1. LETTER OF ENDORSEMENT FROM THE HEAD OF INSTITUTION

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Dr Ruth Gilligan
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Equality Challenge Unit
First Floor, Westminster Tower
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30 April 2018

Dear Dr Gilligan,

I am delighted to write on behalf of the Royal College of Surgeons in Ireland (RCSI) to share our Athena SWAN Bronze Institutional application. We are a compact, rapidly expanding Higher Education Institution (HEI) located in Dublin city centre, with a proud history of delivering world class medical education. I myself am a graduate of this College and am honoured to now lead my alma mater.

We are an international institution, known for our diverse student body. At every opportunity I underline the importance of treating staff and students with dignity and respect to ensure everyone can reach their full potential. To that end, I have always considered RCSI an inclusive and positive environment, and so I was genuinely disheartened by our two previous unsuccessful Athena SWAN applications. As the first institution in the British Isles to graduate a female surgical fellow in 1893, this result did not seem to reflect the institution as I knew it, and it has prompted some serious - and sometimes difficult - self-reflection, which in turn has helped us to fully explore (through a far-reaching consultation process) what our challenges might be and how we can address them.

While our academic pipeline is strong, I acknowledge that we need to be proactive in addressing the promotions gap which occurs for female academics and researchers at senior levels; and to ensure greater representation of women on management teams, institutional committees and as Heads of Department. We also recognise the need to address the recently identified gender pay gap.

A measure of the distance that we have travelled since our last application is that we now have a dedicated Equality, Diversity and Inclusion (EDI) Unit, an EDI budget line of €1.9 million over four years and have included EDI as a foundation principle of our 2018 – 2022 Strategic Plan. To further demonstrate my commitment, I also serve as the Chair of our Athena SWAN Self-Assessment Team (SAT).

Some other recent initiatives include: gender proofing 46 staff policies, including revised Maternity/Adoptive Leave Policy (with restricted teaching assignments for six months for staff returning from leave); provision of unconscious bias training for all staff and interview/promotions panels; increased participation in the Aurora and Leadership Development programmes and the provision of two new 30% Club Women in Leadership scholarships. We have launched initiatives to promote role models (Women on Walls, #HeforShe Events), diversity (establishment of a staff LGBT+ Network) and well-being (Inspire). We also recently became to first Irish Higher Education Institution to achieve the 'Investors in Diversity Ireland' standard awarded by the Irish Centre for Diversity.

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In the following report, we will highlight many more examples of our efforts to embed the Athena SWAN principles across RCSI. I appreciate that we still have some distance to travel before we reach full gender equality. I believe that this application will advance us considerably towards this goal.

I confirm that the information contained in this application is accurate and that it presents a true picture of the Royal College of Surgeons in Ireland.

Thank you for your consideration.

Yours sincerely,

Professor Cathal Kelly
Chief Executive/Registrar, RCSI

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EDUCATIONAL EXCELLENCE IN
SURGERY MEDICINE PHARMACY PHYSIOTHERAPY NURSING & MIDWIFERY RESEARCH LEADERSHIP POSTGRADUATE STUDIES RADIOLOGY DENTISTRY SPORTS & EXERCISE MEDICINE

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RCSI ATHENA SWAN ACTION PLAN 2018 - 2022

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
1. DESCRIPTION OF THE INSTITUTION						
1.1 Consolidate EDI structure and mandate at RCSI						
1.1.1	**Establish dedicated EDI infrastructure to ensure gender identity is effectively supported and embedded in RCSI culture and practice**	Establish & staff EDI Office	To ensure Athena SWAN SAT is effectively supported	Q2 2017	CEO/HR	**EDI Office established with 4 staff**
1.1.2		Establish EDI Committee	To provide oversight and monitoring of AS activities	Q1 2018	CEO/EDI Unit	**EDI Committee established**
1.1.3		Embed EDI/AS in Strategic Plan 2018 - 2020	To underpin institutional commitment to AS	Q1 2018	SMT	**EDI (including Athena SWAN) included as key pillar in Four Year Strategic Plan**
1.1.4		Provide EDI Budget Line, with dedicated fund for Athena SWAN Actions	To ensure AS actions are viable	Q1 2018	CEO/Finance Dept	**Dedicated budget line allocated for Athena SWAN and EDI**
1.1.5		Develop Athena SWAN Data Collection Mechanism	To allow tracking and progress reporting of AS actions	Q1 2018	EDI Unit/QEO/HR/SARA / AS Data WorkStream	**Athena SWAN specific data collection mechanism established on CORE HR, Quercus and E-Recruit**
1.1.6		Develop Athena SWAN Communications Strategy	To raise awareness and encourage support for AS objectives and activities	Q3 2017	EDI Unit/ Communications Office	**Increased awareness of Athena SWAN in EDI staff survey question by Q4 2019. Up to 20 references in external**

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						publications per annum.
2. SELF-ASSESSMENT TEAM						
2.1	**Ensure fully functioning, effectively supported and transparent SAT**	Review & revise SAT Terms of Reference	To set out governance structure of SAT	Q3 annually	EDI Unit, CEO/Chair of SAT, SAT Members	**Governance structure of Athena SWAN SAT agreed**
2.2		Launch expression of interest call for new SAT members	To ensure opportunities for staff to participate in SAT	Q3 2018, Q3 2020	CEO/Chair of SAT/ EDI Unit	**SAT members rotated, with 10 new SAT members by Silver application.**
2.3		Convene SAT quarterly to provide progress report	To report on action plan implementation	quarterly	CEO/Chair of SAT/ EDI Unit/ SAT Members	**SAT meetings held four times per annum**
2.4		Publish SAT ToR, minutes and status reports on staff portal	To ensure transparency and accountability of SAT	quarterly	EDI Unit/Workstream Leads	**SAT information made available in folder on staff portal.**
2.5		Support Departmental Application Process	To ensure AS principles are embedded at departmental level	Q1 & Q3 annually	EDI Unit	**Bronze departmental AS awards held by 18 departments by 2022**
3.A PICTURE OF THE INSTITUTION						
3.1 Academic Staff						
3.1.1	**Ensure gender equality in advancement opportunities for female**	Encourage female staff to apply for promotion through provision of	To provide supports for female academic staff applying for promotion	2018 - 2022	Dean's Office/L&D	**External mentoring programme provided to academic staff.**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
	academic staff	additional professional development opportunities such as external mentoring opportunities for senior academics				
3.1.2		Undertake review of the career pipeline for female staff to determine what additional supports the college can implement to support the transition from AP to Professor Level	To determine what additional supports could be implemented for female staff at AP level	Nov annually (post promotions)	Dean's Office/HR	**Gap analysis report on female academic pipeline completed to assess supports required to transition from AP to Prof level**
3.1.3		Profile RCSI role models past and present through Success Stories campaign about female staff in RCSI print/online material to illustrate career development opportunities	To highlight past opportunities and potential for growth of junior female academic/research staff	Q2 2019 & Q4 2021	Communications SAT Workstream	**Success Stories campaign developed and rolled out in internal publications e.g. Surgical Scope magazine and Women in Leadership website page**
3.1.4		Establish dedicated overnight conference grant fund which includes provision for childcare costs	To support staff to attend conferences, which advance career opportunities	From Q3 2018 annually	Dean's Office/Finance Dept/Events	**Dedicated funds made available to support female academics to attend external conferences.**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
3.2 Research Staff						
3.2.1	**Ensure gender equality in advancement opportunities for female research staff**	Create an apprenticeship model to increase the number of female co-PIs and through offering shadowing/deputy roles on grant calls.	To increase proportion of females serving as PIs on major research grants.	Q1 2022	AS Data Workstream, EDI Unit, Office of Research & Innovation	**Percentage of female PIs increased to 40%**
3.2.3		Support the percentage of female applicants applying for promotion to Senior Research Fellow level, in proportion to the number of women at the grade below.	To increase proportion of female staff in senior research roles.	Q2 2021	Office of Research & Innovation	**Percentage of female Senior Research Fellows increased to 45%**
3.3 Academic and Research Contracts						
3.3.1	**Ensure equal distribution of contract types to academic and research staff by gender**	Undertake audit to assess whether any gender bias in contract types awarded to men and women	To assess where any gender bias exists in award of contract types	Q2 2021	EDI Unit/HR	**Percentage of female staff of fixed term and specified purpose contracts reduced by 2021**
3.3.2		Develop approach to address continuity of employment for female research staff	To demonstrate viable career path to female research staff	Q2 2022	HR, ORI	**HR Career Framework applied to support progression/sustainability of female contract researchers**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
3.4 Academic Leavers						
3.4.1	**Develop insights of reasons behind departures of academic staff**	Formalise exit interview process for academic and research staff	To capture feedback from departing staff	Q4 2019	HR/ ORI	**60% of staff completed exit interviews within 3 months of leaving post.**
3.4.2		Conduct analysis of leavers data in relation to crosscutting issues such as promotions data, family leave rates and training supports.	To gain insights and develop actions to address factors which may lead staff to leave.	From Q1 2020	HR/EDI Unit	**Key factors which may accelerate leave rate identified and addressed, where possible.**
3.5 Equal Pay Audit						
3.5.1	**Determine whether gender pay gap exists**	Undertake annual gender pay gap audit, including professional, support staff from May 2018.	To assess if any gender pay gap and allow implementation of appropriate measures to address same as required.	Q2/Q3 annually	HR/EDI Unit/SMT	**Publish gender pay gap audit as part of annual financial returns. Develop and implement action plan to address gender pay gap.**
4. SUPPORTING AND ADVANCING CAREERS						
4.1 Recruitment						
4.1.1	**Ensure equal opportunities for male and female applicants to progress at recruitment**	Provision of training and resource guide on gender-neutral language in job descriptions.	To address any bias which may result due to use of gendered language	From Q1 2018	HR/EDI Unit	**Increased number of females at stage 1 (long-listing) of application process**
4.1.2		Develop recruitment panel database to track	To track trends related to female applicants	Q3 2018	HR	**Gender breakdown of all interview panels and**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		gender of interview panels and interviewees.				interviewee pools recorded
4.1.3		Ensure minimum 40% gender presentation on each interview panel (5 people or more), including at long-listing and short-listing stage.	To ensure all stages of decision making are informed by gender balanced panels	From Q1 2018	MHSB/SMT/HR/EDI Unit	**40% gender representation on all interview panels achieved**
4.1.4		Appoint one person on the recruitment panel tasked with having a gender equality view and remind the panel of their duties as appropriate	To ensure gender equality is integral to all decision-making.	From Q1 2018	HR/EDI Unit	**Gender equality representative designated on each interview panel**
4.1.5		Continue to roll out mandatory unconscious bias online training for all interview panel members.	To counter unconscious bias by raising awareness of same among interview panel members	Q1 annually & as required	HR/EDI Unit/ Head of L&D	**100% completion rate of unconscious bias training by interview panel members**
4.2 Induction						
4.2.1	**Ensure equal opportunity to access information and support systems are provided to all new academic, research and**	Revise induction handbook and update annually. Publish on staff portal and email to all new recruits.	To provide induction information to staff to set the scene for gender equality upon commencement of work/as reference during	Q2 annually	HR/ L&D	**New induction handbook published on staff portal and shared with new recruits.**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
	professional recruits		employment			
4.2.3		Develop and roll out 10 Fast Facts about RCSI campaign for new starters	To highlight essential on-boarding information for new starters	Q2 2018	HR/L&D	**10 fast facts for new starters campaign piloted**
4.2.4		Promote induction to academic staff (who have the lowest attendance rate by staff category).	To ensure academic staff benefit from induction	Q1 2020	Dean's Office/Academic Council/HR/EDI Unit/ HoDs	**Attendance by academic staff at induction increased by 80% per annum**
4.2.5		Incorporate an EDI presentation into the formal induction session.	To set out RCSI's commitment to EDI to new recruits	From Q2 2018	EDI Unit/HR	**Dedicated EDI content included in staff induction**
4.3 Promotions						
4.3.1	**Provide adequate and targeted supports are in place to improve promotion opportunities for female academic and research staff**	Develop mentoring scheme for academic promotions	To provide mentorship supports for female academics seeking promotion	From Q2 2019	Dean's Office/ HoDs/L&D	**Academic promotions mentorship scheme rolled out**
4.3.2		Provide refresher unconscious bias training for promotion panels, including external members	To remind panel members of potential impact of unconscious bias	From Q3 2018	Academic Promotions & Appointments Committee, HR Director	**All promotions panel members have completed online unconscious bias module within one month of sitting on promotions panel.**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
4.3.3		Appoint one person on the promotions panel tasked with having a gender equality view and remind the panel of their duties as appropriate	To ensure gender equality is integral to all decision-making.	From Q3 2018	Academic Promotions & Appointments Committee, HR Director/ EDI Unit	**Gender equality representative designated on each promotions panel**
4.3.4		Ensure gender balance on promotions panels, including external panel members	To ensure gender balance is considered at all stages in the promotions process.	From Q3 2018	Academic Promotions & Appointments Committee, HR Director	**40% gender representation on all promotions committee achieved**
4.3.5		Publish academic promotions criteria on RCSI website	To ensure transparency around promotions and encourage benchmarking with peer HEIs	From Q3 2018	Director of IT/Director of HR	**Academic promotions criteria published on RCSI website**
4.3.6		Continue feedback process for supporting those who have not been successful	To share lessons learned and strengthen future promotion applications	Q1 annually	HR/Dean's Office	**Written and verbal feedback provided to unsuccessful candidates within 2 weeks of notification**
5. CAREER DEVELOPMENT						
5.1 Training						
5.1.1	**Provision of dedicated unconscious bias and EDI training to all staff**	Increase uptake of online unconscious bias training	To help address unconscious bias among staff	Q2 2020	EDI Unit/HR/HoDs	**Completion rate of unconscious bias training increased to 90% uptake**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
5.1.2		Develop and roll out half-day classroom based unconscious bias training to staff.	To augment understanding and awareness of unconscious bias and its impact	3 x per annum	EDI Unit/ EDI Champions/ L&D	**120 staff complete classroom based UB training per annum**
5.1.3		Develop EDI 101 Course and provide half-day workshop to staff.	To educate staff on EDI and its impact	3 x per annum	EDI Unit/ EDI Champions/ SAT Education Workstream	**120 staff completed classroom EDI Programme per annum**
5.1.4	**Develop evaluation tool to support short courses**	Pilot online evaluation tool for classroom based short courses	To assess impact of short courses and identify any other areas for development	From Q1 2019	Head of L&D/IT/HR/QEO	**Online assessment tool for short courses piloted, with a view to long term use if successful**
5.2 Appraisal						
5.2.1	**Ensure PDP is accessible, transparent and free of gender bias**	Review PDP forms to make more user-friendly & fit for purpose.	To streamline PDP review process	Q4 2017	HR/HoDs/Staff	**PDP forms streamlined to reduce time required for completion, with clearer instructions for HoDs/Managers/Staff**
5.2.2		Conduct annual review of PDP process and revise accordingly.	To evaluate impact of PDP process	Q4 annually	HR Director	**Annual assessment of PDP process undertaken with actions for improvement identified**
5.2.3		Continue to develop and enhance the supports available to staff to ensure they get the most from the PDP	To provide supporting documentation for PDP process	Ongoing	HR/ HoDs	**Annual PDP workshop provided to HoDs and managers. Individual consultations provided**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		process including online guidance materials, workshops, and one-to-one specialist supports from HR.				**as required**
5.2.4		Transition from paper-based to automated PDP management system	To measure PDP uptake by gender	Q1 2021	IT/ HR/ HoDs	**Online PDP system identified and piloted, with permanent uptake if successful**
5.3 Support Given to Academic Staff for Career Progression						
5.3.1	**Increase mentoring, networking and professional development opportunities for female academic staff**	Continue to provide annual promotions workshops for female academic staff.	To provide information on the promotions process to female academic staff	Q3 annually	HoDs, Dean's Office, L&D	**One dedicated promotions workshop offered to female academic staff per annum**
5.3.2		Support Aurorian Lunchtime Network and develop cross HEI Women in Science Network for Female Academics	To provide internal networking opportunities for female staff	3 x per annum	EDI Unit, HR, Aurora Network	**Aurorian and Women in Science networking lunches offered**
5.3.3		Expand pool of mentors through participation in cross institutional mentoring programme.	To expand mentorship opportunities for female staff	Q1 & Q3 annually	30% Club Members, SMT, L&D	**4 female staff per annum participated in cross institutional mentoring programme**
5.3.4		Continue to support gender balanced	To provide dedicated professional development opportunities for junior and	Q3 2018 & 2019	L&D	**50% male/female participation in LDP.**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		participation in LDP and increase number of Aurora participants to 14 in 2018/19 and 20 in 2019/2020 Conduct impact assessment of LDP and Aurora	senior female staff	Q3 2018 & 2020	L&D	**Aurora participants increased by 5 participants per annum (14 in 2018/19, 19 In 2019/20)**
5.3.5		Host national LFHE/ECU Conference "Leading Change in Higher Education"	To provide support for national LFHE/ECU events	Q3 2018	L&D, EDI Unit	**One national LFHE/ECU conference hosted at RCSI**
5.3.6		Continue to support internal/external networking opportunities for female academic staff.	To encourage representation of female staff to external audiences	Ongoing	HoDs, HR, SMT, all staff	**Continued participation of female staff in internal/external conferences and professional development events.**
6. FLEXIBLE WORKING						
6.1 Cover Before Maternity & Adoptive Leave						
6.1.1	**Provide clear and relevant support and information to staff before maternity and adoptive leave**	Review and update RCSI Maternity/Adoptive Leave Policy & develop plain English guide.	To ensure information on maternity/adoptive leave is easily accessible, up to date and understood	Q1 2018 & Q1 2020 or as legislative changes require	HR, EDI Unit, Parents and Carers Network	**Maternity/Adoptive leave policy updated bi-annually (or as legislation requires) and plain English guide published on RCSI**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
						website & staff portal.
6.1.2		Provide summary guidance document for HoDs/managers How to Support Your Team During Family Leave	To provide information to HoDS/ managers to outline best practice in supporting staff on family leave	Q3 2019	HR, EDI Unit, HoDs, Managers, Parents and Carers Network	**How to Support Your Team During Family leave published on staff portal and disseminated to HoDs/managers**
6.1.3		Develop dedicated policy and information for managers to support those receiving IVF treatment.	To support staff undergoing IVF and provide information for their managers	Q1 2020	HR, EDI Unit, HoDs, Parents and Carers Network	**IVF policy and supporting documented developed and disseminated via staff portal and to HoDs/Managers**
6.1.4		Publish maternity/adoption benefits on HR Section of RCSI website	To ensure transparency and ensure information maternity/adoption benefits are readily accessible	Q3 2018	IT, HR, EDI Unit	**Maternity and adoption benefits published on RCSI website.**
6.2 Cover During Maternity & Adoptive Leave						
6.2.1	**Clarify supports offered to staff during maternity and adoptive leave**	Define maternity/adoption leave keep in touch days and requirements to staff and managers in RCSI Maternity/Adoptive Leave Policies.	To provide clarity on contact time with College during maternity/adoptive leave	Q3 2018	HR, EDI Unit, HoDs, Managers, Parents and Carers Network	**Keep in touch days clearly defined in maternity/adoptive leave policy**
6.2.2		Provide free registration at RCSI conferences and events for staff on maternity/adoption	To support staff on maternity/adoptive interested in attending RCSI conferences/events	From Q1 2018	Conference & Events, HoDs, PIs, HR, EDI Unit, Parents and Carers	**Increased attendance at RCSI conferences/events by those on maternity/adoption**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		leave.	(optional)		Network	**leave, subject to uptake**
6.2.3		Provide staff on maternity/adoption leave with option to attend RCSI All Staff Town-hall meetings through remote access (optional).	To allow staff on maternity/adoptive leave to keep up to date with institutional developments (as required)	From Q3 2019	Conference & Events, HoDs, PIs, HR, EDI Unit, Parents and Carers Network	**IT log-in details and/or recordings provided to staff on maternity/adoption leave, subject to uptake**
6.3 Cover and Support for Maternity & Adoptive Leave: Returning to Work						
6.3.1	**Promote and advance back to work supports for staff returning from maternity & adoptive leave**	Continue Protected Teaching Time Scheme for staff returning from maternity/adoptive leave.	To support academic staff returning from maternity/adoptive leave in managing workload	ongoing	HoDs, HR	**Six month teaching free period provided to academic staff post maternity/adoptive leave.**
6.3.2		Host National Mumager Back to Work Workshop onsite in RCSI.	To highlight RCSI's participation in national back to work scheme for staff	Q1 2018	L&D, HoDs, Managers	**National Mumager Back to Work Workshop hosted at RCSI**
6.3.3		Publish and promote information on Back to Work work-shop in back to work pack, on the staff portal and RCSI website.	To raise awareness of Back to Work workshop for those returning from maternity/paternity leave	From Q3 2018	HR, L&D, HoDs, Managers	**Back to Work information pack provided to all staff post maternity/adoptive leave**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
6.3.4		Provide access to the Breastfeeding/Expressing Room in 123 SSG for staff returning from maternity leave.	To ensure staff requiring breastfeeding expressing facilities are aware of facilities	ongoing	Estates & Facilities, HR, HoDs	**Tour and swipe access to breastfeeding room provided to staff upon return to work post maternity/adoption leave**
6.3.5		Identify a room or area(s) in each building on campus and new buildings with breastfeeding/expressing or rest facilities for breastfeeding or pregnant people.	To provide suitable rest facilities for breastfeeding/expressing mothers	2020 (old buildings) 2022 (new buildings)	Estates & Facilities, EDI Unit	**Breastfeeding/expressing facilities included in all new RCSI building**
6.3.6		Review and update Back to Work package for returning female staff, including guidelines on Breastfeeding Policy and Expressing Room Access	To provide uniform information on available supports to all staff returning from maternity/adoptive leave	Q2 annually	HR, EDI Unit, Parents and Carers Network	**Back to Work pack for returning staff reviewed on annual basis**
6.3.7		Ensure baby-changing facilities in all RCSI buildings	To ensure appropriate baby-changing facilities are available across campus	2020	Estates & Facilities, EDI Unit	**Baby-changing facilities installed in all RCSI buildings**
6.4 Maternity Return Rate						
6.4.	**Equip HoDs and Managers with information and advice on how to effectively support staff**	Develop and publicise dedicated information pack to managers to	To raise awareness of facilities in place and outline best practice for HoDs/managers in	Q4 2018	HR, EDI Unit, Parents and Carers Network	**Information pack on supporting staff post maternity/adoptive leave provided to all**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
	returning from maternity leave.	support staff taking/returning from maternity leave.	supporting staff and students			**HoDs and Managers**
6.5 Support During Parental and Paternity Leave						
6.5.1	**Promote and support parental leave scheme**	Develop awareness raising campaign of parental leave benefits available to staff.	To increase awareness of parental leave programme	Q1 2020	HR, EDI Unit, Parents and Carers Network, HoDs, Managers	**Increased knowledge of parental leave benefits amongst staff**
6.5.2		Where feasible, encourage male and female staff to take parental leave as required – work to change the status quo/ any potential unconscious bias towards taking parental leave.	To increase uptake of parental leave among male and female staff	From Q3 2018	HR, EDI Unit, Parents and Carers Network, HoDs, Managers	**Increased uptake (10 per annum) of parental leave, particularly by male staff**
6.6 Transitioning from Part-Time to Full-Time Work						
6.6.1	**Ensure staff transitioning from part-time to full-time work is adequately supported.**	Provide 3 x coaching sessions for those transitioning from part- to full-time work.	To support those transitioning from part to full time work.	ongoing	HoDs, Managers, HR	**Coaching provided (as required) through HR department for staff and HoDs/ managers transitioning from part- to full-time work**
6.6.2		Provide phased increase	To ensure manageable workload for those	ongoing	HoDs, Managers,	**HR to support HoDs/Managers to**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		of workload.	transitioning from part to full time work.		HR	**manage phased increase of workload for transitioning from part- to full-time work**
6.7 Childcare						
6.7.1	**Assess existing childcare supports and consider provision of alternative childcare supports**	Establish Parents and Carers Staff Network to support parents/carers	To promote existing supports for parents/carers and identify opportunities for development.	Q2 2018/ quarterly	EDI Unit	**Parents and Carers Network launched and convened 4 x per annum**
6.7.2		Undertake review of crèche subsidies contract and provision of places.	To assess effectiveness of existing crèche subsidies scheme	Q3 2018	HR, Parents and Carers Network	**Crèche subsidies contract reviewed**
6.7.3		Identify new crèche facilities near Beaumont hospital (current contracted crèche agency does not cover this area).	To provide equal opportunity to access childcare support in Beaumont	Q2 2019	HR	**Crèche facilities identified near Beaumont hospital**
6.7.4		Raise awareness of Term Time Leave scheme.	To highlight existing opportunities for term time leave	From Q3 2019	HR, HoDs, Managers, Parents and Carers Network	**Presentation on Term Time Leave scheme at Parents and Carers Network**
6.7.5		Develop partnership with local play scheme providers to support parents during school	To provide play scheme for parents during school holidays	From Q2 2019	HR, Parents & Carers Network	**Pilot summer play scheme to assess impact/uptake for longer term uptake**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		holidays.				
6.8 Caring Responsibilities						
6.8.1	**Clarify supports required and provided to staff who are carers.**	Establish Parents and Carers Staff Network to support carers, promote existing supports and identified opportunities for improved support.	To specifically acknowledge and identify supports required by staff who are carers	Q2 2018	EDI Unit, HR, Staff	**Parents and Carers Network launched and convened 4 x per annum. Dedicated Carer's Policy implemented.**
6.8.2		Provide additional flexibility in working arrangements for those with caring responsibilities, for example through buying additional leave, temporary adjustments and a career break/unpaid leave scheme.	To provide supports required by staff who are carers	From Q1 2020	EDI Unit, HR, HoDS, Managers	**Undertake dedicated needs assessment with carers to identify requirements.**
7.ORGANISATION & CULTURE						
7.1 Culture						
7.1.1	**Continue to develop and nurture with EDI and gender equality are the foundation which**	Roll out *Mind the Gap* campaign to remind management/staff to stop and consider gender equality and	To promote Gender Equality on panels/working groups/committees/speakers etc.	Q3 annually	EDI Unit, Communications Dept, Management Team, HoDs, Committee Chairs,	**Mind the Gap email and poster campaign rolled out to committee chairs, HoDs, managers**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
	underpins all work at RCSI.	work to ensure minimum 40% representation.			all staff	
7.1.2		Launch EDI grant scheme.	To encourage staff to lead and develop gender equality initiatives/events	Q3 annually	EDI Unit, all staff	**Dedicated grant scheme provided to 3 staff led initiatives/events to promote gender equality per annum**
7.1.3		Champion #heforshe initiatives across the campus and promote the behaviours, values and expectations which are needed among male and female staff to make gender equality a reality.	To encourage male staff to support gender equality initiatives	ongoing	EDI Unit, all staff	**One #HeforShe staff initiative organised per annum**
7.1.4		Continue support for 30% Club Women in Leadership Scholarships for 3 year period and evaluate impact in 2021.	To provide dedicated opportunities for further education/career develop through female only scholarship programmes	2018 -2021	EDI Unit, Institute of Leadership	**Two fully funded 30% Club Women in Leadership scholarships provided per annum – MSc in Leadership and Professional Diploma in Healthcare Management**
7.1.5		Sponsor 10th Annual European Conference on Gender Equality in Higher Education in	To underline commitment to long term gender equality initiatives in HE	Q3 2018	EDI Unit	**10th Annual European Conference on Gender Equality event sponsored by RCSI**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		Dublin				
7.2 HR Policies						
7.2.1	**Embed EDI/gender equality across all staff policies and ensure this is represented in practice.**	Undertake awareness raising campaign of revised Dignity at Work Policy, Summary Guide and Mechanism for Reporting Bullying/Harassment and Discrimination.	To raise awareness of amendments and supports available to staff under the Dignity at Work Policy	Q1 2019, Q1 2021	HR, EDI Unit, HoDs, MHSB, all staff	**Dignity at work policy and mechanism for reporting bullying and harassment highlighted in Speak Up! print and staff portal campaign.**
7.2.2	**Promote zero tolerance policy for bullying and harassment through Dignity at Work policy and roll out systems, which allow effective monitoring of same.**	Establish a case management system for reporting bullying and harassment cases	To track bullying and harassments cases on stand alone case management system	Q4 2018	HR, IT, EDI Unit	**Case management software identified and rolled out**
7.2.3		Hold a series of workshops to share good practice in addressing bullying and harassment at department/unit level	To outline best practice for addressing bullying/harassment	Q1 & Q3 annually	HR, EDI Unit, HoDs, Managers, PIs	**Bi-annual workshop on addressing bullying and harassment provided to HoDs, managers & PIs**
7.2.4		Develop and launch Safe Campus Initiative for staff and students	To develop a respect, consent and safety agenda for RCSI staff and students	Q3 2019	Dean's Office, Dept of Psychology	**Safe campus initiative launched:** "Sexuality in College life: developing a respect, consent and safety agenda"

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
7.3 Proportion of Heads of School/Department by Gender						
7.3.1	**Increase number of female HoDs**	Review and equality proof heads of school and department policy with provision of gender targets for HoD	To address gender imbalance at HoD level	Q1 2019	CEO, Dean's Office, HoD	**Appointment process for head of schools/department reviewed and potential for new/rotating appointments identified**
7.3.2		Support attendance by female staff at one external Women on Boards seminar per annum	To encourage development of potential female HoDs/Board representatives	annually	EDI Unit, L&D	**Five female staff attended Women on Boards training and applied for internal/external board representation.**
7.4 Representation of Men and Women on Senior Management Committees						
7.4.1	**Review Terms of Reference of governing body, executive board and committees and ensure clause on 40% gender representation is included.**	Review and revise membership policy of governing Body (MHSB) and recruitment practice for Executive Board (Senior Management Team - SMT)	To increase female representation governing body and executive management board	Q2 2019	MHSB, SMT, HR, peer HEI representative	**Membership and recruitment reviewed and actions identified to increase female representation to 40%**
7.4.2		Conduct audit of committee membership and standardise definitions of committees/working groups/task	To clarify committee structures to ensure gender recommendations are applicable	Q2 annually	EDI Unit, Committee chairs & secretaries, MHSB, SMT	**Audit of all RCSI Committees etc undertaken and reported to MHSB and SMT**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		forces/panels etc.				
7.5 Representation of Men and Women on Influential Institutional Committees						
7.5.1	**Ensure 40% minimum male/female representation on all boards, committees, working groups, panels across the college.**	Ensure recommendation by HEA Expert Group on Gender Equality in HEIs - 40% minimum female representation on Committees - is embedded through adoption of RCSI Gender Representation on Committees Policy	To ensure institutional commitment to achieving 40% representation on committees is embedded	Q4 2019	EDI Unit, Committee Chairs	**40% minimum female representation on all committees**
7.5.2		Extend membership base of Committees to ensure balanced perspective, where possible.	To allow Committees with established membership base to reach 40% representation	Q3 2018	MHSB, Committee Chairs	**Membership base of institutional committees extended to allow 40% female representation, where rotation of members is not feasible**
7.5.3		Annual reporting to Governing Body and Executive Management Team on % of female representation.	To ensure oversight and reporting of gender targets for committees	From Q3 2019 annually	MHSB, SMT, Committee Chairs	**Gender profile reports submitted by Committee Chairs to MHSB and SMT**
7.5.4		Actively encourage female members of staff to apply for Committees through the adoption of a formal process of	To ensure appointments to committees are transparent and open	ongoing	HoDs, Dean's Office	**Openings on committees published to ensure open and transparent appointment processes**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		appointment for any/all Committee members.				
7.5.5		Provision of Committee Membership seminar for senior female staff to help prepare RCSI's talent for committee/board service, and to lay the groundwork for future placements on committees.	To highlight to impact of increased female representation on committees	Q2 & Q4 annually	L&D, female senior staff	**Two hour seminar provided on the benefits of committee membership and how committees can shape the work of an organisation (facilitated by committee members in external organisations)**
7.5.6		Review/Update VC facilities in Beaumont to encourage remote access to committee meetings	To ensure access to committee meetings through high quality VC facilities	Q3 2018 & Q4 2020	IT &VC Services	**VC facilities reviewed and updated as required. Easy to use conference call service (which does not require individual registration) identified and shared with all staff.**
7.6	**Review committee membership/role allocation to address any potential task overload by gender.**	Review Terms of Reference of Committees to ensure inclusion of a) role rotation, b) Deputising, c) Shadowing.	To highlight any potential task overload/ensure task allocation is shared by gender.	Q3 Annually	EDI Unit, CEO, SAT Governance Workstream	**Shared task load for all committee members, irrespective of gender.**
7.7 Institutional Policies, Practices and Procedures						
7.7.1	**Undertake staff consultation and EDI**	Undertake annual EDI audit of RCSI staff	To ensure staff policies are kept up to date with	Q2	EDI Unit, HR, Staff Policy Consultation	**EDI audit of RCSI staff policies undertaken**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
	proofing of staff policies	policies.	legislative developments	Annually	Group	**annually.**
7.7.2		Review Policy Amendments and new Policies at Staff Policy Consultation Group meetings.	To ensure consultation/buy in for policy amendments/new staff policies	Q1 & Q3 Annually	EDI Unit, HR, Staff Policy Consultation Group	**Staff Policy Consultation Group convened bi-annually to review policy amendments and new policies, make recommendations to SMT/MHSB.**
7.8 Workload Modelling						
7.8.1	**Support departments to assess current workload management and identify/address any gender disparities in task allocation.**	Identify good practice for workload management and develop clear guidelines for all departments.	To support departments in identifying good practice for workload management	Q3 2020	HoDs, Department Staff	**Best practice for workload management in peer institutions reviewed and guidelines developed with staff.**
7.8.2		Roll out unconscious bias workshop for HoDs to help support gender equality in monitoring workloads at departmental level e.g. allocation of duties/responsibilities.	To ensure fair division by gender of duties/responsibilities	Q2 2019	HoDs, HR, EDI Unit	**UB workshop provided to HoDs to highlight importance of task rotation etc.**
7.8.3		Collect and analyse data from departmental pilot models to identify any gender disparities and	To address any gender disparities in task allocation at department level	Q2 2021	HoDS, HR, EDI Unit, MHSB, Academic Council	**Self-nominated departments share results on workload modelling pilot at**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		introduce actions in response to these as appropriate.				**Academic Council**
7.9 Timing of Institutional Meetings and Social Gatherings						
7.9.1	**Roll out core meeting hours policy and provide necessary supports to allow compliance.**	Develop & implement Core Meetings Hours Policy.	To ensure staff meetings take place between core meeting hours	From Q1 2018	MHSB, SMT, Dean's Office, EDI Unit, HR, all staff, HoDs	**All core institutional and departmental meetings take place between 9-5pm**
7.9.2		Monitor impact of Core Meeting Hours Policy e.g. impact on room bookings system/available space and availability of staff to attend.	To ensure facilities are available to allow all required meetings during core meeting hours	Q2 annually	HR, EDI Unit, Events & Communications	**Impact on room booking system assessed and implement changes where required**
7.9.2		Provide step by step guide to staff on how to save draft email/automate sending. Encourage HoDs, Managers, PIs and their teams to develop a personal	To provide staff with resources and framework to manage email communications	Q1 annually Q1 annually	IT EDI Unit, all staff	**Targeted "Did You Know?" tips on how to better manage email etc. issued to HoDs, Managers, PIs supported to develop and implement personal communications charter.**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		Communications Charter.				
7.10 Visibility of Role Models						
7.10.1	**Ensure 50% of honorary doctorate nominations/appointments are female.**	Revise the Terms of Reference of the Honorary Awards and Appointments Committee to stipulate that 50% of nomination and appointments are female.	To recognise the contributions of distinguished females through honorary appointments	Twice annually	MHSB, Dean, Honorary Awards and Appointments Committee	**Half of honorary doctorates are awarded to female candidates.**
7.10.2	**Emphasis commitment to EDI through profiling female role models and provision of gender equality events**	Support Women's Executive Network Top 25 Most Powerful Women In Ireland Host LFHE/ECU Annual Ireland Conference Host American Association of Women Surgeons Ireland Meeting in RCSI Support 10th Annual Gender Equality in Education Conference with TCD	Ensure visibility of female role models. "You cannot be what you cannot see"	Q2 2018 Q2 2018 Q3 2018 Q3 2018	SAT Comms Workstream, Conference & Events, EDI Unit, EDI Champions, SAT Members	**Annual calendar of gender equality events rolled out, with International Women's Day as landmark event each year.**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		Host #HeforShe Celebration		Q3 2018		
		Celebrate International Women's Day (Mar annually) and International Men's Day (Nov annually)		Q1 annually Q4 annually		
		Unveiling of Women on Walls & documentary feature		Q1 2019 Q1 2021		
		Curate and Promote Women in Science Exhibition				
7.10.3	**Continue to raise awareness of female role models/RCSI Women in STEMM and gender equality initiatives through online and print media**	Update RCSI EDI/Gender Equality webpage with transition to new RCSI website in September 2018	To ensure accessible repository for all EDI/Gender Equality/Athena SWAN information.	Q4 2022	Chief Information Officer, IT, Communications SAT Work-stream	**Increased number of page views on RCSI Athena SWAN webpage**
7.10.4		Continue to profile gender equality initiatives through social media platforms – Twitter, Facebook, Snapchat.	To ensure actions are promoted to internal, external & staff/student audiences.	Q4 2022	Communications SAT Work-stream, EDI Unit	**Number of twitter followers increased to 1000** **Increased number of impressions for Gender Equality/AS posts**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
7.10.5		Develop photo bank of RCSI women in STEMM for use by design and communications team to draw from in RCSI publications/design.	To ensure design team/all departments responsible for RCSI publications (Annual Report, Internal publications including CEO memo, Scope, bulletins etc.) have access to gender balanced imagery.	Q4 2022	Communications SAT Work-stream, EDI Unit	**Increased representation of females in RCSI branded institutional and departmental print and online material**
7.11 Outreach						
7.11.1	**Demonstrate that outreach activities are core to EDI mandate**	Define outreach at RCSI, particularly engagement outside of REACH community engagement programme and through programmes undertaken through individual grants and assess how this relates to Strategic Plan objectives for EDI	To classify outreach activities and capture breadth of outreach activities taking place	Q3 2018	MHSB, SAT Comms Workstream	**Outreach objectives clearly defined by MHSB**
7.11.2		Undertake review of outreach activity/event participation by school type and gender.	To assess uptake of outreach activities by gender	Q2 annually	EDI Unit, REACH, SAT Comms Workstream	**Publish annual outreach activities status report**
7.11.3		Develop reporting tool to track outreach	To record participation of staff in outreach activities.	Q4 2019	EDI Unit, REACH, IT, HoDs, PIs,	**Launch online reporting tool which will allow outreach leads to share**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		uptake by staff			Managers	**details of activities and uptake by staff by gender**
7.12 Leadership/Departmental Applications						
7.12.1	**Develop and implement AS departmental applications process**	Engage with peer HEIs to learn about best practice for Athena SWAN departmental submissions.	To learn from best practice in AS departmental applications	2 x per annum	EDI Unit, peer HEIs	**Peer engagement with departmental SATs in peer institutions facilitated for 5 departments per annum.**
7.12.2		Provide bi-annual briefing sessions on the Athena SWAN departmental application process.	To provide information to Departmental leads interested in submitting AS departmental application	Q1 & Q3 per annum	Athena SWAN Project Officer, ECU lead	**Departmental Athena SWAN briefing sessions provided**
7.12.3		Appoint dedicated Departmental Athena SWAN Project Officer to support departmental application process.	To ensure in-house support for departmental submissions	Q3 2018	EDI Unit, HR	**Departmental Athena SWAN Project Officer appointed**
7.12.4		Submit five departmental applications per annum.	To ensure AS principles are embedded at departmental level	Q2 & Q4 per annum	Department SATs, EDI Unit, Athena SWAN Project Officer	**Five bronze departmental applications submitted per annum.**
8.SUPPORTING TRANS PEOPLE						
8.1 Current Policy & Practice						
8.1.1		Roll out Phases 2-5 of		Q1 2018 –	EDI Unit, SAT, staff	**500 staff and students**

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Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
	Cultivate inclusive environment and support mechanisms for trans and gender non-conforming staff and students	TENI Trans 101 training (Phase 1: Front Line Service Staff; Phase 2) Student Class Representatives; Phase 3) SMT/ HoDs/ Academic Staff; Phase 4) PIs/ Research Staff; 5) Managers/ Professional Staff Offer open attendance at annual refresher training.	To raise awareness of transgender and gender non-conforming staff and students	Q1 2019 Q4 annually	and student networks, Pride Network, Education SAT Workstream, TENI	**trained in Trans 101**
8.1.2		Include Gender Identity and Expression/Trans Introduction and information on Pride Network at EDI Induction for all new staff.	To ensure transgender and gender non-conforming staff are represented in EDI induction materials	monthly	EDI Unit, Pride Network	**Gender Identity and Expression included in EDI induction presentation**
8.1.3		Apply for Stonewall Diversity Champions Accreditation (or Irish equivalent) as available.	To ensure compliance with international LGBT+ standards	Q2 2020	EDI Unit, Pride Network	**Stonewall Diversity Champions or equivalent Irish accreditation achieved**
8.2 Monitoring						
8.2.1	**Undertake monitoring and evaluation of gender identity and expression**	Assess and report on impact of Gender Identity and Expression initiatives in the EDI	To ensure transparency and accountability for gender identity and expression	Q1 2019 and 2021	EDI Unit, Pride Network	**Focus groups on Gender Identity and Expression initiatives undertaken with Pride Network and**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
	initiatives	Annual Report.	initiatives			**staff and feedback included in EDI annual report**
8.2.2		Review Trans 101 Training Programme	To assess impact of Trans 101 training	Q1 2019	EDI Unit, Policy SAT Workstream, all staff	**Trans 101 training reviewed through before and after questionnaire**
8.2.3		Engagement with staff Pride Network	To engage with staff Pride network to monitor any positive/negative impact of interventions.	ongoing	EDI Unit, QEO, Pride Network. Policy SAT Workstream	**Bi-annual progress report submitted to SAT by Pride Network**
8.2.4		Include dedicated question on implementation of Gender Identity and Expression Policy in staff EDI survey.	To benchmark progress against gender identity and expression targets	Q3 bi-annually	EDI Unit, QEO, Pride Network. Policy SAT Workstream	**New question on Gender Identity and Expression added to EDI staff survey.**
8.3 Further Information						
8.3.1	**Progress Gender Identity and Expression agenda through engagement with external stakeholders.**	Develop and share guidance documents on supporting trans and gender non-conforming staff and students	To ensure information on gender identity and expression is clear and easily accessible	Q3 2018 Q3 2020 (update)	EDI Unit, TENI, Policy SAT Workstream	**Trans 101 Jargon Buster published on staff portal**
8.3.2		Undertake consultation to assess how RCSI can position itself to best support medical requirements of transgender people in	To determine what additional supports the college can provide for trans and gender non-conforming people	2020 - 2022	EDI Unit, Pride Network, Academic Council, MHSB, Students Union	**Consultation on medical support for trans people completed with Departments of General Practice, OB/GYN, Psychology, Surgery and**

Reference	Objective	Action	Rationale	Timeframe	Person Responsible	Success criteria and outcome
		Ireland.				**Urology, with recommendations submitted to MHSB and Academic Council/Student Union to guide curriculum review**
8.3.3		Provide support for 4 Staff Pride Network events/activities per annum	To increase visibility and raise awareness of staff Pride Network	From Q1 2018	EDI Unit, Pride Network and Allies, all staff	**Four pride networks activities completed per annum**
8.3.4		Annual participation in Dublin City Pride celebrations	To demonstrate support for the LGBT+ community	Q2 annually	EDI Unit, Pride Network and Allies	**Pride celebrated at RCSI**
9.1	**Assess cross cutting themes of ethnicity and gender equality (Intersectionality).**	Capture data for ethnicity of staff on CORE HR.	To establish impact of ethnicity and gender on female advancement.	Q3 2020	HR, EDI Unit	**Intersectionality data collection and review process implemented with follow up actions as required.**
9.2		Capture data for ethnicity of students via Quercus.		Q3 2020	HR, SARA Office	