

## MANCHESTER METROPOLITAN UNIVERSITY

### HR EXCELLENCE IN RESEARCH

#### 2-YEAR ACTION PLAN (2016 – 2018)

The following actions were identified as part of the University's 2-year review of progress in relation to compliance with the Concordat for the Career Development of researchers as part of the EU HR Excellence in Research activity. The review was undertaken in 2015 and led to the formation of a revised action plan for 2016 – 18.

2016-18 FUTURE ACTIONS	SUCCESS MEASURES	LEAD	DEADLINE	PROGRESS
Review processes for tracking Researchers on short-medium term contracts to support continuity of employment and make necessary improvements.	Processes reviewed. 100% success rate in tracking the status of researchers on short/medium contracts and action being taken at the appropriate time.	Deputy Head of HR Business Solutions	Review completed March 2016  By end 2017	The initial review of tracking processes was completed. Further actions were identified to support continuity of employment and <b>rolled forward into the 2017-21 Action Plan.</b>
Evaluation and review of Framework to Support Academic Practice and Excellence	Evaluation and review completed. Data gathered on the implementation of the Framework. Necessary changes and improvements made.	Associate HR Director	February 2017  December 2017	<b>This action is complete.</b> The Framework has been reviewed and further improvements have been made to academic probation to ensure effective support for new staff.
Review local (Faculty) implementation arrangements for the provision of 'bridging' funding to allow and support the movement of researchers on short-medium term contracts from one research project to another. Put in place actions to ensure a consistently positive and systematic approach to this process.	Review completed. Process and provision of bridging funding is consistently applied.	Head of Research working with Associate Deans for Research	Review completed by April 2016. Necessary actions implemented by end of	<b>This action is complete.</b> Staffing strategies have been embedded into the development of our University Centres for Research and Knowledge Exchange to ensure that

			Summer term 2016.	there is a positive and consistent approach for the retention of high-quality researchers and the University has strategic resources available which can be used for this purpose.
Develop research mentoring schemes institutionally targeted at groups such as mid-career researchers, women researchers and other groups	Mentoring schemes implemented. Mentoring schemes model best practice. Positive feedback from researchers. 100 mentoring pairs established	OD & Training Manager	May 2016  December 2017	<b>This action is partly complete but has been rolled forward into our new 2017-21 action plan.</b> Research mentoring schemes are now in place and apply to well over 50% of our research staff including early career researchers. Our scheme was piloted in the Arts and Humanities Faculty before being rolled out more widely. Mentors are experienced staff who sit outside the line management structure. The focus is on development and supporting the delivery of individual 5-year research plans.
Provide Coaching and Mentor training	All Professors trained in coaching and mentoring. 25% increase in the number of Research staff and students who access to coaching and mentoring	OD & Training Manager	September 2016 By December 2017	<b>This action is partly complete but has been rolled forward into our new 2017-21 action plan.</b> We have made good progress in training a

				significant proportion of Professors to be mentors tied to the University research mentoring scheme and the development of programmes such as the RKE Future Leaders (circa 40 – 50% of the total eligible Professoriate) but there is still work to be done.
Development of a work-shadowing programme for ECRs.	Programme implemented. Positive feedback from ECRs 12 work shadowing opportunities offered in first year	Head of Research	September 2016  September 2017	<b>This action is complete.</b> The University developed and trialled a work shadowing programme tied to our RKE Future Leaders programme (offered to an initial cohort of 12 researchers). Discussions about extending the scheme are underway.
Develop promotion workshops to help aspiring future senior Researchers prepare for interview and assessment during the annual calls for progression	Increased number of suitable applications to Professoriate Committee. Improved quality of applications and better self-selection demonstrated by application to success ratio	Director of RKE and Associate HR Director, Valuing and Engaging People	In line with Professoriate Committee dates 2016 and 2017	<b>This action is complete.</b> Workshops are now routinely held for researchers who are interested in the internal calls for promotion. (including specific workshops targeted at female applicants) Monitoring of applications and success rates is carried out annually.

<p>Career stories of more senior research staff to be utilised on the Career Pathways web page as a career development resource</p>	<p>At least two career stories added. Research staff are aware of career paths taken by more senior staff. Junior researchers have better awareness of possible routes to progression.</p>	<p>HR Project Officer</p>	<p>February 2016</p>	<p><b>This action is partly complete.</b> The career pathways webpage is being discontinued. A new section has been developed on the University's Research webpages called "Career Development" (this is where our EU HR Excellence material is now being hosted) which we intend to populate with substantial material in the future.</p>
<p>Development of RKE induction podcast</p>	<p>Podcast available from University's On-boarding webpage. Positive feedback on induction from research staff.</p>	<p>OD &amp; Training Officer with RKE Office</p>	<p>March 2016</p>	<p><b>This action is complete.</b> We moved away from producing a standalone podcast and decided instead to focus on including an improved RKE presence in the University's "Your MMU" induction event which are run for all new staff twice a year. In addition, we offer RKE workshops to all new starters within 3 months of appointment where we discuss important information such as the use of research systems and contact points. We have also recently embedded comprehensive</p>



Expand membership of the Implementation Group to include a 'diagonal slice' of research staff from across the University, from Contract Researcher to Professor, and at least one representative from an Athena SWAN self-assessment team.	New membership implemented. Better informed actions as a result of increased representation of the views of research staff	Associate HR Director	February 2016	<b>This action is complete.</b> We have expanded the membership of our EU HR Excellence in Research Implementation Group to include additional ECR and PGR representation and they are informing future action plans.
Conduct CROS.	Institution takes part in CROS 60% engagement achieved Survey results used to inform future activity	OD & Training Manager	1 March 2017	<b>This action is not complete.</b> The decision was taken at the institutional level that as a University-wide Staff Survey was being conducted in the same period that it was not appropriate to carry out further related surveys. We will revisit this decision in the future.