

# MANCHESTER METROPOLITAN UNIVERSITY – HR EXCELLENCE IN RESEARCH ACTION PLAN

DECEMBER 2019 TO DECEMBER 2021 (Six-Year Review)

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 and continues to implement a detailed action plan including regular review and monitoring to embed its Principles throughout the University.	Pro Vice-Chancellor (RKE).	April 2020.
A2	Ensure that all relevant staff are aware of the Concordat.	<p>Develop and implement an internal communications plan to raise detailed awareness of the Concordat targeting staff with a significant responsibility for research aligned to University Centres for Research and Knowledge Exchange (UCRKE), Early Career Researchers and PGR students in particular.</p> <p>Communications to include a covering letter with an electronic copy of the Concordat, papers at central and faculty Research and Knowledge Exchange Committee and Research Degrees Committee. Presentation at the UCRKE Forum and ongoing engagement with the ECR Forum.</p>	<p>All relevant staff with a significant responsibility for research (circa 650 FTE) and PGR students to receive detailed notification of the Concordat and its Principles and the University Action Plan through a variety of channels.</p> <p>Awareness of the Concordat to be tested in an annual survey of staff and PGR students aligned to UCRKEs.</p>	Head of Research Environment and Impact.	July 2020 and subsequent annual monitoring in July each year.

A3	Ensure policies and practices relevant to researchers are inclusive, equitable and transparent and well communicated.	Review the availability, accuracy, accessibility and usage of existing material that is available on the University's intranet and make any improvements that are required to make relevant policies more readily available. Work with members of the University's ECR Forum to ensure that improvements are genuine and meet requirements of researchers.	All relevant policies are clearly available and signposted appropriately on the intranet and feedback from researchers (via the ECR Forum) is positive.	Head of Research Environment and Impact and Equality and Diversity Manager.	Ongoing with reviews in Autumn 2020 and 2021.
A4	Promote good mental health and wellbeing	Promotion of the University's 'Lifeworks' wellbeing portal as a central source of information for mental health and wellbeing support.	Understanding of where to access support is improved and associated positive impacts on staff wellbeing as measured in annual surveys.	Head of Research Environment and Impact and Equality and Diversity Manager.	Ongoing with reviews in Autumn 2020 and 2021.
A5	Equality and diversity; wellbeing and inclusion and mental health.	<p>Develop a new action plan specifically for Equality and Diversity in Research and Knowledge Exchange including associated actions, resources and key performance indicators.</p> <p>The plan will be developed through the University's RKE Committee in close consultation with Equality and Diversity colleagues in Human Resources.</p> <p>Its aim will be to provide equal access to resources that support equality and diversity and inclusion in research and knowledge exchange e.g. how to access childcare to attend conferences, how to manage individual circumstances appropriately, returning to work after periods of maternity, paternity and adoption leave.</p>	All staff with a significant responsibility for research will be aware of the action plan and where they can access support for specific equality and diversity-related agendas in research and knowledge exchange activities.	Head of Research Environment and Impact and Equality and Diversity Manager.	Plan to be developed by November 2020 with associated monitoring through annual reviews each July.

A6	Research integrity	<p>Deliver a communications campaign around the revised Concordat for Research Integrity to include correspondence around expectations on the University and importantly expectations on individual researchers. Communications to specifically target PGR supervisory teams.</p> <p>Communications to include a covering letter from the PVC RKE with an electronic copy of the Concordat for Research Integrity, papers at central and faculty Research Ethics and Governance Committees, Research and Knowledge Exchange Committees, Research Degrees Committees. Presentation at the UCRKE Forum.</p>	<p>All relevant staff with a significant responsibility for research including PhD supervisors (circa 650 FTE) and PGR students to receive detailed notification of the Concordat and its Commitments and expectations specifically those on the University and on individual researchers.</p> <p>Awareness of the Concordat for Research Integrity to be tested in an annual survey of staff and PGR students aligned to UCRKEs.</p> <p>Compliance reporting at an institutional level to take place each Autumn in line with the Concordat expectations.</p>	Head of Research Environment and Impact and RKE Research Ethics and Governance Managers.	Ongoing but statutory reporting to take place each Autumn.
A7	Research integrity	<p>Deliver a new "Reviewer Academy" to support the development of academic quality in relation to the revised Concordat for Research Integrity.</p> <p>The "Academy" will be a series of events, training and resources designed to provide an accessible route to the improvement of the quality of ethical reviews.</p>	Improvements in the quality of ethical reviews as evidenced through annual monitoring exercises delivered through Faculty Research Ethics and Governance Committees and reporting into the central REGC.	Head of Research Environment and Impact and RKE Research Ethics and Governance Managers	Ongoing but first events by September 2020.
A8	Regular reviews of the quality of research environment and culture	Conduct annual reviews of UCRKEs including monitoring of quality of research environment and provision for the career development of researchers and PGR students.	Annual UCRKE monitoring reports evidencing improvements to the quality of the research environment that lead to improvements in overall research performance.	Pro Vice-Chancellor RKE and Director of RKE	Annual monitoring reviews takes place in June and July each year.

A9	Regular reviews of the quality of research environment and culture.	Ensure that PGR students are aligned to and included in the activities and “culture” of UCRKEs.	Improvements to research culture reported by PGR students as measured through PRES.	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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<b>Action Plan – 2019-2021</b>					
<b>EMPLOYMENT</b>					
<b>PRINCIPLE 2: Researchers are recruited, employed and managed under conditions that recognise and value their contributions</b>					
<b>ACTION NUMBER</b>	<b>ISSUE ADDRESSED</b>	<b>ACTION</b>	<b>SUCCESS CRITERIA</b>	<b>RESPONSIBLE FOR ACTION</b>	<b>TIMESCALE</b>
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 and appropriateness and effectiveness of recruitment processes assured and assessed to meet the relevant criteria of the Greater Manchester Good Employment Charter.	Assistant Director of HR	February 2021.
B2	Effective induction	Improve the RKE induction process for new academic staff by monitoring new starters on a monthly basis, creating a welcome email from the RKE Directorate with key contacts and information to be circulated to new starters and the development of an RKE stall to be present at all physical staff induction events.	All new academic starters receive an RKE induction email and therefore feel effectively inducted into RKE processes as evidenced by the results of relevant staff surveys.	RKE Research Development and Training Manager	Ongoing but fully operational by March 2021 and monitored each July.
B3	Reward pathways and inclusivity	Ensure that actions related to promotion and reward are included in the new Equality and Diversity action	Inclusion of reward components in the new action plan and associated evidence	Head of Research Environment and Impact and	November 2020 and subsequent

		plan for Research and Knowledge Exchange.	of up-take captured through annual monitoring.  Evidence that actions to improve senior researcher diversity is effective using annual equality and diversity monitoring mechanisms and associated HESA data.	Equality and Diversity Manager	annual monitoring.
B4	Reward pathways and inclusivity.	Support successful navigation of the new Academic Careers Pathways by creating clear resources that signpost researchers to the career development support that is available to help them to achieve promotion and reward mechanisms.	Evidence of implementation of resources that will (in the longer term) result in an increased proportion of successful applications from staff for internal reward and promotion.	Head of University Teaching Academy, People and Development Manager, RKE Research Development and Training Manager.	July 2020 with monitoring on an annual basis.
B5	Training for line managers.	Promotion of The Managing at Man Met training programme.	Evidence of increased numbers of research leaders taking up appropriate line management training working towards 100% participation.	Assistant Director of HR and RKE Research Development and Training Manager.	Ongoing but with annual review points in September 2020 and 2021.
B6	Championing excellent people management	Review of annual PDR process, to align with the delivery of new academic career pathways.	Working towards 100% of researchers selecting their academic career path following PDR discussions.	Assistant Director of HR.	Ongoing and will review in Autumn 2020.
B7	Improve job security for researchers	Maintain existing recruitment policy, issuing fixed term posts only after careful consideration through strategic planning process.	Maintain low number of academic fixed term posts (current level is less than 10%) .	Assistant Director of HR	Ongoing and will review in Autumn 2020.
B8	Researchers as key stake holders	Improve representation of researchers in key forums through the recruitment of ECR representative to each UCRKE Leadership Team and	"Roles" created and evidence of attendance at relevant forums (e.g. attendance at the ECR forum three times a year	RKE Research Development and Training Manager	Ongoing with annual review point in August 2020.

		formation and recruitment of “active researcher” position on the University’s central RKE Committee.	by UCRKE ECR representatives and attendance at RKE Committee by the Active Researcher Representative.		
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<b>Action Plan – 2019-2021</b>					
PROFESSIONAL AND CAREER DEVELOPMENT					
PRINCIPLE 3. Professional and career development are integral to enabling researchers to develop their full potential					
<b>ACTION NUMBER</b>	<b>ISSUE ADDRESSED</b>	<b>ACTION</b>	<b>SUCCESS CRITERIA</b>	<b>RESPONSIBLE FOR ACTION</b>	<b>TIMESCALE</b>
C1	Support and opportunities for a minimum of 10 days professional development per year	Development of an organisational position statement on learning and development informed by a review of current access to learning and development opportunities across the institution.	<p>Approval and implementation of learning and development statement for the University which provides a clear policy commitment to learning.</p> <p>Creation of dedicated resources directing staff to all learning and development opportunities provided across the institution.</p> <p>Evidence of increased uptake of learning and development offer in line with the 10 day Principle in the Concordat.</p>	Assistant Director of HR	December 2020 and subsequent annual monitoring of uptake each Autumn.
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, participating in PDRs and	People Development Manager and RKE Research Development and Training Manager	August 2021 and subsequent annual monitoring in Autumn each year.

			<p>applying for promotion. – This will be measured by:</p> <ul style="list-style-type: none"> <li>• Training participation rates of staff on the RKE Career Pathway</li> <li>• Promotion rate of staff on the RKE career pathway</li> <li>• Participation in PDR of staff on the RKE career pathway</li> <li>• Participation and outcomes from RKE pathway specific development programme</li> </ul>		
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 and subsequent monitoring and evidence of increased uptake of opportunities.	Head of University Teaching Academy, People and Development Manager, RKE Research Development and Training Manager	December 2020 with subsequent annual monitoring in Autumn each year.
C4	Access to professional advice on career management	Trialling of professional career development coaching as part of the Good to Great career development programme	<p>Complete evaluation of coaching value to researcher career development.</p> <p>Report and associated recommendations to RKE Committee.</p>	RKE Research Development and Training Manager	December 2020.
C5	Development of researcher identity and leadership skills	Redesign and relaunch of the Future RKE Leaders development programme following evaluation and alignment with RKE strategy,	<p>Approved programme successfully recruited to and launched.</p> <p>Mid-point review completed informed by feedback from participants to evaluate</p>	RKE Research Development and Training Manager	Relaunch of programme in April 2021.

			successful achievement of aims and implementation.		
C6	Support opportunities for researchers to work across sectors	Creation of internal funding stream to encourage and support cross-sector working. Actions will include a review of existing internal funding schemes. Options identified for reallocation of internal funds into cross-sector support pot. Presentation to RKE Committee.	Evidence that increased number of researchers feel supported to work across sectors.	RKE Research Development and Training Manager	Presentation to RKEC in December 2020 and subsequent annual monitoring (if successfully implemented).
C7	Monitoring engagement in development activities	Procurement of institutional HR record system	New core HR System in place and able to provide clear and demonstrable evidence of research staff participation in at least 10 days CPD per annum as per the Concordat Requirement	Deputy Director of HR&OD and Assistant Director of HR&OD	December 2021 with subsequent annual monitoring in Autumn each year.