**MANCHESTER METROPOLITAN UNIVERSITY – HR EXCELLENCE IN RESEARCH ACTION PLAN**

**DECEMBER 2019 TO DECEMBER 2021**

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| **Action Plan – 2019-2021** |
| ENVIRONMENT AND CULTURE |
| PRINCIPLE 1: Excellent research requires a supportive and inclusive research culture |
| **ACTION NUMBER** | **ISSUE ADDRESSED** | **ACTION** | **SUCCESS CRITERIA** | **RESPONSIBLE FOR ACTION** | **TIMESCALE** |
| A1 | Ensure that all relevant staff are aware of the Concordat | Sign up to the principles of the revised Concordat. | Manchester Metropolitan University becomes a signatory for the revised Concordat. | Pro Vice-Chancellor (RKE) | Feb 2020 |
| A2 | Ensure that all relevant staff are aware of the Concordat | Develop and implement an internal communications plan to raise further awareness of the Concordat through UCRKEs and other relevant channels. | All staff and PGR students to receive notification of the Concordat. | Head of Research Environment and Impact | March 2020 |
| A3 | Equality and diversity; wellbeing and inclusion and mental health. | Develop a strategy for Equality and Diversity in Research and Knowledge Exchange. | The Strategy is developed and communicated to staff and PGR students. | Head of Research Environment and Impact and Equality and Diversity Manager | July 2020 |
| A4 | Research integrity | Develop a communications campaign around the revised Concordat for Research Integrity. | All staff and students receive notification of the Concordat for Research Integrity and the University maintains its compliance reporting. | Head of Research Environment and Impact and RKE Research Ethics and Governance Managers. | Ongoing but statutory reporting to take place each Autumn. |
| A5 | Research integrity | Roll out a new “Reviewer Academy” to support development of academic quality in relation to the revised Concordat for Research Integrity.  | Reviewer academy programme developed and events taking place throughout the year. | Head of Research Environment and Impact and RKE Research Ethics and Governance Managers | Ongoing but first events by March 2020. |
| A6 | Regular reviews of the quality of research environment and culture | Conduct annual reviews of the UCRKEs including monitoring of quality of research environment and provision for staff and PGR students. | Annual reviews conducted and associated reporting to University Executive Group  | Pro Vice-Chancellor RKE and Director of RKE | Annual monitoring takes place in June and July 2020.  |
| A7 | Regular reviews of the quality of research environment and culture. | Work with UCRKEs to further embed and align PGR students into their culture. | Improvements to the research culture scores in PRES survey | UCRKE Heads and Heads of Faculty Research Degrees and Head of Research Environment and Impact and Head of Graduate School  | PRES results are released annually. |

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| **Action Plan – 2019-2021** |
| **EMPLOYMENT** |
| PRINCIPLE 2: Researchers are recruited, employed and managed under conditions that recognise and value their contributions |
| **ACTION NUMBER** | **ISSUE ADDRESSED** | **ACTION** | **SUCCESS CRITERIA** | **RESPONSIBLE FOR ACTION** | **TIMESCALE** |
| B1 | Merit-based recruitment | Review appointment process for new academic staff ensuring that it is open, transparent and uses fair selection processes to recruit excellence. | Review completed. | Assistant Director of HR | September 2020. |
| B2 | Effective induction | Develop an RKE induction process for new academic staff. | Induction process rolled-out and taking place frequently at intervals throughout the academic year. | RKE Research Development and Training Manager | March 2020 |
| B3 | Reward pathways and inclusivity | Ensure that actions related to promotion and reward are included in Equality and Diversity Strategy for Research and Knowledge Exchange. | Inclusion of reward components in new Strategy. | Head of Research Environment and Impact and Equality and Diversity Manager | July 2020 |
| B4 | Reward pathways and inclusivity | Support navigation of the new Academic Careers Pathways  | Creation of resource signposting researchers to sources of career development support aligned to academic careers pathways | Head of University Teaching Academy, People and Development Manager, RKE Research Development and Training Manager | July 2020 |
| B5 | Training for line managers | Ensure that relevant training for line managers and Heads of Department are appropriately communicated to research leaders.  | Numbers of research leaders taking up appropriate line management training. | Assistant Director of HR and RKE Research Development and Training Manager | Ongoing but with annual review points in September 2020 and 2021. |

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| **Action Plan – 2019-2021** |
| PROFESSIONAL AND CAREER DEVELOPMENT |
| PRINCIPLE 3. Professional and career development are integral to enabling researchers to develop their full potential |
| **ACTION NUMBER** | **ISSUE ADDRESSED** | **ACTION** | **SUCCESS CRITERIA** | **RESPONSIBLE FOR ACTION** | **TIMESCALE** |
| C1 | Support and opportunities for a minimum of 10 days professional development per year | Development of an organisational position statement on learning and development.Review of current access to learning and development opportunities across the institution.  | Development of statement and associated measures of quality and consistency.Creation of dedicated resource directing staff to all learning and development opportunities provided across the institution  | Assistant Director of HR | December 2020 |
| C2 | Support for meaningful career development reviews | Review of Professional Development Review process and associated training for managers. | Increase in numbers of research staff engaging with training opportunities and applying for promotion. | Assistant Director of HR  | December 2020 |
| C3 | Access to professional advice on career management | Development of an institutional approach to internal/ external mentoring options  | Establish targeted cross-institutional approach to mentoring  | Head of University Teaching Academy, People and Development Manager, RKE Research Development and Training Manager | December 2020 |
| C4 | Access to professional advice on career management  | Trailing of professional career development coaching as part of Good to Great programme | Value of coaching reported in programme evaluation | RKE Research Development and Training Manager | April 2021 |
| C5 | Development of researcher identify and leadership skills | Re-Launch RKE Future Leaders Programme following evaluation and alignment with RKE strategy | Programme approved, successfully recruited to and launched | RKE Research Development and Training Manager | September 2020 |
| C6 | Development of researcher identity and leadership skills | Review of internal funding schemes aimed at Researcher Development | Alignment of funding schemes to support research identity and leadership development opportunities  | RKE Research Development and Training Manager | September 2020 |
| C7 | Monitoring engagement in development activities | Procurement of institutional HR record system | Specification developed. | Assistant Director of HR | December 2020 |