on 6-monthly basis, and to spread awareness of services.	Responses to UCC Staff and Student Equality Surveys (2018) indicate need for greater confidence in UCC reporting and support process as most experiencing harassment/bullying do not report it. HEA 'Consent Framework' (2019) recommends establishment of reporting tools for monitoring prevalence and encouraging disclosure. The Report and Support platform will encourage formal disclosure and refer people to clearly delineated supports within and outside of UCC.	Online anonymous Report & Support tool established for UCC staff and students. Prevalence reports returned to UMTO on annual basis and impact of wider anti-harassment measures assessed.	Sept 2020	June 2022	**Owner:** Chair of UCC Working Group on HEA 'Consent Framework' (2019). **Operational Remit of:** Deputy Director of HR. Collab. with IT Services, OCLA, EDI Officer.	DPR reports as institutional lead on HEA 'Consent Framework' response, and reports as Chair of Athena SWAN University Steering Group.	Report and Support tool provides University with a map of prevalence of harassment and bullying to enable targeted efforts and decision-making.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
5.6.4	Establish a Senior Equality Business Brief in Human Resources.	Partnering with the EDI Unit, a dedicated HR Equality Business Brief will: (1) Support the further equality mainstreaming of HR policies and systems; (2) Develop HR-led communications campaigns to increase staff awareness/understanding of how HR policies are contributing to achieving greater equality, and encouraging uptake of supports; (3) Support HR colleagues to train and develop line managers to understand and implement these policies (4) Contribute to improved equality data monitoring and	50% FTE Senior Equality Business Brief developed at HR Manager (Grade 7) level. Reporting to HR Director; close liaison with EDI Director, Athena SWAN Project Officer, Equality Data Analyst and EDI Officer	Jan 2021	Dec 2021	**Owner:** Director of HR. **Operational Remit of:** Director of HR and HR Central Services Manager.	HR Central Services Manager reports on action progress as member of University Athena SWAN Steering Group.	(1) Senior Equality Business Brief established in Human Resources. (2) 2020 and 2022 staff surveys show greater awareness of HR equality policies. (3) Documented increase in uptake of supports promoted through HR-led communications campaigns.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
		internal/external equality reporting (see action [x]).						
5.6.5	Revise AC, AB, UMTO, UMTS and Finance Committee terms of reference to specifically require minimum 40% male and female representation.	Positive change in gender representation in these committees needs to be embedded by writing 40% minimum male and female representation requirement into their terms of reference.	All AC, AB, UMTO, UMTS and Finance Committee terms of reference revised to ensure minimum 40% male and female representation requirement.	Jan 2020	Sep 2023	**Owner:** President & DPR **Operational Remit of:** Academic Secretary. Collab. with Deputy President and Registrar, Academic Secretary, Governing Body People Committee and named member of Athena SWAN Org &Culture	Named Member of Athena SWAN Org & Culture Working Group reports on action progress as member of University Athena SWAN Steering Group.	AB, AC, UMTS, UMTO and Finance Committee terms of reference redrafted to include minimum 40% male and female representation by September 2023.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
						Working Group.		
5.6.6	Publish guidance on *Inclusive Committee and Meeting Conduct*, considering all aspects of committee work including best practices in committee formation, meeting times (expectation of 10am-4pm for all 'key' decision-making committees), inclusive chairing practices, and avoiding committee overload.	Staff surveys, focus groups and working group feedback indicates the need for a more proactive culture regarding the conduct, timing, workload and representativeness of committees.	*Inclusive Committee and Meeting Conduct* Guidelines published online and circulated to all Chairs of School, College, University and Administrative-Led Committees.	Jan 2021	Dec 2021	**Owner:** Academic Secretary. **Operational Remit of:** Academic Secretary. Collab. with OCLA (Corporate Secretary), College Managers and named member of O&C Working Group.	Named Member of Athena SWAN Organisation &Culture Working Group reports on action progress as member of University Athena SWAN Steering Group.	Increases in proportion of staff surveyed in 2020 and 2022 who agree that committees are chaired and managed in an inclusive manner.
5.6.7	Insert Equality Impact Assessment heading into University Policy Framework Document to formalise ongoing review and analysis	Staff equality survey and focus groups indicate the need to embed a systematic focus on different equality grounds when developing and reviewing policy so	(1) Equality Impact Assessment definition and requirement specfication incorporated into reviewed and approved of University Policy	Jan 2020	Dec 2020	**Owner:** Office of Corporate and Legal Affairs. **Operational Remit of:**	Named Member of Athena SWAN Org & Culture Working Group reports on	Equality Impact Assessment included in all new policies developed and reviewed from Jan 2021 onward.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
	of how new/revised policies impact on various staff student groups by equality ground (age, race, gender, religion, etc.)	that there are no gaps in University approaches to any issue from an equality perspective.	Framework document. (2) Case studies of equality impact assessments presented on EDI website to support policy development/review.			OCLA Policy Dev. Manager. Collab. with EDI Officer.	action progress as member of University Athena SWAN Steering Group.	
5.6.8	Broaden Performance Development Review and Professional Development Plan templates and guidelines to explicitly address workload and work/life balance.	PDRS and PDP refer to development 'obstacles' and there is guidance on discussing 'overperformance'. However, these templates do not explicitly mandate discussion of workload and work/life balance. UCC Staff Equality Survey found 60% of staff felt they were facilitated to strike a reasonable work/life balance, and their workload was allocated in a transparent way. While feedback indicates similar perceptions across	Explicit inclusion of work/life balance and workload as a focus for discussion in PDRS and PDP. PDRS training to include specific focus on supporting staff member with ensuring workload demands are appropriate and to ensure a healthy work/life balance.	Jan 2020	Dec 2020	**Owner:** Director of HR. **Operational Remit of:** HR Strategy & Org. Dev. Manager. Collab. with EDI Unit.	EDI Director reports on action progress as member of Athena SWAN University Steering Group.	80% of 2020 and 2022 survey proportion of staff reporting satisfaction with work/life balance (when combined with Flexible Working Policy **Action 5.5.12**)

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
		genders, females' greater caring responsibilities will impact their work experience further.						
5.6.9	Devise *Inclusive Event Guidelines* which incorporates equality principles into planning of conferences, keynotes, workshops, seminars, and other events in UCC in terms of speakers, student and ECR supports, format, catering, accessibility and facility use.	63% of male academics and 65% of female academics in Staff Survey agreed conferences featured diverse speakers; but 28% of female academics disagreed. No comprehensive UCC-based advice currently exists which encourages UCC-based event planners to be inclusive of the diverse communities they aim to represent and engage.	*Inclusive Event Guidelines* are developed in consultation with UCC Conferencing, Equality Committee and Student Union.	Nov 2019	May 2020	**Owner:** EDI Director Operational remit of: EDI Officer. Collab. with Equality Committee, Student Union and UCC Conferencing	EDI Director reports on progress as member of University Athena SWAN Steering Group.	(1) *Inclusive Event Guidelines* are published on UCC website and disseminated in print to Heads and Managers of Units. *(2)* Next Staff Equality Survey notes higher proportions of staff view conferences and wider events as inclusive and diverse in representation.
5.6.10	Develop a digital information management system for staff civic and community engagement activity	UCC staff are involved in a significant amount of locally driven community outreach and broader and deeper forms of engagement	(1) Civic and Community Engagement researcher consults with staff, key university	Jan 2020	May 2022	**Owner**: Vice-President for External Relations	EDI Director reports on progress as member of University	Digital information management system provides front-end user interface with easy data entry and search functionality.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
	across community engaged research and learning, volunteering, outreach and partnerships. This system will support staff engagement and allow the university to capture key engagement data by staff gender and role.	(listed on left). However, we do not have a comprehensive map of staff community engagement. This digital platform will allow us to ensure equal visibility of different forms of staff engagement and track gender patterns in opportunities and constraints in performing engagement.	stakeholders and external stakeholders on design and data modelling for the information system. (2) System developed which allows users to log activity, search for activity/staff profiles, and allow institutional tracking of engagement at Unit, Centre, School, college and University level.			**Operational remit of**: Civic and Community Engagement Officer. Collab. with EDI Officer.	Athena SWAN Steering Group.	Data analytics dashboard allows institutional level overview and extraction of priority data regarding visibility of different forms of staff engagement and tracks gender patterns in performance of engagement.
5.6.11	Establish dedicated resource in each College to support School Self-Assessment Team Chairs with leadership, administrative, analytic and written work of Departmental Applications (in line with upscaling for	5 Schools have achieved the Bronze award (Nov 19). A feedback session with all departmental SAT Chairs identified the need to incentivise a wider range of Schools to commit to gender equality principles and analysis through centrally committed support to SATs	(1) Schools allocated a one-year fund to support self-assessments and applications. (2) Provision of additional external coaching facility to SAT Chairs to support their careers and manage workload.	Nov 2019	Oct 2023	**Owner:** Heads of College. **Operational Remit of:** College Financial Analysts, HR Staff Wellbeing and Dev and member	Member of Athena SWAN Organisation&Culture Working Group reports as member of University Athena SWAN	Target of 14 Schools (incl. Tyndall) with Athena SWAN Bronze Award and 1 School with a Silver Award by October 2023.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
	Silver institutional application).	regarding administration, data analysis and writing of departmental applications. Supporting UCC to be eligible for a Silver-level application in 2023.				of Athena SWAN Org & Culture Working Group.	Steering Group. Chairs of College ASSGs	
5.6.12	Develop a fit-for-purpose Athena SWAN/Equality Data Infrastructure as part of UCC's wider Enterprise Data Strategy Project and establish permanent Equality Data Analyst role. This will enable accelerated production and more effective annual monitoring of gender and other equality data, including annual trends regarding fixed-term, CID and permanent	School SAT Chairs advise that Schools require earlier data delivery to allow a more thorough self-assessment in advance of AS application submission. Annual University data monitoring of central staff and student gender data is currently not in our capacity. The current system of reporting data requires greater automation, to enable the Equality Data Analyst to directly produce and monitor data in order to	(1) Plan for the addition of an agreed Athena SWAN and wider staff and student equality dataset in the UCC Data Warehouse as part of UCC's Enterprise Data Strategy Technical Roadmap 2019-2021. (2) Add this dataset to the Data Warehouse according to the roadmap, to accelerate production and consumption of available staff and student gender and wider equality data.	Jan 2020	Dec 2022	**Owners:** DPR and Director of IT Services. **Operational Remit of:** DPR Business Dev. Manager and Named IT Project Manager. Collab. with HR Information Systems Manager, Academic	DPR reports on action progress as Chair of University AS Steering Group, along with EDI Director.	(1) Accelerated production of high quality Athena SWAN data directly by the Equality Data Analyst in collaboration with Schools/institution and working groups. (2) School-level self-assessment and action plan process quality improves due to significantly more time reflecting on actions arising from early-delivered, quality data. (3) UCC EDI Action Plan informed by

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	contract use, amongst general recruitment trends.	assess issues, apply for awards and make most data easily accessible to all who wish to see it. UCC also aims to capture a wider range of gender and other equality data to monitor various forms of staff and student recruitment, progression and retention annually.	(3) EDI Unit also uses new, wider equality data monitoring capacity to report (annually, from 2021) to university management on wider staff and student issues.			Systems Admin. and EDI Unit.		annual monitoring and reporting to UMT of staff and student data from 2021.
6.1	Create a Standard Operating Procedure for change of staff records under the Gender Identity and Expression Policy.	A Standard Operating Procedure exists for student change of records, and the informal arrangement regarding staff change of records needs to be standardised.	Standard Operating Procedure agreed and used internally.	Jan 2020	Jun 2020	**Owner**: EDI Director. **Operational Remit of:** EDI Officer. Collab. with HRIS Manager and HR Staff Wellbeing and Dev. Manager	EDI Director reports as member of Athena SWAN University Steering Group.	Transgender and non-binary staff members report feeling included by University processes and procedures in 1:1 meetings with EDI Unit and HR (figures often too low to report anonymously in survey/focus group reports). LGBT+ Staff Network confirms this view where possible.

Action No.	Description of action	Rationale	Key outputs and milestones	Timeframe (start/end date)		Owner	Monitors	Success criteria and outcome
6.2	Review UCC's Gender Identity and Expression Policy and Guidelines.	UCC's Policy Framework Document requires policies to be reviewed at least every 5 years. In light of the sensitivity of this policy and the changing cultural context around it, we aim to revise it after four years have passed since its approval.	(1) Focus groups with transgender and non-binary staff and students to identify experiences of UCC in general and Policy and Guidelines in particular. (2) Recommendations from focus groups and LGBT+ communities in UCC incorporated into revised Policy and Guidelines.	Oct 2022	Jun 2023	**Owner:** Deputy President and Registrar. **Operational Remit of:** EDI Director. Collab. with LGBT+ Staff Network and LGBT* Student Society.	DPR reports as Chair of Athena SWAN University Steering Group, along with EDI Director.	Agreed policy amendments are incorporated as necessary in 2023 revision of Policy and Guidelines and approved by relevant University bodies.