

MANCHESTER METROPOLITAN UNIVERSITY – HR EXCELLENCE IN RESEARCH ACTION PLAN

PROGRESS AGAINST ACTIONS DETAILED IN THE 4-YEAR REVIEW (2017)

Action Plan – 2017-2021					
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	ISSUE ADDRESSED	ACTION	SUCCESS CRITERIA	RESPONSIBLE FOR ACTION	EVIDENCE OF SUCCESS FOR 6-YEAR REVIEW
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	<p>This action has been fully achieved.</p> <p>Thirteen University Centres for Research and Knowledge Exchange were established in 2017.</p> <p>Each UCRKE was set up with a detailed action plan and continued investment is subject to an annual monitoring review reporting into the University Academic Board and Executive Group that covers elements such as research culture and staffing in detail.</p> <p>There are over 2000 staff and PGR students currently associated with UCRKEs including circa 650 staff with a significant responsibility for research.</p>
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	<p>This action has been fully achieved.</p> <p>Streamlined processes has resulted in the appointment of 40 new Professors (25% of our current cohort) since the introduction of our action plan.</p>

A3	Early career researchers	Establish ECR Recruitment Scheme	<p>Recruitment scheme established</p> <p>At least four new awards made to new ECRs</p>	Director of RKE	<p>This action has been partially achieved.</p> <p>Although an Early Career Researcher Fellowship scheme was established in 2017 we only received a limited number of applications resulting in a smaller than expected volume of awards. In 2018/19 we reviewed this provision and decided to discontinue this particular scheme. ECRs are still able to apply via an International Visiting Researcher Fund and as part of other internal streams such as the Research Accelerator Grants which have now been running successfully for over 6 years.</p> <p>We are confident that our revised action plan includes a number of specific interventions designed to support ECRs including actions A5, A8, B2, B4, B5, B7,B8, C2, C3, C4 and C5</p>
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	<p>This action has been achieved.</p> <p>The University is a member of two UKRI Doctoral Training Partnerships and an EU COFUND initiative that has resulted in 34 high-quality funded studentship from the AHRC, ESRC and the European Commission.</p>
A5	Responsible recruitment	Develop a workshop for senior managers to ensure that metrics in recruitment	Responsible research workshop delivered.	Head of Research Environment and Impact	This action has been partially achieved.

		exercises are used 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.		The University has embedded processes for the use of responsible metrics in line with the recommendations of The Metrics Tide and the UK Forum on the Use of Responsible Metrics. We have developed a statement for the use of responsible metrics that has been endorsed by the University’s RKE Committee and are in the process of signing up to DORA at which point a workshop for senior managers will take place.
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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 NO.	ISSUE ADDRESSED	ACTION	SUCCESS CRITERIA	RESPONSIBLE FOR ACTION	EVIDENCE OF SUCCESS FOR 6-YEAR REVIEW
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	This action has been achieved. The total number of responses to our annual Staff Survey has risen year on year – from 723 responses in 2016 to 841 in 2017, 957 in 2018 and 1093 in 2019. Levels of satisfaction amongst academic colleagues have fluctuated slightly depending on the response year but benchmarking shows that RKE at Manchester Met outperforms similar functions at other HEIs. Actions related to the results of the survey have been undertaken each

					year and have focused particularly on ensuring that staff have access to clear guidance and contact details.
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	<p>This action has been fully achieved.</p> <p>Thirteen UCRKEs were established in early 2017 on the basis of detailed action plans that were approved by the University's RKE Committee and Executive Group. A fourteenth UCRKE was approved at the beginning of 2020. As reported earlier the UCRKEs are the intellectual home for research at the University and there are circa 650 staff with a significant responsibility for research who are associated with them.</p> <p>A process of annual monitoring undertaken by the PVC RKE and Director RKE takes place each June and July with a focus on research culture including the way in which staff are recognised and valued.</p> <p>Reports from this monitoring process are received by RKE Committee and the University Executive Group.</p>
B3	Recognition – Income generation	Roll-out reporting mechanisms and Worktribe system to ensure that individual staff contributions to research grants and contracts are	Roll-out of Worktribe system with associated reporting to apportion credit for individual staff contributions	Director RKE	<p>This action has been fully achieved.</p> <p>Worktribe was implemented and rolled out across the University in January 2018.</p>

		recognised and rewarded accordingly.			Over 2680 projects have been through the Worktribe system subsequently.
B4	Recognition – Early Career Researcher	Establish PVC RKE Outstanding ECR 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 of the prize on the ECR e.g. training undertaken, conference attendance, new collaborations</p>	Head of Research Environment and Imoact	<p>This action has been partially achieved.</p> <p>An ECR Prize was established and rolled out in 2017 but received a limited number of nominations and did not run in subsequent years.</p> <p>We are confident that our revised action plan includes specific interventions that will enable us to continue to focus on the recognition of ECRs. Actions A5, A8, A9, B3, B4, B8, C2 and C5.</p>
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>	Head of Research Environment and Impact	<p>This action has been partially achieved.</p> <p>An impact prize was established and rolled out in 2017 but received a limited number of nominations and did not run in subsequent years.</p> <p>We are confident that our revised action plan includes specific interventions that will enable us to continue to focus on the recognition of outstanding development of impact. Actions A8, B1, B3, B4, C6</p>
B6	Recognition – Researchers	Include an Award for Outstanding Research in the University's re-launched Staff Awards	Volume of nominations received.	Assistant Director of HR	This action was not achieved.

			Quality of nominations received.		<p>The University discontinued its Staff Awards so there wasn't an opportunity to include this award.</p> <p>We are confident that our revised action plan includes specific interventions that will enable us to continue to focus on the recognition of outstanding researchers. Actions A8, B1, B3, B4, C6</p>
B7	Research Culture	Audit use of fixed term research posts	The number of fixed term roles is low	Assistant Director of HR	<p>This action was achieved.</p> <p>We continue to monitor the volume of fixed-term academic research posts and our 2019 – 2021 Action Plan includes an action focused on keeping the volume below 10% of our total academic staff.</p>
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>This action was fully achieved.</p> <p>The University's gender pay gap is monitored on an annual basis. Whilst we still have work to do in this area we are well ahead of sector benchmarks as our gender pay gap is currently at 7.2% against a sector average of 15.5%.</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 NO.	ISSUE ADDRESSED	ACTION	SUCCESS CRITERIA	RESPONSIBLE FOR ACTION	EVIDENCE OF SUCCESS FOR 6-YEAR REVIEW

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	This action has been achieved. Data from the 2018 and 2019 Professional Services Survey shows that overall satisfaction with RKE tracks above benchmarks at other HEIs. Academic staff satisfaction is currently at 65% which is a small rise (1% increase) on the 2018 figures.
C2	Equipped and supported	Appoint new Research Development and Training Manager post.	Research Development and Training Manager appointed	Director RKE	This action has been achieved, Megan Webb – the University's first RKE Development and Training Manager was appointed in 2018 and is currently taking forward actions focused on the Concordat for the Career Development of Researchers.
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 	Researcher Development and Training Manager	This action has been achieved. In response to a review of existing provision and feedback from participants the RKE Development and Training Manager has established a portfolio of new training and development opportunities for staff including: <ul style="list-style-type: none"> • Good to Great which includes a total investment of over £600k to enable 20 staff to access bespoke high-level career development opportunities. • RKE Future Leaders. Over 35 staff have participated in this

			<ul style="list-style-type: none"> At least 75% of ECR population engaging with at least one training session <p>In follow-up, attendees can identify impact of training on career progression/development in the mid term</p>		<p>scheme since 2014. Following an interim review RKE Future Leaders will re-launch in 2021.</p> <ul style="list-style-type: none"> A revamped ECR Forum has been established by the Development and Training Manager to oversee actions relevant to ECR provision. <p>Feedback, monitoring and review is fully embedded into the new programmes.</p>
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>This action has been partially achieved.</p> <p>To support the development of their career goals, PGRs are signposted to the extensive careers and employability resources available at the University including bespoke workshops and My Career Hub, which provides over 5,000 career and professional development resources including interactive assessments and tests, an interview simulator, e-learning courses, industry reports and an A-Z of careers advice.</p> <p>We are confident that our revised action plan maintains a focus on delivery of provision for PGR students including actions A9, C3 and C6.</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 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>This action has been achieved.</p> <p>In 2017, a new portfolio of internal funding schemes was established including International Visiting Researcher Scheme, International Network Funding and Research(er) Development Fellowships.</p> <p>Awards for international collaboration have continued into 2018/19.</p> <p>Analysis shows that the quality and volume of applications is variable with 8 awards made from a total of 30 applications. 66% of awards for the Research(er) Development Fellowship were made to ECRs.</p>
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	This action has not yet been completed but planning is underway to embed this fellowship (or similar provision) into a new Equality and Diversity in Research and Knowledge Exchange action plan

					included in our new Concordat Action Plan.
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	This action has not yet been completed but planning is underway to embed this fellowship (or similar provision) into a new Equality and Diversity in Research and Knowledge Exchange action plan included in our new Concordat Action Plan.
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 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 	Director RKE	<p>This action has been completed.</p> <p>Schemes for Innovation and Industrial Engagement, SME Engagement and Business Engagement Seed Funding were established in 2017 and continued in 2018/19.</p> <p>61% of applications were of fundable quality but 66% of awards for the Research(er) Development Fellowships were awarded to ECRs.</p>

			collaborative external awards in which ECRs have a significant role – baseline at application and review at 12 months		
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	<p>This action has been completed.</p> <p>Mentoring schemes have been established for researchers across the institution. All staff in UCRKEs are assigned a senior academic mentor who provide advice on research proposals, publication strategies and career development.</p> <p>Data from the 2018 and 2019 Professional Services Survey shows that overall satisfaction with RKE tracks above benchmarks at other HEIs. Academic staff satisfaction is currently at 65% which is a small rise (1% increase) on the 2018 figures.</p>
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.	<p>Evidence of strategies and structures embedded within UCRKEs to support ECR and postgraduate research development.</p> <p>Monitoring and review of these strategies</p>	Heads of UCRKE	<p>This action has been completed.</p> <p>Thirteen UCRKEs were established in 2017 with a fourteenth set up in early 2020.</p> <p>Each UCRKE has a detailed action plan that deals with strategies for staffing, improvements to research quality and the achievement of research awards and income.</p>

					These strategies are monitored in annual review meetings carried out by the Director RKE and PVC RKE in July each year. The focus of these monitoring visits is on research culture and provision for staff development features heavily.
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 	Director RKE	<p>This action has been completed.</p> <p>Research(er) Development Fellowships were established in 2017 whereas Research Accelerator Grants have been running for five years.</p> <p>Due to large volumes of applications only 43% were of fundable quality in 2017 and circa 60% of applications for the Research Accelerator Grant were from ECRs. 66% of awards for the Research(er) Development Fellowship were awarded to ECRs.</p>

			collaborative external awards in which ECRs have a significant role – baseline at application and review at 12 months		
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	This action has been achieved. All academic staff (including new staff) are assigned an appropriate academic mentor. All staff have access to appropriate CPD and staff development opportunities.

Action Plan – 2017-2021					
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 NO	ISSUE ADDRESSED	ACTION	SUCCESS CRITERIA	RESPONSIBLE FOR ACTION	EVIDENCE OF SUCCESS FOR 6-YEAR REVIEW
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	This action has been achieved. The mandatory Academic Probation process includes a 6-month and 12-month review meeting in which the researcher is directed to reflect on the efficacy of mentoring and support.

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	This action has been achieved. All staff in UCRKEs with a significant responsibility for research complete a five year research development plan that are reviewed on an annual basis by the leadership team of UCRKEs. These plans are “live” documents that inform workload allocations and the disbursement of internal resource.
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Action Plan – 2017-2021					
E: EQUALITY AND DIVERSITY					
PRINCIPLE 6: Equality and Diversity must be promoted in all aspects of the recruitment and career management of researchers					
ACTION NO	ISSUE ADDRESSED	ACTION	SUCCESS CRITERIA	RESPONSIBLE FOR ACTION	EVIDENCE OF SUCCESS FOR 6-YEAR REVIEW
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	This action has been completed. The University's recruitment policy and procedure requires selection panels to include a diverse range of perspectives including consideration of gender, ethnicity, dis/ ability and characteristics.
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	This action has been completed. Unconscious Bias training has been rolled out to all staff involved in recruitment and selection processes across the University.
E3		Deliver 3 'Progression to Professor' workshop for women each year to coincide	Increase of +10% of women applying and successful.	Equality and Diversity Specialist	This action has been completed. Progression to Professor workshops take place three times every year

		with Professoriate Committee awareness campaign (AS)			and equality data shows that there has been a small increase (+2%) of overall female staff achieving promotion between 2016/17 and 2017/18.
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	This action has not been completed. We are confident that our revised action plan includes a specific focus on equality and diversity and recruitment in actions A5 and B1.
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	This action has not yet been completed but planning is underway to embed this fellowship (or similar provision) into a new Equality and Diversity in Research and Knowledge Exchange action plan included in our new Concordat Action Plan (Action A5).
E6	Return to research	Pilot maternity coaching	Participants report an enhanced experience.	Assistant Director of HR/Equality and Diversity Manager	This action has been partially completed. Coaching is widely available at the University including virtually to staff who are on maternity leave but analysis of participant experience in line with this action has not been completed.