ACTION PLAN - University College Dublin Practitioner Application 2020

Principle 1: A robust organisational framework to deliver equality of opportunity and reward

	REF	ACTION	RESPONSIBILITY	TIMESCALE	SUCCESS MEASURE	DOC REF
1.1. Establish organisational framework						
1.1.1. Evidence of senior management commitment	A-01	Implement rotation policy for Juno Committee to ensure involvement from the whole School. This would happen as soon as Juno Practitioner Status has been awarded and include a handover.	Head of School and Juno Chair	Within 6 months of implementation phase	Policy launched and new committee members onboarded. Ensure School wide accountability.	**1.2**
	A-02	Increase male participation on the Juno Committee fromthree to four males for the implementation phase.	Head of School	From start of implementation phase	Four male colleagues actively participating on the committee.	**1.2**
	A-03	Juno Chair role counts equally with other leadership roles.	Head of School	Immediate	The Juno Chair role is formalised as one of the leadership roles in the SoP at the same level as Head of T&L, Research etc (see Fig 3.1 and Table 3.3).	**1.2**
1.1.2. Effective consultation, communication, monitoring, evaluation and reporting mechanisms	A-04	Juno is already an agenda item on SoP School Meetings, it needs to be extended as agenda item to all relevant SoP meetings for staff and students.	Juno Chair	Immediate	Juno is mainstreamed in all SoP meetings.	**1.2**
	A-05	Preparation of Juno Annual Report in April timeframe. A template spreadsheet has been designed as part of the Practitioner process and it should be completed annually.	Juno Chair	Annually in April, starting April 2021	Annual report published starting April 2021 and presented to the SoP.	**1.2**
	A-06	Appoint Juno Data Officer on the Committee to track current data at agreed intervals and finalise data for launch of the Annual Report.	Juno Chair in consultation with Head of School and School Manager	From start of implementation phase	Defined role to ensure consistent and sustained approach to data monitoring which is reported in the Annual Report.	**1.2**
1.1.3. Clear accountability for implementation and resources allocated (time and money	A-07	Budget is ring fenced to fund Juno initiatives (including website update and person hours).	Head of School and Juno Chair	Annual Budget* in place *amount redacted	Allocation for events and work is sufficient to complete Juno events and reporting and to improve the website. Juno budget is in a separate UCD cost centre.	**1.2**

	REF	ACTION	RESPONSIBILITY	TIMESCALE	SUCCESS MEASURE	DOC REF
1.2. Monitoring and evidence base						
1.2.1. Monitor over time, quantitative data by gender:						
All **student** admissions and performance	A-08	Obtain data on number of applications to Science by gender and perform analysis. Gather data from the previous academic year 2019/2020. Develop and Implement strategy.	Juno Committee with College of Science team	Re-evaluate data in 2020/21. Final analysis 2022.	Analysis conducted and investigation of whether this can be influenced in the Irish Leaving Cert system.	**4.0**
	A-09	Conduct analysis of exam results each year at the School Exam board to check that there are no patterns of achievement in grades with gender. This requires requesting changes to the InfoHub internal reports to include a breakdown by gender and cannot be implemented locally.	Head of T&L to communicate with team responsible for InfoHub in UCD.	From academic year 2021/2022 and annually thereafter	Student data by gender is automatically available to Exam Boards via the central UCD InfoHub reports and is interrogated in the Exam/Programme board by module for Physics.	**4.1.11**
	A-10	Assess Graduate first destinations by gender	Juno Committee with Juno data officer	Annual (from 2021)	Include in Annual report.	**4.1.10**
	A-11	Analyse participation and organisers at Outreach & Recruitment events by gender and monitor success against targets. Ensure Physics students are paid and the work is valued in the SoP.	Outreach Coordinator	Annual (from 2020)	Participation target 50% F / 50% M Speakers target 50% F / 50% M .	**9.2**
	A-12	Conduct Comparative SoP Survey to the Computer science identity and sense of belonging: a case study in Ireland to be carried out.	Dr. Sharon Shannon in collaboration with Comp Sci staff	Annual (from 2020)	Results will be analysed in a wider STEM context.	**11.0**
All **staff** applications, shortlists, appointment and promotion, looking at the proportion of women at each stage	A-13	Liaise with HR to better understand available data and gaps for SoP recruitment and selection at all stages of the process.	Juno Committee	Annual (from 2020)	An understanding of the HR process, where biases can be mitigated and an internal pre-selection activity for Physics.	**2.0**
	A-14	Conduct review and analysis of Staff data annually. In relation to promotion supports see **A-36** and **A-41**.	Juno Committee	Annual (from 2020)	Annual analysis of Staff data by gender identifies gap/issues and areas for improvement. A target of 1-2 new staff in the next three years has been set and the promotion of at least one female academic.	**2.0**
	A-15	Maintain the progress made in having more Female externs for Undergraduate and Postgraduate examinations.	Head of T&L, course Directors for degrees and individual MSc/PhD supervisors	Annual (from 2020)	Target - 25% for extern.	**3.3**
	A-16	Record the number of female supervisors who offer and/or supervised an Internships from 2019/2020 onwards and report on data annually (to the Juno Committee).	Internship Coordinator	Annual (from 2020)	Female supervisors account for at least 20% of the supervisors.	**6.7**

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1.2.2. Obtain qualitative data from staff	A-17	Develop an additional bespoke SoP annual survey for staff to supplement the bi-annual Cultural and Engagement Survey.	Juno Committee with support from HR	Annual (from 2021)	Surveys for staff are conducted and data forms part of Juno Annual report and benchmarking.	**11.0**
	A-18	Refine the structure of future focus group sessions and template questions to drive more targeted discussion.	Juno Committee with support from HR and College of Science	Annual (from 2020)	Annual focus groups for staff are targeted around gender. Target 80% staff attendance at focus groups.	**11.0** **11.1.2**
	A-19	Analyse results and implement recommendations identified from consultation with students and postgrads about making the SoP a more inclusive environment and refine questions for targeted responses for future surveys/focus groups.	Juno Committee to coordinate with staff	Annual (from 2020)	Awareness and satisfaction measured via annual consultation with students and postgrads. Target 50% increase in survey responses. Target focus group attendance of 15 for post grads and 20 undergraduates. Target 80% that of students feel included in the SoP.	**3.9** **11.2** **11.3**
1.2.3. Identify any discrepancies in gender representation and/or progression and identify factors that might be causing them	A-20	Facilitate the hiring junior and senior females through targeted opportunities (e.g SALI, Ad Astra, SFI Research Profs). A target of one SALI and one other hire is realistic.	Prof L Hanlon	Within next 3 years	Increased female representation in SoP by hiring 1-2 new senior staff (contingent of successful SALI selection).	**2.3** **3.2** **7.2**
	A-21	Investigate how to facilitate promotion of female academic staff e.g. as part of Performance for Growth discussions.	Head of School	Within next 3 years	At least three females participate in the promotions and job sizing application process.	**7.2** **7.4**
	A-22	Ensure new female staff are allocated in areas where there is currently a lack of female academic representation.	Head of School with Head of T&L	Annual (from 2020)	Increase in female led modules in Stage 1 and Stage 2 with the best balance of gender in Teaching Allocation across all stages.	**4.1.6** **5.1**
	A-23	Investigate how to diversify the research areas in SoP to ensure areas with better female representation globally are included. Monitor to see if bias continues.	Prof L Hanlon, Head of School to coordinate	Within next 2 years (pre-hiring)	SoP targets the areas where it can increase female participation e.g. via SALI (see also **A-20**).	**6.1** **7.1.1**
	A-24	Assess gender distribution of Workload Allocation and whether it provides opportunities for promotion.	Head of School	Annual (from 2020)	Include in Annual report and develop actions where required to address barriers to promotion.	**5.1**
	A-25	Assess gender implications of hiring and recruitment before advertising jobs.	Head of School and hiring committee panelists	Per Role	At least 5 females applying and at least one short listed.	**7.1** **7.2**
	A-26	Introduce mandatory EDI training for all SoP staff who will participate in interview panels.	Head of School	Annual (from 2020)	SoP interview panel participants are all EDI / Unconscious Bias trained and records are maintained within SoP.	**6.3** **7.1** **7.2**
	A-27	Ensure that the best balance is achieved in Female/Male demonstrators where possible within the considerable constraints.	Demonstrator Allocation Lead	Annual (from 2020)	Monitor progress in annual report and address any issues arising.	**5.3**

Principle 2: Appointment and selection processes and procedures that encourage men and women to apply for academic posts at all levels

	REF	ACTION	RESPONSIBILITY	TIMESCALE	SUCCESS MEASURE	DOC REF
2.1 Ensure that processes and procedures are fully inclusive						
2.1.1 Ensure career breaks are taken into consideration	A-28	UCD SWAN application submitted in May 2020 included a suggested action regarding Policy on Sabbaticals and Research Leave such that returnees would automatically avail of a Research Semester. SoP to align with this Policy once it is signed off and to disseminate within SoP.	Head of School	Dependent on Athena Swan award and implementation	SoP is aligned with UCD Policy on Sabbaticals and Research Leave.

Changes to current policy are disseminated within the SoP. | **10.4** |
2.1.2 Gender awareness included in training for all staff who interview		Refer to **A-26**				**6.3 7.1 7.2**
2.1.3 Provide induction for all new staff, including research assistants, on appointment	A-29	Review current induction programme for new SoP staff, including research assistants, to identify gaps and recommendations and embed EDI.	Juno Committee	Academic Year 2020/2021	New staff complete the SoP induction programme. Records of completion are maintained. Induction satisfaction measured via survey.	**3.9 7.1.4**
2.2 Take positive action to encourage under-represented groups to apply for jobs						
2.2.1 Monitor applications, shortlists and appointments, looking at the proportion of women		Refer to **A-13**				**2.0**
2.2.2 Identify any discrepancies and investigate why this might be the case, taking action as necessary	A-30	Investigate barriers for female applicants to technical roles to encourage an increase in applications (See **A-52**).	Research and Innovation Officer: Dr. Fergal O'Reilly	In 2021	Increased female representation in technical roles. Target - one female applicant per role.	**7.0**
	A-31	Promote the Thomas Preston Scholarship to encourage an increase in female applicants. Actively seek female applicants.	TP Centre Director: Prof Padraig Dunne	Bi-Annual	Increase in female applicants. Target - increase by 20%.	**6.3**
Principle 3: Departmental structures and systems which support and encourage the career progression and promotion of all staff and enable men and women to progress and continue in their careers						
	REF	ACTION	RESPONSIBILITY	TIMESCALE	SUCCESS MEASURE	DOC REF
3.1 Transparent appraisal and development						
3.1.1 Appraise all staff, including researchers and PDRAs	A-32	Ensure Performance for Growth (P4G) consultation process is conducted for each staff member, setting objectives to support and encourage career progress at all staff levels	Head of School	Annual	Annual consultation for each staff member is conducted.	**7.4**
	A-33	Encourage PIs to conduct the formal annual consultation process for PDRAs.	PIs	Annual	Annual consultation for each PDRA is conducted.	**7.4**

	REF	ACTION	RESPONSIBILITY	TIMESCALE	SUCCESS MEASURE	DOC REF
3.1.2 Mentoring scheme in place with training and guidance available for both mentors and mentees	A-34	Disseminate mentoring scheme policy to all staff.	Head of School (or appointee)	Annual	Policy and process is disseminated and accessible to all staff.	**7.1.4**
	A-35	Link all available support on research funding avenues and support for Early Career Staff and PDRAs e.g. website/induction.	Research and Innovation Officer	In 2022	Research Funding and Support process within SOP is accessible on SoP website for all staff and PDRAs.	**6.3** **6.4** **7.4**
3.1.3 Ensure all staff, including PDRAs, have access to impartial career guidance	A-36	Career development discussion forms part of annual consultation process (P4G) for each staff member.	P4G Reviewers	Annual	Each staff member has an annual career development plan identified.	**7.4**
	A-37	Conduct annual consultation process for PDRAs, results feed into career development plan.	PIs and Head of Research	Annual	Each PDRA has an annual career development plan identified.	**7.4**
3.2 Transparent promotion processes and procedures						
3.2.1 Ensure promotions process is transparent and fair to all staff at all levels, including those who have had a career break	A-38	Hold an Annual Review of the participation of female staff in the promotion and job sizing process (refer to **A-21**).	Head of School, Juno Committee and School Manager	Annual	Data are reviewed and discussed with staff e.g. P4G.	**7.3.1** **7.3.3**
	A-39	Raise the issue with the Registrar and HR of how to properly account for career breaks in promotions.	Head of School	In 2021	HoS formally raises issue of how leave is addressed in promotions within CoS and with the Registrar.	**10.5**
	A-40	The COVID-19 lockdown resulted in a physical closure of UCD from 12 March 2020 to August and staff are currently still working from home. Childcare and schools closed in Ireland for 5 months. Working at home was very challenging for many staff and for those with caring responsibilities. Address this issue explicitly in applications for promotion going forward.	Juno Committee, Head of School and College EDI	In 2021	HoS formally raises issue of how leave is addressed in promotions within CoS and with the Registrar.	**1.0** **10.5**
3.2.2 Ensure all staff are aware of promotion criteria and process and the support available to them throughout the process	A-41	Implement a support process for promotions in liaision with CoS and HR (a) Promotions workshops where speakers are successful applicants. (b) Engagement via annual P4G process to support progression towards promotion. (c) Question in next survey on usefulness of the support.	Head of School, Juno Committee, HR, and other Schools in CoS	Annual	Evaluate the impact of the support process on the target set in **A-21.**	**7.3.1**
3.2.3 Take steps to identify and encourage potential candidates for promotion	A-42	To date in the SoP there have been no female technical officers who have gone for promotions. Recommendation to UCD EDI and the TSC to reflect upon this trend and produce a plan with actionable measures to mitigate this pattern. School data too small to analyse trends.	Dr. Fergal O'Reilly	In 2021	Female applications for promotions increase by 1 in next 5 years.	**7.3.2**

Principle 4: Departmental organisation, structure, management arrangements and culture that are open, inclusive and transparent and encourage the participation of all staff						
	REF	ACTION	RESPONSIBILITY	TIMESCALE	SUCCESS MEASURE	DOC REF
4.1 Promote an inclusive culture						
4.1.1 Ensure departmental processes, procedures and practices are fully inclusive	**A-43**	A review process is required in SoP to identify (1) gaps with dissemination of current policies and procedures and (2) where existing policies and procedures may require update (3) Regarding inclusivity of processes and policies, create a School Policy Handbook. Some things seem never to be openly advertised, other things are; things get dropped by one HoS and the next one does something different. It creates a climate of uncertainty.	Juno Committee with Sub-Committee	In 2022	SoP policies and procedure are aligned with UCD EDI policies and consolidated into a School Handbook.\n\nChanges are disseminated through targeted communications from HR and from SoP (where specific to SoP)\n\n50% of staff aware of EDI policies in the next survey.	**3.11**
4.1.2 Gender awareness included in the training for all staff and demonstrators	**A-44**	Mandatory EDI training for all new staff and annual refresher training for existing staff where applicable.	School Manager and HR	Annual	New staff receive EDI training within induction programme.\nTraining refresher available to current staff.\nTarget a minimum of 5 staff p.a.\nTraining records are maintained.	**7.1.4**
4.1.3 Promote inclusive social activities and other opportunities for mutual support and interaction	**A-45**	Maintain the successful programme of social activities in SoP for students and staff to the current high standard with engagement from staff and students.	School Manager collaboration with staff	Annual	Broad range of SoP events communicated on SoP website.\nRecords maintained within SoP of events, frequency, gender balance of speakers, number of attendees, etc.	**8.4**
4.1.4 Use positive, inclusive images in both internal and external communications	**A-46**	Inclusion of gender representation in website content. Determine if a dedicated EDI section on the website would best promote inclusivity in the school.	All staff	On-going	Contributions and achievements of female staff and students are highlighted in the SoP website	**8.0**
	A-47	Support staff with resources to write-up key stories that highlight efforts in physics from seminars, medals, papers, outreach etc	Programme Directors, PIs.	On-going	Two news stories on research and events with a target of 15 per year	**8.0**
4.1.5 Encourage and support female seminar speakers	**A-48**	Encourage staff and students to utilise contacts and collaborations to identify and invite prospective speakers from under-represented groups.	All staff	On-going	Increase in female speakers and under-represented groups in SoP Seminars, colloquia and events\nTarget 5% increase per year.	**6.9**
4.2 Transparent work allocation model						
4.2.1 Recognise the full range of types of contribution and departmental role, including	**A-49**	Investigate balance in teaching load between male and female staff	Juno Committee with Head of T&L	Annual	Juno annual report.	**5.1**
	A-50	Investigate if females are over-represented in the caring aspects of SoP work	Juno Committee with School Manager	Annual	Juno annual report.	**5.1**

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4.2.2 Ensure all staff are aware of the criteria used to develop the model and that the allocation is transparent	**A-51**	Investigate if representation at Outreach events is adding an extra workload for female staff	Juno Committee with Outreach Coordinator	Annual	Juno annual report.	**5.1**

Principle 5: Flexible approaches and provisions that enable individuals, at all career and life stages, to optimise their contribution to their department, institution and to STEM

	REF	ACTION	RESPONSIBILITY	TIMESCALE	SUCCESS MEASURE	DOC REF
5.1 Support and promote flexible working practices						
5.1.1 Clear support from Head of Department for flexible and part-time working	**A-52**	Job sharing should be promoted and advertised. It is not a possibility for academic staff (related to **A-30**). https://www.ucd.ie/hr/resourcing/changingtermsconditions/jobsharing/ Investigation is required with UCD HR.	Juno Committee	In 2022	Clear guidance is available and the SoP lobby for job sharing options for academics.	**2.0**
5.1.2 Consistently applied policy on part-time and flexible working		No action currently - There are a number of UCD policies yet to be assessed				
5.1.3 Promote the benefits of flexible working for both men and women, particularly for those with caring responsibilities		No action currently - There are a number of UCD policies yet to be assessed				
5.1.4 Explicit support for those returning from career breaks or maternity leave	**A-53**	Address the lack of research semester for staff returned from Maternity Leave before 2018. (related to **A-28**).	Head of School	In 2021	Retrospective research semester optional purchase for applicable staff.	**10.1.1**
	A-54	Social levy scheme designed to ensure employees are paid, and cost of replacement is covered when an employee goes on maternity leave. Scheme has been in place since 2016. Gather/facilitate gathering testimonials from each returnee from maternity leave to assess the value of procedures and the improvements that will continue to be needed.	Head of School and School Manager	In 2021	UCD/SoP to review the success of the scheme to ascertain if employees on the ground level/School who take maternity leave are being back filled in ways (including but not limited to) cost of replacement. If not, SoP to review the operation and effectiveness of the scheme.	**10.1**
	A-55	Collect data on the Student experience. Engage with Student Advisor for School of Physics and students who are parents/carers.	Juno Committee	In 2022	Data on students who are parents/carers collected and incorporated in overall analysis. A set of recommendations developed.	**10.1.1**

	REF	ACTION	RESPONSIBILITY	TIMESCALE	SUCCESS MEASURE	DOC REF
5.1.5 Encourage take up of shared parental, paternity and other caring leave.	A-56	Develop communications plan to encourage uptake of family related leave and develop SoP's reputation as a family friendly School for staff and students. (a) Promote existing UCD programmes (e.g. UCD Buddy Scheme) in the SoP. (b) Gather/facilitate gathering testimonials from each returnee from all leave types to assess the value of procedures and the improvements that will continue to be needed.	Juno Committee	In 2022	Awareness and satisfaction measured via EDI survey, to support awareness of family friendly policies and satisfaction that SoP is family friendly.	10.3

Principle 6: An environment where professional conduct is embedded into departmental culture and behaviour

	REF	ACTION	RESPONSIBILITY	TIMESCALE	SUCCESS MEASURE	DOC REF
6.1 Ensure that all staff and students are aware of expected professional conduct						
6.1 Ensure that all staff and students are aware of expected professional conduct	A-57	Action from consultation with Postgrads - Run seminars for Students to support with responding to social situations that are inappropriate as part of graduate induction/training.	Head of Graduate Studies	Annual	Awareness is measured via annual consultations with students.	11.3
	A-58	A review process is needed in the SoP to identify if there are any current gaps in the School and to develop an approach to educate staff and students about professional conduct and inappropriate behaviour.	Juno Committee	Ongoing	Awareness is measured via annual consultations with staff and students.	11.0
6.2. Address bullying, harassment and misconduct						
6.2.1 Ensure all staff and students are aware of how complaints of bullying, harassment or other misconduct will be dealt with through an enforceable formal policy.	A-59	Communicate and promote understanding of and improvements to the UCD Dignity and Respect Policy (and staff supports such as the Employee Assistance Programme) on harassment, bullying and inappropriate conduct within the SoP regularly and to new staff and students. Ensure that the Code of Conduct for the SoP is clear and communicated to all. There are particular local conditions in physics arising to some extent from the gender imbalance, that are not necessarily addressed by UCD-wide policy but we could highlight the policies and code of conduct in undergraduate teaching too (e.g. SCI 10010).	Juno Committee	Ongoing	Code of conduct is agreed in SoP. Implementation of communication plan and awareness, mainstreamed among staff and into undergraduate teaching from an early stage.	1.0 3.12 11.0
6.2.2 Ensure there is a transparent reporting mechanism within the department to address any complaints.	A-60	Ensure students are aware of the Reference Dignity and Respect and Anonymous Reporting tool in UCD.	School Manager, Head of T&L, Head of Graduate Studies and All staff	Annual	Use of the tool is monitored and recommended actions are implemented.	11.0