Action Plan for implementation of the Concordat to Support the Career Development of Researchers

University of Essex

2018-20

Concordat Clause	Action	Responsibility	Target Date	Success Measure
2.1	Reduce the use of fixed-term contracts for research staff, with a view to improved overall workforce planning for academic staff.	Director of HR	Dec 2020	Year-on-year percentage reduction in the use of fixed-term research contracts during the period 2018-2020. Additional review of cases where research staff have been employed on successive fixed term contracts, with a view to moving these staff to permanent contracts where practical.
2.6 and 3/4.14	Review role of Professor: consultation with Professors on how to support career development and build the community of Professors. Pilot Action Learning sets with newly promoted Professors to enable access to mentoring and peer support.	Deputy VC	Dec 2018	Evaluation by pulse survey sent annually to newly promoted professors a year after promotion. Aim for a majority of professors to report that they feel they have continued to develop their career since achieving promotion, as reflected e.g. in publications and research grant awards.
2.4	Introduce Excellence in Research and Excellence in Research and Education Awards to recognise exemplary staff achievements,	PVC Research	June 2019, then held	Two awards given at the end of each academic year from

			annually every June.	2018-19.
2.4	Hold Celebrating Research Impact Awards Annually to recognise the contribution of individuals or teams of research staff in creating research impact.	PVC Research	June 2018, then held annually every June.	Eight awards given at the end each academic year from 2017-18.
3/4.14	Ensure that early career researchers have consistent and continuous access to mentoring.	Head of Employee Engagement and Policy	Dec 2020	All ECRs to be paired with a mentor by 2020. Mentoring relationships will begin in the probationary period and continue to be offered after permanency has been achieved. Guides to mentoring to be distributed by the end of the academic year 2018-19. Systems for pairing mentees and mentors to be implemented by end of the academic year 2019-20. Aim to increase percentage of probationary researchers achieving permanency year on year up to 2020.
3/4.6	Hold NeWComers training sessions for all new cohorts of ECRs..	Director of REO	Every September and January from 2018	Events to be held twice a year. Aim for all early career researchers joining the institution in the past year to attend.
3/4.5	Revise Probationary guidance and support to ensure ECRs are better aware of requirements and are supported both before and after applying for permanency	Assistant Director of HR (Organisational Development)	July 2019	Year on year increase in rate of staff completing probationary period by 2020. Evaluation through pulse survey following end of probation aiming for 100% of staff to report an overall

				positive experience of academic probation.
3/4.5	Revise promotion guidance and support for academic staff to enable researchers to set career development goals. In particular, review feedback processes for successful and unsuccessful promotion applications.	Assistant HR Director (Organisational Development)	July 2019	Annual increase in percentage of eligible staff applying for promotion in the period 2018-20. In particular we will encourage applications from female researchers and target an overall 10% increase in eligible staff applying by 2020. Similar to evaluation of probationary process, pulse survey to assess process of applying for promotion, aiming for 100% of staff to report a positive experience of applying and receiving feedback, whether successful or unsuccessful.
3/4.4	Develop tools and resources on 'building an academic career', introduce annual workshop for key staff (e.g. probation supervisors) to promote engagement in using tools. Introduce 'Managing and developing your career' workshops

Increase support available to line managers of researchers, particular, principal investigators working with fixed-term research staff and/or postdoctoral researchers. | Head of Academic and Professional Practice/ Head of Policy and Employee Engagement | July 2019 | Delivery of new workshops commencing 2018-19.

25% increase in number of PIs/managers of researchers attending "Management Essentials" training.

Ensure that all PIs or line managers of researchers attend "Coaching Essentials for managers" training. |
| 5.4 | Produce and disseminate a series of case studies of recently promoted professors to inform individuals considering applying for promotion about skills development opportunities and to encourage applications, particularly from underrepresented groups. | Assistant HR Director (Organisational Development) | July 2020 | By 2020, aim to bring percentage of promotion applications from female academics and BAME academics in line with percentages of researchers in those groups in the university as a whole. |

6.1	Qualitative analysis aiming to understand equal pay audit finding that women wait longer to apply for academic promotion than men.	OD Analyst	July 2020	By 2020, close gender gap in length of service before applying.
7.1	Introduce robust mechanisms for research staff to provide feedback on Concordat implementation. • Focus group to be held twice annually, aligned with NeWComers cohorts. • Introduce termly working group to assess progress with concordat implementation	OD Analyst	Every January and June from 2019	Each focus group to be attended by at least 5 ECRs from the relevant cohort. Working group to be attended by representatives of Organisational Development, the Research and Enterprise Office, at least one researcher from each faculty, at least one ECR and at least one fixed-term researcher.
7.1	Improve researcher representation on university level research committees	PVC Research	July 2019	Research committee to include at least one early career researcher and at least one fixed-term researcher