

Manchester Metropolitan University achieved the HR Excellence in Research award in 2013. The Research Concordat Steering Group is responsible for ensuring compliance with the Concordat to support the Career Development of Researchers and the Concordat to Support Research Integrity.

Internal Evaluation of the Action Plan

The Steering Group is responsible for overseeing the implementation of the actions set out in the University's Action Plan to Support the Career Development of Researchers. The Steering Group meets on a termly basis.

The Concordat Implementation Group meets regularly to review and update the action plan. The group also carry out a large-scale annual review of progress.

The Implementation Group met in January 2015 to review the action plan and identify further actions. The Implementation Group formulated a set of recommendations considered by the Steering Group in June 2015.

The views of researchers were gathered through a variety of methods:

- Focus Groups conducted to seek views on the proposed Framework to Support Academic Practice and Excellence, in particular the Academic Career Scheme, which sets out how academic and research staff will be supported in the first three years of their career at Manchester Metropolitan University.
- One to one interviews and a survey used for the evaluation of the Future Research and Knowledge Exchange Leaders programme.
- Through meetings of the University's Research Centres.
- At the regular 'Research Socials' organised by the Research and Knowledge Exchange Office.

Key Achievements in relation to the Action Plan

The University's Academic Vision placed clear emphasis on recruiting, selecting and retaining with the highest potential to achieve excellence in research. Under the auspices of the Academic Vision, a number of actions were taken:

1. The Framework to Support Academic Practice and Excellence (Principles 1, 3, 4, 5) developed in 2014 and introduced in 2015 includes:
 - A recruitment and selection toolkit to provide guidance on how to ensure that the best candidates are selected. In practical terms the toolkit sets out how hiring managers can carry out 'due diligence' of an applicant's research profile and his/her future research potential. The toolkit also clarified the arrangements to ensure fairness in the recruitment process, which includes ensuring diversity amongst the selection panel.
 - Academic Career Scheme – sets out the requirements for induction, probation and development for the first three years of an academic/researcher's career at Manchester Metropolitan University.

Academic managers and staff have welcomed the Framework. In particular, positive feedback received during the consultation and development phase from new staff.

2. A campaign to recruit World-Class Professors (Principle 1) began in 2014. The aim is to recruit those with the highest potential to achieve excellence in research, both personally and through leadership of research. 10 World-class professors recruited in the first tranche.
3. Professoriate Reward and Remuneration Scheme (Principle 2)
The University approved a new scheme for the Professoriate which links remuneration to performance. The scheme includes four new bands and the current Professoriate has been assimilated from their previous single point salary to the new band structure, based on an assessment of their contribution in line with the new bands.
4. Internal Professors and Readers Promotion/appointment Scheme (Principle 2)

The existing internal promotion/ appointment scheme for Professors and Readers has been reviewed and revised to ensure the principles of the Professoriate Performance and Remuneration Scheme were followed through to new internal promotions and then on to external appointments. As well as ensuring that the Internal Professors and Readers Promotion/appointment Scheme follows the principles of the Professoriate Performance and Remuneration Scheme (PPRS), steps have also been taken to standardise and simplify the process. The band definitions for the PPRS scheme become part of the criteria for promotion to Professor and a version of this applies for a Readership.

5. Future Research and Knowledge and Exchange Leaders Programme (Principles 1,2,3,4 &5)

The programme which is designed to identify those members of staff with potential to progress to senior research or KE roles was introduced in 2014. An evaluation of the first year of the programme was carried out which was overwhelmingly positive. The findings informed both the content of the second year of the programme and the content of year one for the second cohort who started the programme in May 2015. The programme, of 3-5 years duration, provides a comprehensive range of training and career development support, mentoring and ‘seed corn’ funding. In addition, the revised programme includes group project work through which participants can develop understanding of strategic leadership issues and raise their internal profile.

Next Steps and Strategy Focus over the next two years

University Strategy and Leadership

There has been significant change of leadership at Manchester Metropolitan University during 2015 with a new Vice-Chancellor and HR Director taking up post in the summer. Three new PVC roles have been created, including a PVC for Research, which will hopefully be filled in early 2016. A new University strategy is being developed which will set out the map for the future. The PVC for Research will then be responsible for determining the detailed strategy for research. It is proposed that the new PVC for Research is asked to Chair the Research Concordat Steering Group. Whilst a new set of priorities and actions have been formulated, which are set out below, it is clear that the PVC will want to have a key role in shaping the action plan to support the career development of researchers.

Implementation Group

The membership of the Implementation Group will be expanded to include a ‘diagonal slice’ of research staff from across the University, from Researchers on Short – Medium to Professor. The membership will also include at least one representative from an Athena SWAN self-assessment team in order to bring together the feedback, data and actions from that Standard and the action plan to Support the Career Development of Researchers.

Priorities for next two Years

1. **1 Researchers on Short – Medium term contracts:** Whilst all research staff have a PDR through which appropriate career development support is identified, specific actions have been identified for researchers on short-medium term contracts:

Action	Accountability	Success Measure	Timeframe
HR processes for tracking researchers on short-medium term contracts in order to support continuity of employment will be reviewed and improved processes put in place	Deputy Head of HR Business Solutions	Processes improved. Researchers on Increase in number of short/medium contracts supported to find new contracts.	Review completed March 2016
Review local (Faculty) implementation arrangements for the provision of ‘bridging’ funding to allow and support the movement of	Head of Research working with	Assurance that funding in place in all faculties.	Review completed by April 2016.

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.	Associate Deans for Research		Necessary actions implemented by end of Summer term 2016.
Developing a Research Development Programme that provides transferable skills training in research and entrepreneurship as well as career development advice	OD and Training Manager and Head of Research	Programme in place. 12 researchers on short/medium contracts supported in 2016	Programme developed by June 2016 for introduction in 2016 Autumn Term

2. Early Career Researchers

Post REF 2014, the Research and Knowledge Exchange Office is looking to identify, work with and support early career researchers who have the potential to be submitted to the next REF.

Action	Accountability	Success Measure	Timeframe
Develop a strategy for nurturing ECRs.	Impact and Engagement Manager	Strategy implemented. High proportion (c70%) of ECRs respond positively to questions about career support in CROS survey	Strategy developed by February 2016 Survey conducted 2017

3. Diversity and Equality

The University will re-submit for institutional Athena SWAN Bronze accreditation in April 2016. A number of Schools and departments plan to submit, or re-submit (three Schools were unsuccessful in 2015) applications for individual Bronze accreditation wither in April or November 2016.

Action	Accountability	Success Measure	Timeframe
Membership of the Steering Group to include at least one researcher representative from a faculty Athena SWAN Self- Assessment Team	Associate HR Director	Membership extended. Improved outcomes as a result of broader membership	January 2016
Explicitly address clause 6.3 in the Institutional Athena SWAN submission and action plan	Associate HR Director	Actions taken to address disincentives and barriers are set out in the Athena SWAN renewal submission	April 2016