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Gender Equality Action Plan
2020 - 2024

Reference	Theme	Planned Action/ Objective	Rationale	Key Outputs and Milestones	Timeframe		Person/Group Responsible and Monitoring Group	Success Criteria and Outcome	Priority	Taskforce Reference Point
					Start	Complete by				
Section 3 Self-Assessment Process										
3.1	**EDI Committee and Reporting**	EDI Joint Advisory Committee	The Athena SWAN Steering Group will be integrated into the Gender Equality Steering Group (Action Item 3.3) and a new Joint Advisory Committee will oversee the implementation of an EDI Strategy.	The Governing Body will pass a resolution to establish an EDI Joint Advisory Committee, chaired by the Vice President for EDI with representatives from Academic Council, Governing Body, Student Union and NCI Staff. ToR will include annual institutional reporting and to lead on an institutional-wide EDI strategy.	March 2020	December 2020	Governing Body	ToR to be finalised by March 2020 and first meeting to be held in June 2020. Ongoing Quarterly meetings	1	1.8 All HEIs to establish an EDI sub-committee of governing authority (or a joint committee of governing authority and academic council).
3.2	**EDI Policy**	NCI Equality and Diversity Policy	An Equality and Diversity Policy will outline the College commitment to upholding the values of Equality and Human Rights and will set the framework under the IHREC Public Sector Duty and will inform an	Policy will be approved at March 2020 Governing Body. Subsequent communication strategy will include training for all staff. Broaden diversity remit to include internationalisation - with a series of College wide events	March 2020	June 2020	EDI Manager	Policy will be published and communicated to all staff by June 2020 Future EDI Surveys will include 80% positive response to 'Ethnic and Culturally Diverse people are included in policies and processes'	1	

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				Action Plan updates will be circulated to NCI staffing groups for transparency and visibility.						
		institutional-wide EDI Strategy.	for staff, including highlighting staff profiles and monthly welcome meetings. Highlight racially and culturally diverse staff profiles.						<td style="background:red"></td>	
3.3	**Gender Equality Steering Group**	Athena SWAN Steering Group and SAT to be re-established as Gender Equality Steering Group with responsibility for implementing Gender Equality Action Plan	Group will be a combination of current Athena SWAN Steering Group and the Athena SWAN SAT.	The Gender Equality Steering Group will also be responsible for leading on future departmental applications and supporting Departmental SATs.	June 2020	December 2020	EDI Joint Advisory Committee	Gender Equality Steering Group to meet quarterly with the first meeting occurring in June 2020 to report on update of Gender Equality Action Plan.	1	1.9 Each HEI will establish an independent, academic-led gender equality forum.
3.4	**EDI Surveying**	Annual EDI Surveying	For annual reporting purposes and to measure impact of this GEAP, it is critical that NCI engages with annual surveying of all staff (including AF)	Through a targeted clearer communication strategy which actively engages AF, total response rate will increase from 16% to 40% for AF and from 48% to 70% for A&R and ATP over the next 4 years.	November 2020	Annual surveying to occur in November.	EDI Manager; EDI Joint Advisory Committee	Total response rate will increase to 40% for AF and 70% for A&R and ATP.	2	Under IHREC Public Sector Duty.
3.5	**EDI Reporting**	Annual EDI reporting to include survey results and staffing figures.	The President will provide an annual update to all staff on EDI progress and survey outcomes, this will be expanded to include formal	The EDI Joint Advisory Committee will publish an annual report on key survey findings, recruitment, selection and	June 2021	Ongoing	EDI Manager; VP for EDI	Annual reporting to be submitted to Governing Body in April each year.	2	Under IHREC Public Sector Duty.

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			institutional reporting to Governing Body.	promotion outcomes.					
**Section 4: A Picture of the Institution**

4.2	**Inter-sectionality Data**	Ensure that Race and Ethnicity Data is collected at every opportunity	NCI currently has no formal data gathering mechanism to collect intersectionality data (particularly Race and Ethnicity Data). This will impact the College's ability to report on a national level should it become a requirement.	Race, Ethnicity and Cultural diversity will be surveyed in annual EDI reporting\n\nSwitch to eRecruitment will include EDI Data Monitoring\n\nNCI will ultimately switch on CoreHR Diversity Module to capture EDI Monitoring Data with the understanding that disclosure is voluntary.	November 2020	December 2021	EDI Manager; Director of HR	Survey response rate will increase to 40% for AF and 70% for A&R and ATP which will include Race and Ethnicity reporting.\n\nErecruit software will be introduced in 2022 (Action Item 5.1.4) and all recruitment will be processed electronically.\n\nOnce available, EDI Monitoring Data will be used and reported as part of annual EDI Reporting	2	1.15 A comprehensive gender-disaggregated data collection system will be in place in every HEI
4.3	**Associate Faculty**	Processes and Policies impacting AF career paths will be transparent.	Historically AF have been recruited as a panel through the individual Schools which has resulted in historically inaccurate records. HR will be more involved in the recruitment and the administrative management of all AF.	Reduce the permanency eligibility for AF to two years, from four years currently.\n\nContinued data cleanse of AF on CoreHR\n\nEligible AF who seek to undertake a PhD to further career prospects will be	August 2019 (currently ongoing)	August 2022	HR Director; VP for Academic; Deans; President; Staff Re-presentatives	All future AF to be appointed under standard conditions outlined in the updated Recruitment and Selection Policy (Action Item 5.1.1)\n\nData cleanse of CoreHR to be complete by September 2020	1	

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				supported to undertake this through the Education Assistance Programme. Appointment of Associate Faculty will be held to the same standard of all other Recruitment and Selection (gender balanced panel; review of advertisement language; EDI review of shortlisting practices to ensure gender representation).					AF will be included in all communication for Educational Assistance Programme, with particular focus on support for Higher Research Degrees.	
4.4	**Exit Interviews**	Exit interviews will be offered in a mix mode - in person or online as a survey with option to the leaver.	Exit interviews are currently offered to all staff in the form of a face to face interview with a member of HR. While most leavers will take this opportunity, having the option of mixed-mode will allow staff members to provide feedback in a confidential format. This will also allow full participation from AF and staff members who	An increase in leavers who participate in an exit interview will provide better information on why staff members leave and how the College can improve. Findings will be reported to the Executive and used to inform policies.	January 2021	June 2021	HR team	Participation of 100% of leavers to participate in Exit Interview or Survey Annual review of trends to be undertaken by HR Team with issues raised to the EDI Manager.	2	

			come to a natural contract end who otherwise may not be interested in participating in an exit interview.						
4.5.1	**Pay Gap Analysis**	Annual reporting will include equal pay analysis	NCI currently doesn't have a legislated requirement to publicly report on a gender pay gap, however as part of the EDI reporting, NCI will continue to conduct an annual equal pay analysis. As Ireland introduces legislation around gender pay gap, the College will publish the full analysis compliant with requirements.	Ongoing partnership with IBEC will ensure that NCI complies with legislation of equal pay reporting when introduced. Annual EDI reporting will have summary of pay analysis. As the College introduces promotions and clearer recruitment guidelines, the Gender Pay Gap will be reduced.	December 2020	April 2021	EDI Manager; Director of Finance	Reduction of current pay gap to under 5% for both Mean and Median by 2023.	2
4.5.2		Reduced impact of gender bias in starting salary	Current analysis does not suggest that there is a significant gendered gap in starting salary, however to protect against this, all starting offers will require approval from the Director of HR.	Starting salary will be signed off by the Director of HR.	April 2020	December 2020	Director of HR; Recruitment and Selection Panels	All starting salary offers will be approved by Director of HR with escalation to Executive Team if offer is above starting salary.	2

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Section 5: Support and Advancing Women's Careers

5.1.1(a)	**Recruitment and Selection**	Institutional Recruitment and Selection Policy will be updated.	Feedback from staff consultation suggested that more could be done to gender proof recruitment practices. This is also supported by the 3-year recruitment trends. Overall, women did better than men in the recruitment process, however this trend was not as strong in 2019.

In order to prevent this slipping further, action is required to ensure that the College continues to attract strong female applicants. | All job advertisements will be gender proofed to encourage women and men to apply to areas where they are underrepresented.

Advertisements and job descriptions currently include a statement of commitment to Athena SWAN Charter; however, this statement will be expanded to include a broader commitment to flexible working practices.

In the appointment process for all leadership and management positions, an essential criterion will include demonstrable experience in advancing gender equality and commitment to equality. | June 2020 | December 2021 | Director of HR; Recruitment and Selection Panels; EDI Manager | NCI will see an increase of female applicants (overall) from 30% to 40% by 2022 and up to 45% by 2023

All future recruitment data will be collected by gender and available for analysis by the EDI Manager. | 1 | 1.16 The recruitment, selection and promotion procedures currently sued will be reviewed to ensure that they are gender-sensitive

1.3 and 1.4 Evidence in advancing gender equality will be considered in appointments for management positions. |
| 5.1.1(b) | | Improve gender balance at every stage of recruitment, including decision | Applications from female candidates were generally more successful, however as | NCI will achieve gender balance in the final pool of candidates for all competitions. If not, | June 2020 | December 2021 | Director of HR; Recruitment and Selection Panels; EDI Manager | NCI will achieve gender balance in the final pool of candidates for all competitions. | 2 | 1.19 All HEIs shall strive for gender balance in the final pool of |

		making processes.	volume of applications decreased, greater effort is required to ensure representation at every stage of the process	the process will be re-assessed to see if EDI standards (as outlined in Action 5.1.1) were met and if all necessary action was taken to improve gender balance in the candidate pool. The updated recruitment policy will include the requirement that all selection panels represent ethnicity of the applicant pool where possible, and ensure gender balance (40%) on all selection panels, using external interview board members where balance cannot be achieved among NCI staff.				Recruitment panels who do not return a gender balanced shortlist will be asked to review process with the EDI manager. All recruitment panels will have 40% gender representation. >70% of respondents will agree that recruitment processes are fair and transparent in future staff surveys.		candidates for all competitions.
5.1.2		Recruitment and Selection Training to include unconscious bias and EDI awareness training.	Currently panels are not provided training in the Recruitment and Selection Process. This training will be introduced and will include a focus on Equality Legislation as well as Unconscious Bias. Panel members will be	All Recruitment and Selection panel members will be trained in recruitment processes as well as Unconscious Bias and Equality Legislation. A register of eligible panel members will be recorded with HR.	August 2020	Ongoing. All panel members will be trained by August 2021	EDI Manager; HR team	All current panel members will be trained by August 2021. Training will run at least 3 times per year and register of approved panel members will be updated accordingly. Panel members will	2	1.16 The recruitment, selection and promotion procedures currently used will be reviewed to ensure that they are gender-sensitive

			required to refresh this training annually to remain involved in the recruitment process					be required to undertake refresher training biennially.		
5.1.3			Increase diversity of candidates applying for roles with NCI	NCI currently does not collect Race and Ethnicity data from job applicants and there is no available baseline data. As the College moves to an eRecruit system, this will be easier to track (Action 5.1.4). Currently, eligibility to work in Ireland is assessment later in the recruitment process.	Continue to lobby government departments to facilitate issuing of work permits to A/R staff. Utilise links through the International Office to attract more applicants from abroad in order to diversify the workforce	January 2021	December 2021	Director of HR; Director of External Engagement	Successful inclusion of NCI on Department of Justice's list of approved Colleges. >20% applications from suitable international applicants (this data is not currently recorded).	2
5.1.4			Introduction of eRecruit Software	Data collection around recruitment was not comprehensive and often EDI markers were assumed in candidates. eRecruit software will allow for collection of EDI Data Monitoring and future analysis and reporting.	HR has submitted costing proposal for the introduction of eRecruit software with view to introduce for all future recruitment from early 2021	September 2019 (budget proposed)	June 2021	Director of HR; IT Manager	All recruitment will run through eRecruit software. 60% of candidates will complete at least some EDI Data Monitoring questions >75% of candidate will provide gender data December 2021	1

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									>75% of candidates will provide race and ethnicity data by December 2021	
5.2.1	**Induction**	Induction delivery will be changed to suit the needs of a diverse audience.	Induction will be offered for ATP and A&R staff members during the day, and a supplementary induction will be offered outside of core business hours for AF who are unable to attend due to other work commitments.	In-person induction will also be supplemented by an online portal which will introduce all core policies.	September 2020	December 2022	HR team	From September 2020, each semester will have one evening or one weekend induction. Online induction elements will be introduced in 2021. Attendees will be able to attend either in-person or online for induction. 100% participation for new staff members.	2	
5.2.2		Induction will incorporate EDI, Anti-discrimination and Respectful Relationships (Dignity at Work)	With the Introduction of the EDI Manager, new staff induction now has an overview of EDI policies and Dignity at Work. This will be extended to a longer session outlining the standard of behaviour in regards to respect and inclusion. New staff will be invited to attend a		December 2019	May 2021	EDI Manager	From December 2019, the EDI Manager started presenting on EDI, Antidiscrimination and Respectful Relationships (Dignity at Work). This will be an extended session by May 2021 for future inductions.	2	

			follow up training event on Unconscious Bias						
5.3.1	**Promotion and Progression**	Finalise the new progression policy.	There is a perception that NCI does not have clear Progression Guidelines and that the current policy is not fit for purpose. Negotiations are continuing with staff representatives to finalise an updated, inclusive policy, however until this is finalised, there is a lack of clarity around progression processes and career pathways.	Establish clear progression opportunities and guidelines to support transitions at critical stages of the career pipeline.	September 2020	July 2021	President; VP for Academic; HR Director	Policy to be finalised and published by September 2020. >60% of survey respondents will be satisfied with the level of clarity around progression opportunities and pathways from 2022 onwards.	1	
5.3.2		Introduce biennial promotions rounds.	Develop new criteria which ensure that teaching, service to the academic community and social and civic engagement are recognised with research output. *NCI has existing promotion processes which were due for revision and	As agreed through IR consultation, NCI will run a final promotion round in the first half of the 20/21AY under existing promotion criteria before moving to new agreed criteria from 21/22AY for biennial rounds. Cascade model to be formally introduced in both existing and all future promotion	September 2020	First promotion round finalised by January 2021 New promotion criteria formally introduced by December 2021	Director HR; VP for Academic; President	First promotion round to open by the end of 2020 and to be finalised by January 2021. Promotion rounds will reflect a cascade model. Target of >60% of eligible female A&R staff members applying for promotion	1	1.17 Each HEI will introduce mandatory quotas for the academic promotion based on the flexible cascade model.

			update. This consultation is subject to an ongoing IR issue due to be resolved in 2020.	rounds. Mandatory training for everyone involved in promotion/ progression committees will include Unconscious Bias and Equality. Eligible staff members will be invited to undertake workshops in preparing promotion documentation. These will be facilitated by HR and developed in conjunction with senior A&R staff.					
5.4.1	**Aurora**	Continued participation in the Aurora Programme	NCI will send a minimum of 4 participants annually.	Provide development opportunities and appropriate funding for women, particularly in the School of Computing, including mentoring and career coaching so that they develop skills and competencies to meet promotion criteria.	August 2019	Reviewed annually Ongoing	EDI Manager; President	Commitment to send minimum 4 participants annually. This will be balanced between AF, A&R and ATP categories.	2	
5.4.2a	**Mentoring**	Continued participation in the IMI/ 30%	NCI will send 2 mentors and 2 mentees to participate in the		September 2019	Ongoing	EDI Manager	4 participants (2 mentors/2 mentees) will participate in the IMI/30% Club	2	

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		Club Mentoring Programme	IMI/ 30% Club Mentoring Programme annually					Mentoring Programme. Participation will be gender balanced.		
5.4.2b		Review of Mentoring opportunities at NCI	Mentoring has been offered at NCI through participation in external programmes and through case-by-case requests. While there hasn't been a reported need for an internal mentoring programme, the EDI Manager will research the best option for investing in mentorship.	Alongside the commitment to continued participation in the IMI Mentoring Programme, the EDI Manager will undertake a consultation to assess the viability of an internal mentoring scheme for A&R staff.	June 2021	December 2021	EDI Manager	Report to be presented to College Executive Team for decision regarding internal mentoring programme.	3	
5.4.3	**Training and Development**	Promotion of current training programmes	Staff consultation suggested that there was not enough training and development opportunities, however many training programmes were under-subscribed. Therefore, HR will identify a better communication mechanism to promote all training opportunities.	Data collection regarding training and development to be expanded to include staff grades and categories. Deans, Vice-Deans, Directors and Line Managers will take a proactive approach to promoting training and development opportunities. HR will explore opportunities to use	May 2021	December 2021	HR Team	Annual staff survey will return an 80% positive response to the question 'NCI provided a satisfactory range of training and development opportunities'.	2	

				CoreHR to record participation in training programmes. HR will collaborate with CELL in the development of all future training to ensure that online delivery and remote access is considered for all opportunities.						
5.4.4		Extend unconscious bias workshops to all staff in 2020.	In 2019, all leadership roles and management team undertook inclusive leadership and Unconscious Bias Training.	Training will be available on a regular basis throughout the year for all staffing categories. Tailored training will be available to suits the needs of specific teams (for example, library, student support etc)	April 2020	Ongoing subject to review.	EDI Manager	40% of all ATP and A&R staff trained by December 2020 70% of all ATP and A&R staff trained by December 2021 40% of AF Trained by December 2021	2	1.11 The institutional gender action plan shall include measures to actively develop gender awareness among all staff.
5.5.1	**Performance reviews**	Data collection of performance review.	Performance Reviews are coordinated through Departments and participation data was not centrally recorded.	Deans and Management Team will undertake performance review with guidance from HR. Dean and Line Management will be required to submit total participation figures to HR. Training will be provided to Line Managers in performance review expectations.	January 2021	June 2022	Deans; Management Team; Director of HR	>90% of A&R undertake an annual performance review in 2021. >80% of ATP undertake a performance review in 2021 with view to increase to 100% in 2022.	2	

				Training will be provided through both internal and external providers.					
5.6.1	**Maternity and Adoptive Leave**	Review of Maternity and Adoptive Leave Policy and Development of supporting guidelines.	Staff consultation suggested that there was a varied experience of maternity leave at NCI and that these experiences would have benefitted from clearer information from HR regarding entitlements and processes	NCI will design a guide supporting Line Managers on implementing the Maternity Leave policy. This will ensure a consistency of entitlements. Guidelines will include a checklist for Line Managers and access to personal, one on one support from HR	September 2020	June 2021	Gender Equality Steering Group; EDI Manager; HR team	Checklist will be provided for 100% of staff taking Maternity/ Adoptive Leave from 2021

Staff who take maternity and adoptive leave at NCI will report a 100% positive response to 'my leave request was managed well' in the annual staff survey. | 2 |
| 5.6.2 | **Return to Work** | The College will introduce a nursing station in the current campus building and will incorporate into planning process for the second campus | While this was not raised as a major concern through the staff consultation, there has been one request for nursing facilities on campus. As NCI grows, this will be incorporated into future planning and campus and facilities will co-opt a space to be used for this purpose. | A suitable space has been identified and subject to installation works will be operational by December 2020. | March 2020 (in progress) | December 2020 | Director of Estates and Facilities; EDI Manager | Functioning nursing station at both campuses. | 2 |
| 5.6.3 | | Return to Work Supports for Maternity Leave | There were mixed suggestions regarding staff members who return to their role | Every person on maternity or adoptive leave will be backfilled in their role. Contracted | April 2021 | September 2021

Review in 2022 | Deans; EDI Manager; VP for Academic; President | Staff who take maternity and adoptive leave at NCI will reporting a 100% positive | 2 |

			following maternity or adoptive leave. While some suggested that reduced teaching might benefit some A&R staff members, other A&R expressed a desire to return to teaching. Therefore, HR will support the Dean or Line Manager to facilitate the needs of the staff member. If the staff member requests a reduced teaching load upon return, this will be available for up to 3mths. All staff (ATP and A&R) will receive a minimum 2-week handover with their backfill at both the start and the end of their Maternity Leave.	backfill will allow for a minimum of 2-week handover. A&R Staff members seeking a reduced teaching load will be able to claim a reduction of 25% teaching for up to 3mths. This will be optional for returning A&R staff members.		ahead of 2022/23AY Ongoing annually		response to 'I was supported in my return to work' in the annual staff survey.		
5.7.1	**Paternity and Parental Leave**	NCI will develop a clear online guide outlining leave entitlements for staff members with caring responsibilities	While NCI has a strong uptake of Paternity and Parental Leave, there was some suggestion that staff members	The online guide will profile staff members who have taken Paternity or Parental leave. For parental leave, a	January 2021	September 2021	Gender Equality Steering Group	The College will see an increase in the gender balance of staff taking parental leave (unable to attribute a specific target).	2	

			may not be aware of their leave entitlements.	documented agreement between Line Manager and employee to be submitted to HR, outlining nature and frequency of leave and the way in which the workload will be reduced or covered during absence. Extend the policy on family leave to include fostering and guardianship. Develop a policy for those who take non-traditional routes to parenthood, including flexible leave arrangements to facilitate medical/other appointments and requirements.				Staff who take paternity, parental or carers leave will provide a 100% positive response to 'my leave request was managed well' in the annual staff survey.		
5.7.2	**Parents and Carers**	Establish a parents and carers network	Almost half survey respondents had some form of caring responsibilities (42%).	Parents and Carers Network will create a social and culture support network for staff members with caring responsibilities. Network will also highlight a number of role models for Fathers and Other Parents considering taking leave for caring purposes.	January 2021	June 2021	EDI Manager	Network in place by March 2021 with regular meetings. At least 3 social events per year.	3	

5.8.1	**Policy Development**	Finalise Flexible working policy and guidelines for Line Managers	All line managers indicated support for flexible working arrangements, however many did not know how to support staff members who wished to work remotely or to who wanted to work with flexibility.	Guidelines will have clear requirements for - remote working - flexible arrangements - accrual of time - alternative working patterns Introduce block leave or shorter work year policy and allow for the spreading of salary payments over the full year. Capture the take up of flexible working arrangement applications and approvals by gender, job category and level, to inform policy revisions and ensure gender balance in consistency of application and approval across departments and schools.	May 2020	December 2020	EDI Manager; Director of HR	Flexible working policy is published and communicated. Staff will report 60% positive response rate to 'NCI supports flexible ways to working' in 2020 staff survey with an increase to 80% in 2021 100% of Line Management will have been briefed face to face on facilitating flexible working arrangements by December 2020.	2
5.8.2		Updated Dignity at Work Policy will include reporting mechanism, appeals and processes for	Currently dignity at work policy is dated, and while it is still current, the policy is due for review.	Policy will be supported by respectful relationships training for employees at all levels. Training for Contact	January 2020 (draft is currently with staff rep-resentatives for	December 2020	Director of HR; EDI Manager	30% of all ATP and A&R staff trained by December 2020 50% of all ATP and A&R staff trained by December 2021	1

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		addressing complaints		Officers will include responding to complaints of Sexual Violence and Harassment in accordance with recent Dept of Education Framework	consultation)			20% of AF Trained by December 2021

100% of survey respondents will respond positively to 'NCI has a policy in place to address bullying, harassment and sexual harassment'

>80% of survey respondents will respond positively to 'If I witnessed bullying or harassment, I would know how to report it'. | | |
| 5.9.1 | **Leadership Opportunities** | SoB and SoC Leadership opportunities to be offered as secondment where possible. | There is limited opportunity to progress beyond Academic 2 as Dean, Vice-Dean and Director posts have historically been offered by appointment only through external recruitment practices. By opening these appointments as secondments, this will increase opportunity for Academic 2 A&R staff members to gain necessary | Specific note will be included in the job advertisement that this post may be offered as a secondment to a suitable internal candidate. Criteria will also include some flexibility in leadership experience to allow for staff members to develop their leadership experience. It is expected that more internal candidates will apply for these opportunities. | June 2021 | December 2021 | President; Director HR | Increase of internal candidates shortlisted and considered for leadership posts.

Future staff survey will explicitly address A&R opportunity to progress into leadership roles and >50% will return positive response. | 2 | |

			leadership experience.						
5.9.2a	**Committee Membership**	All Decision-Making Committees to adhere to 40% Gender Balance	NCI currently has at least 40% of decision-making committees (Governing Body, Academic Council and Sub-committees) however all future membership will be considered under the requirement for 40% gender balance	Gender balance will be protected in relevant Terms of Reference and/or Constitutions for all decision-making committees and authorities.	June 2020	June 2021	President; Governing Body; Academic Council	All decision-making committees (both current and future) will have 40% Gender Balance.	2	1.6 Key decision-making bodies in HEIs will consist of at least 40% men and 40% women
5.9.2b		Governing Body	There is currently no requirement to have gender balanced representation. While Governing Body currently has 40% Female participation, this is at risk of changing.	Governing Body will amend constitution to ensure gender balance in all representative cohorts (for example, staff representatives will be gender balanced)	June 2020	June 2021	Governing Body	Governing Body will have a constitutional requirement to be Gender Balance and 40% participation rate will be protected.	3	
5.10.1	**Leadership Commitment to EDI**	EDI will be included into the agendas of all Executive, Management and Academic Council meetings which contains a statement reminding all members to consider the EDI implications of	Through the Introduction of the EDI Manager, EDI has been included on the Governing Body meetings. This will be extended to all other key decision-making committees.	Equality Impact will be taken into consideration at all key decision-making committees and bodies. This mechanism will consider the impact on Equality and Human Rights as per the EDI policy and the College's responsibility under	July 2020	June 2021	EDI Manager; VP for EDI; EDI Joint Advisory Committee	Identification and training of EDI Champions across all departments and functional areas. Ongoing training of all departmental and functional area managers on the College's EDI targets. EDI Manager's ongoing engagement with all	2	1.4 and 1.5 Deans, Directors and Managers will be responsible for integrating gender equality in all processes and decisions made.

		decisions made at each meeting.		the Public Sector Duty. The Equality Impact agenda item will consider Gender Equality from an intersectional perspective.				staff and management.	
5.10.2	**Quality Assurance**	EDI and Gender Equality embedded into programme review processes.	Templates used for annual programme monitoring and cyclical review will include a question prompting a self-assessment of programme responsiveness to EDI and gender equality qualitative and quantitative data.	The refreshed annual programme monitoring process (launched in Q3 2020) will require programme teams to analyse and respond to data on EDI and gender equality. Programmatic Reviews/self-assessments completed as part of revalidation processes will also include data prompting reflections and highlighting any proposed change/ responses to programmes	July 2020	July 2021	Director QIE; VP for EDI; EDI Manager; Academic Council	Explicit evidence to identify the how programmes and programme teams have demonstrated their relationship to EDI awareness. Target of 100% of all programmes validated/revalidated from 2020-2021 onwards to explicit include evidence on how they demonstrate their relationship to EDI and Gender Equality awareness.	2	1.12 To embed the gender dimension in teaching and learning and quality review processes. The institutional gender action plan shall include actions to embed gender equality in Teaching & Learning, and Research, in particular how has the gender dimension been implemented into undergraduate and postgraduate curricula. Departmental reviews shall include an

										analysis of gender equality.

HEIs will ensure that gender is examined as part of its quality assurance report. |
| 5.11.1 | **Workload Allocation** | NCI will develop and release a Workload Allocation Guiding Document for Management. | NCI currently does not have a formal workload allocation model. There is an understanding the Deans' are responsible for identifying workload gaps and assigning tasks. | NCI will provide a policy document which clarifies expectations around workloads, informing the promotion and progression policy. This workload allocation will also inform the performance review process. | September 2021 | June 2022 (ahead of 22/23AY) | Deans; VP for Academic Affairs and Research; HR Director | Annual surveying around Workload allocation will provide >80% positive response that there is a clear understanding of workload allocation and that it occurs without gender bias | 2 | 1.14 HEI workload allocation models are transparent and monitored for gender bias on an annual basis. |
| 5.11.2 | **Timetabling** | Centralised transparency on hours allocation for AF | Deans are responsible for the allocation of AF teaching hours. Without centralised data collection, it is not possible to track or account for gender inequity in allocated hours. | School leadership team will undertake specific Unconscious Bias training (Action Item 5.4.4) and will receive refresher training annually.

At the commencement of each semester School Leadership will ascertain the availability of male and female AF ahead of timetabling, with a view to fair | September 2021 | June 2022 (ahead of 22/23AY) | EDI Manager; VP for Academic Affairs and Research | Analysis of allocation of hours compared to availability of AF staff by gender over a full academic year will be undertaken by the EDI Manager.

Report on allocated hours and overall programme level by gender will be submitted to the VP for Academic on an annual basis. | 3 | 1.14 HEI workload allocation models are transparent and monitored for gender bias on an annual basis. Evidence of this will be considered in the performance development reviews of line managers. |

				allocation of work. Annual reporting to VP for Academic regarding teaching hours will be centrally stored and reviewed ahead of each teaching term.						
5.12.1	**Social Events**	Improve accessibility to NCI events and activities through arranging specific day, evening and weekend meetings, seminars and other staff events to accommodate AF.	NCI has a large portion of teaching which occurs outside of core business hours (on weekends and evenings), however many meetings and events occur during standard business hours (9am - 5pm) which can exclude AF	At least 30% of social events for staff will be scheduled outside of core business hours during teaching term.	January 2020	Ongoing	President; HR Director	Development of a calendar of events and activities that provide opportunities for A/F to attend.	2	
5.13.1	**STEMM Outreach**	Current coding workshops will continue with consideration for gender.	Current coding workshops have strong female participation, however there is not a formal participation expectation for gender balance.	Introduction of girl-only coding workshops	July 2020	Review in July 2021 ahead of 21/22AY Ongoing annually	ELI; Dean SoC	Requirement of all coding workshops (both Early Years and Secondary School level) will have 40% Female participation. 2 x Female only Coding Workshops annually.	3	
5.13.2	**President's Award**	Introduce new President's Award for Inclusion and Diversity, open to Staff, presented	Presidents Awards are an annual recognition for outstanding achievement in the space of	Nomination process will reflect existing Awards scheme, which include option for self-nomination	August 2020	Ongoing annually awarded in November	President	Awarding of President's Award for Inclusion and A/S Charter Principles at the main Graduation Ceremony.	3	

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		at Graduation as part of the President's Awards.	Teaching, Learning, Research and Service to the College. The Inclusion and Diversity Award will be open to staff who have demonstrated exceptional achievements in furthering the principles of diversity and inclusion.	and nominations from colleagues. EDI Manager currently sits on awarding panel.					
5.13.3	**Scholarships**	Current relationship with 30% Club will be expanded to include an additional PG award.	NCI currently offers a full-fee scholarship for a female to undertake a Masters programme in the SoC.	NCI will offer two annual full-fee scholarships: 1) Master Programme in SoC (existing) 2) Master Programme in SoB (new)	March 2020 (for 20/21AY)	Ongoing annually with review for success in 2023	EDI Manager	Successful enrolment of two female PG students under the 30% Club scholarships annually.	2	
5.13.4		Introduce a full-fee scholarship for a male from the local NEIC area to undertake the BA.Early Childhood Education.	Offer a full-fee scholarship for a male from the local NEIC area to undertake the BA.Early Childhood Education.	Suitable applicants will be identified through the ELI Home Visitor Network.	March 2021 (for 21/22 AY)	Ongoing annually with review for success in 2023	EDI Manager	Target of 1 enrolment for Sept 2021 and 2 enrolments for 2023/24 AY	2	
5.15.1	**Departmental Applications**	NCI will submit two Departmental applications (SoC and SoB)	NCI is not guided by HEA funding, therefore is not tied to the same timelines as outlined in the Gender Taskforce Recommendation.	Gender Equality Steering Group will form two departmental SATs (SoB in 2021 and SoC in 2022) to develop the Bronze Level Department	April 2021	April 2024	VP for EDI; Dean SoC and SoB; EDI Manager; Gender Equality Steering Group	Establishment of two individual SATs for both Schools. Completion of subsequent departmental Bronze submissions	2	1.22 Apply for Institutional Athena SWAN Bronze 1.21 Each HEI will develop and

				However, as part of the College's ongoing commitment to the principles of the Athena SWAN, the College will prepare and submit two departmental applications (SoC and SoB) by 2024	Application. Applications will be submitted in 2022 and 2023 respectively.				by 2023 to allow for resubmission if either application is unsuccessful.		implement a gender action plan
				Section 6: Support for Trans and Gender Diverse Staff and Students							
6.1	**Support for trans and gender minority staff and students**	Finalise and implement the Gender Identity and Gender Expression Policy.	NCI has a draft policy and guidelines under consideration by Student LGBTIQ+ Club and Student Representatives.	The Guidelines will outline a user-friendly process for updating student/staff records as required Training on Gender Identity and Expression will be available to all staff. NCI will further engage with the Transgender Equality Network Ireland (TENI)	June 2020	December 2020	EDI Manager; Student Equality Society	Policy implemented Training made available to all staff regarding Gender Identity and Expression. Training to start in Summer 2020. 50 staff members to have undertaken training by December 2020.	1	
6.2	**Gendered Language**	All College policies will be reviewed to limit unnecessary gendered language	Continue the process of de-gendering all HR policies to specifically include gender diversity and transgender issues	All College polices will be considered for their impact on Trans and Gender Diverse staff and students.	January 2020	Ongoing	EDI Manager	All new Policies will be reviewed by EDI Manager with consideration for gendered language.	2	
6.3	**LGBTIQ+ Ally Network**	As part of the policy implementation,	While no individual identified	Ally members identified and	July 2020	April 2021	EDI Manager; Student	Ally network of at least 10 members	2	

		a network of LGBTIQ+ Ally's will be training and publicly identified online.	themselves as gender diverse, non-binary or trans* in 2019 survey, over 10% of respondents identified as part of the LGBTIQ+ community. Therefore, a broad LGBTIQ+ Ally Network would be available to any staff member or student in this community. Requirements of Ally Network Members will be to include visible support for the trans* and gender diverse community.	trained by December 2020			Equality Society	identified and trained by April 2021		
6.4	**Facilities for Gender Minorites**	NCI will expand facilities for non-binary and gender diverse individuals.	All facilities are available to users as per their identified gender without question or challenge. Additional facilities for non-binary and gender diverse individuals will be available as the College develops a second campus.	NCI currently has two bathrooms signed a 'all gender', however as the College expands to a second location, this number will increase.	Current	Formal timeline will be available when second campus is confirmed.	Commercial Manager; EDI Manager	Minimum of 4 identified non-binary bathroom facilities on each campus.	3	

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