

Action plan

Provide an action plan as an appendix. An action plan template is available on the Athena SWAN website. The Action Plan should be a table or a spreadsheet comprising actions to address the priorities identified by the analysis of relevant data presented in this application, success/outcome measures, the post holder responsible for each action and a timeline for completion. Also include in the Plan how the university will encourage SET departments to apply for awards. The Plan should cover current initiatives and the university's aspirations **for the next three years**.

STRATEGIC ASPIRATIONS by Nov 2018					
Item	Objective	Specific Actions and Implementation	Responsibility	Timescale/priority	Success Criteria/Outcome Measures
NA	Preparing for Athena SWAN Silver status	Review best practice across sector	Vice Chancellor	By Nov 2016	Report to SAT on best practice
		Fulfil bronze level action plan		By Nov 2018	All actions completed
		Identify case studies of excellence		By Nov 2017	Report to SAT
		Prepare application		By Nov 2018	Application submitted
NA	All schools to have applied for Athena SWAN bronze status	7 departmental applications by November 2018	Deans of Schools	Nov 2018	See Athena SWAN department applications below Non-STEMM schools to follow the same process and prepare for application

GOVERNANCE					
Item	Objective	Specific Actions and Implementation	Responsibility	Timescale/priority	Success Criteria/Outcome Measures
2.1	The SAT will be formally established as the Athena SWAN sub-committee of the University's 'Equality & Diversity Committee (EDC) (the new title for the Equality and the Diversity Action Group) and monitor the delivery of the Athena SWAN Action	Paper to UMT recommending change	SAT Chair/EDC Chair	Jan 2016	Paper approved by UMT and first meeting in Feb 2016
		Recruit chair and representative from every school and professional services division/department		By Feb 2016	New members in place
		Hold at least 4 meetings per annum		By Feb 2016	Timetable established for an annual cycle of four meetings
		Vice-Chancellor & Chief Operating Officer will attend at least one meeting per year		By Nov 2016	Minutes confirm attendance
2.4	Each School Executive Group to establish its own SAT which will report directly to the Athena SWAN sub-committee	Paper by Deans to School Executive Committees	Deans of School	By Jul 2016	Proposal to each school SMT/executive group
		SATs set up in every school		By Sept 2016	SATs set up
		Established meeting schedules with each SAT meeting at least 4 times a year		By Sept 2016	Meeting schedules published.
2.7	Appoint an equality and diversity representative in all professional services departments who report directly to the head of the division	Representative appointed by every professional services unit	Heads of departments/divisions	Sept 2016	All representatives appointed At least three one-to-one meetings with head of division per annum Divisional action plan for division agreed by August 2017
4.7	Review membership of professorial Promotions	Paper to VCET recommending changes if required	Vice Chancellor/Exec Director of HR	July 2017	Paper to VCET

	Committee to ensure a more equal representation from men and women	Broaden terms of membership to include representative from Women's Professors Network		By July 2017	Representative from Women's Professors Network appointed
4.34	Gender balance on Committees to be published and monitored	Embed reporting to VCET and University Council in July each year	Registrar	By July 2016	First report to be produced
		Gender balance on committees to be narrowed		By Sept 2017	Gender balance to be narrowed to 60/40
				By Sept 2018	Gender balance to be narrowed to 55/45
4.35	Managers to be aware of gender balance when nominating for Committees	Briefing to be produced for managers setting out policy on gender balance on committees	Registrar/All Managers with responsibilities for nominations to committees/Chair of AS sub-committee to produce review	By Feb 2016	Briefing for managers produced and circulated.
		Survey of managers to check on understanding of committee nominating policy		By Nov 2016	Survey show over 90% of managers' report good understanding of policy.
4.36	Review gender balance on all reconstituted Senate Committees & professional services executive to ensure new governance system is	Establish an annual review of gender balance on committees/professional services executives reporting to AS Sub-Committee	Registrar/Chief Operating Officer	By July 2016	Review of situation reported to AS sub-committee
		Policy on gender balance for		By Apr 2017	Policy introduced

	promoting and delivering gender equality	all committees/professional services executives to be introduced			
		Gender balance to be achieved on the committee/professional services executives		By Aug 2018	Gender balance achieved

POLICY					
Item	Objective	Specific Actions and Implementation	Responsibility	Timescale/priority	Success Criteria/Outcome Measures
3.13	Update Exit interview template to include a specific question to academics & support staff in exit interviews asking about issues of equality and opportunity at work	Amended exit interview schedule	Exec. Director of HR	Jan 2016	New exit interview template issued
					Issue actions if any issues arise by Dec 2016
4.2	All recruitment panels to include at least one man and women	Directions issued and monitored by HR	Exec. Director of HR	Apr 2016	Communication to all managers
		Deans and Head of professional services divisions to identify 3 new staff (at least two of which should be women) that could be on panels	Deans & Heads of professional services divisions	September 2017	Have equal representation in at least 2 schools and 2 professional services divisions

		and embed attendance within career development element of PDRs			
		Develop a pool of interviewers	Exec. Director of HR	April 2018	Central pool of at least 100 interviewers (50% of which hare women)
4.4	Undertake an investigation into the merits of implementing a Positive Action programme to address the under representation of women	Discussion Paper for consideration by AS Sub-Committee	Chair of AS Sub-Committee	Dec 2017	Paper produced
		Review of best practice nationally and internationally		Dec 2017	Incorporated within paper
		Production of paper with suggested recommendations		Apr 2018	Evidence from minutes
4.5	Carry out (gender) equality analysis of HR policies whilst under development to ensure that opportunities to advance gender equality are fully utilised	Document to accompany all HR policy papers	Exec. Director of HR	Mar 2017	Document issued
		Review current gender equality template and produce updated template		Dec 2016	New template for Equality Analysis
		Training for all HR staff on completing gender equality analysis using new forms		Jan 2017	90% of HR staff trained

4.16	Ensure that all schools reach 100% completion rates for PDRs	Objective: achieve 100% completion of PDRs for eligible staff	Deans and Exec. Director of HR	Aug 2018	2016/17 - 80% 2017/18 – 90% 2018/19 – 100% of eligible staff
4.18	Athena SWAN sub-committee to complete an equality assessment on the criteria for promotions to senior lecturer	Paper produced for consideration by AS Sub-Committee	Chair of AS Sub-Committee/Exec. Director of HR	Jun 2016	Production of paper with recommendations for action
		Implementation of actions		Dec 2016	New pre-application mentoring scheme for staff approaching potential promotion points
4.39	Conduct an equality analysis of the Workload Model to ensure that it supports flexible working and that it is free from gender bias	Paper produced for consideration by AS sub-committee	Exec. Director of HR/ Chair of AS Sub-Committee	Sep 2017	Production of paper with recommendations for action
		Model redesigned to make it work/life integration		Sep 2018	Action completed
4.46	Academic meeting times to be held between 10.00am-4.00pm and a report on progress to be submitted to EDC	Paper produced for consideration by UMT & progress report to EDC	Registrar/HR Exec. Director	Aug 2017	Paper produced with actions and recommendations to implement family friendly working
		Introduce 10am start by Aug 2017		Apr 2018	90% of meetings via survey of staff
		Introduce 4pm finish by Aug 2018		Apr 2019	90% of meetings via survey of staff

4.47	Shift the use of language in all internal communications towards an emphasis on working smarter rather than necessarily longer	Guidance on language note issued to all managers & incorporated into internal communications.	Director of Communications	Jan 2018	Guidance note drafted and sent out to all managers by Jan 2017
		On-line training for all managers developed		Apr 2018	80% take-up
		External audit of internal communications in Jan 2018		Apr 2018	At least 12 messages in 2017/2018 emphasising smarter working
4.48	Ensure Equality Assessments are undertaken in accordance with the university's policies and that the reports are considered by the relevant school executive group and EDC	Reminder sent to all managers & random tested to ensure compliance.	Exec. Director of HR	Apr 2016	Email to all managers & 80% of random tested compliant.
		Review of current gender equality template		Aug 2016	Updated template produced.
		Training for all staff on completing gender equality analysis using new forms		Aug 2017	60% staff attended
DATA & INFORMATION					
Item	Objective	Specific Actions and Implementation	Responsibility	Timescale/priority	Success Criteria/Outcome Measures

3.2	Capture and record data on transgender staff for inclusion in subsequent submissions to Athena SWAN	Create new categories on the staff management software	Management Information HR/Director of ITS	Aug 2016	Define categories and task incorporated into HR system (known as SAP)
		Email all staff requesting updated information	HR Exec. Director	Oct 2016	50% response rate expected
		Input data & first report	HR Exec. Director	Aug 2017	First report to EDC
		Revise recruitment process to collect data for new starters	HR Exec. Director	Jan 2017	Action completed
3.8	Create an appropriate benchmarking set of data for student numbers in collaboration with the schools	Planning to produce a gender benchmarking report for each school	Director of Student Administration	Nov 2016	Report for all seven schools created Action plan in response to report produced by each school 10% improvement in application by women students in each school by 2017/18 intake
3.9	Undertake a survey of senior lecturers and readers to identify any barriers to career development	Survey of SLs & Readers	HR Development Manager	Aug 2016	Focus groups (2) on likely issues
		Design & conduct questionnaire		Feb 2017	Survey has at least 35% response rate
		Analyse results and produce report		Jun 2017	Report to Senate and recommendations for Senate to consider
3.10	Analysis of annual promotions to reader and professor, and from L to SL, to be presented to Athena	Report to AS Sub-Committee	Exec. Director of HR	May 2016	AS Sub-Committee to set terms of reference
		Capture evidence of good practice (internally &		Oct 2016	Minutes of discussion at AS sub-committee

	SWAN sub-committee	externally) Produce report & actions		Jan 2017	Increase applications by women by an extra 3 per annum
3.11	Annual report by Schools and HR to the Athena SWAN sub-committee on three year rolling academic progress, promotion and career development pipeline	Reports to AS Sub-Committee	Deans of School/HR Business Managers	Oct 2016	AS Sub-Committee to set terms of reference
		Capture evidence of good practice (internally & externally)		Nov 2016	Minutes of discussion at AS sub-committee
		Produce report with actions to address bottlenecks in pipelines within schools		Aug 2018	By 2018 all staff will have an equal chance of being promoted
3.14	Monitor process compliance of exit interviews to ensure they are undertaken in all cases	Reminder to be sent to all managers	Exec. Director of HR	Feb 2016	Email to all managers
		Additionally training for managers	HR Development Manager	Sep 2016	70% take-up
		Exit interviews in nearly all cases	All managers	Aug 2017	95% of cases by Aug 2017
3.15	Annual report to EDC on outcomes of exit interviews	EDAC to set terms of reference	Chair, AS Sub-Committee	Sep 2016	EDC minutes
		Report to EDAC	Exec. Director of HR	Aug 2017	Report tabled

3.16	HR will submit an annual report to the Athena SWAN sub-committee on fixed term contract (FTC) staff to ensure there is no gender inequality in the division between permanent and FTC staff	Report to AS Sub-Committee	Exec. Director of HR	Sep 2016	EDC minutes
		Organise 2 focus group of FTC staff on their experience		Dec 2016	Report tabled at AS sub-Committee & minutes for recommendations
3.18	Ensure the 2015/2016 Equal Pay report is issued to Athena SWAN sub-committee so findings can be reviewed and recommendations made to associated governance groups	Report to AS Sub-Committee	Exec. Director of HR	Nov 2016	Report tabled & minutes for discussion
		Programme of communications through issuance of briefing note.		Feb 2017	Monitored readership. Target: 66% accessed document
3.19	Carry out an equal pay audit every three years and extend the current scope to cover very senior staff	Reports produced in 2015/16 and October 2018 to include senior staff	Exec. Director of HR	Oct 2018	Tabled at VCET
3.21	Undertake a study leave Equality Impact Assessment	Report to REF Steering Group	PVC Research & Enterprise	Jun 2016	Equality assessment undertaken
		Proposal for new minimum standards with regards to study leave		Jan 2018	Standards discussed during pre-study leave meeting between manager and staff member in 80% of cases

4.20	Collect data on staff studying for a PhD and their progress by subject, school and gender	Report to Research & Enterprise Committee	Director of PGR Studies	July 2016	Minutes of R&EC
		Schools to respond with action plans to address any disparity across gender	Deans	Jun 2018	Remove gender disparity
4.21	Collect systematic data on applications and success rates for the ICF, RBSF, SPPF and other research support programmes	Process introduced by by Funding Team and Report to Research & Enterprise Committee. Introduce automated application process so data can be captured	R&E Funding Team	Dec 2017	Have information on 95% of applications by Dec 2017
4.23	The SPoRT programme will collect data on PGR participation rates by gender and school	Incorporate into online registration & produce annual report to AS Sub-Committee. Introduce automated application process so data can be captured	PVC Research & Enterprise	Dec 2017	Have information on 95% of applications by Dec 2017

4.24	Each school to collect data on the gender of those supported by school Staff Development Funds and their processes for selecting staff to support	Guidance on process to be issued to all staff within schools & monitor application & success rates by gender	Deans of School	July 2016	Standard application process introduced by all Deans (7)
		R&E to set core data required from schools	PVC Research	May 2016	Guidance issued to Deans
		Annual report from each school with actions to address any gender distinctions to be considered by AS sub-committee	Deans of School	Jun 2018	Across university extra 10 applicants for funds identified via PDR process
4.27	Collect data on mentoring for new staff and promote examples of good practice, including participation in the ILM mentoring training	Introduce mentoring report to be produced by mentor & mentoree at end of year one of latter's appointment	Deans of Schools/HR Business Partner Managers	Nov 2016	Mentor offered to 100% of new staff
					Template designed and used in 66% of cases
					2 staff per school per year will take ILM mentor training
4.28	Introduce a universal process for schools to record conference participation by gender	Spreadsheet to be sent to Associate Deans Research & Innovation for completion	PVC Research & Enterprise	Dec 2017	Presented to R&EC by ADRIs

		Explore whether data can be captured through expenses system. If not design template spreadsheet for each school to use	PVC Research & Finance	Fed 2018	Email exchange confirming outcome of discussion
		Schools to issue at least three reminders per year encouraging staff to inform them of conference attendance		Jun 2018	100 academics giving details of conference attendance
4.31	Collect data on external engagement by all academic staff and include in annual report from AS sub-committee	Process to be developed for use by School Engagement Director/representative & report to AS sub-committee	Director of Communications/School Engagement Director/rep	July 2017	Pilot process with 2 schools in 2017
		Establish working group to look at process design, followed by roll out		July 2018	Minutes of meeting and roll out in 2018
4.32	Undertake focus groups with women academics to explore ways the university can enable greater external engagement with public and professional bodies	Produce report and implement recommendations	Director of Communications	May 2017	Report submitted to AS Sub-Committee
		Benchmark sectorial good practice		Feb 2017	Content within report
		Undertake 2 focus groups with women academics		Mar 2017	Notes from focus groups within report

4.38	Data on the number of complaints regarding inappropriate language and the speed of response to be presented annually to the Athena SWAN sub-committee	Report to AS Sub-Committee	Deans of Schools/HR Business Partner Managers	Aug 2016	Minutes of AS sub-committee
		Undertake a 'sexism free workplace' campaign (at least 4 communications to staff per annum and posters etc in every building on campus)	Director of Internal Communications	Aug 2017	20% reduction in complaints of sexist language in the workplace
		Deans to produce local reports (using template provided by HR) and HR to incorporate data into annual Equality & Diversity for University Council	Deans of Schools/HR Business Partner Managers	Aug 2017	20% reduction of sexist language in the workplace within each school.

COMMUNICATIONS

Item	Objective	Specific Actions and Implementation	Responsibility	Timescale/priority	Success Criteria/Outcome Measures
2.2	Use social media & staff internet to disseminate information and progress on Athena SWAN and issues of equality and diversity within the workplace	At least one internal communication per month to feature progress of AS SWAN in the workplace	Director of Internal Communications	Aug 2017	50 staff during year 2016/17 request information on Athena SWAN
		Organise annual equality		Sep 2017	Attended by at least 50

		and diversity conference starting in 2017			staff
2.3	Produce and publish an annual report on progress against the Athena SWAN action plan	Report to be considered by University Council	Chair of AS Sub-Committee	Nov 2016	Minutes of University Council
		AS sub-committee to produce annual report & circulate to all staff		Jan 2017	40 staff access copy of report
		Feedback survey		Nov 2017	Response from at least 20% of academic staff
2.6	Lectures on gender equality to be incorporated into the Salford Lecture Series	At least two lectures per annum	Chair of AS Sub-Committee	Dec 2017	Two lectures per annum
3.5	We will review our university marketing and admissions process for postgraduate (taught and research) degrees to raise awareness of progression opportunities and support available to ensure they encourage more applications from women	Report on review to be considered by UMT/AS Sub-Committee	Director of Marketing & Admissions	Dec 2017	Increase women applicants by 10%
		Capture sectoral good practice		Oct 2017	Actions completed
		Undertake focus group of PGT/PGR school directors and Admission Directors to discuss review		Nov 2017	Actions completed
3.20	To promote transparency publish details of our equal pay audit within our annual	Incorporate data within report	Exec. Director of HR/ MI Team	Jan 2017	Data incorporated (see 3.18)

	equality report				
4.8	Produce an annual report to be circulated to all staff showing the number and proportion of promotions by gender	Report to be circulated via internal communications news items	Director of Internal Communications/Exec. Director of HR	Feb 2017	Report downloaded by 60 staff
		MI Team to produce data set	MI Team	Jan 2017	Data set within report
		Communications to produce report & highlight 3 individual case studies (at least two women academics) per year	Director of Communications	Aug 2017	Requests for promotion 'packs' to rise by 10%
4.30	The Press Office will identify & add more women academics to the Press List	Use SEEK (researcher activity database) to identify names & approach them directly	Director of External Communications	Aug 2016	10 women academics approached per year & 5 names added to press list
		Training of at least 3 extra women per year		Apr 2018	Training undertaken
4.42	The University's Corporate Identity Strategy to be subject to an equality assessment	Produce report with recommendations and make changes	Director of Marketing/HR to support	Aug 2016	UMT minutes showing report has been tabled and discussed.
TRAINING					
Item	Objective	Specific Actions and Implementation	Responsibility	Timescale/priority	Success Criteria/Outcome Measures
4.3	All staff on recruitment panels to have undertaken	Online training package	HR Development Manager	Sep 2017	100% compliance by Sep 2017

	equality and diversity training	Package designed		Aug 2017	Action completed
4.14	Ensure that all new starters, in particular males, complete the induction training	Monitor engagement & extend probation until complete	HR Development Manager/Deans of Schools	Aug 2016	100%
		Extra communications to Deans reminding them of contract obligations		Apr 2016	Email sent to all Deans
4.15	Introduce a face-to-face induction event on equality and diversity	New training package developed	HR Development Manager	Aug 2018	Action completed
		Examine good practice & design package		Aug 2018	Action completed
		Run first session in Oct 2018		Oct 2018	90% of new starts in 2018/19 undertaken training
4.37	Develop new mandatory training for existing staff on the use of appropriate language in the workplace	New training package developed	HR Development Manager	Jul 2018	30% staff will have taken training
		Examine good practice & design package		May 2018	Action completed
4.40	Further guidance is provided to managers on how to embed flexible working arrangements to ensure that	Guidance note to all managers	HR Development Manager	Nov 2017	Guidance note issued
		Supporting training delivered to all Deans in		Sep 2018	Number of requests for information about

	no-one is disadvantaged	2017 and all Director of Directorates in 2018			flexible working increased by 10%
4.41	All staff involved in internal and external communications to receive updated training on representation of women in the media	New training package developed	Director of External Communications	Aug 2017	Training undertaken by 100% of Communications staff
		Examine good practice & design package		Jun 2017	Action completed
4.43/4.44	4.43 Training for all managers on flexible working/ 4.44 Produce an annual report on the effectiveness of the guidance to staff and managers on supporting those returning from parental leave	New training package developed	HR Development Manager	Jan 2017	Reduction in average number of refusals for flexible working from 5 to 3 during a three year cycle
		Examine good practice and design package		Jan 2017	
		Supporting training delivered to all Deans in 2017 and all Director of Directorates in 2018		Sep 2018	
		Report assessing progress to AS sub-committee		Aug 2018	<i>Action Completed</i>
STAFF DEVELOPMENT					
Item	Objective	Specific Actions and Implementation	Responsibility	Timescale/priority	Success Criteria/Outcome Measures
3.22	Investigate the reason for the gender differences in the REF2014 submission and design an action plan to narrow the differential in the	Report with actions focusing on time allowance/extra support to REF Steering Committee	PVC Research & Enterprise	Apr 2016	Increase percentage of women submitted by 10%

	next REF	Focus group and survey of women academics		Mar 2016	<i>Action Completed</i>
3.23	Review Code of Practice for the next REF and to incorporate best practice regarding equality and diversity from across the sector	Report to REF Steering Committee	PVC Research & Enterprise	Dec 2016	Tabled and minutes of discussion
		Examine best practice around codes of practice		Sep 2016	Incorporated within report
		Focus group with women academics to ascertain needs		Oct 2016	Notes within report
		Face -to-face communication with schools to explain code of practice.		Feb 2017	25% of academics to attend these sessions
3.24/ 4.45	3.24. Explore the possibility of providing targeted additional research related support to women returning from maternity leave and other forms of long-term absence / 4.45. Investigate the feasibility of providing supplementary research support to active researchers returning from parental leave and tapering of workload for a defined	Report to Research & Enterprise Committee	PVC Research & Enterprise	Jan 2018	15% of REF-returning academics in 2017/18 will take up option of extra research workload/extra support
		Examine best practice across sector		Aug 2016	(20% response rate)
		Develop option paper and discuss best approach via survey of academic community		Sep 2016	Action completed

	period				
4.6	Clarify whether staff must be a reader before they can apply to become a professor and issue guidance to all staff	Check guidance to candidates & amend if necessary. HR to clarify and write to all Deans, SLs and ADRIs	PVC Research & Enterprise/HR Exec. Director	Mar 2016	Email to all Deans and SLs/ADRI
		In supporting statement for candidates for readership Deans must explain the nature of the career development the school provided and why promotion to professorship isn't being supported	Deans of Schools	Jan 2018	Number of professorship applications by women to increase by 10%
4.9	Introduce action to ensure that staff are better prepared for promotion and consequently promotion success rates improve	Undertake promotion 'masterclasses' in each school	HR Development Manager with support from Quality Enhancement Director	Apr 2018	Attended by at least 20 women academics per year
		Deans to develop dedicated support plan for those that engaged in masterclasses	Deans of Schools	Aug 2018	20 more academics request information about promotion process
4.10	Introduce pro-active approaches to identifying	HR to produce a template in which Deans can briefly	Deans of School/HR Executive Director	Jul 2016	Deans to identify 10% of staff that they have

	candidates, in particular women, for promotion	assess the promotional progress of each member of staff.			approached regarding future promotions and list what extra training and experience they have put in place.
4.11	Ensure that preparation for promotion is a routine part of Performance Development Reviews discussions for all staff below professorial grade	PDRs to be checked by Directors of Directorates & reported to Deans	Deans of School/Director of Directorates	Sep 2017	50 staff per year to receive additional training arising out of PDRs
		Each school to produce a spreadsheet detailing the career development objectives of all staff and what support the school is delivering in-year		May 2017	Action completed
		School reports consolidated by HR and presented to AS sub-committee		Sep 2017	Action completed
4.12	Consult with staff to identify key actions that will help them prepare better for promotion	Separate Career Development meeting to be held every two years (outside of PDR process)	Directors of Directorates/Deans of Schools	Jan 2018	50% of staff had at least one career development meeting with their Dean over a two-year period
4.13	Provide mentoring and peer support for new professors to enable them to succeed in their new role	Establish peer support arrangement and policy	PVC Research and Enterprise. Work with HR to develop peer support system	Sept 2017	Recruit and train at least 5 professorial mentors Every new professor to have a mentor by Sept 2017

4.19	To consider providing a women's personal development programme for female lecturers	Audit external training programmes and make a recommendation on whether to proceed with one of them. Report to AS Sub-Committee	HR Development Manager with support from Quality Enhancement Director	Mar 2018	Minutes of discussion at AS Sub-Committee
4.22	Undertake qualitative research to assess why staff have not accessed the funding support provided by Research and Enterprise and address any barriers that emerge from the findings	Focus groups & semi-structured interviews with staff	PVC Research & Enterprise	Dec 2017	Minutes of Research and Enterprise Committee confirm report tabled and discussed.
		Undertake 2 focus groups with academic staff		Oct 2017	Action completed
		Undertake 30 semi-structured interviews with research active women		Oct/Nov 2017	Action completed
4.29	Athena SWAN sub-committee to undertake a review of engagement levels by gender and make recommendations to overcome barriers	Produce report and recommendations for actions	Chair of AS sub-Committee	Mar 2018	Minutes of AS Sub-Committee confirm report tabled and discussed.
		Undertake a survey on engagement	Exec. Director of HR	Jan 2018	20% participation level
NETWORKS					
Item	Objective	Specific Actions and Implementation	Responsibility	Timescale/priority	Success Criteria/Outcome Measures
4.25	Support the creation of a STEM Schools women's networks to offer mentoring for publications and bidding	Deans of Schools to facilitate & organise initial meeting	School Equality & Diversity Officer/Deans of Schools	Apr 2016	Outcome by 2018 is 10 new mentoring activities
		Each STEMM to have		Aug 2018	Professional network to

	support for colleagues, establish Salford women Professors Network	women's network that meets at least twice a year			meet at least twice per annum
4.26	Re-invigorate the Salford Staff Women's Action Network (SSWAN) and launch networks at a general academic level and professors level for women	Launch event & HR officer delegated to promote & coordinate activities	Chair of EDC	Apr 2016	2 meetings per year for both groups
STUDENTS					
Item	Objective	Specific Actions and Implementation	Responsibility	Timescale/priority	Success Criteria/Outcome Measures
3.3	Review recruitment and processing of undergraduate students to ensure we are inclusive to all applicants	Examine good practice from across the sector & if relevant incorporate into processes	Director of Marketing & Admissions	Aug 2018	Minutes of AS Sub-Committee to record report presented & discussed
3.4	Due to the modest number of women UG students in CSE will intensify its engagement programme with schools to encourage girls to consider a degree in computer science, engineering and mathematics	Strategy report to be considered by School Executive group	Dean of School of CSE	Aug 2018	Double the number of school pupils engaged by 2018 Increase women applications by 5% by 2018

3.6	Develop a targeted strategy to encourage talented women graduates to consider taking a postgraduate qualification and monitor the number that take up this option, even if they chose to study somewhere other than Salford	Coordinate meetings with staff & students to discuss ways to achieve this	Director of Marketing & Admissions/Deans of Schools (support from Student Life and Student Administration)	Aug 2017	Increase applications from Salford women UG students to undertake PG study by 10%
		Direct invite to all students on course for an upper second class honours degree to attend a PGT masterclass		Jun 2018	
3.7	Within HS develop a strategy to increase the conversion of women students from PGT to PGR level	Strategy document for consideration by school executive group	Dean of School of HS/School Director of Admissions	Aug 2016	Minutes of School Exec confirm strategy document received and discussed.
		One-to-one meetings with women PGTs		Aug 2017	25% met

ATHENA SWAN DEPARTMENT APPLICATIONS

Item	Objective	Specific Actions and Implementation	Responsibility	Timescale/priority	Success Criteria/Outcome Measures
2.5	The Schools of Computer Science and Engineering (CSE); Environment and Life Sciences (ELS); Health Sciences (HS); and Nursing, Midwifery, Social Work and Social Sciences (NMSW&SS) will submit	AS Bronze Departmental application	Deans of Schools of CSE, ELS, HS & NMSW&SS	Nov 2018	2 departmental applications by 2017 and 2 in 2018

	departmental applications for Athena SWAN bronze status within three years				
3.1	School of Built Environment (SOBE) will submit a departmental application for Bronze Award Athena SWAN recognition by 2018	AS Bronze Departmental application	Dean of SOBE	Nov 2018	Application submitted
3.12	Schools to develop strategies and action plans to address the low level of women at professorial level	Action plans produced & presented annually to AS Sub-Committee	Deans of Schools	Jul 2016	Number of women applications to professor to increase by 33% by 2018
		Each of the seven schools to produce a strategy document		Jun 2016	
3.17	Health Science will undertake a review of its appointment of FTC and permanent staff	Review of recruitment process and amend as required	Deans of Health Science	Nov 2016	Minutes of School Exec confirm action plan discussed and monitored
		Action plan implemented by Nov 2017			Action completed
4.1	Encourage more women to apply for academic positions, prioritising CSE	Adoption of wording (and Athena member logo) in all university recruitment adverts to encourage females to apply to academic roles, and, identify which marketing sources and/or recruitment agencies have a track record of	Exec. Director of HR/Deans of Schools (CSE)	Sep 2016	In 100% adverts by Sep 2016
				Sep 2018	Increase applications by women by 20%

		headhunting females in STEMM areas of CSE and ELS and use this intelligence to secure further 'reach' with female job-hunters			
4.17	Schools to develop specific strategies to support progression of women academics	Examine best practice throughout sector & discuss with Salford Staff Women's Network	Deans of Schools	Dec 2016	Applications from women up 15% by 2018
		Across the university invite 2 external speakers to present on best practice at their institution			
		Deans to produce school reports with action plans			
4.33	Ensure all schools work towards fairer representation on their SEG/SMTs	Identify potential woman members & develop as required	Deans of School	Sep 2017	Reduce any under-representation on school executive committees by 10%
		Assessment of current situation		Apr 2017	Minutes of school exec confirm discussion occurred

		Identification and training of three new staff (at least two women) per school per annum on conduct at committees		Mar 2018	Training undertaken
		Introduce role shadowing on at least 3 roles in SMT/SEG in each school		Sep 2017	Action completed