1. Each STEM department to set up an Athena Focus Group – this should be led by a Senior Member of Academic or Administrative staff. The group should have a diverse membership that is representative of the department, and include post doctoral research staff, PhD and undergraduate students. Dates and times of meetings of the Athena Focus Group should be communicated to the group in advance, so frequency of meetings is known well in advance.

2. Briefings should be held with staff and students in the department to communicate the principles of the Athena Charter and why STEM departments are working towards achieving the award. Engage with staff to determine what issues need to be addressed.

3. A web page should be set up on the departmental intranet pages to keep staff informed of progress. Minutes of each meeting should be posted and the final submission should be available along with the associated action plan. The final submission will also be required to be in the public domain.

4. A member of staff should be identified to take responsibility for analysing the baseline data. The member of staff will also be responsible for providing a commentary on the data’s significance and how this has affected the action planning.

   (a) HR can provide staff data in table and graph format for the following sections on the Athena application form:

   Female: male ratio of academic staff and research staff
   Turnover by grade and gender
   Job application and success rates by gender and grade
   Applications for promotion and success rates by gender and grade
   Female: Male ratio of academic and research staff on fixed-term contracts and open-ended (permanent) contracts
   Maternity return rates
   Paternity, adoption and parental leave uptake

   (b) The Management, Information and Planning Office will supply data for students, again in text and graph format for the following sections:

   Numbers of males and females on access or foundation courses
   Undergraduate male and female numbers
   Postgraduate male and female numbers completing taught courses
Postgraduate male and female numbers on research degrees

Ratio of course applications to offers and acceptances by gender for undergraduate, postgraduate taught and postgraduate research degrees.

Degree classification by gender

5. Departments will be responsible for providing the data for the Male and female representation on committees.

6. Individuals within the department should be identified to complete certain sections of the application form, e.g. the member of staff that has responsibility for the departments recruitment would respond to Section 4 a(i) and 4 b(i).

7. Departments should ensure that they have a work allocation model, so that it is transparent to staff how duties are allocated and workloads measured.

8. A departmental Action Plan should be created to address some of the issues that are identified through the data analysis and through communication with staff within the department.