



Research and Knowledge Exchange

MANCHESTER METROPOLITAN UNIVERSITY



**Manchester
Metropolitan
University**

**EU HR Excellence Award 4-year review
Action Plan 2017 – 2021**

MANCHESTER METROPOLITAN UNIVERSITY – HR EXCELLENCE IN RESEARCH ACTION PLAN

DECEMBER 2017 TO DECEMBER 2021

Introduction

This action plan was developed by the University's HR Excellence in Research Steering Group chaired by Josie Elson – Deputy Director of Human Resources in Summer 2017. It was revised between April and July 2018 followed feedback received by an independent 4-year review conducted by Vitae in accordance with the process for assessing UK universities compliance with the Concordat for the Career Development of Researchers.

The action plan has benefited from a great deal of input from staff from across the institution including professional services colleagues from the Research and Knowledge Exchange Directorate, Human Resources and the Graduate School. It has also been reviewed and improved by engagement with academic colleagues including early career researchers. The plan has been received, approved and informed by members of the University's Research and Knowledge Exchange Committee chaired by the PVC Research and Knowledge Exchange, ECR members of the HR Excellence in Research Steering Group, the University's RKE Future Leaders and informed by the results of our 2017 staff survey which included the views of researchers from right across the University.

| Action Plan – 2017-2021 | | | | | |
|--|--------------------------|--|--|---|---|
| A. RECRUITMENT AND SELECTION | | | | | |
| PRINCIPLE 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research. | | | | | |
| ACTION NUMBER | ISSUE ADDRESSED | ACTION | SUCCESS CRITERIA | RESPONSIBLE FOR ACTION | TIMESCALE |
| A1 | Staffing plans | Develop staffing plans which allow for the growth of high-quality researchers at all levels within University Centres for Research and Knowledge Exchange (UCRKEs) | Staffing plans developed and actioned. Growth demonstrated through increased membership of UCRKEs | Director of RKE | March 2018 Monitoring of UCRKE membership to take place every 6 months in Jun and Dec from 2018 - 2021 |
| A2 | Professoriate | Continue to grow the overall volume of research leaders by recruiting more Professors | Overall increase in the volume of Professors | Faculty PVCs and PVC RKE | Ongoing. Monitoring to take place every 6 months in Jun and Dec from 2018 - 2021. |
| A3 | Early career researchers | Establish ECR Recruitment Scheme | Recruitment scheme established At least four new awards made to new ECRs | Director of RKE | February 2018 July 2018 |
| A4 | Research students | Continue to develop targeted campaigns and other activities to increase the number of high quality postgraduate researchers | Recruit an increased volume of high quality postgraduate researchers in line with institutional targets. | Head of Graduate School | Ongoing Monitoring takes place annually 2018 - 2021 |
| A5 | Responsible recruitment | Develop a workshop for senior managers to ensure that metrics in recruitment exercises are used | Responsible research workshop delivered. | Head of Research Environment and Impact | July 2018 |

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| | | responsibly in line with the findings of “The Metric Tide” and recommendations from the Forum for Responsible Research. | Responsible use of metrics statement developed and clearly visible on the University’s website. | | |
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Action Plan – 2017-2021

B. RECOGNITION AND VALUE

PRINCIPLE 2: Researchers are recognised and valued by their employment organisation as an essential part of their organisation’s human resources and a key component of their overall strategy to develop and deliver world-class research.

| ACTION NUMBER | ISSUE ADDRESSED | ACTION | SUCCESS CRITERIA | RESPONSIBLE FOR ACTION | TIMESCALE |
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| B1 | Valuing researchers | Analyse the results of our University’s 2017 Staff Survey to identify and act on issues affecting the recognition and value of research staff. | Data analysed. Actions implemented. +10% increase in positive responses from research staff in 2019 survey | Employee Engagement Manager/ Head of Research Environment and Impact | January 2018 |
| B2 | Research culture | Establish University Centres for Research and Knowledge Exchange as the primary vehicle for recognising and valuing our high-quality researchers | UCRKEs established | Director RKE | March 2018 |
| B3 | Recognition – Income generation | Roll-out reporting mechanisms and Worktribe system to ensure that individual staff contributions to research grants and contracts are recognised and rewarded accordingly. | Roll-out of Worktribe system with associated reporting to apportion credit for individual staff contributions | Director RKE | February 2018 |
| B4 | Recognition – Early Career Researcher | Establish PVC RKE Outstanding ECR prize | Prize established Receipt of one nomination from each UCRKE (13 nominations) and overall award made | PVC RKE | April 2018 Sept 2018 (and annually) |

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| | | | Monitoring of the impact of the prize on the ECR e.g. training undertaken, conference attendance, new collaborations | | Sept 2019 (and annually) |
| B5 | Recognition – Impact | Establish PVC RKE Impact Prize | <p>Prize established</p> <p>Receipt of one nomination from each UCRKE (13 nominations) and overall award made</p> <p>Monitoring of the impact / efficacy of the prize</p> | PVC RKE | <p>April 2018</p> <p>Sept 2018 (and annually)</p> <p>Sept 2019 (and annually leading into REF2021)</p> |
| B6 | Recognition – Researchers | Include an Award for Outstanding Research in the University's re-launched Staff Awards | <p>Volume of nominations received.</p> <p>Quality of nominations received.</p> | Assistant Director of HR | Summer term 2018 |
| B7 | Research Culture | Audit use of fixed term research posts | The number of fixed term roles is low | Assistant Director of HR | January 2018 |
| B8 | Recognition | Complete Gender Pay gap reporting | The report shows that there is no significant gap for male/female research staff Action plan addresses any gaps | Assistant Director of HR | <p>March 2018 (report published)</p> <p>March 2019 (Action plan delivery)</p> |

Action Plan – 2017-2021

C. SUPPORT AND CAREER DEVELOPMENT

PRINCIPLE 3. Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment

| ACTION NUMBER | ISSUE ADDRESSED | ACTION | SUCCESS CRITERIA | RESPONSIBLE FOR ACTION | TIMESCALE |
|---------------|--|--|--|---|---|
| C1 | Support | Analyse the results of our 2017 Professional Services Survey to identify and act on improvements that can be made to ensure that researchers feel equipped and supported. | Data analysed. Actions implemented. Improvement in rating of RKE provision in the 2018 Professional Services Survey | Director RKE | January 2018 for review October 2018 for results of the next survey. |
| C2 | Equipped and supported | Appoint new Research Development and Training Manager post. | Research Development and Training Manager appointed | Director RKE | March 2018 |
| C3 | Equipped and supported – RKE provision | Research Development and Training Manager to review existing RKE training and career development provision and establish a new programme of support and career development of researchers. | Review complete. First revised RKE training programme delivered and evaluated: <ul style="list-style-type: none"> • 80% satisfaction per session (individuals classing training as good or excellent) • At least 80% of participants demonstrating increased confidence, knowledge and capability in each session • At least 75% of ECR population engaging with at least one training session | Researcher Development and Training Manager | September 2018 December 2019 (and annually) |

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| | | | In follow-up, attendees can identify impact of training on career progression/development in the mid term | | |
| C4 | A great place to start your career - research students | Enhancing the support that is provided for PGR employment outcomes: to develop and roll out enhanced tailored PGR employability provision (central and faculty-specific) and to build up a career destinations and pathways data set for PGRs. | <p>Development and roll out of enhanced provision</p> <p>Development of career destinations and pathways data set.</p> <p>Monitoring of employability rates and review of provision if necessary</p> | Head of the Graduate School and Director of Careers and Employability | <p>September 2018</p> <p>November 2018</p> <p>Annually from September 2019</p> |
| C5 | A global research environment | Establishment and implementation of internal funding schemes which will support international working (International Visiting Researcher Scheme, International Network Fund, Research(er) Development Fellowships) | <p>Schemes established.</p> <p>Quality and volume of applications</p> <ul style="list-style-type: none"> At least 75% of applications are of fundable quality. At least 20% of Research(er) Development Fellowships awarded to ECRs <p>Impact of awards held by ECRs:</p> <ul style="list-style-type: none"> Increase in joint (international) publications in which | Director RKE | <p>April 2018</p> <p>April 2018 (and annually)</p> <p>July 2019 (and annually)</p> |

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| | | | <p>ECRs are listed as authors – baseline established at application and review at 12 months</p> <ul style="list-style-type: none"> • Increase in international collaborative external awards in which ECRs have a significant role – baseline at application and review at 12 months | | July 2019 (and annually) |
| C6/E5 | Return to research | Establishment and implementation of Return to Research Fellowship | <p>Fellowship created.</p> <p>Tracking of Fellows indicates positive impact</p> | Assistant Director of HR/Director of RKE | January 2019 |
| C7 | A flexible research environment | Establishment and implementation of research re-orientation fellowship | <p>Scheme established.</p> <p>Quality and volume of applications.</p> <ul style="list-style-type: none"> • At least 75% of applications are of fundable quality. <p>Monitoring of impact and efficacy of awards</p> | Director RKE | <p>January 2019</p> <p>January 2019</p> <p>January 2020</p> |
| C8 | Equipped and supported | Establishment and implementation of internal funding schemes which will support cross-sectoral working (Business Engagement Funds, Research(er) Development Fellowships) | <p>Scheme established.</p> <p>Quality and volume of applications.</p> <ul style="list-style-type: none"> • At least 75% of applications are of fundable quality. • At least 20% of Research(er) Development | Director RKE | <p>April 2018</p> <p>April 2018 (and annually)</p> |

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| | | | <p>Fellowships awarded to ECRs</p> <p>Impact of awards held by ECRs:</p> <ul style="list-style-type: none"> • Increase in joint (international) publications in which ECRs are listed as authors – baseline established at application and review at 12 months • Increase in international collaborative external awards in which ECRs have a significant role – baseline at application and review at 12 months | | <p>Jul 2019 (and annually)</p> <p>Jul 2019 (and annually)</p> |
| PRINCIPLE 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career | | | | | |
| C9 | Career development | Establish mentoring schemes to provide researchers with the opportunity to engage in high-quality research regardless of what stage they are at in their research careers. | <p>All Schemes established</p> <p>Positive feedback from researchers</p> <p>Improved satisfaction scores for research staff in next Staff Survey (2019)</p> | Researcher Development and Training Manager/L&D Manager | September 2019 |
| C10 | A great place to develop your research career | Implementation of measures within UCRKEs to create an environment that allows ECRs and postgraduates to develop a research-based career. | Evidence of strategies and structures embedded within UCRKEs to support ECR and postgraduate research development. | Heads of UCRKE | October 2018 |

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| | | | Monitoring and review of these strategies | | Annually from October 2019 |
| C11 | A great place to develop your research career | Establishment and implementation of internal funding schemes which support researchers to develop an independent research career (Research(er) Development Fellowships, Research Accelerator Grant) | <p>Schemes established.</p> <p>Quality and volume of applications.</p> <ul style="list-style-type: none"> • At least 75% of applications are of fundable quality. • At least 90% of applications for Research Accelerator are from ECRs • At least 20% of Research(er) Development Fellowships awarded to ECRs <p>Impact of awards held by ECRs:</p> <ul style="list-style-type: none"> • Increase in joint (international) publications in which ECRs are listed as authors – baseline established at application and review at 12 months • Increase in international collaborative external awards in which ECRs have a significant role – baseline at application and review at 12 months | Director RKE | <p>April 2018</p> <p>April 2018 (and annually)</p> <p>Jul 2019 (and annually)</p> <p>Jul 2019 (and annually)</p> |

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| C12 | Probation and Induction | All new academic/research staff to be supported through the Academic Probation scheme. | All new staff provided with a mentor. Access to appropriate CPD/staff development provided | Heads of Department/ Heads of UCRKE | Ongoing |
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D. RESEARCHERS' RESPONSIBILITIES

PRINCIPLE 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning

| ACTION NUMBER | ISSUE ADDRESSED | ACTION | SUCCESS CRITERIA | RESPONSIBLE FOR ACTION | TIMESCALE |
|---------------|----------------------------|--|--|---|-------------------------------|
| D1 | Pro-active engagement | New staff engage with self-reflection on progress on first 12 months, including reflection on mentoring and support as part of Academic probation. | Review of academic probation scheme (to be conducted 2018) indicates high engagement with the process. | New Research staff Advisory Team Manager | Ongoing September 2018 |
| D2 | Research Development Plans | All researchers complete a research development plan as part of their annual review process | Achievement of a 90% completion rate Research staff take action as set out in plan | All research staff | October 2020 |

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E: EQUALITY AND DIVERSITY

PRINCIPLE 6: Equality and Diversity must be promoted in all aspects of the recruitment and career management of researchers

| ACTION NUMBER | ISSUE ADDRESSED | ACTION | SUCCESS CRITERIA | RESPONSIBLE FOR ACTION | TIMESCALE |
|---------------|-----------------|---|--|-------------------------------|-----------|
| E1 | | Audit recruitment panel composition to ensure that there is gender balance on recruitment and selection panels (AS) | Completed audit. All panels have gender balance. | Head of Talent and Resourcing | June 2018 |

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| E2 | | Incorporation of Unconscious Bias materials into existing training for recruiting managers. (AS) | All new recruiting managers trained in 2017 and all existing recruiting managers trained in 2018 | Equality and Diversity manager/L&D Manager | September 2018 |
| E3 | | Deliver 3 'Progression to Professor' workshop for women each year to coincide with Professoriate Committee awareness campaign (AS) | Increase of +10% of women applying and successful. | Equality and Diversity Specialist | November annually |
| E4 | | Review recruitment materials to ensure that language in materials is gender balanced.(AS) | Audit of materials and website completed. +10% increase in number of women/men applying for vacancies where they are under-represented | Head of Talent and Resourcing | April 2018 |
| E5/C6 | Return to research | Establish Return to Research Fellowship | Fellowship created. Tracking of Fellows indicates positive impact | Assistant Director of HR/Director of RKE | April 2018 |
| E6 | Return to research | Pilot maternity coaching | Participants report an enhanced experience. | Assistant Director of HR/Equality and Diversity Manager | April 2018 |