

# HREiR Action plan template August 2020 to July 2024



HR EXCELLENCE IN RESEARCH

Details		The institutional audience** for this action plan includes (complete or delete, as appropriate):		
<b>Institution name:</b>	King's College London	<b>Audience</b>	<b>#</b>	<b>Comments</b>
<b>Cohort number:</b>	5	Research staff	1,800	of which all are included in the Concordat at King's
<b>Date of submission:</b>	29th July 2020	Postgraduate researchers	2,400	of which none are included in the Concordat at King's unless they are staff who are
		Research and teaching staff	1,800	of which a portion will be included in the Concordat if they are at an early stage of their
		Teaching-only staff	600	of which a portion will be included in the Concordat if they are at an early stage of their
		Technicians	400	of which all are included in the Concordat at King's
		Clinicians	unknown	of which none are included in the Concordat at King's
		Professional support staff	2,000	of which none are included in the Concordat at King's
		Other (please provide numbers and details):	N/A	

Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
<b>Environment and Culture</b>						
<b>Institutions must:</b>						
ECI1.1	Ensure that all relevant staff are aware of the Concordat	Regular attendance of representative from the CRSD at faculty research staff representative committees, the RSRC, faculty research committees, Technicians' Away Day, and College Research Committee to update on Concordat actions	Discussion of relevant items at meetings and input from members, as noted in minutes.	In line with meeting occurrence	CRSD, Research Staff Committees, Faculty Research Committees, Technicians Committee, College Research Committee	
ECI1.2	Ensure that all relevant staff are aware of the Concordat	At all major events for research staff provide literature about the Concordat	Number of items of literature taken (10% of participants take literature in person) Number of hits on the Concordat website (unique visitors to website in excess of 10% of total research staff population)	In line with event occurrence	CRSD	
ECI1.3	Ensure that all relevant staff are aware of the Concordat	Concordat Event to which senior staff are invited following renewal of HR Excellence in Research Award and showcasing future actions	Attendance by senior management Discussion of actions Pledges to implement actions	December 2020 (CV)	CRSD	
ECI1.4	Ensure that all relevant staff are aware of the Concordat	Include regular item in the newsletter about most recent developments against the Concordat Concurrent updates on Concordat webpages	Open rate of newsletter item, minimum 5% of readership Number of hits on the Concordat website, coincident spike in views(unique visitors to website in excess of 10% of total research staff population)	Alternate months	CRSD	
ECI1.5	Ensure that all relevant staff are aware of the Concordat	Concordat principles to be woven into the Technicians' Commitment	Concordat principles present in the Technicians' Commitment	July 2021	Technical Network	
ECI2.1	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Institution to submit Athena SWAN Silver application Outcome to be advertised on Athena SWAN institutional webpages <a href="https://www.kcl.ac.uk/hr/diversity/gender-and-race-equality/kcl-as-awards.pdf">https://www.kcl.ac.uk/hr/diversity/gender-and-race-equality/kcl-as-awards.pdf</a>	Award of Athena SWAN Silver status	November 2020	EDI	
ECI2.2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Institution to submit application for Race Equality Charter Mark	Award granted	July 23rd 2020	EDI	Award granted in 2020
ECI2.3	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Code of conduct created to ensure behaviour is appropriate at events and courses. Code to be used at all events by CRSD. Similar codes to be rolled out across the university, to be piloted in faculties by (Natural & Mathematical Sciences) NMS and in role groups by the Technical Network. Depending on success of the two pilots, to then be rolled out to other faculties and departments	Inclusion of the code in event literature Adherence to the code	Inclusion for CRSD from Sept 2020 Inclusion by NMS and Tech Network from Jan 2021 Review Jan 2022	CRSD NMS	

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ECI2.4	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Flexible Working Group to lead a university wide campaign and develop the interventions needed to enable a Flexible by Default culture for all roles. See also ECM5.3	Staff feel supported to work flexibly, through guidance, role models and line manager support, as reported in staff engagement survey. Criteria to be set when survey created HR capture informal and formal flexible arrangements.	January 2022 (CV)	HR Flexible Working Group Policy and Remuneration EDI OD		
ECI2.5	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Maintain pages on CRSD website that link to relevant policies	Pages up-to-date Usage data	Pages reviewed quarterly Usage data compiled for annual reporting round	CRSD HR		
ECI2.6	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Continue to build a more efficient reporting procedure via new HR system and Diversity & Inclusion data dashboard to record, e.g. make-up of recruitment panels See also EI1.1	Improvement in reporting following adoption of new HR database. At least 90% of interview panels reported accurately other than for highest level recruitment. Faculty and HR records, including new HR system.	Recruitment phase of new HR database by December 2020	HR EDI		
ECI3.1	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Promotion of Online Wellbeing Toolkit for research staff, initially developed for Staff Wellbeing Month but with wider usage anticipated Promotion of wellbeing hub <a href="https://internal.kcl.ac.uk/staff/experience/wellbeing/wellbeing1">https://internal.kcl.ac.uk/staff/experience/wellbeing/wellbeing1</a> See also ECR3.1	Number of enrolled users for Toolkit (51 to date, target 90) Completion rates for the course (target 45) Number of views of website and links therein (target 10% of research staff)	Quarterly	CRSD		
ECI3.2	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Wellbeing month (January) run annually, to include free events, seminars, discussions and sports activities and offers See also ECR3.2	Attendance numbers increase year-on-year as percentage of research staff Feedback on events - minimum of 70% satisfaction Measurable increase in usage and uptake of other organisational priorities including Service/volunteering and Kings Sport	Annually in January	OD King's Sport		
ECI3.3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Address wellbeing in surveys and compare with previous to identify trends and inform actions to address the issue	Year-on-year increase being noted in survey activities, both in awareness of wellbeing initiatives and uptake in wellbeing provisions as percentage of research staff.	Annually or alternate years, depending on survey	OD CRSD Technical Network		
ECI3.4	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Develop "Dignity at King's" Bullying, Harassment and Victimisation Policy - currently only a statement exists See also ECI3.6	Policy delivered, published and advertised Number of views of published policy (minimum 10% of research staff) Strict adherence to the policy - measures under review Anticipated increase in grievance and disciplinary reports	Policy publication December 2020 Adherence to policy measures agreed 2022	EDI HR		
ECI3.5	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	In February and March of this year, FoLSM launched a piece of work that explored our working culture and environment, specifically focussing on bullying and harassment. Colleagues were invited to discuss perspectives and experiences of our organisational culture, and help identify good practice and opportunities to build a more inclusive culture where research staff and the rest of the Faculty can thrive. The data collected will inform a programme of activity to facilitate cultural change, including a tool to guide inclusive leadership, coaching and development for leadership, and a video podcast. These provisions will be implemented over the coming months. The programme will be trialled in FoLSM and rolled out in other faculties, starting with A&H and NMS	Recommendations approved by FoLSM Executive Board and implemented; specific questions included in Faculty Staff Survey, and show positive perception.	December 2021 Ongoing in line with staff surveys	FoLSM A&H NMS		

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ECI3.6	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Convene a TFG* working group to address Bullying, Harassment and Victimisation in relation to research staff Working group to work alongside central and faculty Athena SWAN and EDI teams Devise events, actions and/or policies to address the issue See also ECI3.4 and ECM5.1	Working group convened Research completed Actions planned Outcomes dependent on the nature of actions planned by the working group - could include attendance at events, reported improved relationships between research staff and managers	Group convened by 31st July 2020 Research Completed by October 2020 Actions planned by December 2020 Outcomes ongoing thereafter	Research Culture TFG		
ECI3.7	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Tackle long hours culture through Work Life Project, with associated toolkit	Creation of pilot Toolkit Dissemination of Toolkit Number of times accessed (minimum 5% of research staff) Responses in all staff survey	Toolkit created by December 2021 Preliminary evaluation via in house all staff survey (CV)	HR Flexible working group, EDI, OD, PP, PS, PA, Line managers		
ECI4.1	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Training for PIs/Managers of research staff. Attendance currently low. Continue to map out current training availability and topics covered, and ensure good practice and learning shared See also ECM1.1	Mapping exercises completed	Annually in line with action plan reporting period	CRSD		
ECI4.2	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Continue providing courses, e.g. Diversity Matters <a href="https://www.kcl.ac.uk/hr/diversity/Get-Involved/training">https://www.kcl.ac.uk/hr/diversity/Get-Involved/training</a> , that address these issues and encourage greater attendance by sending out regular updates to managers twice yearly See also ECM1.1	Attendance at courses (minimum 5% of managers) Changes in relevant responses in surveys	Updates sent annually April and September Courses asynchronous All staff surveys are currently every other January (CV)	EDI OD CRSD		
ECI4.3	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Diversity Matters run asynchronously and made available to all staff at King's. Review in line with all staff surveys to ascertain continued appropriateness See also ECM1.1 and EM3	Data from attendance records at Diversity Matters courses (minimum of 5% of new managers) Changes in relevant responses in surveys	Courses asynchronous All staff surveys are currently every other January (CV)	EDI with discussion at Faculties bi-annual meetings.		
ECI4.4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	KCL has increased its focus on all staff wellbeing, especially through Covid-19 and created a dedicated intranet page for wellbeing including a range of new and existing resources and links to support groups and services OD will continue to produce a monthly update including health, wellbeing and exercise topics and advertising of events and resources See also ECM3.1	Newsletter disseminated monthly Open rate of newsletter (minimum 10% open rate)	Monthly OD Update from March 2020	CRSD OD		
ECI4.5	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	IoPPN current priorities can be found at <a href="https://www.kcl.ac.uk/ioppn/diversity-inclusion">https://www.kcl.ac.uk/ioppn/diversity-inclusion</a> These include a faculty Code of Conduct that highlights the need to pay attention to all protected characteristics when considering the 7 points contained in the code. One point is 'Supporting early career researchers in their career development and progression by providing them with opportunities to establish themselves as independent researchers.'	Increase in number of signatories to the code, 182 to date Awareness and adherence assessed through King's and IoPPN surveys, the Diversity & Inclusion Achievements Logs, PDRs, exit surveys, focus groups, and other feedback exercises.	Annually in line with action plan reporting period	IoPPN Diversity & Inclusion		
ECI5.1	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Create an overarching College-level Research Integrity principles-based code of conduct, supported by faculty-specific guidance for researchers See also ECM2.1, ECM2.2 and ECR2.1	Code of Conduct created	December 2021	RGEI		see also ECM2 and ECR2

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ECI5.2	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Creation of Research Integrity Champions in all 9 Faculties, to play a high-level advocacy role, promote RI within their areas, and advise on policy and procedure development. See also ECM2.1, ECM3.2 and ECM5.2	Attendance at meetings every 2 months. Engagement from the Champions leading to invitations to REGI to speak at Faculty Research Committees and/or invitations for training	Champions appointed by July 2021 REGI attendance increased by July 2022	RGEI		
ECI5.3	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Creation of Research Integrity Advisors to be in place in all faculties Hold termly meetings between Faculty advisors and RGEI to understand issues reported to them. Provide support with training See also ECM2.1 and ECM 5.2	Number of enquiries of research directed to advisors. Currently zero as new initiative so any enquires indicate success Meetings between advisors and RGEI completed with desired outcomes Increased attendance at training across KCL, minimum 5% increase in attendance overall	Advisors appointed by Sept 2020 Meetings termly	RGEI		
ECI5.4	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Training and guidance in Research Governance, Research Ethics, and Research Integrity available to all researchers. Development of online resources. See also ECM2.1 and ECM 2.2	Creation of online material and figures related to uptake; attendance and engagement in training sessions. Minimum engagement level 5% of target audience.	December 2021	RGEI		
ECI5.5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	KORGI is an action-oriented committee composed of an interdisciplinary mix of mainly senior academics and experienced research staff at KCL.  Its aim is to push for changes in policies and procedures to promote transparent, accessible and reproducible research, focusing on three key engines for change. First, raising awareness about the benefits of open research practices for improving the quality of research and the career prospects of researchers. Second, helping researchers adopt open research practices, including the development of training and guidance, building infrastructure to allow for open research, and establishing appropriate incentives in policies and procedures. Finally, facilitating reforms at a Faculty and College level. <a href="https://www.kcl.ac.uk/research/kings-open-research-group-initiative-korgi">https://www.kcl.ac.uk/research/kings-open-research-group-initiative-korgi</a> See also ECR5.2	Formulate actions based on recent survey data which assessed knowledge and practice of open research at KCL.  Facilitate the adoption of hiring and promotion criteria that incorporate open research practices  Instigate discussions regarding an institutional publishing model based on the UCL press Establish Open Research Award, an initiative to help remove financial incentive barriers to practicing open research  Develop open and accessible materials to teach and raise awareness of open research  Establish a revenue stream	Survey outcomes published August 2020 All other actions will be completed by November 2021	KORGI		
ECI5.6	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	1. Ensure appropriate dissemination of the college's underpinning principles and policies on DORA via an internal-facing webpage / e-hub).  2. Deliver on mandatory priorities such as a Statement of Commitment for the college-wide Implementation of DORA, which is a requirement of the Wellcome Trust. See also ECM2.1 and ECR5.2	1a. Creating an accessible and well-positioned webpage / e-hub to host college policies on DORA.  1b. Evaluation of web analytics stats of webpage visits and timed engagement with content related to DORA.  1c. Audit of central and local policies (hiring and promotion, performance development reviews, training and development programmes - research staff and students) to ensure compliance with DORA principles.  2. Publish Statement of Commitment for the implementation of DORA on an accessible, public facing webpage.	1a. By Dec. 2020  1b. By April 2021 and periodically, as required.  1c. By April 2021 and periodically, as required.  2. By Jan. 2021	1a. RSD (Research Strategy Delivery)  1b. RSD / IT  1c. HR Faculties OD CDT  2. RSD		
ECI5.7	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Further develop and evaluate King's Internal Talent Database (stayatkings.co.uk) aimed at providing interim employment for staff between contracts.	Pls posting jobs, minimum of 3 jobs posted per year Research staff posting their qualifications, minimum of 5% of those reaching contract termination with no subsequent employment Partnerships formed - minimum of 5% of posted jobs	Relaunch by September 2020 Evaluation by September 2021	CRSD		

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ECI6.1	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	Gather information from: Culture, Employment and Development in Academic Research Survey or similar All Staff Survey Research Excellence Framework RSRC Faculty Committees EDI Data reviewed and actions required fed into relevant faculties/directorates	Surveys conducted with sufficient response rate, minimum 20% Data gathered and analysed Changes in practice agreed and implemented	Annually in line with action plan reporting period and survey cycle	OD Faculties EDI CRSD		
ECI6.2	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	Hold a Town Hall Meeting for Research Staff regularly at which they can ask questions of the VP Research and other senior staff members	Attendance at meetings, to remain above 5% of invited participants Trust built between research staff and SMT, measured in surveys Entries on FAQs pages, FAQs cover all questions asked in Town Hall meetings	Monthly or alternate months depending on issues arising	CRSD Vice President and Vice Principal (Research) Comms Office		
<b>Funders must:</b>							
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies						
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers						
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions						
<b>Managers of researchers must:</b>							
ECM1.1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	Attend relevant courses such as Diversity Matters <a href="https://www.kcl.ac.uk/hr/diversity/Get-Involved/training">https://www.kcl.ac.uk/hr/diversity/Get-Involved/training</a> See also ECI4.1, ECI4.2 and ECI4.3	Data from attendance records at Diversity Matters courses (minimum of 5% of new managers)	When becoming a recruitment panel member or before	EDI Faculties Managers of Research Staff		
ECM1.2	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	Either undertake personally or encourage staff to undertake training to become a Mental Health First Aider <a href="https://internal.kcl.ac.uk/student/SupportandAdvice/health/counselling/Training-for-Staff">https://internal.kcl.ac.uk/student/SupportandAdvice/health/counselling/Training-for-Staff</a>	Data from attendance at Mental Health First Aider courses (minimum of 1 person per faculty)	Elective according to individual	Faculties Counselling Service Managers of Research Staff		
ECM2.1	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	Adhere to the College Code of Good Conduct in Research once it is developed <a href="https://www.kcl.ac.uk/research/support/rgei/research-integrity">https://www.kcl.ac.uk/research/support/rgei/research-integrity</a> Faculty Integrity Champion and Advisors to encourage compliance and attendance at training events See also ECI5.1, 5.2, 5.3, 5.4, 5.6 and ECR4.2	Code developed and published Number of cases reported each year - this is a complex measurement as there are several influencing factors. We may initially see an increase with increasing awareness and confidence to report but longer term would expect a decrease as adherence increases	Code developed by December 2021 Reporting annually in line with review	RGEI Faculties Managers of Research Staff		
ECM2.2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	Staff submitting external funding applications in A&H required to familiarise themselves with KCL statement on Research Integrity and confirm they are aware of it Other faculties to be made aware of this policy and invited to follow suit. See also ECI5.1 and ECI5.4	All external funding applications in A&H made with signed agreement Other faculties to have decided whether or not to follow the same route	In line with grant application deadlines Other faculties by December 2021	A&H Other faculties Managers of Research Staff		
ECM3.1	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	We anticipate that approaches to this other than setting up reporting systems will emerge from the TFG actions as an initial stage of addressing a complex issue See also ECI3.6 and ECI4.4	Approaches identified by the TFGs Future actions being put in motion	July 2021	TFG Faculties Managers of Research Staff		
ECM3.2	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	Increase visibility of existing reporting system for allegations of research misconduct through training and interventions of research integrity advisors See also ECI5.2, ECI5.4, ECM4.1 and ECM4.2	Nature and quantity of reports of perceived breaches of integrity. We may initially see an increase with increasing awareness and confidence to report but longer term would expect a decrease as adherence increases	Annually in line with action plan reporting period	RGEI Managers of Research Staff		

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ECM4.1	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	FoLSM: implement recommendations from Cultural Change Initiative; implementing a disputes resolution model, which comprises 3 elements: 1) our Confidential Advisors (already implemented); 2) internal 'light touch' mediators to resolve small workplace disputes/challenges; and 3) more streamlined access to external mediators. Overall aim of model is to resolve workplace disputes quickly and build staff capability around dialogue/conflict management.	Recommendations implemented Workplace disputes reduced. Any reduction will be considered a success	Implementation by July 2021 Reduction in disputes by July 2022	FoLSM Managers of Research Staff		
ECM5.1	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Take up roles within Task & Finish Groups See also ECI3.6, EI3.1 and EI3.2	Roles being taken up Contributions to group activities made	Appointment by September 2020 Contributions thereafter	TFGs Faculties Managers of Research Staff		
ECM5.2	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Take up Research Integrity Champion and/or Advisor role See also ECI5.2 and ECI5.3	Roles being taken up Contributions to policy making made (from participation in related discussions, i.e. attendance at relevant meetings etc.)	Champions appointed by July 2021 Contributions thereafter	Faculties RGEI Managers of Research Staff		
ECM5.3	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Engage with Flexible Working Group regarding "Flexible by Default Culture" See also ECI2.4			Managers of Research Staff		
<b>Researchers must:</b>							
ECR1.1	Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students	Staff to be encouraged to engage by reward and recognition of their contribution. This will be addressed by the Reward & Recognition TFG subgroup*. See also EI3.2	Success measures will depend on the findings of the Reward & Recognition TFG subgroup	Sub-group appointed by September 2020 Research completed by February 2021 Agreement by June 2021 Publication by October 2021	TFG CRSD CRC Research Staff		
ECR2.1	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	Adhere to the College Code of Good Conduct in Research once it is developed Adhere to Dignity at King's Policy See also ECI5.1	Measured by reporting of breaches, bearing in mind that this is a complex metric that is likely to increase initially and then decrease with understanding and behavioural change	Good Conduct code published by July 2021 Dignity at King's published December 2020 Reporting data collected before and after launches	RGEI HR Faculties EDI Research Staff		See also ECI5.1 and ECM2
ECR3.1	Take positive action towards maintaining their wellbeing and mental health	Engage with Online Wellbeing Toolkit See also ECI3.1	Number of enrolled users for Toolkit (51 to date) Completion rates for the course Number of views of website and links therein See also ECI3.1	Elective according to individual	CRSD Research Staff		
ECR3.2	Take positive action towards maintaining their wellbeing and mental health	Engage with open courses available to all university staff. Additionally, there are links to external training through LinkedIn Learning and career guidance and toolkits through the Organisation Development intranet pages. See also ECI3.2	Attendance data from courses (minimum 1% of staff) Website hits on the Organisation Development wellbeing page (minimum 5% of target audience)	Annually in line with action plan reporting period	OD King's Sport Research Staff		
ECR4.1	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	Bullying Harassment and Victimisation reporting tools accessible at <a href="https://www.kcl.ac.uk/hr/diversity/dignity-at-kings">https://www.kcl.ac.uk/hr/diversity/dignity-at-kings</a> See also EM3.2	Research staff using the system, rise from current zero	Reviewed annually in line with action plan review	Faculties EDI Research Staff		
ECR4.2	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	Research Misconduct Reporting mechanism available on external webpages <a href="https://www.kcl.ac.uk/governancezone/research/research-misconduct">https://www.kcl.ac.uk/governancezone/research/research-misconduct</a> See also EM3.2	Research staff using the system, rise from current zero	Reviewed annually in line with action plan review	RGEI Faculties Research Staff		

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ECR5.1	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Increase and/or keep to full occupancy research staff reps on RSRC, faculty research committees, academic board, etc. Contribute to relevant surveys Topic to be addressed by Reward & Recognition TFG*	Numbers of research staff representatives maintained at full complement Contribution to surveys (% of research staff)	According to relevant schedule for reelection of representatives With survey cycles and deadlines	Faculties CRSD Research Staff		
ECR5.2	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Contribute to other policy-making groups, including Flexible Working Group, see ECI2.4 TFG Bullying, Harassment & Victimisation, see ECI3.6 TFG Careers, see EI3.1 TFG Reward & Recognition, see EI3.2 KORGI, see ECI5.5	Numbers of research staff representatives attending policy development forums and events (minimum 10 reps attending per year)	Elective according to individual	Faculties CRSD Research Staff		
<b>Employment</b>							
<b>Institutions must:</b>							
EI1.1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	We have invested c. £11m in a new HR & Payroll digital services platform. One output of this is to improve significantly the quality of workforce "real time" data and analytics. Phase 1 went live in September 2019. We are currently rolling out the new recruitment module which will enable a complete digitised online recruitment experience "from hire to retire" that will enable recording of e.g. make-up of recruitment panels. Complete the strategic BI project for real time Power BI dashboards and analytics. Extend digital services across all aspects of the colleague life cycle including time and attendance and talent management. See also ECI2.6	Recruitment module fully implemented and functional Power BI dashboards and analytics rolled out Extension of digital services completed	Recruitment phase by December 2020 Power BI dashboards by autumn 2020 Digital services by December 2023	Services Design & Improvement HR Faculties EDI		
EI1.2	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Deep review into recruitment and selection, aligning with "Our Principles in Action" and Race Equality Charter Mark. Scope feasibility of name-blind shortlisting. Use skill-based assessment tasks in recruitment by asking candidates to perform tasks they would be expected to perform in the role. Develop high quality inclusive interviewing through fair selection training.	100% of applicant, appointed and panellist EDI data is captured through recruitment processes. Success rates from application to appointed are regularly monitored and actions designed and taken. Staff are trained to recruit fairly	July 2022	HR OD EDI Line managers		
EI2.1	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	Faculties to review and revise their existing induction programmes for research staff and their managers. Where possible, future induction programmes to include: Clarity about staff performance Expectations regarding "Our Principles in Action", a set of principles relating to how we work with each other Support provided for training, development and career planning Staff networks and representation Checklist of required activities e.g. fire safety	Programme devised Comprehensive information available on faculty websites Attendance numbers at events, minimum of 10% of new staff	Programme by July 2021 Information available by January 2022 Attendance at events reviewed annually in line with action plan review	Faculties		
EI3.1	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	TFG convened to address 3 priority projects. TFG to appoint a sub-group to identify and document career options and promotional prospects within the university* See also ECM5.1 and ECR5.2	Sub-group appointed Career mapping carried out Promotion options highlighted Information documented and published to coincide with PDR season	Sub-group appointed by September 2020 Mapping and options by February 2021 Publication April 2021	CRSD CRC		

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EI3.2	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	TFG convened to address 3 priority projects. TFG to appoint a sub-group to identify appropriate, desirable and feasible reward and recognition processes other than promotion* See also ECM5.1, ECR1.1 and ECR5.2	Sub-group appointed Research completed Agreement reached within faculties Information documented and published to coincide with start of academic year	Sub-group appointed by September 2020 Research completed by February 2021 Agreement by June 2021 Publication by October 2021	CRSD CRC		
EI3.3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	A&H to explore setting up a "Career Development Fund", intended in part to mitigate against adverse effects of COVID 19 and its consequences (lack of access to resources; additional caring responsibilities; increased teaching and assessment duties) on research career profiles. If approved, application will be competitive	Decision reached about the fund If approved, number of applications made - target of minimum 1 application per available award Statements of impact for recipients	Decision by January 2021 Fund set up by April 2021 Applications and funding decisions by June 2021	A&H RMID		
EI3.4	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	FoLSM to work with Vice Dean Research and Impact and Executive Board to develop and implement a pathway model to retain research staff.	Decision reached Mechanism in place Increased retention of research staff	December 2020 December 2021 December 2022	FoLSM		
EI3.5	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	FoLSM Identifying and implementing support for research staff on fixed-term contracts who go on parental leave	Support mechanisms agreed Any increased retention of individuals on paternity and maternity leave Any increase in outputs from individuals who have taken parental leave	April 2021 Retention and outputs by December 2022	FoLSM		
EI3.6	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	FoLSM Recruiting PhD student to conduct research into contextual challenges, which adversely impact career progression for women in clinical academia (e.g. use of fixed-term contracts).	Data from research to influence policy changes	July 2022	FoLSM		
EI4.1	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Focus on providing leadership workshops rather than specifically research staff issues. Increase attendance by PIs at leadership training courses by 50% over the next two years A flexible, modular self-directed Leadership Passport has also been offered to all managers and leaders to increase learning access and participation. See also ECM1	Data on attendance at training courses. Target increase 50% over the next two years.	Annually in line with action plan reporting period	OD		
EI4.2	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Encourage line managers and directors to receive 360 feedback to review their management performance. Encourage teams to consider Belbin tools for team reflection. Use of Belbin assessment and reflection tool to emphasize team roles and capabilities, to be trialled with SMT, EDI Networks. Coaching on Demand (matching a manager to a coach at a point of need) has been added to the OD Leadership offer in 2020. See also ECM1	Uptake of Principles in Action 360 from 320 since 2019 to 450 in 2020. Belbin team assessment used twice a year with a variety of teams. More than Mentoring scheme feedback demonstrates greater capacity and understanding of inclusive working practices. Coaching partnerships taken up, minimum of 10 per year	July and August 2024	HR OD EDI		
EI5.1	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	PDR training has continued, including adapting to an online alternative to ensure ongoing access to learning resources, during the Covid-19 pandemic. A PDR review in Autumn 2020 will ensure ongoing development including the needs of Research staff Recommendations to improve PDR for the coming year were made to SMT in Dec 2019 included greater effort required to expand the quantity and quality of Research PDRs, which was supported by SMT. See also ECM4	Effective communication sent out Number of PDRs completed, target of minimum of 75% of eligible research staff	April 2021 September 2021 Annually thereafter	Faculties OD		



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EI5.2	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	King's has developed a Behavioural Competency Framework - Our Principles in Action - which will be used to support a more rigorous and inclusive approach to interviewing and selecting candidates not only based on qualifications but on skills and a more rounded view of individuals. NMS to pilot the creation of a guidance document to be issued to recruitment panels before each recruitment akin to existing document relating to postgraduate research student recruitment <a href="https://internal.kcl.ac.uk/NMS/Staff/HR/PGR-Interview-Guidelines/PGR-Interview-guidelines">https://internal.kcl.ac.uk/NMS/Staff/HR/PGR-Interview-Guidelines/PGR-Interview-guidelines</a> Other faculties to consider adopting this approach	Agreement on use and scope of document Creation of document Use by recruitment panels Feedback from users	December 2020 April 2021 Use by April 2021 from April 2021	NMS Other faculties		
EI5.3	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	Enhance workload allocation models in faculties to provide sufficient time for line management. Facilitate a cross faculty conversation on workload allocation models to move towards more consistency at KCL. ECM1	Workload is felt to be more manageable. Reduction in proportion of staff who feel unable to cope with workload to 40%, compared to 48% in 2017.	Deadlines to be agreed when Covid planning minimised (CV)	Senior Management Team HR OD EDI		
EI6.1	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	KCL has recently updated its policy on fixed-term contracts, making a commitment to reduce reliance on short-term contracts. Externally-funded fixed-term research contracts should correspond with the duration of the funding for the position in question (which may or may not correspond with the total length of the grant). In the case of a multi-year grant, all appointments should ideally be for a minimum of two years, except where a clear rationale exists as to why a shorter appointment is necessary or appropriate. Ensure compliance with this policy Review and create further policy in collaboration with other Russell Group universities regarding contract length of externally funded contracts See also ECM2	Research staff employed by KCL beyond 4 years moved onto open contracts	Reviewed annually in line with action plan review (CV)	HR Vice-Principal & Vice-President (Education)		
EI6.2	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	Further develop and evaluate King's Internal Talent Database ( <a href="http://stayatkings.co.uk">stayatkings.co.uk</a> ) aimed at providing interim employment for staff between contracts. See also EM2	Database used for redeployment processes Annual numbers of jobs posted, research staff uploading profiles and positions filled. See also EM2	Evaluation ongoing (CV)	CRSD HR		
EI7.1	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	Research staff representation on all faculty research committees and Academic Board. Research staff representatives in all faculties. RSRC representation on CRC. RSRC being the point of contact for research staff input	All positions filled	In line with committee and working group deadlines	Faculties CRSD EDI Senior Management Team		
<b>Funders must:</b>							
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies						
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security						
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression						
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels						
<b>Managers of researchers must:</b>							

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EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	Engage with courses and other activities offered See also EI4.1, EI4.2 and EI5.3	Improved responses by research staff regarding management issues in national and internal surveys Reduction in complaints of bullying and harassment and other malpractice that research staff refuse to log formally for concerns about reprisal See also EI4.1, EI4.2 and EI5.3	Elective according to individual	Faculties OD EDI Managers of Research Staff		
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	Engage with courses and other activities offered See also EI4.1, EI4.2, EI5.3, EI6.1 and EI6.2	Improved familiarity assessed in staff surveys See also EI4.1, EI4.2, EI5.3, EI6.1 and EI6.2	Elective according to individual	Faculties HR Pre- & Post-Award Managers of Research Staff		
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	See actions of TFG in EI3.2 above Attend Diversity Matters	Outcomes from TFG Attendance numbers at Diversity Matters See EI3.2	In line with TFG activities and reviewed annually in line with review period	Faculties HR Managers of Research Staff		
EM4	Actively engage in regular constructive performance management with their researchers	2019 rollup shows 20% increase in research PDR coverage (1355 researchers reviewed in 2018-19 appraisal year compared with 1076 in 2017-18 year). OD will run a PDR Review in Autumn 2020 to better qualify staff experiences of PDR (including Researchers) and use the insights to further develop PDR practice See also EI5.1	Review completed Further insights gleaned and incorporated into future practice	Autumn 2020 Spring 2021	OD HR Faculties Managers of Research Staff		
EM5	Engage with opportunities to contribute to relevant policy development within their institution	Participate in Departmental and Faculty Research Committees or equivalent Participate in college-wide policy-making groups See also EC15.6, E13.1, EI3.2, PCDI1.1 and PCDR1.2	Recording of participation in PDR process	Participation ongoing Reviewed in PDR during summer	Faculties HR EDI CRSD Managers of Research Staff		
<b>Researchers must:</b>							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	See ER4			Research Staff		
ER2	Understand their reporting obligations and responsibilities	See ER4			Research Staff		
ER3	Positively engage with performance management discussions and reviews with their managers	See ER4			Research Staff		
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Research staff often do not see themselves as key stakeholders as their tenure in this role is usually short-lived. KCL must first recognise them as key stakeholders by recognition of their contribution. This will be addressed by the Reward & Recognition TFG*, action EI3.2 See also EI7.1, PCDI1.1 and PCDR1.2	See EI3.2	See EI3.2	Research Staff		
<b>Professional and Career Development</b>							
<b>Institutions must:</b>							
PCDI1.1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	Definition of what constitutes Professional Development Understanding what professional development is will enable research staff and their managers to have clarity about what does and does not count within the 10 day allowance. We will evaluate what is acceptable to all parties through a series of focus groups and workshops, addressing also the variation between research fields See also EM5, ER4, PCDI6.1, PCDM2.1, PCDM3.1 and PCDR1.1	Focus groups and workshops organised Attendance of research staff and their managers at focus groups and workshops Agreement on what can be included in the 10 days Information posted on CRSD website with links from faculty websites Uptake of 10 days, addressed using biennial surveys	October 2020 December 2020 Website material by March 2021 Surveys (CEDARS and/or in house) according to national and internal cycles	CRSD Faculties		

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PCDI1.2	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	FoDOCS drafting policy 1. Advocating that researchers take advantage of the 10 days per year to undertake training and to introduce a monitoring system to measure this (see PDCI6.1). All line managers will be informed that the 10 days training is mandatory and that it will be measured 2. Advertising training opportunities and supporting research staff to attend relevant training opportunities that benefit their development Other faculties to consider using the same approach, initially A&H and NMS	Policy drafted Managers informed Faculty-led and central research staff training and support advertised System used Managers enable 10 days	December 2020 January 2021 January 2021 July 2021 and annually thereafter	FoDOCS Other faculties		
PCDI1.3	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	Support research staff to gain professional accreditation from the Science Council See also PCDM2.1 and PCDR1.3	Attendance at training sessions Number of people gaining accreditation, target is 50 per year	Annually in line with action plan reporting period	Technical Network		
PCDI1.4	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	Careers & Employability to launch online system that research staff can use to engage with their services and plan their careers. System includes ability to book appointments online, to receive regular updates regarding service and to engage with online tools to assess stage of career readiness See also PCDR2.1	System roll-out Research staff engaging with system as demonstrated by usage data - target minimum 5% of research staff	Roll-out August 2020 Usage data analysed annually, in review of action plan	Careers & Employability CRSD		
PCDI2.1	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	See ECI3.1 and ECI5.1	See ECI3.1 and ECI5.1	See ECI3.1 and ECI5.1	Faculties OD CRSD		
PCDI3.1	Ensure that researchers have access to professional advice on career management, across a breadth of careers	See PCDI1.4 and PCDR2.1	See PCDI1.4 and PCDR2.1	See PCDI1.4 and PCDR2.1	Careers & Employability		
PCDI4.1	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Comprehensive programme of activities provided by CRSD with additional programmes being added according to circumstances. Additional courses to be added for 2020/22 to include titles related to Covid-19 induced situations and new approaches to online and remote learning See also PCDR2.1	Courses added to portfolio, number dependent on currently unknown budget and currently unknown personnel Online courses developed according to currently unknown ability to attend in person	Reviewed annually in review of action plan	CRSD		
PCDI4.2	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	FoLSM working to review and relaunch their Research Staff Network. The Research Staff Network supports post docs and research assistants along their career trajectories and ensures that the research staff community participates in decision making at the Faculty level.	Network relaunched Research staff reps active at faculty (Faculty Research Committee and university (RSRC) level	December 2020	FoLSM Faculty Lead (Development, Diversity & Culture Change); Faculty Research Manager; Research Staff Network Committee		
PCDI5.1	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	Continue to provide careers events and online resources addressing careers that are not being an academic See also PCDR2.1	Continuation of programme Availability of staff to deliver programme following Covid-19-related cuts	Reviewed annually in review of action plan	Careers & Employability CRSD		
PCDI6.1	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Generate a platform that can be used to document engagement with professional development and career progression that is linked to other processes within the university, e.g. SkillsForge, for automatic download. See also PCDM1.1 and PCDR3.1	Platform options researched Platform generated Pilot of platform Roll-out to all research staff Evaluation, following PDR season Target usage minimum of 5% of research staff	October 2020 March 2021 May 2021 September 2021 September 2022	Faculties OD CRSD		
<b>Funders must:</b>							

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PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning						
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes						
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit						
<b>Managers of researchers must:</b>							
PCDM1.1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	HR system to actively monitor the PDR process Faculties to ensure both line managers and research staff are aware of the need to include training and development needs in the PDR document. See also PCDI6.1	Accurate reporting of PDRs occurring Research staff reporting PDR fit for purpose in national and internal surveys	Annually in line with PDR cycle	Faculties OD Managers of Research Staff		
PCDM1.2	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	The Managers toolkit is designed to support both academic and professional services managers, in managing their teams effectively, as well as their own development. Promoted and managed via our Learning and Development platform, the toolkit allows managers to connect to further development opportunities such as mentoring and coaching to help with their own career conversations. <a href="https://internal.kcl.ac.uk/hr/od/managertoolkit">https://internal.kcl.ac.uk/hr/od/managertoolkit</a>	Downloads and Website hits of the toolkit, target minimum 5% of managers. Uptake and attendance details of external coaching support. Breakdown of number of researchers entering into mentoring programme(s).	Ongoing Reviewed annually in line with action plan review	OD Managers of Research Staff		
PCDM2.1	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	Promotion of careers services and resources through @kclod1thing Twitter account, Faculty Newsletters from Careers Service, careers membership of Faculty committees All channels of communication from careers service communicate regularly with managers and staff. Monthly bespoke researcher careers newsletter, Twitter account with 1000+ followers and all specialist careers consultants sit on relevant faculty committees. See also PCDI1.1, PCDI1.3 and PCDI6.1	Regular communications messages sent out according to actions list Research staff attending events, 20% on average of all available places to be filled as a minimum	According to schedule for communication method	Careers & Employability CRSD Managers of Research Staff		
PCDM2.2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	All managers or departments where not possible for managers to provide a statement on their webpage or other location to the effect that they support their research staff and PhD students in their career choice, whatever that may be.	Percentage of managers with this information posted, target minimum in first round 5%	First round by July 2021, ongoing thereafter	Faculties CRSD Managers of Research Staff		
PCDM3.1	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	Defining what comes within the category of professional development (see PCDI1.1), development of a platform to record professional development activities (see PCDI6.1) will support this.	Research staff reports of days spent on professional development in surveys. Numbers will be dependent on outcome of PCDI6.1	Annually in line with internal and national surveys	Managers of Research Staff		
PCDM4.1	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	Managers to engage in the process of defining what these activities might be See also PCDI1.1	See PCDI1.1	See PCDI1.1	Managers of Research Staff		

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PCDM5.1	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	A&H to pilot creating a series of podcasts and coupling them with group discussions between managers of research staff using skilled facilitators to encourage fruitful discussion	Managers reflecting on their relationship with their managees as ascertained in pre- and post-event surveys following Kirkpatrick process Outcomes in wider staff surveys	Planning of podcasts by September 2020, creation by December 2020, remainder by August 2021 First discussion groups by December 2020 with others to follow alternate months in 2021/22	A&H Managers of Research Staff		
<b>Researchers must:</b>							
PCDR1.1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	According to the CROS, most research staff do feel they take ownership, but they don't necessarily engage with professional development or are aware that they are doing this. Having a definition of what this is (see PCDI1.1) may help.	See PCDI1.1	See PCDI1.1	Research Staff		
PCDR1.2	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	FoLSM working to review and relaunch their Research Staff Network. The Research Staff Network supports post docs and research assistants along their career trajectories and ensures that the research staff community participates in decision making at the Faculty level. See also ER4	Network relaunched Research staff reps active at faculty (Faculty Research Committee and university (RSRC) level	December 2020	Research Staff FoLSM		
PCDR1.3	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	Staff supported to gain professional accreditation from the Science Council See also PCDI1.3	Attendance at training sessions Number of people gaining accreditation, target is 50 per year	Elective, according to individual. Reviewed annually, in review of action plan	Technical Network Research Staff		
PCDR2.1	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	Research staff to make use of existing comprehensive offering. See also PCDI3.1, PCDI4.1 and PCDR5.1	Appointments with careers professionals Attendance at events around range of employment options Target, to maintain minimum of current figures	Annually, in review of action plan	Research Staff		
PCDR3.1	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	To use when developed, the online tool described in PCDI6.1	Engagement with online tool. See PCDI6.1	Elective according to individual	Research Staff		
PCDR4.1	Positively engage in career development reviews with their managers	Research staff make use of available resources to support PDR conversations <a href="https://internal.kcl.ac.uk/crsd/Professional-Development-Options-Resources/preparing-for-your-pdr">https://internal.kcl.ac.uk/crsd/Professional-Development-Options-Resources/preparing-for-your-pdr</a>	Data on use of resources to increase by 20% on previous reporting period Responses to relevant surveys	Annually, in review of action plan Surveys national or internal on normal cycles or on demand	OD Faculties CRSD Research Staff		
PCDR5.1	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Take up role of research staff representative or related See also ER4 and ECR5.1	Numbers of research staff representatives, minimum 1 per faculty in RSRC	Dependent on representative panel	Faculties CRSD Research Staff		
PCDR6.1	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	Research staff to make use of existing comprehensive offering, routinely advertised in weekly research staff newsletter	Responses to relevant surveys	Surveys national or internal on normal cycles or on demand	Faculties CRSD Entrepreneurship Institute Policy Institute Research Staff		

\*Aligns with the new Research Strategy