University of Essex

DEVELOP
AT ESSEX

CONTENTS

WELCOME TO
DEVELOP AT ESSEX

Our vision is to be recognised nationally and globally for providing transformational education and for the quality and power of our research. Nurturing the capabilities and talents of our people is fundamental to achieving our mission. To support our staff to achieve this, we aspire to create an enabling environment, a place where people can be tenacious, bold and inquisitive.

As a University we offer a variety of transformative development opportunities, inspiring staff to develop their own Essex Spirit. Throughout this brochure you will find information on a range of opportunities available to you. This includes career development, opportunities to connect with others and training events that will help you to remain current in an ever-changing world.

If you would like to learn more about the support available please contact develop@essex.ac.uk. You can also visit our Organisational Development page by searching 'Organisational Development' on the staff directory.

98% of participants attending training opportunities since 2016 believed that the training was a good use of their time.

" OUR FIRST PRIORITY WILL BE TO DEVELOP AND ENABLE EVERY STUDENT AND EVERY STAFF MEMBER TO REALISE THE FULL POTENTIAL OF THEIR ESSEX SPIRIT. "

DEVELOPING
YOURSELF

PLANNING YOUR **PROFESSIONAL PATH**

Take a moment to think about defining your own professional path and career goals, identifying your own learning needs and journey. If you struggle to answer any of these questions you may find that the following pages act as a source of inspiration or starting point for you. You can also speak with develop@essex.ac.uk for more support. To help you to reflect on your experiences, take a look at the Reflective Practice guide to development or collect a hard copy at the HR helpdesk on each campus.

What skills and knowledge do you need to develop to be successful in your role?

Who can provide feedback to you as you develop professionally? How will you ensure that they are aware of your goals?

How will you develop your understanding of professional standards within your area and industry to remain current?

What skills do you currently have that you can share with the wider staff community to develop both yourself and others?

How can you ensure that you nurture your own wellbeing and healthy working lifestyle as you continue to grow?

Career Development Fund

The University has recognised, through the work of Athena SWAN, that it can be harder for working parents and carers to attend conferences and networking events. To help with this, a Career Development Fund for Carers is available for all staff to help with the additional caring costs incurred. You can find out more about this on our career development fund for carers page along with the application form.

TRAINING
OPPORTUNITIES

TRAINING OPPORTUNITIES **CATALOGUE**

A range of training events are developed and delivered throughout the year to meet the individual and team needs to maximise everyones contribution to our mission.

The following pages will highlight the structured training opportunities related to different roles and needs. To search all available training opportunities, simply access the Training Opportunities Catalogue where you can search all available training opportunities by theme of training, book yourself onto a scheduled workshop or book a place on a waiting list to secure a place on the next scheduled session.

Training is categorised in this catalogue with the following themes: induction and welcome, education, research, management and leadership, professional development, digital skills, health and wellbeing and career progression.

Once you have completed a training event, don't forget to complete the intial evaluation survey and follow up evaluation survey. Your feedback matters and informs the continuous review of training opportunities available to staff.

It is also really important that you take the time to reflect towards what you have learnt in the training and it is good practice to discuss this with your line manager or mentor to help apply your learning into practice.

DID YOU KNOW?

All members of our community are supported to take ownership for their professional development by working in a way that also acknowledges the learning and development that takes place on a daily basis around us beyond training in the classroom. This includes connecting and collaborating with others, sharing knowledge and best practice. You can find out about these approaches and opportunities in the 'Development opportunities to connect you with other people' and 'resources available to support your development' sections of this resource.

> " WE ARE A PEOPLE-CENTRED ORGANISATION. "

DID YOU KNOW?

If you develop or deliver training, then you will need to complete a <u>Service Level Agreement</u> to ensure that your workshop or programme is integrated with the University's Develop at Essex provision.

INDUCTION
AND WELCOME

We recognise the importance of every employee receiving a comprehensive induction programme that enables them to settle into their new role. A range of activities such as a local induction, online and face to face training to support indiduals to transition into their new role, whether they are new to the institution or role.. New employees are invited to attend a series of <u>induction networking events</u> during the first 12 months of employment. These events enable new employees to learn more about other areas within the University, whilst having the opportunity to meet other colleagues who are also new. Support is also provided to help individuals prepare for their new role, whether they are new to being a line manager, conducting a specific role such as Personal Tutor or Head of Department.

> **"The induction networking events are really beneficial for gaining an insight into how the University carries out its day to day activities, as well as providing the opportunity to meet and interact with colleagues from different departments within the University itself."**

Induction Events

To provide colleagues new to the institution with an understanding of how they can be supported, role based induction events are delivered during Autumn and Spring terms to provide support for specific roles including senior role holders, Graduate Laboratory Assistants, Graduate Teaching Assistants and new members of academic staff. Our induction events provide staff with an opportunity to engage with many interesting activities and a variety of learning and teaching training sessions, including a welcome introduction from the Vice-Chancellor and respective presentations from the Pro-Vice-Chancellors for Education and Research, the Students' Union and Human Resources. New staff will have the opportunity to network and hear directly from colleagues about their experiences working at the University. For further information on our induction events for new staff or preparing for a new role, please contact <u>develop@essex.ac.uk</u> and use <u>HR Organiser</u> to book your place.

> If you are new to working at Essex, have a look at the <u>Welcome to Essex Moodle resource</u> that contains information to help get you started in your new job. This is also where you can find all the Essential Training for new staff.

ESSENTIAL **TRAINING**

As a community we work towards shared goals and values. To equip our people with the necessary knowledge and skills to fulfil these values, we have created our online <u>Essential Training</u>. The training is available on Moodle and must be completed by all new members of staff within the first 6 months of joining the University. We encourage you to visit it regularly to familiarise yourself with what you can expect whilst working here and the values all of us are working toward. You can find more information about Essential Training in our <u>Essential Training policy</u> which can be found on the <u>staff directory</u>.

" ON OUR CAMPUSES, "BIGNESS WILL BE RECONCILED WITH INTIMACY". "

PATHWAY **TO PERMANENCY**

Pathway to Permanency, previously referred to as Academic Probation, is a period of preparation where support and guidance is provided to help individuals navigate through their first years here at the University, moving into their academic career. New Essex Academics will receive an Academic Sponsor to guide them through this moment of transition, helping them to develop in their new role. To ensure that this is achieved, a number of supporting mechanisms have been put in place.

This includes; resources on Moodle, targeted support, a workshop for Academic Sponsors to equip them with coaching skills, changes to terminology, and a new web based form covering permanency and promotion, inviting input from Heads of Department, Executive Deans, ASC and HR staff. If you have any questions about this new initiative or want to learn more please contact develop@essex.ac.uk

EDUCATION

To help our educators prepare students for their future lives there is a range of support available to guide and build upon their knowledge and skills.

CADENZA: OUR PROFESSIONAL **DEVELOPMENT FRAMEWORK**

To foster education excellence in all staff who teach and support learning, we have a Professional Development Framework called CADENZA. This framework provides two pathways to gain Fellowship of the Higher Education Academy, either through a credit bearing qualification, the Postgraduate Certificate in Higher Education Practice or through professional recognition with a reflective experiential direct application. More information about direct application can be found on our Moodle CADENZA pages. Both our pathways are accredited by Advance HE (formerly Higher Education Academy) and mapped against the UK Professional Standards Framework which individuals and groups can use as a template to reflect on their education practice, recognising their impact towards others, evaluating the effectiveness of their practice and identifying ways to enhance their approaches to teaching and learning.

The framework consists of three dimensions of equal value. These are areas of activity which cover the different activities that individuals might engage with on a daily basis (such as designing and planning, support student learning, assessment and feedback, creating effective learning environments and evaluating the effectiveness of their activities). The other dimensions focus towards the core knowledge that is demonstrated through appropriate practices and professional values which are embodied in the decisions that individuals and groups make in relation to education.

Pathways to Fellowship workshops can support individuals to identify the most suitable pathway that suits their individual context. There are also a number of support workshops available to support development of CADENZA applications through drop-in sessions to writing days. Search 'CADENZA' on HR Organiser to book a place.

PG CHEP is a more supported and structured approach to Fellowship and development of your teaching practice, which also confers the qualification on successful completion. For PG CHEP, there are a number of scheduled dates throughout the year where participants are expected to attend CHEP support days. These days provide support and guidance to assist with the various coursework submissions as well as development of the final portfolio. More information about PG CHEP can be found by searching 'PG CHEP' in the staff directory.

DID YOU KNOW?

All GTAs are expected to achieve Associate Fellowship of the HEA by the end of their first year of teaching and new academic staff are expected to achieve Fellowship of the HEA by the end of their 3 year probation agreement.

" WE WILL NURTURE AND SUSTAIN THE ENVIRONMENTS THAT ENABLE TRANSFORMATIONAL EDUCATION. "

EDUCATION INSIGHTS **WORKSHOPS**

Our Education Insights Workshops provide the chance to connect with others who may be encountering different challenges or considering innovations to their practice.

Creating and finding videos to use in Moodle

This session will give you an overview of how to effectively use videos to engage students and explore video resources (Lynda.com (now LinkedIn Learning)/ BoB/ Screen cast software). This session will give you an overview of simple video creation using mobile/tablet technologies and will go on to demonstrate how video from various sources can be embedded into your learning materials. This session is closely linked to the Moodle for Beginners and Improvers session which provides a hands-on workshop exploring interactive Moodle tools and fresh new layouts to help your students get the best from our VLE.

Getting started with blended learning

This session will look at strategies to develop blended learning approaches to your module design. The session will briefly review the literature on blended Learning and the options available to blend your modules on a sound pedagogic basis to create a stimulating and engaging learning environment.

Interested to know what previous sessions covered? Head to the Education Insights area of Moodle. Search 'Education Insights' on the staff directory.

Introduction to TEL Essentials in teaching

This session will give you an overview of the basics around available teaching and learning technologies at Essex (Virtual Learning Environments - VLEs) to ensure effective and innovative use of these resources with positive impact on your teaching and better engagement from students.

Module Design Strategies

This session will look at the educational and pedagogic basis of module design with a brief coverage of the process of designing and approving new modules at Essex. The key principles of effective course design to improve students learning experience, outcomes and the innovative delivery of teaching will be covered. The session will also focus on using learning outcomes to plan teaching, learning and assessment in innovative ways.

DID YOU KNOW?

There is a team of instructional designers that can generate creative ideas and approaches to develop learning resources. To discuss your ideas, email tel@essex.ac.uk

How to be more inclusive in your practice

This session will look at Inclusive teaching practice. We will discuss what it is, what it isn't and then share a range of ideas for inclusive teaching in areas such as transition points, assessment and feedback, achievement and progression, as well as addressing disparity in attainment.
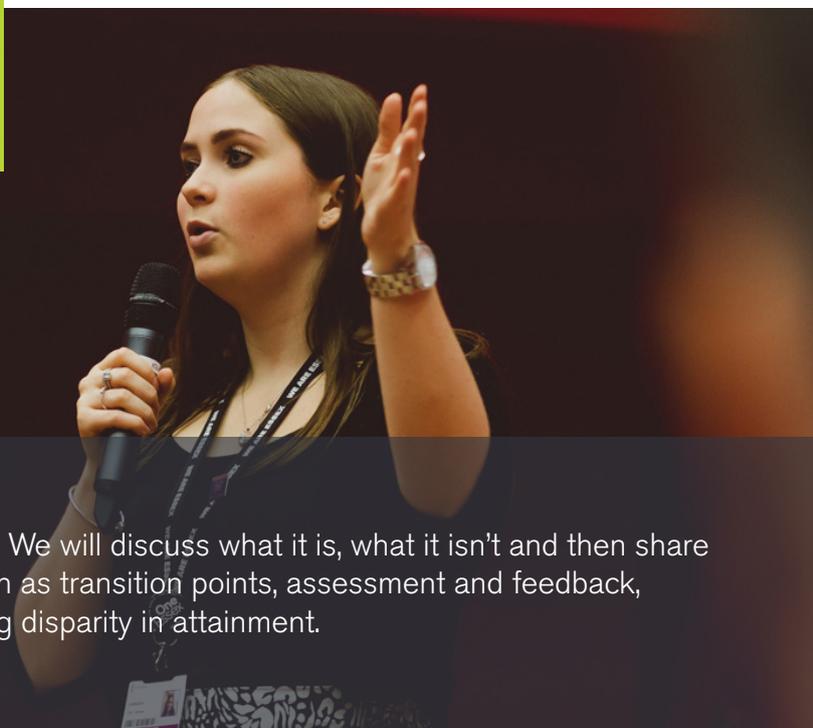
Engaging students with feedback

This session will look at the characteristics of effective feedback and how we encourage students to make full use of feedback to enhance their learning and achievement. The session would address issues related to poor students' feedback experience, effectiveness of feedback, student expectations from feedback, approaches to giving feedback and encouraging students to make use of feedback.

Introduction to student assessment

This session will give an overview of the purpose of assessment in UK HE from nurturing subject knowledge to developing core skills and local institutional vision. The session will also introduce traditional modes of assessment and the use of formative and summative assessments. An opportunity to evaluate your current practice with peers from across the University.

Building resilience in teaching practice

Resilience is understood as the process by which an individual harnesses personal and contextual resources and uses particular strategies, to enable adaptive outcomes such as professional engagement and growth, commitment, enthusiasm and job fulfilment. This session will explore the skills and practices that can facilitate resilience in teaching staff and academics.

DID YOU KNOW?

Video resources have been developed to provide top tips in relation to managing the classroom, by Alan Mortiboys.

Lecturing and interactive teaching

This session will look at lectures as a method of teaching and learning. Sometimes criticised for being mainly passive, the session challenges this assumption and explore ways in which lectures can be designed and structured to maintain students' attention span, foster engagement and deepen learning in a feasible and effective way. The session would include a review of the lecturing skills and TEL approaches to enhance engagement.

New to teaching in higher education

This session is designed to get you on a good start with your teaching practice and help you to pick up teaching tips and get to grips with teaching methods in HE. The session offers an introduction to the basic concepts and practices of learning and teaching in Higher Education and the University's tools, frameworks and resources.

DID YOU KNOW?

Did you know that there a range of resources related to group assessment on the Learning Lounge? Search 'Learning Lounge' on the staff directory to find out more.

The role of reflective practice in evaluating your teaching

This session will invite you to consider the importance of engaging in reflective practice within the remit of teaching and training. There will be an opportunity for you to think about the various ways in which you could be (and are already) evaluating and reflecting on your own teaching and learning practice; plus a chance to network with fellow, cross-departmental colleagues to share ideas and existing good practice. There will be reference to the Peer Review of Teaching policy at Essex, and information on how best you can take forward outputs from teaching observations undertaken.

Have a look at the Education Development toolkit to hear how other colleagues have approached curriculum review in their context.

THE LEARNING **LOUNGE**

The Learning Lounge is a virtual staff room designed to help you develop and enhance your professional performance at the University by encouraging you to explore the things that interest you the most.
The Learning Lounge holds a forum discussion feature where important announcements on topics such as challenging questions and upcoming events are made (to which you can reply and post your own ideas).

There are also a range of resources and links to further information that include:

- Preparing to speak to large student audiences videos
- Managing the classroom videos
- Group assessment
- Education Development Toolkit
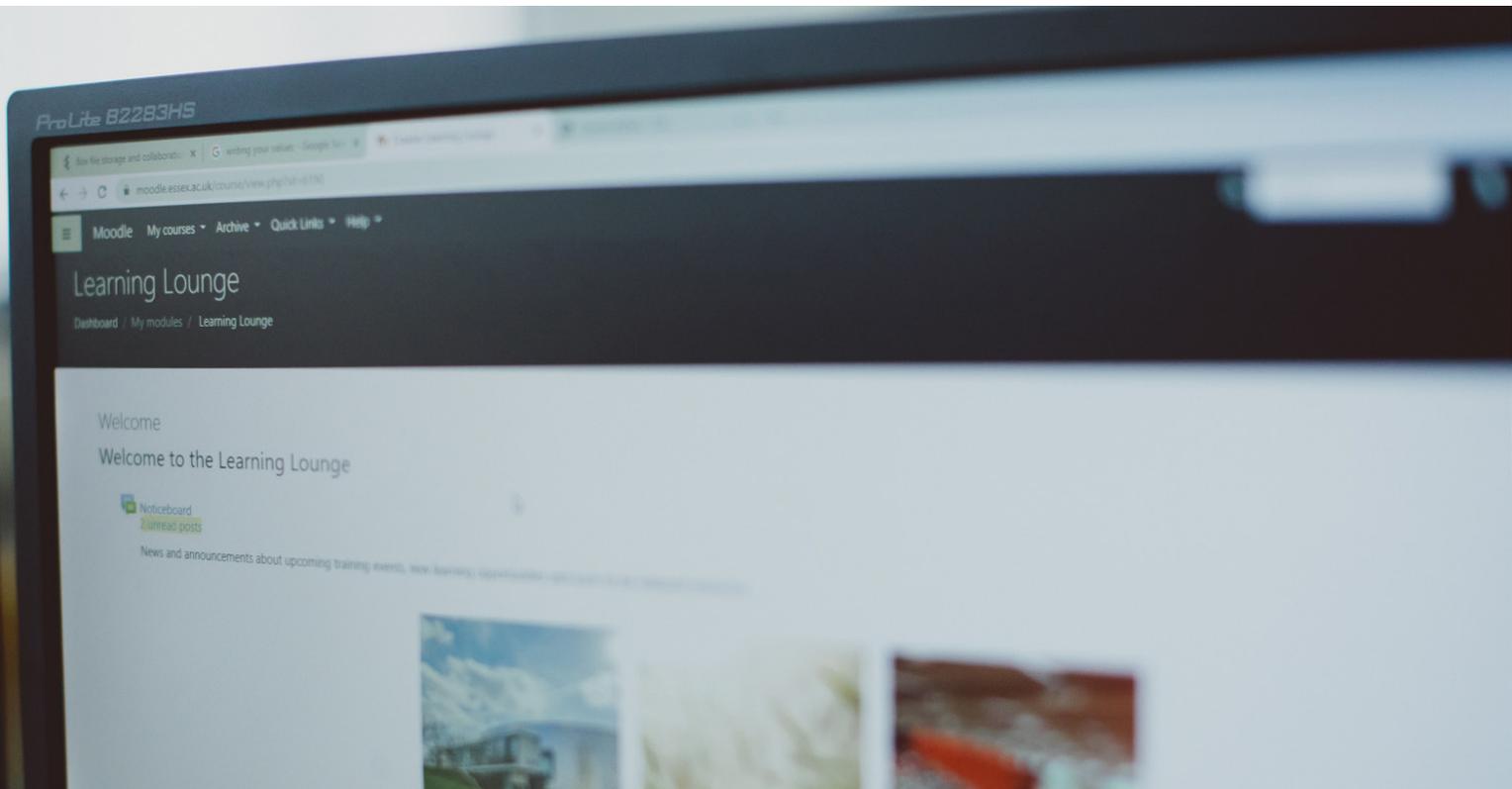
UNIVERSITY-WIDE **EDUCATION CONFERENCES**

Our Education Conferences provide opportunities for all staff to gather and discuss a particular educational theme related to our Education Strategy. Colleagues particularly like the opportunities to debate, network and share their practice across the University and subject disciplinarity. The Conferences are specifically designed for colleagues to share some of the excellent teaching practices going on across the institution. Interested in looking at our previous themes and topics? Head to our learning Lounge by searching 'learning lounge' on the staff directory. Want to be involved? We always welcome suggestions from staff on any ideas for potential content or structures; please get in touch via develop@essex.ac.uk.

PEER EXCHANGE **NETWORK**

The Peer Exhange Network is one of the ways we are strengthening our learning community. It works in two ways: by providing opportunities for colleagues who teach to see how others approach the design or delivery of classes; and by providing informal oppoportunities to ask peers for feedback as you reflect on your teaching practice.

The network is interdisciplinary and provides chance for you to work with peers in other departments and disciplines as well as your own. The first step is to choose a focus: what would you like to see working in practice? What is it you would like feedback on? For more information, search Peer Exchange Network on the staff directory or visit the PEN moodle page.

PERSONAL TUTOR **SUPPORT**

Student Success is at the heart of our mission, supporting every student from every background to achieve outstanding outcomes. As part of our community of educators, Personal Tutors directly contribute to achieving this ambition. All Personal Tutors are given a selection of flash cards that can be used when speaking with students. They include information related to the Personal Tutor role, academic skills support and pastoral care. If you haven't received a copy of the flash cards, speak to your Departmental Manager. There is also a Personal Tutor policy which provides an overview of what is expected by all roles involved with Personal Tutoring.

DID YOU KNOW?

There is a Moodle resource dedicated to supporting Personal Tutors in their role. It includes some scenario based activities that you can engage with to think about how you approach your role.

RESEARCH SUPERVISOR **DEVELOPMENT**

To support Research Supervisors, a blended approach to training and development is being developed that consists of face to face workshops, online learning and diagnostic activities, networks to share ideas and resources to inform practice. The following workshops are intended to complement the training and development support for Supervisors:

Examining Doctoral candidates

The workshop aims to explore the ways in which staff can prepare to act as examiners for a PhD candidate and provide input on processes, procedures and approaches. The workshop will include guidance and discussion on how to read the written submission (usually a Thesis) and formulate questions, how to prepare for the viva and ensure that the Doctoral level criteria have been met.

Joint supervision of doctoral students

This workshop explores joint supervision of PhD students and how joint supervision can support students academically and personally to achieve their research degrees in a timely manner. The national context in which supervisors and students work will be considered and the influence of the QAA Code of Practice on supervisory practice briefly reviewed.

DID YOU KNOW?

At least twice a year, a departmental PGRE forum will provide opportunity for you to share ideas and practices in relation to the role of Supervisor.

STEM Centre

EDUCATION **AWARDS**

Our Excellence in Education Awards (EEA) recognise and celebrate colleagues who provide our students with a transformational education experience through intellectually challenging and stimulating courses that are based on creative and innovative approaches. There are three EEA award categories:

- Excellent Graduate Teaching/Laboratory Assistant Award.
- Excellent Educator Award (individual or collaborative): open to academics and/or professional services.
- Excellence in Education Leadership Award: open to academics and/or professional services.

More information about the awards, when and how to apply can be found by searching 'Education Awards' on the staff directory.

Colleagues with exceptional contribution to Essex education and are able to show demonstrable impact, including winners of our EEA Awards will be encouraged to use their award as a springboard to apply for the national awards **CATE** and **NTFS** delivered by Advanced HE.

Collaborative Award for Teaching Excellence (CATE) is a national award scheme which recognises and rewards collaborative work that has had a demonstrable impact on teaching and learning. Introduced in 2016, the scheme highlights the key role of teamwork in higher education. Search 'CATE' on the staff directory to find out more.

National Teaching Fellowship Scheme (NTFS) is a national award scheme which celebrates and recognises individuals who have made an outstanding impact on student outcomes and the teaching profession in higher education. Search 'NTFS' on the staff directory to find out more.

If you have you got a minute, why not watch and read some of the success stories from our EEA winners.

RESEARCH

To support our mission of excellence in research, a range of opportunities are available to develop researchers throughout their career and toward becoming active, empathetic, entrepreneurial and engaged global citizens.

All of the face to face training opportunities and resources are aligned to Vitae's Researcher Development Framework to provide a consistent focus to reflect on professional development of researchers.

Collegiality
Team working
People management
Supervision
Mentoring
Influence and leadership
Collaboration
Equality and diversity

Subject knowledge
Research methods: theoretical knowledge
Research methods: practical application
Information seeking
Information literacy and management
Languages
Academic literacy and numeracy

Communication methods
Communication media
Publication

Analysing
Synthesising
Critical thinking
Evaluating
Problem solving

Teaching
Public engagement
Enterprise
Policy
Society and culture
Global citizenship

Inquiring mind
Intellectual insight
Innovation
Argument construction
Intellectual risk

Health and safety
Ethics, principles and sustainability
Legal requirements
IPR and copyright
Respect and confidentiality
Attribution and co-authorship
Appropriate practice

Enthusiasm
Perseverance
Integrity
Self-confidence
Self-reflection
Responsibility

Research strategy
Project planning and delivery
Risk management

Preparation and prioritisation
Commitment to research
Time management
Responsiveness to change
Work-life balance

Income and funding generation
Financial management
Infrastructure and resources

Career management
Continuing professional development
Responsiveness to opportunities
Networking
Reputation and esteem

Working with others (D1)

Knowledge base (A1)

Communication and dissemination (D2)

Cognitive abilities (A2)

Engagement and impact (D3)

Creativity (A3)

Engagement, influence and impact
The knowledge and skills to work with others and ensure the wider impact of research
Domain D

Knowledge and intellectual abilities
The knowledge, intellectual abilities and techniques to do research
Domain A

Professional conduct (C1)

Domain C

Domain B

Personal qualities (B1)

Research governance and organisation
The knowledge of the standards, requirements and professionalism to do research

Personal effectiveness
The personal qualities and approach to be an effective researcher

Research management (C2)

Self-management (B2)

Finance, funding and resources (C3)

Professional and career development (B3)

Vitae
© 2010 Careers Research and Advisory Centre (CRAC) Limited. www.vitae.ac.uk/RDFconditionsofuse

" WE WILL NURTURE THE ENVIRONMENTS THAT ENABLE TRANSFORMATIONAL RESEARCH. "

NEWCOMERS

Our Network for Early Career Essex Researchers provides support to researchers in the early stages of their careers, e.g. newly-appointed lecturers, post-docs, research fellows and final year PhD students. Newcomers creates a forum that brings together those interested in the different aspects of the research lifecycle and aims to stimulate collaboration and opportunities for shared learning and interdisciplinary work. The network also provides training and resources to support researchers across the research lifecycle from the UK Data Archive, the Research and Enterprise Office and the Library Services. Have a look at a dedicated webpage for further information. Typical sessions in the Newcomers programme include: where to find research funding; your proposal in a nutshell; Grant writing essentials; Introduction to open access; The publishing process; In introduction to knowledge exchange; How to commercialise your ideas; Introduction to research impact; Where and how to publish your data; Introduction to knowledge transfer partnerships; Pathways to impact; Google for academic research.

Where to find research funding

This introductory course provides an insight into where to find funding to support postdoctoral level research. You will gain an oversight of the UK funding landscape in the Social Sciences, Humanities and Science. Winning competitive research funding is essential to be able to perform research but is also an important skill which is sought by employers both in academia and further afield.

Your proposal in a nutshell

In this session we will review a range of proposal summaries identifying the main features of effective summaries. Participants are very welcome to bring their own examples along for review. You will also have time having a go at writing your own summary.
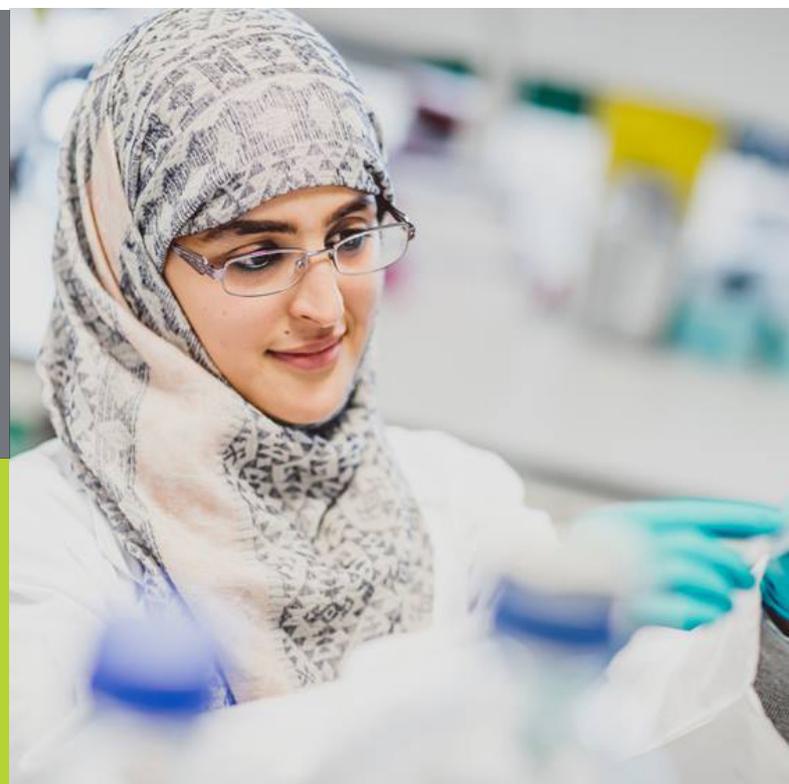
Grant writing essentials

In this hands-on introductory course we will explore the essentials of grant writing. What makes a well written application? Working with 'real life' grant examples we will identify basic principles of constructing a well written grant application and will discuss top tips to help increase your chances of grant writing success.

DID YOU KNOW?

The Research and Enterprise Office (REO) offers a personalised service to supporting our research community at all career stages, especially as they develop their research, impact and knowledge exchange plans. There are a range of workshops available including; A Guide to Grant Writing; Top Tips for Successful Research Funding Applications; Developing and Promoting the Impact of your Research; Ethics Review and Commercialising your Ideas, amongst many more. Further information about the support offered and who to contact can be found by searching 'Research and Enterprise Office' on the staff directory.

Introduction to open access

Open access means making research publications freely available so anyone can benefit from reading and using them. Making your research open access is required by many research funders and is also necessary for eligibility for the next REF. This interactive introduction to Open Access will give you an overview of what open access is and how you can make your work open access to increase visibility.

Introduction to knowledge exchange

Resilience is understood as the process by which an individual harnesses personal and contextual resources and uses particular strategies, to enable adaptive outcomes such as professional engagement and growth, commitment, enthusiasm and job fulfilment. This session will explore the skills and practices that can facilitate resilience in teaching staff and academics.

Introduction to research impact

This introductory course provides an insight into research impact in relation to funder requirements and the Research Excellence Framework (REF). With a focus on how impact can be planned for, generated and evidenced, this course will cover embedding impact into funding applications, including worked examples of Pathways to Impact Statements and Impact Summaries.

Pathways to impact

All applications for funding from the UKRI Research Councils include a number of mandatory sections concerning the potential impact of a proposed project and a number of other funders now require similar sections to be completed. This interactive workshop will consider best practice for writing Pathways to Impact, the common pitfalls and examine some best practice examples.

The publishing process

This session will go through some of the basics of the publishing process including: How to find a good journal to publish in and The Peer Review Process. It will also mention potential 'dangers' of publishing like Predatory Publishers and Citation Cartels and the participants will learn how to avoid these.

Where and how to publish your data

Are you an early career researcher or PhD student interested in depositing your data with an accredited and recognised archive to make them available for reuse, or as evidence for a published paper? Are you just curious to explore how publishing data happens in practice? Join our seminar on where and how to publish data, where we will 'walk' you through the process of archiving a data collection.

Introduction to knowledge transfer partnerships

Knowledge Transfer Partnerships are an established and successful initiative, funded by Innovate UK and Research Councils, that bring together businesses with research expertise. This session will explore the range of KTPs in Essex's current 34-project portfolio, the scoping, application and grant award process, and hear from academic colleagues engaged on current KTPs about the benefits of participating in the scheme.

Google for academic research

This session will cover how to search Google and Google Scholar effectively. Whilst caution is often given to the merits of using Google for academic research, there exists an increasing amount of legitimate information that can be accessed via search engines. The challenge is being able to find this information amongst the huge number of results that a search returns. This session will look at how you can target and filter your search results to access the most relevant research. You will gain an understanding of how different search engines work and how you can use advanced search techniques to refine your searches to return focused results.

Sign up to the Newcomers Mailing List to stay up to date with upcoming events and workshops. Once you are a member you are able to email the list to discuss research and opportunities for collaboration – a great way to get in touch with other Early Career Researchers!

DEVELOPING DIGITAL SKILLS **FOR RESEARCHERS**

Using Word to build your Thesis

Discover how to use Word's really useful built-in features that work to automatically format your document for you. Using these built-in features will ensure consistency throughout your document and save you having to manually update your work. This is especially useful when dealing with long, complex documents, and working to tight deadlines. Using the correct features will take the hassle out of editing and allow you to concentrate on your writing, instead of manual editing.

Getting Started with EndNote

This course will explain how EndNote works to store and organise your references, how it integrates with word processing software ready to use in your essays and articles. Endnote is a software program that allows easy and accurate creation of bibliographies. It allows you to access your research from anywhere and manage your Endnote library from multiple computers. Once created, the bibliography can be formatted into a wide range of styles and works in conjunction with Microsoft Word to automatically format bibliography and reference text.

NVivo for organising your research

This two-day workshop will provide you with a thorough introduction to the main features of NVivo. Participants will learn how to: efficiently and effectively manage, code and analyse: structured, semi-structured and unstructured data. You will learn how to work with variety of media such as: Word documents, PDFs, audios, videos, photos, spreadsheets, web pages, tweets, Facebook, blogs, LinkedIn data and Endnote, RefWorks, Mendeley and Zotero libraries. Please note that this course is bookable through Proficio. There is a cost attached to this course.

"It was a really good class, I learnt a lot about endnote and word! This will really help me improve my efficiency when writing by research up!"

"Above my expectation. very useful for Qualitative research. I would highly recommend it, it is the best way to organise the work."
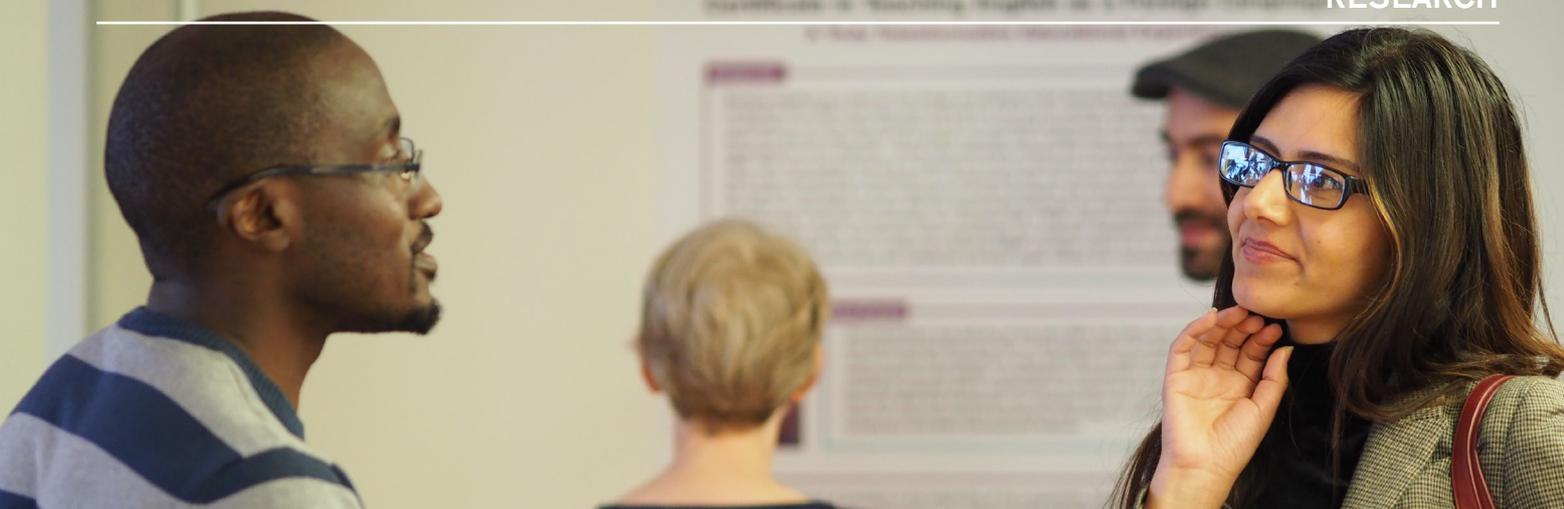
COMMUNICATING **YOUR RESEARCH**

Interview skills training

Help your research make an impact and join public debates by learning why journalists interview academics, how a newsroom works, and how you can give the perfect interview. Get top tips from your academic peers at our classroom events or step in front of the camera and practise what you've learned in our Colchester Campus-based television studio. Find out more: comms@essex.ac.uk.

Using social media to promote your research

Many researchers are excited about the potential social media offers for making an impact but how can you ensure you are heard above the din. We offer advice and occasional training which will help you set up social media accounts, understand how to build your networks, and write the perfect post. Find out more: comms@essex.ac.uk.

DID YOU KNOW?

Our Communications team can work with you to create tailored media training events: Whether you are a research group or a team of senior managers, sometimes you might want to know how best to represent our community and tell the University's story to the media. Tailored media and interview training can help you effectively explain your research and make it relevant to the wider public, stick to your key messages and give you the confidence to take on difficult interviews. Find out more: comms@essex.ac.uk

EXTERNALLY FUNDED **RESEARCHER DEVELOPMENT OPPORTUNITIES**

The Impact Academy

A rolling programme of workshops on research impact delivered through our Impact Acceleration Account, which is funded by the Economic and Social Research Council. The Impact Academy will provide training, advice, and guidance to researchers on impact activities at all levels. This will equip researchers and support staff with impact knowledge, tools, and capabilities to enable them to engage fully with the national impact agenda and encourage them to consider innovative impact pathways for their research.

The Global Challenges Research Fund (GCRF) Project

A series of workshops to support research with partners in Lower Middle Income Countries (LMICs), delivered through a project funded by Research England. Workshops are likely to cover how to develop proposals for external GCRF funds, the support available from the GCRF@ Essex project in developing networks and research applications, and guidance on administrative and logistical issues involved in research in LMIC countries.

Engaging with Policymakers

Also delivered through our Impact Acceleration Account, this rolling programme of workshops and masterclasses will provide researchers with insights from policy-engaged units within the University of Essex, as well as from external partner organisations and experts. The programme will help develop skills and techniques for engaging with a wide range of policy makers in at all stages of the research lifecycle.

Working with Whitehall

A programme of activities delivered through the University of Essex partnership with the Open Innovation Team in the Cabinet Office, which aims to 'bring academics closer to the policy-making agenda'. Our partnership links our teaching and research directly with policy advisors in Whitehall Departments, with the ultimate aim of improving the impact of our research. The programme includes; opportunities for staff secondments to the Cabinet Office and Whitehall Departments; specialist workshops from policy advisors on how to engage with policy in Whitehall; Regular visits to the University by the Open Innovation Team, to meet and network with researchers and academics who are keen to engage with policy agendas in Whitehall. Our partnership with Open Innovation Team also offers opportunities for PhD placements across Whitehall Departments, and Annual Policy Schools, where students have the opportunity to work with Whitehall Policy Advisors in developing policy. This takes place in Westminster.

Celebrating Excellence in Research Award

Celebrating Excellence in Research Awards recognise and celebrate the world leading research carried out by our academic community here at Essex. The winners of these awards will be leading research that is excellent in terms of significance and generation of novel insight and in terms of rigour and innovation of approach. There are three categories of awards for each of the three faculties:

- **Research Champion** - Academic staff with a significant track record of outstanding research and who have shown leadership in supporting or enabling others to deliver high quality research.
- **Exceptional Performance** - Academic staff who have delivered exceptional research performance in a single year.
- **Outstanding Early Career Researcher** - Academic staff at an early stage of their independent career who have produced outstanding research and demonstrate strong future potential.

To find out more and how to apply search 'Research Awards' on the staff directory.

DID YOU KNOW?

The University holds the HR Excellence in Research Award which reflects our commitment to harnessing the talents of all the members of its academic community, supporting those engaged in research to reach their full potential and recognising that individual members of staff can contribute to the University's research excellence in different ways.

MANAGEMENT
AND LEADERSHIP

As people are at the heart of our work, and with enabling environments being fundamental to our success, we look to our managers to push forward our strategy and uphold our values. We understand that being a manager can be an equally challenging and rewarding role. We want to support all of our managers to fully understand the importance of the part they play in fulfilling our strategy and to provide them with the knowledge and skills required to deliver on it.

If you are a manager when was the last time that you reflected on your management style and skills? When did you last actively seek to improve your management skills?

MANAGEMENT DEVELOPMENT **TRAINING**

We have created a number of ways to support individuals throughout their management journey here at Essex. Depending on your experience you can join this journey at any point. If you haven't yet attended any face to face management training, we strongly advise that you attend our new People Management programme. Formally known as

'Management Essentials' this programme has been redesigned so that managers of varying experience may attend. This is a great opportunity for you to connect with other managers from around the University, practice some new skills and learn more about how we manage at Essex.

DID YOU KNOW?

People Management has been created to appeal to managers of all experience levels. This means that even those who aren't yet managers and who want to develop their skills and enhance their career prospects can still attend. Managers of over 10 years experience have also thoroughly enjoyed the programme and learnt new things!

Aspiring Managers

If you would like to develop management skills before applying for a new position, or perhaps you have just started in a management role for the first time, this programme will help you to think about developing your own management style. We cover the foundations of management from leadership styles to effective management conversations. This is a great programme if you are an aspiring manager and would like support in preparing for the next stage of your career.

People Management

This programme explores the role of a manager at Essex and provides an opportunity to understand different approaches to develop and manage a high-performing team. Within the programme, you will explore core management skills and have an opportunity to explore themes such as: Reflective Practice, Growth Mindset, Mental Health Awareness and much more.

"I found all four days of People Management extremely positive, interesting and rewarding - which have helped me personally in my role develop in confidence and understanding about the importance of widening your skillset and abilities when it comes to line management. I found a lot of the psychometric testing very informative, like the DISC profiles and Conflict Management styles. I think this has definitely widened by empathy for working with others and how to manage other people. ... I feel that the course has helped me in continuous professional development."

92% of participants would recommend this programme to another colleague

Senior Managers Programme

Our Senior Managers programme is aimed at managers in grades 9 to 11 who are often managing managers. This programme looks at the skills and tools required when at a more senior level of management.

Coaching Essentials for Managers

This one-day highly practical and participative workshop will enable managers to develop effective coaching communication skills which can be applied formally and informally in a wide range of workplace situations. Coaching is a valuable way of helping people to learn. It is a useful addition to a manager's toolkit, as a way of supporting the people they manage.

"This was a hugely useful training day. The coaching techniques we were introduced to will be so useful in managing my team and in managing projects. This was one of the best training days I've attended at Essex and I've recommended it to a couple of colleagues."

Coaching Skills Refresher

This workshop is a follow-up session for anyone who has attended the Essential Coaching Skills for Managers Workshop or completed the on-line version on Moodle. It will give you the opportunity to develop, reflect on, and practice your coaching skills.

Future Leaders

Future Leaders is the first-level leadership programme for academic staff and professional services colleagues at the University. The programme is a unique opportunity for these staff to develop their leadership skills and networks, widen their sphere of influence and find out how decisions are made across the University. The programme is led by the Deputy Vice-Chancellor.

"I enjoyed working with peers and interacting to identify different view points. I liked the premise of the difficult conversations, projects, learning about the University strategies. I liked the 'testimonials' of senior managers - how they have reached their roles and successes/challenges they have faced..."

Management Conversations

The role of a manager regularly encompasses holding a range of different conversations. From influencing and giving feedback to delegating and communicating change. This programme will cover a range of conversation styles needed to be a successful manager, providing practical tools and tips to help you navigate these conversations day to day.

Strategic Leaders

Strategic Leaders is designed to nurture top-level leadership potential and develops leadership and communication skills, strategic thinking, personal networks. This programme is led by the Vice-Chancellor.

"The programme was very well designed with lots of space to discuss and share ideas as well as hear from leaders in the University. I particularly appreciated the open approach and the supportive environment."

"A fantastic insight into what matters at a strategic level in a University. Made me look at things quite differently."

EXTERNAL LEADERSHIP **AND MANAGEMENT PROGRAMMES**

Places will vary each year. If you have an interest in one of the external career development programmes, complete an application or email develop@essex.ac.uk.

The Essex MBA Degree Apprenticeship

If you are looking to develop your management skills further and to learn from managers working across different industries you may wish to consider our new MBA Degree Apprenticeship. The Essex MBA Degree Apprenticeship is a work-based programme targeted at managers and aspiring leaders where your role and workplace set the context for learning. The course will give you the opportunity to significantly improve your functional business skills and earn an MBA qualification, which is recognised around the world as the gold-standard in management training. This course is offered by Essex Business School and is funded from the University's apprenticeship levy, meaning there is no cost to you or your department. For further information contact apprenticeships@essex.ac.uk.

Core Management

Essex Business School's executive education flagship management programme, Core Management, is an intensive four-day management and leadership programme – delivered across two sessions of two days. The programme is aimed at those in management roles looking to upskill their leadership, management and commercial skills. Topics covered range from effective management concepts through to developing business cases for significant commercial improvement.

University of Essex staff can take advantage of a staff discount for this programme. To find out more please contact execed@essex.ac.uk. Visit the Executive Education website to view the full range of programmes on offer.

Diversifying Leadership

This is an externally delivered leadership development programme that is led by Advance HE. The programme addresses how individuals can impact the Higher Education (HE) sector to tackle the well documented under-representation of BME leaders in UK HE institutions. To declare your interest, please complete an application form.

"It facilitated my understanding of leadership in the context of BAME professionals and the challenges they and I face in reaching aspired goals. It provided me strategies to use in understanding how to navigate my professional development using the systems and processes in place. I have also acquired 2 'sponsors' who can guide me in achieving my promotional aspirations. This an excellent course that more BAME staff should be sponsored to attend. I can't praise it enough."

Calibre

The Calibre Programme builds on 21st-century thinking of disability leadership to ensure we see more disabled leaders in a variety of positions within the workplace. It has been designed to address the distinct and often subtle barriers disabled staff face in the workplace. To declare your interest, please complete an application form.

Stonewall LGBT Leadership Programme

The programme is externally delivered by Stonewall and is an intensive two-day residential, which offers the opportunity to reflect on how your identity as an LGBT person has had an impact on your leadership journey. It will help you understand what it means to be an authentic and inclusive leader. To declare your interest, please complete an application form.

Aurora

Aurora is delivered by Advance HE, bringing together leadership experts and higher education institutions to take positive action to address the under-representation of women in leadership positions in the Higher Education sector. To declare your interest, please complete an application form.

"I found this programme a great way to interact with many women from different universities and backgrounds. The sessions had some amazing inspirational motivational speakers that really did enthuse me to develop leadership skills. There are a few key skills which I have taken from this course and started to put into practice to build up my confidence."

LGBT Role Models

LGBT+ Role Models is designed for LGBT+ professionals at any level from any sector or industry. The Stonewall one day LGBT Role Models programme gives individuals the opportunity to explore what it means to be a role model and the space to identify how they are going to create an inclusive environment for everyone. To declare your interest, please complete an application form.

Stonewall Young Leaders

This programme is delivered by Stonewall to provide a unique opportunity to explore what it means to be an authentic role model. It gives participants the space to reflect on the relationship between their identity as an LGBT person and their influence in the workplace. To declare your interest, please complete an application form.
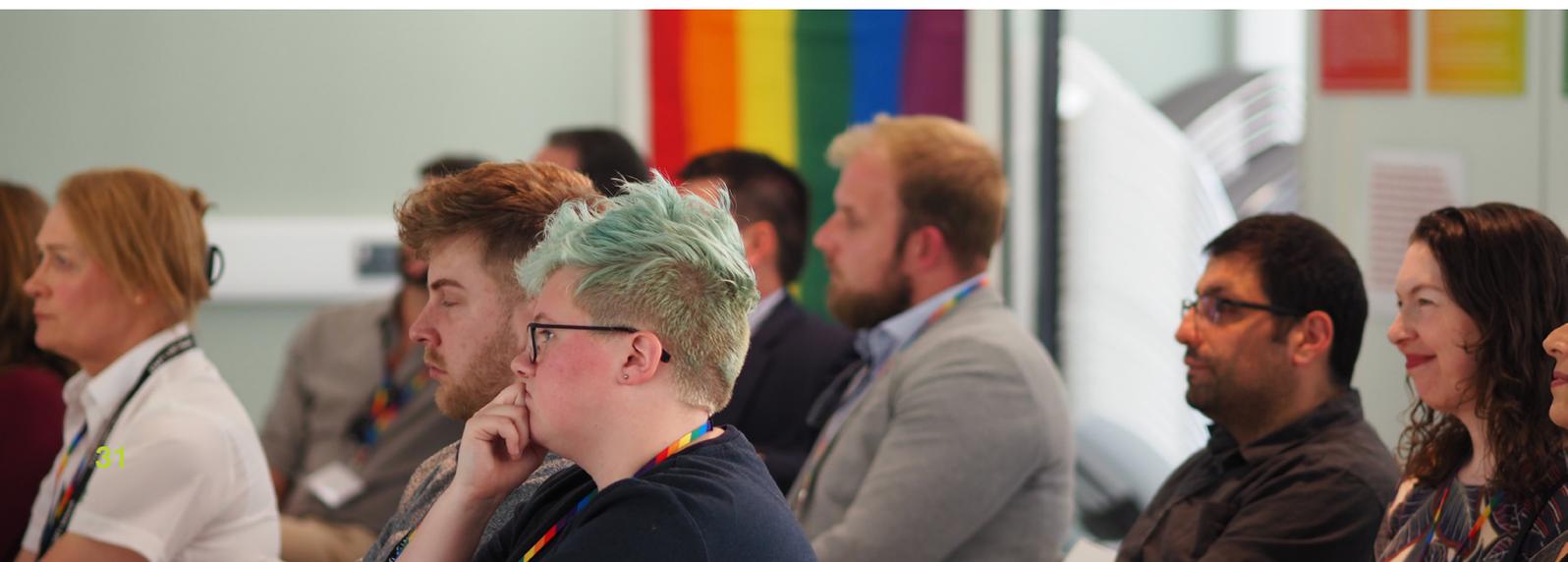
PROFESSIONAL
DEVELOPMENT

Below you will find a number of courses offered to all of our staff to help build and develop skills and knowledge. You can book these courses by searching for them on HR Organiser.

Mind Hacks

Mind Hacks is a series of short sessions designed to introduce you to new concepts and ways of working. There are seven different Mind Hack sessions. You can choose to attend just one session or a number of them. The topics cover: Creative Thinking, Critical Thinking, Design Thinking and solving challenges, Getting Things Done, Growth Mindset, Memory and Mind Mapping.

"Great course - really useful techniques taught that you can put into practise in your everyday life…"

Handling Difficult Conversations

This interactive and informative session will provide you with the tools and practice to help you to deliver positive and constructive messages.

"Having practical advice on how to structure the conversation was very helpful. I like to go into conversations organised and with notes so having a loose structure to use from now on has given me more confidence on what to do in the future."

Assertive Communication Skills

Being assertive can make a huge difference to the way you feel about yourself and the way in which other people see you. This course will show you, through discussion and practical exercises, strategies that you can use in your everyday life.

"…I found the guidance on how to engage in assertive communication invaluable. I immediately returned to my line manager and recommended the training…"

Managing Conflict

Conflict is defined as any situation in which the concerns of two people appear to be incompatible. We all use a range of conflict modes. By understanding and expanding these modes, we can improve the way we accomplish goals individually and within work groups.

"It was really useful to see how different conflict modes are useful in different circumstances, and to understand how to recognise which one you're using and when, and adapt if necessary."

95% of participants believe that this session will have a positive impact on their everyday practice.

> " AS A LEARNING ORGANISATION, WE VALUE AND SUPPORT THE ONGOING DEVELOPMENT OF PROFESSIONAL KNOWLEDGE, EXPERTISE AND SKILLS. "

Introduction to Continuous Improvement

This workshop will provide an introduction to Continuous Improvement (CI), show you how CI is implemented here at the University, and will equip you with the necessary methods, tools and games to help embed CI in to your everyday work, and support the University in making all our processes more scalable and efficient. This is a perfect course to do either as an individual or as a team.

Hands on Continuous Improvement

This fun workshop combines instruction and hands on exercises to look at day to day Continuous Improvement (CI), and the range of CI tools that can support you in team and improvement activity. We will explore when and how to use each tool, followed by a practical session using a case study, where we use each of the tools in turn. This course is ideal for anyone interested in implementing CI in to their team.

Project Management

This two-day course uses a combination of instruction and practical application to walk you through the stages of a project, identifying the work involved at each stage, the roles and responsibilities required, and the methods and templates to support you. This course covers everything from early scoping of a project, right through to stakeholder and risk management, benefits realisation and what to do once your project has been implemented.

DISC

DISC is a psychometric tool used to help people understand their own working style and the working style of others. This course helps you to learn more about your own working preferences and how you can use this to create collaborative relationships with those you work with.

DID YOU KNOW?

The Continuous Improvement and Change Team, part of Strategic Projects and Improvements, can work with managers to create bespoke facilitated away days or training sessions using a range of our tools, methods and games. After exploring your issues and the questions you need to have answered, we can work with you to create a session to fit the time you have, and the get the solutions you need, using mix of our Continuous Improvement (CI) training, games, and CI tools.

Process Review Facilitation

This two day course will provide you with a good understanding of using lean methodology to review your processes. Combining hands on exercises with case studies, you will learn how continuous improvement (CI) has been implemented at the University, how to apply CI tools and techniques to day to day work and equip you with the skills and knowledge to facilitate a process review. As this course is followed with group review and mentoring activity, participants will need to have a process in mind that needs to be reviewed, and support from their manager to review the process, before they attend this course.

Bystander Intervention Training

This workshop will explore the area of Bystander Theory and how its principles can be applied to real-life situations involving bullying, harassment and hate crime.

Unconscious Bias

This workshop will explore how the beliefs and values gained from family, culture and a lifetime of experiences heavily influence how we view and evaluate both others and ourselves. Participants will be encouraged to consider their own biases and to consider what impact these may have.

"It was all really interesting and gave plenty of food for thought. It has made me more aware of the existence of unconscious bias, as well as how my own biases might affect things, which is something I will actively seek to change going forward. It was a great session - enjoyable, informative and eye opening - with an engaging facilitator and I would recommend it to anyone."

Gender Identity and Sexual Orientation Inclusivity

This session will equip staff with the knowledge and understanding to help support LGBT+ inclusion at the University. In the session we will cover a range of important topics from LGBT+ terminology to identifying strategies you can use to become more inclusive within your everyday practice. We encourage all members of staff to attend this training to help us work toward a more inclusive environment for all.

DIGITAL **SKILLS**

Excel: Further Functions

Improve the efficiency and productivity of your Spreadsheets by learning how to construct functions, manipulate data and format outputs. In this training session, you'll work through a series of exercises using functions such as paste special, relative vs absolute referencing, VLOOKUP and Concatenate to name a few.

"Interesting, relevant and genuinely helpful - not something you often say about spreadsheets!"

Excel: Conditional Formatting

Conditional formatting in Excel allows you to automatically apply formatting such as colours, icons, and data bars, to one or more cells, in order to highlight specific data in your spreadsheet. In this training session you will follow a series of conditional formatting examples using both pre-set functions as well as applying a variety of formulas for more advanced formatting.

"Really useful and delivered at a good pace for the audience."

Excel: Pivot Tables

PivotTables allow you to calculate, summarise, sort, and format your data quickly and easily to see comparisons, patterns and trends. In this session you'll create some PivotTables then apply some conditional formatting and calculations, and finally produce some Pivot Charts to visualise your data.

"Found the content very useful and I will definitely be putting it to use going forward."

Trello for managing your tasks

Trello is a great tool for project management and task management. The highly visual nature of this system and it's simplicity, mean teams can communicate and collaborate easily on any project. The boards are flexible, shareable, and let you pack a ton of detail into each card. This introduction course will cover topics including; what Trello is used for, creating boards, lists and cards, adding members and assigning permissions, adding checklists, attachments, due dates, filters, links, stickers, @mentions and much more.

Outlook: Managing a Busy Inbox

In this session you'll look at some of Outlook's more useful features that will make managing your Inbox easier, more efficient and save you loads of time. You'll find out how to organise and work with folders, create rules, quick steps and tasks, as well as how to assign colour categories to emails and use the search function to find content quickly and easily.

"Excellent course. Immediately started implementing what I had learnt the minute I got back to my desk."

LinkedIn Learning Book club (New)

This LinkedIn Learning book club is a bit like a conventional book group, but instead of reading a book before meeting, everyone in the group watches the same course or video in LinkedIn Learning (formerly Lynda.com). The group then meet to discuss what you've watched, share ideas, discuss the challenges of implementing what you've learned and offer solutions. Visit HR Organiser to discover the next topic.

Tableau Introductory Training

This introductory session is intended for staff wishing to use the Tableau dashboards that have been developed to support strategic planning activity within the University. The session will include a structured overview of Tableau and the dashboards currently available, and free time to undertake supported hands-on exercises and ask questions.

"This was an overview to help me to understand what Tableau is all about and have a fuller understanding of the information available. Thank you for enhancing my knowledge and giving me the confidence to play with facts and figures for my department."

InDesign for beginners

Adobe InDesign is the industry standard tool for creating and editing multi-page documents for publication and screen use. It is used in a variety of organisations for the creation of small brochures, through to putting together large magazines, catalogues and multi-national newspapers. The first half of the course concentrates on building a document layout; create documents in various sizes and page lengths; adding, importing and editing text; placing and manipulating photographs and graphics. The second half of the course focuses on more advanced layout and typographical controls and creating multiple page documents in an efficient way. Please note that this course is bookable through Proficio. There is a cost attached to this course.

Creating Digital content with Adobe

This course uses Photoshop, Illustrator and InDesign which are industry standard for image editing, logo design and creating multi-page documents. The first part explores Photoshop to edit, fix and augment your images to make them look striking and prepare them for web and print. Then you are introduced to Illustrator and vector graphics for logos and infographics. Lastly, you will concentrate on InDesign where you will put together brochures, banners and other materials using the media you created previously. Please note that this course is bookable through Proficio. There is a cost attached to this course.

Photoshop for beginners

This course will give you an introduction to Photoshop, the industry standard image editing software that allows users to manipulation, crop, resize and correct colour on digital images. Please note that this course is bookable through Proficio. There is a cost attached to this course.

HEALTH **AND WELLBEING**

Building Resilience in Periods of change

This workshop will look at the relationship between personal resilience and stress management. It will also help you to identify strategies and tools and can be used to boost resilience whilst facing change.

Stress Management Workshop

Health in Mind are providing a free Stress Management Workshop to promote positive wellbeing and teach strategies for managing stress. The workshop covers areas such as: 1) What is stress and how can we recognise it? 2) Tips on getting a balanced lifestyle and good sleep routine 3) Identifying and challenging negative thoughts 4) Managing worry 5) Assertiveness techniques 6) Problem solving and time management tips.

Sleep Hygiene

Health in Mind are providing monthly free sleep hygiene for staff on Colchester campus to promote positive wellbeing and teach strategies to help you develop strategies to improve sleep quality. The workshops cover areas such as; what is sleep? types of sleep problems, causes of poor sleep hygiene and how to get the best sleep.

Fire Evacuation Steward

This course is for designated members of staff working in departments and workshops. Evacuation Stewards check, as far as reasonably practicable, that areas are clear of people. This session will train you to help clear a building section/level during an alarm. You will learn how to check doors for signs of fire and how to report to Patrol Staff or to the most senior manager at an Assembly Point.

Mental Health First Aid

Mental Health First Aid is an educational course which teaches people how to identify, understand and help a person who may be developing a mental health issue. In the same way as we learn physical first aid, Mental Health First Aid teaches you how to recognise those crucial warning signs of mental ill health. This is valuable for both professional and personal development.

Use of Evacuation Equipment

This course teaches delegates to recognise the manual handling hazards associated with using the an evacuation chair, recognising the situations in which it is appropriate to use a casualty evacuation chair, safely use the chair to move an individual down stairs and recognise the limitation of the chair to enable a safe exit in the event of a fire.

DSE Facilitator Training

This course is aimed at Departmental DSE Facilitators. This course provides Departmental DSE Facilitators with the necessary knowledge to carry out their duties. Post-course support will be provided by HSAS, to ensure delegates feel confident in supporting DSE assessments.

IOSH Managing Safely

This highly practical and participative course helps you to manage health and safety effectively in your area of responsibility and to comply with legal and University requirements. Candidates must pass an end-of-course assessment and workplace practical risk assessment project. This is a nationally recognised course. Candidates will be awarded a certificate from the Institution of Occupational Safety and Health.

Risk Assessment made easy

This course is for staff who carry out risk assessments or review risk assessments carried out by others as part of their job.

"The instructors were very approachable, experienced and professional. I think this training was well planned and carried out, providing lots of different practical sessions to put what we'd learned into practice and to break up the different modules so it wasn't too difficult or intensive. I would recommend this to anyone who works in the University whether or not they have a student facing role. I found it really beneficial for my own personal wellbeing and to be able to empathise with other mental health conditions that I wasn't familiar with. Brilliant training and staff who delivered the sessions. Thank you!"

CAREER
PROGRESSION

Chrysalis

Chrysalis is a new personal and professional development programme for all. It has been designed to be in line with the University's ways of working and values and includes a mixture of theory, group work and self-reflection.

Chrysalis
A personal and professional development programme

"Chrysalis has been brilliant in helping me to define what is important for me not only on a professional level but also in my personal life as well. I have met other inspiring individuals and it has helped push me to take risks, have confidence and believe in myself."

Review – Regularly review your goals, think about what you're currently doing to reach them and if there are opportunities you could be missing out on.
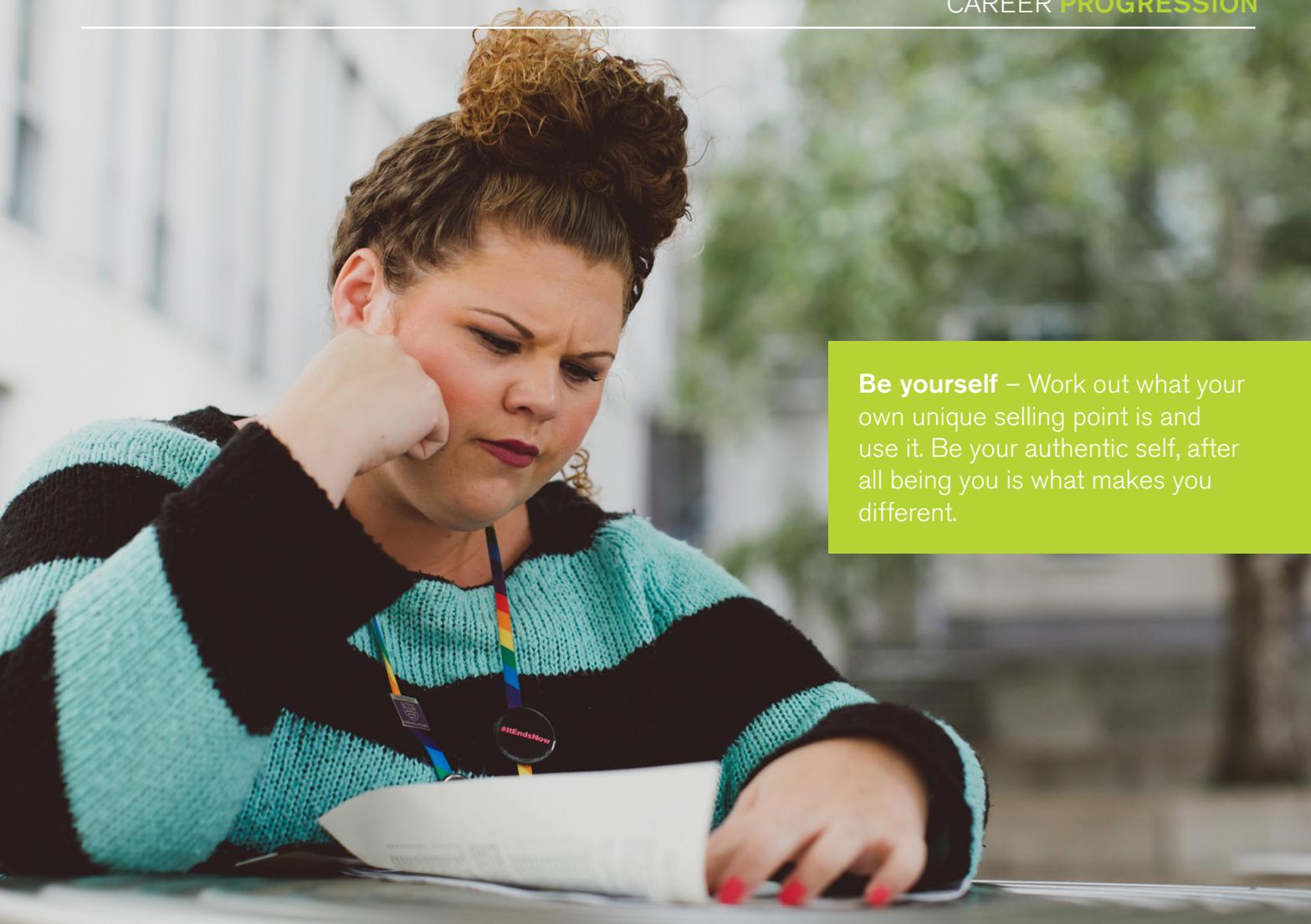
Be yourself – Work out what your own unique selling point is and use it. Be your authentic self, after all being you is what makes you different.

Managing and Developing your career

If you're keen to develop your career but not sure where to start, this workshop will give you the opportunity to discover what your strengths and skills are and where you need to develop. You will come away with your own personal development and action plan.

"The session helped me in reorganising my thoughts & rejuvenated me to keep applying for jobs. It was nice to meet people in a similar position as well as those in slightly different positions but all with the same mind set; what's the next step in my career?"

Take a moment - We all face bumps in the road from time to time, what's most important is how we move past them. Below are some top tips provided by Professor Jules Pretty and Professor Lorna Fox O'Mahony. You can find out more about what they had to say in their Essex Daily Blog, created as part of Future Leaders 2019.

- **Ask for help** - Sharing setbacks helps us put them in perspective, and also get practical ideas about alternative ways forward.
- **Remain curious** - people who remain naturally curious about the world can accept challenges simply as a part of new developments in their field and profession.
- **See it as an opportunity** - Not succeeding might tell you about what you know and what you don't know, what worked, or what doesn't work for you.
- **Be open** - If you need to take a different track, be open to adapting your approach and trying again.
- **You can't control the arrival of external shocks** – What you can control is your response to them, how we absorb a problem and respond to it.

40

BESPOKE DEVELOPMENT
OPPORTUNITIES

Bespoke development opportunities are available through our consultancy service. We will observe how you and your team work, and then provide expert advice and support. This may include drawing on expertise across HR and the wider University community.

The aim of bespoke support is to help everyone at Essex reach their full potential. This may mean working with you on skills development or supporting completely new ways of working. The Organisational Development team has a range of experience creating and supporting bespoke development opportunities which can take a different form than what may initially be expected. We will take the time to get to understand the challenges you face (along with the goals you aim to achieve) by taking a person-centered approach. Here, we use 'design thinking' principles when we work. This person-centered approach to solving problems helps us quickly get to the heart of an issue. This might involve shadowing, one-to-one discussions and focus groups. The appropriate methods chosen for this will take into account the issue being explored and what is in the best interests of you and your team.

Putting people at the centre means that we are able to find appropriate and effective ways of driving development forward. People are our biggest asset and should therefore always be at the forefront when creating solutions.

Training is not always the answer—often a more appropriate mechanism to support development should be considered. We will work with you to discover what support can be provided to create long-lasting benefit.

HOW CAN BESPOKE **DEVELOPMENT OPPORTUNITIES HELP?**

Below you will find some examples of where bespoke development opportunities have supported teams. If you feel that your team would benefit from bespoke support, please email us at develop@essex.ac.uk.

Working with the Research Enterprise Office

Following a request from the Research and Enterprise Office to support on their away day, we worked with members of the team to create a 'World Building' session. The world building session focused upon the future of research and encouraged team members to think about research in 2050 and our role within that as a University.

World building is a well-established technique that is used by writers, filmmakers, game designers, architects and educators. More recently, it has been used to tackle larger social and cultural challenges. Our Technology Enhanced Learning Team created a range of activities, including designing and stacking buildings, connecting large shapes representing communities and creating personal personas of our future researchers. Through these activities team members were asked to think about where we would like to be in 2050 and were encouraged to discuss the role they will each play.

DID YOU KNOW?

By analysing engagement with development opportunities, Human Resources work in partnership with individuals and leaders to offer timely development opportunities.

These strategic conversations are commonly referred to as 'People Landscape conversations', informed by people data to understand and prepare people capabilities for the unique context of the department or section. For information regarding 'People Landscape conversations', email develop@essex.ac.uk

"The world building session provided a fantastic opportunity for the REO team to share their ideas with each other. The activities that Organisational Development created to stimulate discussion were very creative and, combined with the facilitation provided by OD, they really helped us get the most from the session."

Working with the Essex Business School on Athena Swan

Organisational Development supports our departments in their commitment to Gender Equality. As part of this we get the opportunity to work closely with departments for their Athena SWAN submission. From our support in Essex Business School's Bronze submission we received the following feedback.

"Organisational Development's contribution has been invaluable in three ways: (i) they provided us with the right data in the right format. (ii) They supported us with guidance based on experience of other departmental applications, and of the process more generally, and (iii) they worked closely with us as part of our Athena SWAN team. This sense of collaboration and collegiality has been particularly important, and really appreciated. Thanks to their experience and expertise we have made much better progress than we thought we would be able to, with a clear sense of what we need to achieve…"

Student Services Development Day

We recently worked with Student Services to design and deliver a team training day focused upon ways of working. Consulting with members of management we designed the day to include opportunities for self-reflection on personal working styles using the DISC psychometric. The teams were also invited to review and consider the current challenges they face to working across teams and campuses.

Outcomes from the day included:

- Team members being more aware of their own working preferences along with the styles of their colleagues,
- Helpful tips on how to work with others who may approach work in a different working style,
- A greater understanding of the barriers colleagues face in different teams and locations,
- An action plan to work on breaking down barriers, following the training, to create positive impact within the team.

"An enjoyable, engaging day working in different teams looking at personal working preferences, individual strengths and the impact it has on teamwork."

Think about a time in the past or coming in the future where you feel that you or your team would benefit from bespoke support or guidance. Are you using all of the resources available to you around the University?

RESOURCES AVAILABLE TO **SUPPORT YOUR DEVELOPMENT**

LinkedIn Learning

As a member of the University you have access to LinkedIn Learning where you can find thousands of high-quality courses delivered by industry experts and respected authors covering a range of topics in education, business, design and creative media. If you're using LinkedIn Learning for the first time, we recommend you watch the how to use LinkedIn Learning or advance your skills with LinkedIn Learning courses to get familiar with how it works. You can even get the mobile app! To log in, use your University log in details.

Quick Guides

These provide you with quick and accessible guidance on a range of people management topics from managing performance and guidance for new starters, to support for researchers and personal development. They are great place to start when you need help exploring a particular topic. Within the guides you will find useful information along with links to help you learn further. For more information, search 'quick guides' on the staff directory.

Keep Learning – Take time to learn from and through others, read blogs and articles, stay on top of the ever-changing trends in your area. Learn new skills and practice them.

Library Support

The library is here to support you in your role and offers the following services:

- Library Inductions
- Reading list training sessions
- Online research Profiles
- Citations, Journal metrics and Academic reach
- Publishing advice
- Open Access

For more information on how the library can support you just contact the library at libline@essex.ac.uk.

Strategic Projects and Improvements Team

The Strategic Projects and Improvements Team have created a range of supporting materials and templates for staff working in both Project Management and Continuous Improvement. The Projects website includes information on our Project Management Framework, University Governance and how all the University Committees work together, our Project Managers One-Stop-Shop which includes a range of toolkits and templates to support staff working on projects or improvement activity, and Business Analyst support and guidance. We also have Continuous Improvement tools and support, information on our networks, and details of the training delivered by the team, such as Project Management, Continuous Improvement, Facilitation and Process Mapping. You can find this information by visiting essex.ac.uk/projects. To contact our team, email change@essex.ac.uk.

DevEssex Blog

Here you can keep up to date on all things OD, learn about our commitment to a learning culture and get an insight into the impact of development programmes at Essex. We will share resources and information on learning events alongside existing good practices by colleagues across the institution. You can also take a look at our HR blog where you can keep up to date on latest news from Human Resources including information on policy, our development offer, advice & support and more.

DEVELOPMENT OPPORTUNITIES TO
CONNECT YOU WITH OTHER PEOPLE

Collaborating with others within our community drives forward our Essex Spirit. In sharing our knowledge, ideas and ambitions we are able to develop both as individuals and as a University.

Here at Essex we believe in the importance of individuals being empowered to use the people and opportunities around them to take charge of creating their own professional path. By creating a culture of collaboration we can further share best practice and learn from those around us. To help enable this we provide a range of opportunities as a starting point, which you can then build into your own developmental journey.

DID YOU KNOW?

The University has started supporting the Professor community, and it is intended that we will extend this to other groups of staff to support career transition. Presently, we are organising networking events which are helping to support collaboration and sharing of ideas. Future work will include supporting Professor mentoring, development and consultation.

COACHING FOR **SUCCESS**

Coaching is an opportunity for you to have time and space for individual and group reflection. It can be used for developing your leadership style, working through ideas or developing confidence amongst many other things.

An individual coaching session is a confidential, supportive, one-to-one meeting with an experienced and qualified coach. Your coach will use their coaching skills to listen and ask questions to assist you in considering different perspectives and to find solutions to your challenges. They will help you plan your next steps and motivate you to take action.

Coaching usually spans 4-6 sessions with each session typically being one hour long and can be initiated by self-referral, management referral or through Workplace Health and Wellbeing. Email coaching@essex.ac.uk to arrange a coaching meeting.

"It allowed me to think about the decisions I needed to make in a safe environment. I didn't have to worry about what I said because I knew I would be asked relevant, useful questions that would allow me to reach a decision for myself."

Build your network. Network with people from new areas, maximise the networking opportunities around you both internally and externally. The greater your network the greater the opportunities to grow and develop.

GROUP **COACHING**

Group coaching takes problem solving from occurring on an individual basis and moves it toward small group exploration. Using a structured approach, it invites you to share a particular challenge you are facing with a small group and can also be used as a way to identify themes of enhancement for members in a whole team. Through activities and questioning, you will be challenged on your way of thinking and encouraged to explore potential solutions. We currently offer three types of group coaching:

- **People Management** – for any member of staff currently in or moving into a management position
- **Leadership** – for members of staff who have attended one of our leadership programmes
- **Team development** – bespoke support to develop high performing teams

The people management and leadership group coaching sessions are run throughout the year and can be booked through HR Organiser. We encourage you to come along to meet others in similar roles to you and to build connections. The team development sessions are tailored to suit the needs of teams or themes comon to a group of individual. To find out how you can be supported with group coaching, email coaching@essex.ac.uk. If you are interested to attend group coaching for leadership teams, email coaching@essex.ac.uk for more information.

"Speaking about issues with colleagues in a confidential environment was excellent and has helped so much. The trainer was great and gave clear guidance throughout."

MENTORING

Mentoring allows you to spend time reflecting on your own development. It can be a transformative and empowering experience for both mentor and mentee.

Mentors use their experience, skills and knowledge to help guide their mentees and offer relevant advice. This may be because the mentor has more experience in the particular area you wish to explore, and in some cases it may be that you request reverse mentoring - having a mentor help you to see the impact of decision making on those working around you. We regularly encourage people to seek mentors both inside and outside of the University. We also encourage individuals to become mentors themselves, supporting others whilst also developing themselves at the same time. This is a relationship that you are able to manage yourself, however if you would like some support and guidance on how to build a mentoring relationship please contact develop@essex.ac.uk.

SHADOWING OPPORTUNITIES

Shadowing can be an invaluable tool when it comes to personal and professional development. It can help with building networks and gaining experience in a new area. Shadowing can also allow you to develop new ways of working, understanding more about the teams you interact with to create a culture of collaboration. We encourage you to create your own shadowing opportunities by reaching out to other teams. If you would like support and advice on how to get the best from shadowing please get in contact by emailing develop@essex.ac.uk.

Did you know that shadowing can be an excellent way of creating an immersive induction experience. This involves a new colleague spending dedicated time working with people from different areas to understand their work, challenges and how each other's work relates. Colleagues within OD can support you to develop an immersive induction plan, email develop@essex.ac.uk to discuss your approach.

COMMITTEE OBSERVATION

Committee observations opportunities have been created for those attending particular development programmes and for those who are looking to gain experience to enhance their career. These observations help not only the observer but also those being observed. It is an opportunity for those that don't usually get to attend committees to see how they are run and the types of issues discussed within them. To learn more about these opportunities contact develop@essex.ac.uk.

DID YOU KNOW?

You can find mentoring guidance on the staff directory by searching 'mentoring'.

PSYCHOMETRICS

We offer a range of psychometric testing and training that can be used for individuals to better understand themselves, alongside understanding how best to work with others. There may be a cost for some of our psychometrics. If you feel that you or your team would benefit from any of these please get in contact with develop@essex.ac.uk where we will be able to provide you with further information and advice.

DISC

DISC is a tool that helps to identify working styles and observable behaviour. DISC highlights 4 prominent working styles that individuals adopt. Once an individual has identified their working styles through a range of activities, they are able to become more self-aware of their own behaviours. They are also able to better understand the behaviours of those they work with and how they can build more collaborative relationships.

We also provide this as part of our core training offering. If you would like to book onto this course please do so through HR organiser.

TKI

TKI, more formally known as the Thomas-Kilmann Instrument, is an assessment that determines how individuals respond to conflict. It highlights your most preferred conflict mode and provides information on other modes of conflict that are available to you. By helping individuals to consider all modes of conflict TKI allows them to adapt in different situations to achieve constructive outcomes.

We also provide this as part of our core training offering within the course 'Managing Conflict'. If you would like to book onto this course please do so through HR organiser.

FIRO **B**

FIRO-B is a psychometric instrument that can help us understand our own interpersonal needs when we interact with others. It is useful in helping us to understand how our underlying needs drive the way in which we choose to communicate and behave with other people.

Understanding our own interpersonal needs will help us to raise our awareness of our typical interpersonal behaviours; build more effective and rewarding relationships and help us to increase job satisfaction and productivity.

BELBIN

Belbin suggests that teams work best when made up of individuals that have a diverse range of behaviours. Belbin has been described as the language of teams, helping individuals to identify their own strengths in order to maximise these and their use within a team. By creating individual Belbin reports for each team member, as a team you can evaluate and reflect upon the best way to work together.

360 **FEEDBACK**

360 feedback can be a helpful way of gathering feedback from colleagues in order to see where you are excelling and where you may have areas for development. Through our online assessment tool you are able to request feedback from your peers, manager and direct reports on specific and targeted competencies so that feedback can be measured and consistent. You receive a coaching session with a member of Organisational Development to discuss your feedback and plan how you would like to take it forward.

We offer three types of 360 feedback with a range of relevant competencies for each:

- Individual
- Management
- Leadership

"This was the first opportunity I have had to gather feedback from someone that isn't my line manager and it has given me a renewed enthusiasm for my role. It has also helped me to focus on two particular areas of personal development which will really help me in my management practice."

If you're unsure where to start, asking for feedback can be invaluable. Below are some tips on how to request feedback.

- **Make sure that you ask the right people** – Ask those you have worked with and in a range of different capacities, managers, colleagues, direct reports and stakeholders can all provide helpful feedback. Ensure that they are people you trust.

- **Be clear** – Explain that you want honest and constructive feedback as you are using it to help develop further. Whilst complementary feedback is great to receive you want to also receive feedback on how you can improve.

- **Request specifics** – It's important that the feedback is specific so that you can act on it. It's not helpful to just say you need to improve your organisational skills because this can cover so many things.

- **Remember Feedback is a gift** – Try to remember that feedback is a gift that you can choose to accept. Not all feedback is helpful so it's important that you break it down and work on the parts that you can control. Feedback should not be seen as a judgement on you as a person but as an opportunity to develop your work.

- **Don't just focus on the negative** – We often forget the positive feedback we receive and neglect to develop our strengths further. Make sure that you work on your strengths too.

- **Thank them** – It can take a lot of courage to provide honest feedback, thank them and keep a line of communication open for regular feedback.

INSTITUTIONAL SUBSCRIPTIONS, CHARTERS AND NETWORKS

We have a range of institutional networks and subscriptions that can provide you with opportunities to learn from others and connect to people and resources. Many of these networks are listed in this section. For more information related to these subscriptions, get in touch with develop@essex.ac.uk.

ADVANCED HE

The University is a member of Advance HE whose objective is to support strategic change and continuous improvement through the development of individuals and organisations of higher education. They offer expertise in the areas of excellence in education, transformative leadership, equality and inclusion and effective governance.

As you read through our range of networks take a moment to consider how you can get involved to both add value and to learn from others to develop your career.

Our membership provides a range of benefits including:

- A portfolio of programmes and events based on the latest research and thought leadership that has drawn on expertise from both within and beyond the sector
- Access to a wide range of reports, publications and resources
- Access to Advance HE Connect, an online global community platform for individuals, groups and communities in higher education.

VITAE

The University of Essex is a Vitae member. This membership enables us to support researchers to build capacity in developing research excellence, bringing benefits to research outputs, innovation, society and the economy, which part of our Education Strategy 2019-2025. Vitae's place within the higher education community and relationships with governments and other key stakeholders offers Essex researchers the opportunity to contribute to and influence higher education policy relating to research and researcher developers. Membership provides full access to a wide range of resources including online materials, publications and reports, generous member discounts on all events and dedicated member only activities. Essex academic staff including PGRE students, who would like to make full use of our membership, need to register to gain access to full member benefits through the Vitae website. Please use your organisational email address so that we can recognise you.

Listen to understand not just to respond
Often when we are listening to others, we are already formulating responses in our head meaning we aren't providing our full attention. People know when you aren't truly listening to them, meaning rapport is harder to establish. Try listening to really understand first before thinking about what you want to day.

HEATED

The University of Essex is committed to supporting Technicians and is a member of HEaTED. HEaTED is the UK's leading provider of professional development and networking opportunities for all disciplines of the technical workforce. Membership provides access to networking events across the country giving Technicians the opportunity to network, learn exciting new techniques, and explore facilities at neighbouring institutions. Further information is available at www.stem.org.uk/heated.

DID YOU KNOW?

Technicians now have a dedicated development initiative, focusing on subjects put forward by technicians themselves. These sessions are run by Organisational Development and take place twice a year. If you would like to learn more or to put forward ideas for the sessions please email develop@essex.ac.uk.

ARMED FORCES COVENANT

The University of Essex has pledged to honour the Armed Forces Covenant and support the Armed Forces Community by recognising the value of Serving Personnel, both regular and Reservists, veterans and military families contribute to our business and our country.

DISABILITY **CONFIDENT**

The University is a <u>Disability Confident</u> Employer. This means that we are committed to:

- Challenging negative attitudes towards disability
- Increasing our understanding of disability
- Removing barriers to disabled people and those with long-term health conditions in employment
- Ensuring that disabled people have the opportunities to fulfil their potential and realise their aspirations

If you have an interest in access, disability and inclusion issues, why not join the <u>Essex Access Forum</u> (EAF). The EAF is a discussion forum and consultation body working to support excellence in all aspects of physical and intellectual access at Essex; student education, staff employment and visitor experience).

Invest time in others – Be curious about the other person and ask open questions. People are more likely to want to stay in touch if they feel you have their interests at heart.

STONEWALL

The University is a Stonewall Diversity Champion and has been a Stonewall Top 100 Employer for three of the last four years. This means that we are committed to, and have been recognised for, creating an inclusive environment for lesbian, gay, bi and trans people. Whether you are a member of the LGBT+ community or not, there are ways to learn more about and get involved in promoting LGBT+ inclusion within the University and beyond. You could join one of our LGBT+ staff forums:

- The Essex LGBT Alliance, a network of Essex-based organisations who work together to share resources and best practice across the private, public and third sectors for the benefit of everyone
- The LGBT+ staff forum
- The LGBT+ Allies group

For more information, including how to join one of these groups, visit '<u>LGBT+ staff support</u>' on the Staff Directory. You can also find information about how to create an LGBT+ inclusive approach to teaching and learning in our LGBT+ toolkit.

ENABLING **ENVIRONMENT**

Creating an Enabling Environment resonates with our values of diversity, inclusion and belonging; building and sustaining the capable and resilient workplace we need to support the current and future strategic priorities; and exemplify the benefits of membership to current and future employees. To contribute to this we have adopted an approach, which has been developed by HR as part of the People Supporting Strategy, working in partnership with academic and clinical expertise in the Department for Psychosocial and Psychoanalytic Studies, will contribute to our aspirations to be an enabling environment and strengthen mental health resilience in every employee. There are a number of voluntary health and wellbeing initiatives available to you. These range from online support, to generic group sessions, to individual care plans, helping colleagues understand their own mental wellbeing and build their own individual strategies for staying well.

ATHENA **SWAN**

The Athena SWAN Charter recognises work undertaken to address gender equality and, as a Charter member and Bronze Award holder, the University has committed to the following:

- Addressing the loss of women across the career pipeline and the absence of women from senior academic, professional and support roles
- Addressing unequal gender representation across academic disciplines and professional and support functions
- Tackling the gender pay gap
- Addressing the negative consequences of using short-term contracts
- Tackling the discriminatory treatment often experienced by trans people
- Mainstreaming sustainable structural and cultural changes to advance gender equality

For more information search "Athena SWAN" on the Staff Directory. In response to a need identified through our Athena SWAN work, we set up the Essex Women's Network. The Network, which is open to all staff, provides a forum for women to share ideas and provide mutual support.

RACE EQUALITY **CHARTER**

The Race Equality Charter recognises work undertaken to address race equality and, as a Charter member, the University has committed to the following:

- Recognising that racial inequalities are not necessarily overt and manifest themselves in everyday situations, processes and behaviours
- Recognising that UK higher education cannot reach its full potential until individuals from all ethnic backgrounds can benefit equally from the opportunities it affords
- Developing solutions to racial inequalities that are aimed at achieving long-term institutional culture change
- Considering the complexity of racial inequalities when analysing data and developing actions

For more information about the Race equality search 'Race Equality' on the Staff Directory. If you want to connect with a group of people to help promote, celebrate and emphasis the rich cultural diversity of our community, why not join our Global Forum?

What do you want to achieve?
Think about what you aim to achieve from networking, but be careful not to sell. Prepare some thought out interesting questions to help stay focused.

MINDFUL EMPLOYER **CHARTER**

As part of our commitment to creating an enabling environment for all, we have signed the Charter for Employers who are positive about mental health. This commits us to showing a positive and enabling attitude to employees and job applicants, ensuring that all staff involved in recruitment and selection are briefed on mental health issues and that all managers have information and training about managing mental health in the workplace. Here are a few ways to learn more about mental health and support your own mental well-being:

- Become a University Health Champion
- Attend a Mental Health First Aid course (bookable on HR Organiser)
- Attend a mini stress workshop
- Attend a wellbeing class e.g. yoga, mindfulness

CONTINUOUS IMPROVEMENT **AND PROJECT MANAGEMENT**

The Strategic Projects and Improvements team run two Networks, The Continuous Improvement (CI) Network, and the Project Management Network. In both networks you are invited to come along and meet like-minded professionals to share best practice and lessons learned and to help enhance your knowledge and develop your skills.

The networks are open to everyone, no matter your experience level. Through a mixture of instruction, guest speakers from across the University, practical and interactive sessions, and networking with your colleagues, these networks are here to support you in any CI or project related work.

DEVELOPING THE OFFER
OF SUPPORT

DRIVEN BY **STRATEGY**

When shaping and creating our development offer, we take time to ensure that it is meeting both the needs of the University and importantly the people working here. We place a strong emphasis on supporting our priorities around People, Knowledge, and Communities. Creating an enabling environment and supporting people to flourish helps us to improve our knowledge and innovative ways of working which in turn enhances our communities within the University and the way that we work. We are always open to suggestions and new possibilities to create innovative programmes. If at any point you have a new idea or feel that something can be improved please let us know. Equally, if you have engaged with any of our initiatives and found them helpful, we would love to hear from you and the way that they have impacted your work so that we may replicate this for others.

FEEBACK ON **OUR SERVICES**

Our approach to development, both at the individual and organisational level, is data driven and we are keen to use insights from our people to inform our programme. At the end of every learning event, you have the opportunity to complete feedback on how you feel it will help you in your role. We will be rolling out longer term evaluation of our services, encouraging you to think about how events you have attended have had an impact on you at work. We actively use participant feedback to develop and adjust our offering in response to the needs of our people and the organisation. We regularly engage with our people through surveys and consultations using Qualtrics. For example, we have worked with our Professoriate to identify how they view their role and how they can best be supported. We will also be rolling out surveys for new staff following their induction period and a variety of other survey activity. This data is used to create development dashboards that can highlight trends in relation to levels of engagement with development, trends in relation to the People Landscape and the impact of development activities.

DID YOU KNOW?

Employee Voice is the University's commitment to encouraging and considering the views of our many communities. The commitment comprises three components: listening to what is said; acting on it wherever possible; and feeding back on emerging changes.

DATA TO INFORM **THE CONVERSATION**

We provide anonymised people data to inform development conversations. For example, we work closely with department leadership teams to discuss their People Landscape and to develop Athena SWAN applications, using data on the gender balance of the workforce to generate actions to improve the working environment.

We use data on staff teaching qualifications to identify where we can support staff to gain HEA fellowship and develop as teachers of their subject. We are very keen to work with managers and individuals to offer data and insights to help them develop themselves, their team or their department.

DID YOU KNOW?

The University has a number of equality objectives, which are reviewed on an annual basis in order to identify progress made towards achieving them and the impact this has had. Reports from 2014-15 to 2017-18 can be found on the Staff Directory.

DEVELOPMENT
PLANNING

Throughout this booklet we have provided you with information on the current opportunities available to you around the University. There are opportunities available to you beyond this booklet happening in your teams and areas. These may be opportunities to try new work, to connect with someone new or even to create your own. Below we have provided space for you to think about planning your own professional path, however it is you want that to look.

TOP **TIP**

Remember that developing doesn't always mean moving 'up' developing can be as simple as keeping up to date with changes in your industry or learning about the work of another team. It can also mean trying something new and developing your interpersonal skills.

TIME TO REFLECT

In the past you may have heard the term 'bring your whole self to work'. At Essex we believe in the importance of enabling people to be their best by being themselves. However, we also recognise that there are differences between our work selves and our personal selves. Sometimes this can make it difficult to think about what's important to you and where you want to focus your energy for development. Take a moment to think about the following questions:

What are your personal priorities?

What are your work priorities?

Are there any similarities between your personal and work priorities?

Is there anything that you can be doing in your work and career that will help with your personal priorities?

YOUR DEVELOPMENT PLAN

Use the space below to plan out your own development journey and what you would like to achieve within the next six months to a year.

What next?

For more information about development opportunities available to you and your team please contact develop@essex.ac.uk. We welcome feedback so that we can continue improving our offering. If you have any comments or suggestions please sent these through to us.