

Recommendations from Athena Forum Report

1. The outcome of the implementation of the model should be transparent to all staff, so that staff can compare their allocations against their colleagues' allocations, either anonymously or not.
2. The WAM should be flexible enough that it can accommodate new tasks during the year.
3. It should not be too fine grained and avoid a counting culture that can lead to a lack of responsiveness to new tasks.
4. The model should include a broad range of tasks, including for example outreach, citizenship and diversity work.
5. It should include the ability to balance workload across years and to review workload within years to highlight overload.
6. Automatic additional allowances for parental leave, returners and new staff should be built into the model.
7. Staff should be given ownership of the model and account taken of individuals' preferences and skills.
8. The model should facilitate auditing of bias (e.g. by gender)