Dún Laoghaire Institute of Art, Design + Technology (IADT)

Gender Equality Action Plan 1.0 (IADT GEAP) 2020/2021

Key: <mark style="background-color: #00FF00">Completed</mark> = Action has been completed; <mark style="background-color: #00FFFF">In progress</mark> = Action is underway and on track to be completed; <mark style="background-color: #FFFF00">Ongoing</mark> = Action happens on a regular basis; <mark style="background-color: #CCCCCC">**Awaiting sectoral changes**</mark> = Action requires changes agreed nationally by the technological higher education sector to be fully implemented.

Source: HEA EG = Report of the Expert Group - HEA National Review of Gender Equality in Irish HEIs (2016); **GET** = Report of the Gender Equality Taskforce (2018).

Action No.	Action	Rationale	Source	Timescale	Lead	Update
1. HEIs showing leadership – Institutional gender action plans						
1.1	The Institute will develop and implement a gender action plan (including goals, actions and targets. The plan will be approved by the IADT Governing Body. IADT will submit the plan to the HEA and provide annual progress updates.	To ensure a roadmap for attainment of gender equality is developed, implemented, reviewed and revised using a strong evidence base and following best practices.	HEA EG 1.21; GET p.21	2020-2024	Governing Body, President, EDI Manager	<mark style="background-color: #FFFF00">**Ongoing:**</mark> The IADT Governing Body has approved this GEAP. The GEAP reviewed as a result of the self-assessment process undertaken by IADT for Athena SWAN accreditation and revised in Q4 2021. Implementation of the GEAP is the responsibility of the executive and management teams and actions are reviewed quarterly. EDI is embedded into the institution's

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						strategic plan and into our compacts with the HEA. IADT will align the GEAP with the IADT Promoting Consent and Preventing Sexual Violence Action Plan in 2021. In 2020, the Institute published the IADT EDI Policy which is jointly owned by the HR and EDI units. The EDI Policy outlines IADT's statutory obligations and best practice in relation to EDI matters. Following a thorough audit of the Institute's suite of policies for staff and students, IADT was accredited with an entry-level Bronze Investors in Diversity (IiD) mark in 2020. IiD is overseen by the Irish Centre for Diversity.
2. Athena SWAN Charter in Ireland						
2.1	The Institute will apply for, and achieve, an Athena	To support and recognise the embedding of	HEA EG 1.22; GET p.24	2020-2024	President, EDI Manager, Athena SWAN SAT	<mark>Ongoing:</mark>

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	SWAN institutional award.	gender equality across all aspects of the Institute's work.				IADT is a member of Athena SWAN and has formally adopted the Athena SWAN Expanded Charter principles. The Institute applied for Athena SWAN accreditation in 2019 but was unsuccessful on this occasion. It will re-apply for a Bronze Institution Award in 2021. As part of the consultation process for this new submission, the Athena SWAN self-assessment team (SAT) distributed during "lockdown" an in-depth 'culture survey' to staff in December/January 2021 and this received a 54% response rate among core staff. A budget has been allocated for staff training and development in response to survey findings.

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						From 2021, staff will receive regular updates on Athena SWAN through a biannual newsletter. IADT is represented on the HEA VP/D EDI committee, the Athena SWAN National Committee and the Athena SWAN Practitioner Network.
2.3	The Institute will establish an independent, academically-led gender equality forum, chaired by the senior manager with responsibility for EDI, and comprising staff members from across IADT and student leaders. The forum will act as the Athena SWAN self-assessment team (SAT).	To ensure that the Institute has strong and effective SAT to drive IADT's membership of the Athena SWAN Charter and support Athena SWAN applications.	HEA EG 1.9; GET p.34	2020-2024	EDI Manager/SAT Chair	**Completed:** In 2020, following an open call for expressions of interest, the previous Athena SWAN SAT was reconstituted with new/additional members. The SAT is reflective of the gender profile of the IADT staff body, with representation of academic and PMASS staff at all grades. Students are represented by the IADTSU VP Welfare and Equality. The SAT is chaired by the EDI Manager.

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						The SAT also has four working groups to support it in advancing specific aspects of the Athena SWAN Charter. The working groups are: - Data analysis - Culture and organisation - Care leave and flexible working - Career development and progression The SAT reports to the IADT Committee (cross-references to Action 4.2).
3. Leadership						

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3.1	At the final selection step, in the appointment process for new presidents, in so far as possible, the final pool of candidates will comprise an equal number of women and men. If it has not been possible to achieve gender balance at the final selection step, the interview panel will account to the governing authority or equivalent for why this was not possible.	To foster gender balance in the leadership of HEIs.	HEA EG 1.1; GET p.30	2019-ongoing for future appointments	Governing Body, HR Manager	**Completed:** This action has been accepted by IADT and was implemented for the appointment of a new President in 2019. The recruitment process for this appointment was fully gender-proofed, with females comprising 41% of applicants and 50% of the shortlist.
3.2	In the appointment process for a new president (and, where appropriate, a vice-president), a requirement of appointment will be demonstrable experience of leadership in	To ensure senior leaders foster a culture of gender equality in the Institute.	HEA EG 1.2 and 1.3; GET p.30	2019-ongoing for future appointments	Governing Body, HR Manager	**Completed:** This action has been accepted by IADT and was implemented for the appointment of a new President in 2019. Experience of leadership in advancing gender

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	advancing gender equality.					equality and EDI more broadly was listed in the job specification and shortlisted candidates were asked to demonstrate this at interview stage.
3.3	The deans and heads of schools/ department, divisional directors and section/ unit managers will be responsible for integrating gender equality in all processes and decisions made. Evidence of leadership in advancing gender equality will be taken into account in appointments to these management positions.	To lead cultural and organisational change in each functional unit at IADT.	HEA EG 1.4; GET p.30	2019-ongoing for future appointments	President, HR Manager, EDI Manager	**In progress:** Since 2019, EDI is included in the job description for leadership grades and asked at interview stage. All influential decision-making committees have included EDI as a standing agenda item. In 2020, all executive and management members undertook race awareness training which considered the intersection of gender and race/ethnicity and how to apply an intersectional lens to the Institute's policies, procedures and processes. This built on previous EDI-related training for

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						executive and management, including unconscious bias training. Based on sectoral best practice, the Institute is developing a framework to further promote competency in advancing gender equality and EDI for executive and managers, including training in this area.
3.4	The Institute will appoint a senior manager with responsibility for EDI and who will report directly to the president.	To achieve gender equality in the Institute.	HEA EG 1.5; GET p.30	2017-2019	President, HR Manager	**Completed:** From 2017-2019, a member of the executive team was Vice-President for EDI in addition to their role. They were supported by an EDI Manager during the Institute's first Athena SWAN application process in 2019. In December 2019, the Institute appointed a new EDI Manager through a publicly advertised competitive process.
4. Governance and Management						

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4.1	Key decision-making bodies (concerned with resource allocation, appointments and promotions) in HEIs will consist of at least 40% women and 40% men.

At least 40% of the chairs of key decision-making bodies (concerned with resource allocation, appointments and promotions) across the HEI will be of each gender in any given year. It is expected that over a three-year period the ratio would be 50:50 women and men chairs. | To ensure gender balance of all key decision-making bodies. | HEA EG 1.6 & 1.7; GET p.32 | 2021-2024 | Governing Body, President, Registrar | **Ongoing:**

IADT has gender balance at Governing Body and 63% female representation at Academic Council. Due to retirements and new appointments, female representation at executive management has decreased from 50% (3:3) to 20% with 1 vacant post (4:1).

IADT aims to have at least 40% female and 40% male representation across all influential committees and at least 40% chairs of each gender. However, a number of positions are ex-officio and in a small institution retirements and new appointments at senior level act to skew the gender breakdowm of a committee significantly (for example at executive level). |

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						IADT requires appointment boards to account for at least 40% representation of either gender.

In 2020, the Institute's Policy on Academic Council and its various Sub-Committees was amended to include the following statement: *'Appointments to the IADT Academic Council and its various Sub-Committees should be informed by the objective of achieving gender balance so far as it is reasonably practicable, as well as awareness of the principles of equality and non-discrimination on all nine grounds'.*

As part of the Athena SWAN self-assessment process, the Institute will undertake a review of the gender of chairs on all committees between 2018-2020 and implement further |

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						actions where necessary.
4.2	The Institute will establish an EDI Committee of Governing Body.	To provide strategic oversight of organisational processes and policies in relation to gender equality and EDI.	HEA EG 1.8; GET p.33	2021-2024	Governing Body	**Completed:** In response to the recommendations of the HEA Expert Group (2016) and to assist in the preparation of IADT's application for Athena SWAN Bronze accreditation, in 2018, the Governing Body approved the establishment of the Athena SWAN Committee of Governing Body. In 2020, Governing Body approved the re-constitution of this Committee, with new/additional members, and re-named it as the IADT Equality, Diversity + Inclusion (EDI) Committee. Rather than focus solely on IADT's engagement with the Athena SWAN Charter, the wider EDI imperative of the reconstituted Committee aligns with best practice in this

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						area and is a recommendation of the Gender Equality Taskforce (2018).
5. Embedding gender equality in organisational culture						
5.1	The Institute will enhance the provision of support for staff with caring responsibilities.	To ensure that staff are fully aware of their rights and entitlements as carers and to promote a supportive workplace culture for all those with caring responsibilities. This is particularly important during Covid-19.	HEA EG 1.10; GET p.35	2021-2024	HR Manager	==Ongoing:== IADT has a suite of robust policies on all types of care-related leave and flexible working options. These policies are accessible for staff on the HR website and the ESS portal or can be accessed from the HR team. The HR Manager or her nominee is available to meet with any staff members about the Institute's policies and procedures in this area. IADT is developing a remote working policy in line with legal requirements and staff have been surveyed about their experiences during covid-19. The Institute provides backfill for maternity

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						leave and long-term carer's leave for permanent/fixed-term staff and is considered for hourly-paid academic staff in certain occasions. The Athena SWAN Working Group on care leave and flexible working will establish additional action items to support staff who are carers. This includes consulting further with staff who have taken family leave about implementing "keeping in touch" days. The Institute will explore the possibility of establishing a childcare fund to support academics to present their research at a conference.
5.2	The Institute will adopt measures aimed at actively developing gender awareness among staff.	To increase gender awareness among staff.	HEA EG 1.11; GET p.36.	2020-2024	EDI Manager, Staff Training and Development Officer	==Ongoing:== Staff Development Days have covered EDI issues in the past, for example sessions on advancing an inclusive campus and

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						training on gender diversity.
						Online EDI and unconscious bias training is available to all staff and new staff are asked to take this training when they join the Institute.
						Face-to-face training on gender equality in the workplace and gender identity and expression is available to all staff each semester (this has been moved to an online format because of Covid-19).
						The Institute celebrates International Women's Day every year with a programme of events and activities open to all staff.
						As part of the Athena SWAN process, the Institute will action EDI training sessions specifically aimed at staff with teaching responsibilities commencing in 2021.

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						In Semester 2 2020/2021, 48 members of academic staff will receive training in race awareness specifically for lecturers. IADT has expressed an interest in purchasing the updated online LEAD training (Living Equality and Diversity) when it is made available to the IOT sector in 2021. In 2020, 28 members of staff and student leaders were trained to facilitate Active* Consent workshops which aim to address consent and sexual and gender-based harassment and violence on college campuses. 8 members of staff were also trained in sexual disclosures by the Dublin Rape Crisis Centre.
5.3	The Institute will embed the gender dimension in	To ensure that the gender dimension will	HEA EG 1.12; GET p.37	2020-2024	President, Registrar, Senior Quality Officer,	**In progress:**

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	teaching and learning and quality review processes.	be fully integrated Into undergraduate and postgraduate curricula and institutional and programmatic review processes.			Heads of Faculty, Heads of Department, Teaching and Learning Committee, EDI Manager	Institutional and programmatic review teams are required to consider gender equality and EDI issues, including the student profile and curriculum content, and make recommendations for improvement. All departments are actively working to ensure that reading lists are gender balanced. Online EDI and unconscious bias training is available to all staff and new staff are asked to take this training when they join the Institute. Face-to-face training on gender equality in the workplace and gender identity and expression is available to all staff each semester (this has been moved to an online format because of Covid-19). As part of the Athena SWAN process, the

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						Institute will action EDI training sessions specifically aimed at staff with teaching responsibilities commencing in 2021. In Semester 2 2020/2021, 48 members of academic staff will receive training in race awareness specifically for lecturers. In 2020/2021, the Institute launched a new BA Honours programme in English + Equality Studies. This degree explores global equality, social justice and social inclusion in combination with the study of English literature. In 2020/2021, IADT also launched the of Master of Business in Equality, Diversity and Inclusion (Level 9). This is a one–of –a – kind programme specifically dedicated to the subject of effectually managing

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						EDI in an organisational context.
5.4	The Institute will embed the gender dimension in research content.	To ensure that the gender dimension is integrated into all research content and provide training and support for research staff on how to do this.	HEA EG 1.13; GET p.37	2020-2024	Head of Research, Research Committee, EDI Manager	**In progress:** Staff have been made aware of online training available to them on the gender dimension in research through the SAGE programme (Systemic Action for Gender Equality). From 2021, this will be supplemented with face-to-face training (a pilot programme will commence in the Department of Design + Visual Arts). The IADT Staff Research Policy will be amended to incorporate EDI issues throughout the Institute's research and innovation process, in line with best practice.
5.5	The Institute will ensure that workload allocation models are transparent, monitored	To enable transparent distribution of work.	HEA EG 1.14; GET p.38	2021-2024	President, Executive, HR Manager, Heads of Faculty	**Awaiting sectoral changes:** IADT is committed to best practice and adheres to the

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	for gender bias on an annual basis.					standard sectoral nationally agreed workload allocation model for academic and professional services staff, based on grades and contract hours as agreed nationally. As we advance our research, development and innovation agenda, we aim to support the inclusion of some component(s) of academic workload - either teaching or research - in a WAM that would apply to suit our needs. This follows the schema laid down in the 2014 HEA Review of Workload Allocation Models. In addition, new national discussions on the public service agreement will consider the issue of the lecturing contract. IADT will assess gendered perceptions of workload allocation in our biennial all-staff

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						EDI surveys, including the impact of Covid-19 on workloads.
5.6	The Institute will have a comprehensive gender-disaggregated data collection system in place.	To enable gender-disaggregated data-driven decision making	HEA EG 1.15; GET p.39	2020-2024	HR Manager, Registrar, EDI Manager	**Ongoing:** IADT reports gender-disaggregated data to the HEA on a regular basis, but there are challenges with matching internal data to HEA requirements at present. The Institute is represented on the HEA working groups on Data Analysis and Intersectionality, both of which are considering best practice in relation to the capturing and reporting of staff EDI data, including ethnic categories and non-binary approaches, and will make sectoral recommendations. Binennial EDI surveys will be distributed to all IADT staff and students, commencing in 2020/2021.
			6. Recruitment and promotion procedures and practices			

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6.1	The recruitment, and selection procedures currently used in IADT will be reviewed to ensure that they are gender-sensitive.	To establish structures which allow equal opportunity for all to advance in their career at IADT, regardless of gender.	HEA EG 1.16, 1.19 and 1.20; GET pp.26-28.	2020-2024	President, HR Manager	**Awaiting sectoral changes:** The following EDI policies and procedures are standard practice in the Institute's recruitment and selection process: - All selection panels must be a minimum 40% of each gender; - All section panels are reminded of the Institute's policies on Equal Opportunities and EDI; - Panellists who are staff members must have completed unconscious bias training; - A statement on EDI is embedded into all job advertisements; - Monitoring applications with reference to the grounds of discrimination i.e. gender, civil status, family status, race, religious beliefs, sexual orientation, disability, age or membership of the

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						Traveller community; - Understand, through analysis of data, the profile of applicants to the Institute; - Where the shortlisting panel by does not achieve gender balance, the HR Manager may seek to shortlist through the President's Office a second time. Where gender balance is not possible, a decision is made based on the essential criteria. A report on the recruitment, selection and promotion procedures and practices will be submitted to the EDI Committee of Governing Body at least once annually, and will include statistical analysis of applications, recruitment and progression for all academic and professional, management and support staff.

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						Additional gender-proofing actions for recruitment are being developed as part of the Athena SWAN process. Importantly, IADT has drafted a Recruitment Policy for the Institute, taking into account all of the above, but is awaiting the publication of the *THEA Code of Practice for Recruitment and Selection in the Technological Higher Education Sector* before finalising. IADT will review its practices and procedures in line with best practice following the final adoption of the Code of Practice.
6.2	The Institute will, where possible, use positive action measures to promote gender equality at all levels of the organisation. The Institute will combat gender stereotyping in roles.	To drive gender change throughout the institution.	HEA EG 1.17, 1.18, 1.19 and 1.20; GET pp.28-29.	2020-2024	President, HR Manager, Staff Training and Development Officer	Academic promotion in the IoT sector is restricted by a number of key factors: - The only promotion pathway available to academic staff is progression from Assistant Lecturer to Lecturer.

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						- All other Academic posts are filled through open competition. - All Senior Academic posts (SLI (Teaching), SLII and SLIII) are filled through competition and are held as permanent whole time posts with no rotation. HR has held briefing sessions on progression processes for academic staff in the past and will do so again in 2021/2022. Where the shortlisting panel by does not achieve gender balance, the HR Manager may seek to shortlist through the President's Office a second time. Where gender balance is not possible, a decision is made based on the essential criteria. Since 2015 IADT has supported two staff members annually (one academic and one from the

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						professional support staff) to attend the Aurora Women in Leadership programme. A decision was made not to participate in the programme due to Covid-19, alternatively in institution will sponsor 4 women (2 academic and 2 from the professional support staff) to participate in Aurora in 2021/2022.
						In 2019, IADT rolled out a new in-house leadership programme– *"Ready to Lead"*. It has been designed for participants to understand what leadership means for them and the key focus is on developing self-confidence. A similar programme will be run again in 2021.
						IADT applied for a SALI post in 2019, but was unsuccessful on this occasion. The Institute will apply for two SALI posts in high

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						strategic areas for the Institute in 2021 and 2022. For succession planning a number of key administrative posts have been confined competitions to give women staff a chance to compete.