

Updated 6-Year Review Action Plan (2020-22) for implementation of the Concordat to Support the Career Development of Researchers

Concordat Clause	Action	Responsibility	Target Date	Success Measure	Progress Update	Outcome/Next Steps
2.1	Reduce the number of fixed-term researchers who have been on successive fixed term contracts over a number of years.	Assistant Directors of People and Culture	June 2022	Continued year on year percentage reduction in use of fixed term contracts for researchers.	As a dual-intensive institution, and in line with our commitment to parity of esteem between education and research, we aim to employ our academic staff on dual education and research (ASER) contracts wherever possible. Taking both ASER and research only (ASR) contracts into account, the % FTE that is deployed as open-ended contracts has risen year-on-year. We use fixed-term contracts where there are specific justifications for doing so such as external research funding which is time-limited.	<p>The University has agreed to review the contracts of all fixed-term staff with four or more years' service on 31 July 2022. The aims of this review will be to identify where additional permanent posts can be created and/ or provide individual post holders with additional career development support to enable them to apply for permanent roles at Essex or elsewhere, should they choose to. The University is genuinely committed to decasualisation and we would conduct this review in that spirit.</p> <p>See E16 in 22-25 plan</p>

3,4.1	Review workload allocation models to ensure they do not present obstacles to teaching and research.	Assistant Directors of People and Culture	October 2021	<p>Revised models to be introduced as needed in the academic year 2020/21.</p> <p>Target 10% improvement in perception of workload in annual employee voice survey.</p>	<p>Workload allocation models have been locally reviewed and implemented within the academic year.</p> <p>There has been considerable dialogue with the trade unions about workload and a joint workload survey was undertaken in 2020, with a concentration of questions specifically related to WAM.</p>	<p>A joint working group with the trade unions is being established in Summer 2022 to oversee a review of the approach/principles for workload allocation models and a range of focus groups to try and identify actions to improve some of the factors impacting workload e.g. systems</p> <p>See ECI3 in 22-25 plan</p>
3,4.3	Introduce new support and resources for researchers of all levels to engage with the impact agenda	Director of REO	By end Academic Year 2020/21	<p>Series of Impact Academy workshops to be held in Academic Year 2020/21</p> <p>Impact Toolkit to be launched by July 2021.</p>	<p>A University of Essex Researcher Development Framework has been designed to ensure that colleagues have a consistent level of support and focus for their researcher development at all career stages. One of the four themes of the framework is “Engagement Knowledge Exchange and Impact” that outlines resources and events related to the theme.</p>	Complete and no further action

					<p>The Impact Toolkit (an online resource) was launched July 2021 alongside an annual Impact Academy Programme that provides opportunities for researchers to attend impact related events throughout the academic year. The programme includes workshops, webinars and best practice sharing, including some externally commissioned bespoke training.</p>	
3,4.3; 3,4.7; 3,4.8	<p>Develop and implement a Research Leadership framework and Programme specifically supporting colleagues who are (or will be in the future) responsible for leading large research projects. This will include leadership of</p>	Deputy PVC (Research)	April 2021	<p>New framework and development programme to be in place by end July 2022.</p>	<p>Both our Future Leaders, and Strategic Leaders programmes have a research element, which is led by our PVC Research.</p> <p>Meeting arranged with Advance HE to prepare a bespoke programme for implementation in academic year 22-23</p>	<p>Develop Research Leadership Programme for implementation next academic year, in collaboration with PVC-Research, Faculty Deans Research and REO.</p> <p>See E15 in 2022-25 action plan.</p>

	global research projects and partnerships with industry.					
3,4.5	Introduce online networking events for new Pathway to Permanency Academics. Form a network of new Essex academics across departments.	Assistant Director of People and Culture (Organisational Development)	October 2020	All new Pathway to Permanency academics to attend at least one event.	Faculty based networking events have been delivered in Autumn and Spring Term for the last two academic years.	Intention will be to deliver face-to-face networking events for new Pathway to Permanency academics in academic year 22-23.
3,4.5	Targeted coaching support for Academic Advisers to help them develop the skills needed for development conversations with their Pathway to Permanency Academics.	Assistant Director of People and Culture (Organisational Development)		All academic advisers to be offered coaching support sessions. Evaluation by online feedback form aiming for all participants to report a positive experience of the support.	All Academic Advisers have been offered coaching support, including group coaching. Pathway to Permanency Moodle resource is being developed to provide clear expectations and support for colleagues engaged with the P2P process (new academics, academic advisers, heads of department). This will highlight support for academic advisers, including coaching support	Pathway to Permanency Moodle resource will be ready for implementation by October 2022. See E16 in 22-25 action plan.

					through the coaching service.	
3,4.5	Roll out Electronic Document Management for permanency and promotion processes.	Director of People and Culture	July 2022	All permanency and promotion applications to use Electronic Document Management system by end academic year 2021/22	All permanency applications are now using the Electronic Document Management System.	Use of the system for promotion applications will be rolled out in 2023/24. See E13 in 22-25 action plan
3,4.6	Expand 'Newcomers Programme' to offer year-round sessions in addition to annual research week, blending face-to-face and online delivery to improve accessibility.	Director of REO	By end Academic Year 2020/21	13 sessions to be held in Autumn Term 2020. Similar numbers of sessions on an ongoing basis.	The Newcomers Programme is an annual programme for ECRs and PGRs that covers many aspects of research practice identified in the Researcher Development Framework at a foundation level. Additional resources and recordings from Newcomers sessions can also be accessed by engaging with the Researcher Development Framework Moodle resources.	Complete and has become 'business as usual'.
6.3	Continuous and long-term	Head of Equality,	Ongoing	All academic departments to	We have 20 departments and 18 of those are eligible	We are proactively working with the remaining 4 eligible departments to

	engagement with the Athena SWAN charter.	Diversity and Inclusion		achieve Athena SWAN awards by end 2021. By 2025, achieve silver awards in 50% of departments, and institutional silver award.	to apply. Of those, 16 applied, with 14 receiving an award (3 of which are silver) and two were unsuccessful. There have been delays in applying/re-applying due to significant understaffing in the EDI team and pressures on academic departments due to Covid 19.	submit in 2023. We have also made contact with AdvanceHE to explore whether previously ineligible departments may now be eligible under the transformed charter. See ECI4/ECM1 in 22-25 action plan.
7.1	Annual cycle of pulse surveys on support for researchers during permanency and promotion processes as part of ongoing employee voice consultation	People and Culture Information Manager	Launch in academic year 2020/21, then ongoing	75% response rate to pulse surveys.	A 'working practices during covid' survey was completed in 2020 to understand the experience of colleagues working on campus, working remotely and those on furlough. Employee experience of the impact of Covid on researchers was captured in 2020 and steps taken to provide increased support. This included an extended pathway to permanency period for colleagues, additional guidance for academic staffing committee and supporting resources.	Staff surveys and focus groups will be held with researchers to understand the experience of induction and career development from the individual and manager perspectives. Introduce a revised approach and review the impact 22/23 See ECI6 in 22-25 action plan.