

HR Excellence in Research Award King's College London: 6 year Self-Assessment Report, January 2018

Summary

King's established a new Centre for Research Staff Development in 2016. This has enabled us to work more effectively in promoting policy and practice in researcher development. We continue to align and embed activities in support of this agenda with other important initiatives such as Athena SWAN and the Race Equality Charter Mark. King's was awarded the HR Excellence in Research Award by the European Commission in Jan 2012. This report outlines progress on our action plan over the last two years and describes our priorities and actions for the next two years.

Internal review process

College Research Committee, chaired by the Vice-Principal (Research & Innovation), has overall responsibility for King's commitment to the Concordat. The Centre for Research Staff Development (CRSD) leads on implementation. The CRSD is guided by an Oversight Group (CRSD OG) comprised of representatives responsible for research staff from seven of our nine academic Faculties and two research staff representatives. The research staff representatives are drawn from the Research Staff Representative Committee (RSRC) that covers the entire university.

The CRSD has conducted an in depth review of progress to date, through:

- Analysis of the latest 2017 CROS data and comparison with previous years
- Ongoing discussion with the RSRC regarding issues of particular concern
- Faculty updates on progress and individual action plans via the CRSD OG
- Updates from relevant Professional Services departments
- Analysis of progress on Athena SWAN and Race Equality Charter initiatives

Key achievements and progress against the action plan

King's commitment to delivering tangible benefits for research staff is exemplified by:

- The establishment of the CRSD, launched in April 2016. Since its launch the CRSD has created more of a sense of community among research staff, supported established and establishing research staff networks, expanded and enhanced the opportunities for professional development both centrally and within faculties and provided avenues for research staff input into policies and initiatives at King's and nationally.
- King's now holds 12 Silver and 9 Bronze Faculty/departmental Athena SWAN awards, alongside our Bronze institutional award.

Examples of progress against each Concordat principle are outlined below, with additional details on these and other actions provided alongside an updated action plan for the next two years. All Concordat documentation can be found online: www.kcl.ac.uk/crsd/concordat

1. Recruitment and selection (principle 1)

- Consideration of the necessity for Fixed Term Contracts (FTC) embedded in recruitment process.
- HR and other relevant policies/procedures actively monitored, with recent updates including documentation on change, restructure and redundancy (Jan 2017), redeployment (Jan 2018) and comprehensive guidance on recruitment processes available on the internal webpages.
- Unconscious bias training delivered to 82% of staff grade 7 and above.

2. Recognition and value (principle 2)

- Principal Investigator training courses now include 9 online courses and 2 workshops addressing managerial issues and a variety of central leadership courses that are new. Attendance by academic staff at leadership courses since their inception in Jan 2016 has reached 68.
- Performance and Development Reviews (PDRs) were conducted with 66% of research staff over the last 2 years, a statistically significant increase on the numbers recorded in 2015 of 54%.
- Research staff have been instrumental in revising PDR forms to reflect better their own needs.

- New course now available for research staff reviewees to assist them in engaging with the PDR process more effectively. Attended by 16 participants in year 1. Feedback was 100% happy with the course and would recommend to a colleague.

3. Career development (principles 3 & 4)

- Induction material is now available centrally on the CRSD website, including how to engage with personal professional development. All new research staff are sent a personalised welcome email within 2 months of arriving at King's describing to them the support available.
- An increase in careers consultant time from 0.25 to 0.8 full time equivalent (FTE) has enabled an increase in the number of 1:1 appointments available (53 in 2015/6 to 137 in 2016/7).
- A completely new website for research staff was launched in the summer of 2016. In the first year it received 3,471 unique views with an average time on page of 1 minute 13 seconds.
- Five new leadership training workshops for research staff offered at all levels with 178 attendances in the first 18 months.
- King's Prize Fellowships piloted in the Health Faculties providing 2 years of salary and research funding to accelerate the transition of early career researchers to independence.

4. Responsible researchers (principle 5)

- CROS data (2015 vs 2017) indicates that the percentage of research staff who feel their views are represented at department/division level has increased from 67.1% to 74.0%.
- The RSRC has contributed to major policy initiatives within King's (2) and externally (1) since Jan 2017.
- Research staff society numbers continue to increase (from 3 in 2015 to 15 by end 2017) representing faculties and specific roles, e.g. Denmark Hill Postdoc and Pre-doc societies.

5. Equality and diversity (principle 6)

- Departments and Divisions at King's now hold between them a total of 12 silver and 9 bronze Athena SWAN awards with more applications in the pipeline. The percentage of research staff reporting they have some understanding of Athena SWAN through the CROS has risen again from 59.8% in 2015 to 64% in 2017. Those who are aware of its existence rose from 87.6 to 93%.
- Policies have been reviewed and revised where appropriate, including Parental Leave (2016) and Occupational Maternity Leave (including Keeping in Touch and Shared Parental Leave in Touch days), currently in final draft, intended to be published in August 2018.
- The Open Doors project has now delivered a total of 22 displays on 3 of the 4 main campuses, highlighting the contribution made by ethnic minority staff to King's.
- The King's Diversity Mentoring Scheme delivered a total of 63 mentoring pairs, compared to the target of 10.

6. Implementation and review (principle 7)

- The CRSD has now been in place for 21 months. This has resulted in the introduction of many initiatives and the building of close working relationships with a wide variety of academic and professional services departments that will be built upon in the next two years.

Next steps and strategy for the next 2 years

A new action plan has been developed for the next two years. Alongside some wholly new actions, an ongoing challenge is for successes in particular areas of the university to be replicated everywhere, especially where there has been restructuring of Faculties/departments. This will require a coordinated response from all faculties and some of the professional services departments. The CRSD has already commenced building the networks that this will require and will continue with this process. College Research Committee, the CRSD and the new CRSD OG will continue to monitor progress.

In this next two year period we will focus on two key areas identified in this review as both of these are still priority issues, alongside other actions:

A. Employability

- A CV database will be piloted in one Faculty to facilitate redeployment of staff and rolled out across the university. Target number is 10% of staff at risk of redundancy in the first year.
- Web-based careers information will be expanded by 100% or more to include more case studies and links to relevant resources pertaining to careers in academia and other fields.
- The careers consultants will broaden their range of career workshop topics by a minimum of 1 per year to appeal to a wider audience, e.g. parents.
- Attention will be given to research staff nearing the end of their contract to encourage continued engagement with King's as alumni. This will provide a broader King's Research Staff Community and enable us to gain better knowledge of the destinations of research staff (target 3 active alumni per year, 20 per year added to community).
- Mechanisms around promotion and redeployment policies and training and their effective and realistic use will be investigated more deeply in 4 initiatives (see action plan for detail).
- An effective mentoring scheme for all research staff, currently being piloted, will be provided (target, all research staff desiring a mentor through the programme supported).

B. Empowering research staff to support themselves

While there is an increase in the degree to which research staff at King's feel they are represented and that they have a voice, there is still room for improvement. We will prioritise this over the next two years in a number of ways:

- The RSRC are a potentially powerful force at King's in driving through change to implement the principles of the Concordat. They have already contributed to raising the voice of research staff within the university and have the support of research staff. Over the next two years the work of the RSRC will be supported and enhanced through promoting and enabling their activities wherever possible, e.g. blog posts (2-3 per year), items in the CRSD newsletter (4-5 per year).
- While research staff themselves are becoming more aware of the additional resources available to them since the launch of the CRSD, their line managers are still unaware and may also be holding back from supporting their staff. We will campaign to raise awareness among PIs of the support available for research staff through mailshots to all research staff line managers and posters linked to the PDR cycle.

Other priority actions include:

- Continue to support research staff reps and networks by providing workshops for them (minimum 1 per year) and their networks (see action plan for details).
- Continue to review, revise and expand the professional development opportunities provided by the CRSD, Organisation Development (OD) and the careers consultants with a minimum of 1 new title per year.
- Continue to provide quality, timely information to research staff about opportunities within/out King's through the newsletter, blog and website (maintain as minimum or increase in hit rate).
- Support research staff in engaging with the processes of promotion and redeployment.
- Coordinate the sharing of good practice in training for Principal Investigators/managers of research staff between internal providers through regular meetings or other communications.
- Increase the percentage of research staff having a PDR to 90% of those eligible.

Success measures

Alongside timely completion of the specific deliverables detailed in the action plan, the following indicators will be used to measure success:

- Ongoing improvement of all metrics in CROS data in 2019/21 compared to previous years.
- Numbers of research staff attending courses and activities delivered by the CRSD, OD and Careers Consultants, target increase by a minimum of 5% annually.
- Numbers of Principal Investigators attending training courses (target increase by 10%).
- Percentage of research staff completing PDRs (up to 90% of eligible staff).
- Researcher societies in all Faculties/divisions covering all roles.
- Maintain and/or renew as appropriate Athena SWAN, Race Equality and Juno awards.

Concordat Implementation Action Plan Progress 2016-18 and Action Plan 2018-20

The King's College London (KCL) Concordat Implementation Action Plan (2016-18) was reviewed as described above in autumn/winter 2017/18. This document provides detailed progress on the action plan since the 4 year self-assessment report (2014-16) with indicators and measures where appropriate, for example, data from successive iterations of the CROS. Where actions are not yet fully complete they have been carried over, and in some cases revised as part of the new 6 year action plan (2018-20), alongside a range of new actions designed to embed the Concordat Principles further.

URLs have been included that link to externally and internally facing websites. This is because we intend the primary audience of this document to be King's Research Staff who may wish to find the relevant information.

All documents can be downloaded from the KCL website: www.kcl.ac.uk/crsd/concordat

- Original Concordat Implementation Action Plan (2012-16)
- Concordat Implementation Action Plan – 2 year Self-Assessment Report (2012-14)
- Concordat Implementation Action Plan – 4 year Self-Assessment Report (2014-16) and Action Plan (2016-20)
- Concordat Implementation Action Plan – 6 year Self-Assessment Report (2016-18) and Action Plan (2018-20)

Glossary of abbreviations

A&H	Arts & Humanities	HR	Human Resources
BME	Black and Minority Ethnic	IoPPN	Institute of Psychiatry, Psychology & Neuroscience
CRSD	Centre for Research Staff Development	KCL	King's College London
CRSD OG	Centre for Research Staff Development Oversight Group	OD	Organisation Development (team within HR)
CROS	Careers in Research Online Survey	PDR	Performance and Development Review (King's appraisal system)
D&I	Diversity & Inclusion	PI	Principal Investigator
ECCRC	Early Career Researcher Representatives Committee	PIRLS	Principal Investigator and Research Leaders Survey
FNFNM&PC	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care	RSRC	Research Staff Representative Committee
FoLSM	Faculty of Life Sciences & Medicine	R&P	Remuneration and Policy (team within HR)
FTC	Fixed Term Contract	RDU	Researcher Development Unit
FTE	Full Time Equivalent		

Section A: Recruitment and Selection

Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.

Action Plan 2016	Progress 2016-18
<p>Unconscious bias</p> <ul style="list-style-type: none"> All staff, grade 7 and above, to attend unconscious bias training. Unconscious bias toolkit given out at training and available online – including evaluation mechanism to enable feedback about different levels of action to be collected. 	<p>COMPLETED</p> <p>Training provided to 1624 out of 1975 targeted staff (82%) by Oct 2017. The toolkit was provided to all those attending training. 89% of attendees report having a better understanding of unconscious bias; 88% report knowing how to address it. This partially meets the aim of 100% targeted staff being trained and more than meets the aim of 70% of trained staff understand the impact of unconscious bias and how to address it.</p> <p>As research is beginning to indicate that unconscious bias training alone does not necessarily have the desired impact, the programme was closed in Oct 2017 and a new programme, Diversity Matters, designed (see action plan for 2018-2020). https://www.kcl.ac.uk/hr/diversity/training/index.aspx</p>
<p>Recruitment panels</p> <p>Interview panels should demonstrate diverse representation and every attempt should be made to ensure diversity in gender, ethnicity and age.</p> <p>Review interview panel composition guidance. Updated document on internal webpages.</p> <p>Interview panels</p> <ul style="list-style-type: none"> aim to have at least 1 woman on all panels 	<p>COMPLETED</p> <p>The HR webpages have been updated to provide comprehensive guidance on the entire recruitment process https://internal.kcl.ac.uk/hr/recruit/index.aspx. This includes panel composition guidelines and planning for absence of panel members on the day. These pages are routinely updated and staff are obliged to use the most recent information to ensure that their recruitment plans can be put into place.</p> <p>At least one member of staff on any recruitment panel should have attended unconscious bias training, although this may revert to the new programme, Diversity Matters. Faculties report that they are following the guidelines.</p> <p>PARTIALLY MET AND ONGOING</p>

<p>Redeployment Develop searchable CV database for staff within 6 months of the end of a FTC.</p> <p>Consider developing Change Management, Restructuring and Redundancy Avoidance - Policy & Guidance</p> <p>Review current Redeployment Policy</p>	<p>PARTIALLY MET AND ONGOING Mechanisms to match job vacancies and those at risk of redundancy have been examined. Despite showing initial promise all proved to be unsuitable leading to a decision to build a bespoke platform. Staff have been recruited to build the platform and the launch is expected in June 2018 to coincide with the Research Staff Event.</p> <p>COMPLETED Human Resources (HR) have compiled documentation in consultation with the trades unions. This covers managing situations in which redundancy might arise and mechanisms for minimising redundancies where possible, and circumstances under which trades unions would be consulted. The documentation was published at https://internal.kcl.ac.uk/hr/info/ChangeRestructureRedundancy.pdf in Jan 2017</p> <p>COMPLETED The most recent policy document on redeployment was published in Jan 2018 and is now available on the King's intranet HR webpages at https://internal.kcl.ac.uk/hr/info/RedeployStaff.pdf. The policy sets out clearly the process that should be followed in the event of a member of staff at risk of redundancy being interested in redeployment. This applies to the person at risk, HR and the potential new manager.</p> <p>Anecdotal evidence indicates that the policy is not always followed, suggesting that a better monitoring process and a greater degree of scrutiny is needed. This will be more feasible when the new HR system is adopted.</p>
<p>Promotion Inconsistent approach between Faculties to progression from Grade 6 to 7. Policy regarding Grade 6 to 7 progression revisited.</p>	<p>PARTIALLY COMPLETED The current university-wide policy and procedure around promotion of research staff, including grade 5 to 6 and grade 6 to 7, was updated this year and published in September 2017 on the internal website https://internal.kcl.ac.uk/hr/info/GradeCriteriaProceduresForResearchStaff.pdf. Promotion is generally dependent on funding being available from a source outside of the university.</p> <p>The approach taken in each faculty is becoming more transparent with one faculty (FNFNM&PC) also developing an academic performance framework that helps facilitate promotion. This is an</p>

<p>Faculties to run promotion briefing workshops. Workshops run – Faculty Executive Deans in attendance</p>	<p>area that needs continuous monitoring and encouragement within the faculties to make their approach to the policy more transparent.</p> <p>PARTIALLY COMPLETED</p> <p>At least 90% of research staff now have access to promotion briefing workshops run either in their faculty or centrally. Direction is given to discuss promotion during the Performance Development Review. Workshops for line managers who will be conducting PDRs include recommendations for such discussions. In one faculty (A&H), 100% of those applying for promotion in the last year have been successful. It is believed that this is a result of the support offered to applicants.</p>
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Action plan 2018-20

Current practice	Proposed actions	By whom	How measured	When
<p>Unconscious bias Replaced by Diversity Matters training</p>	<p>Diversity Matters run monthly and made available to all staff at King's. Action to fill 90% of places offered.</p>	<p>D&I with discussion at Faculties bi-annual meetings.</p>	<p>Data from attendance records at Diversity Matters courses</p>	<p>Monthly</p>
<p>Recruitment panels Interview panels should demonstrate diverse representation and every attempt should be made to ensure diversity in gender, ethnicity and age.</p> <p>Lack of effective reporting mechanisms to monitor</p>	<p>Interview panels</p> <ul style="list-style-type: none"> • aim to have at least 1 woman and 1 man on all panels • aim to have 50% panels with a BME member <p>Devise a more efficient reporting procedure via new HR database and D&I data dashboard. Improvement in reporting following adoption of new HR database. At least</p>	<p>Recruiting Department, Faculty Management Committee or equivalent Departmental administrators</p> <p>HR and D&I</p>	<p>Data from HR reported to D&I Strategy Group</p> <p>Faculty and HR records, including new HR system</p>	<p>Annually</p> <p>Annually</p>

	50% of interview panels reported accurately.			
<p>Redeployment Various approaches used across faculties to share CVs of staff coming to the end of FTCs.</p> <p>Searchable CV database under development</p> <p>Current redeployment policy occasionally non-functional</p>	<p>Develop searchable CV database for staff within 6 months of the end of a FTC onto which King's staff can also upload their vacancies. Target, at least 10 CVs uploaded.</p> <p>Convene a task group to investigate where the problems lie in implementing policy</p> <p>Re-examine the recruitment documentation currently on the HR website to ensure that it is explicit about the obligations of a recruiting staff member where an applicant indicates they are seeking redeployment.</p> <p>Email to be sent to all those at risk of redundancy reminding them of support available</p>	<p>CRSD</p> <p>CRSD</p> <p>HR (People solutions and R&P Team)</p> <p>CRSD</p>	<p>Phase one testing. Trial to key departments in FoLSM. Full launch.</p> <p>Identification of problems</p> <p>Review</p> <p>Documentation revised if necessary</p> <p>Email sent</p>	<p>April 2018 May 2018 June 2018</p> <p>June 2019</p> <p>May 2018 Aug 2018</p> <p>Every other month</p>

<p>Promotion for Research Staff Inconsistent practices between Faculties to progression from Grade 6 to 7.</p>	<p>Faculties to run promotion briefing workshops, at frequency and number related to research staff numbers.</p> <p>Investigate frequency of promotion for research staff and supporting factors to provide clearer picture of promotion incidence for research staff</p> <p>Case studies posted on website with links to faculty promotion information where applicable. Minimum of 9 case studies available or one per faculty</p>	<p>Faculty Executive Committees</p> <p>CRSD and CRSD OG</p> <p>CRSD</p>	<p>Workshops run Attendance data</p> <p>Data gathered from all faculties Analysis completed</p> <p>Case studies posted</p>	<p>Annually (Jun)</p> <p>Dec 2018 Jun 2019</p> <p>Dec 2019</p>
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Section B: Recognition and Value

Principle 2: Researchers are recognised and valued by their employing organisation as an essential part of their organisation’s human resources and a key component of their overall strategy to develop and deliver world-class research.

Action Plan 2016	Progress 2016-18
<p>Principal Investigator training courses that highlight research staff issues</p> <p>Convene a task & finish group to map out current training availability and topics covered, and ensure good practice and learning shared.</p>	<p>PARTIALLY MET and ONGOING</p> <p>Information about the training currently available has been collected by discussions between CRSD staff, CRSD OG members and other contacts within the faculties. A task and finish group may not be needed at this stage but we will evaluate if the approach currently used is providing us with the necessary information.</p> <p>Faculties and departments at King’s are continuously developing courses driven in part by the Athena SWAN agenda. This means that while our mapping has uncovered many such courses we need to be continuously monitoring to ensure that we are working together in the most efficient manner.</p> <p>The current situation is: OD has greatly expanded its offering to include 9 online courses and 2 workshops that address managerial issues and a variety of courses specifically addressing leadership, including modular courses for Senior Leaders and mid-career Leaders. OD are routinely reviewing their courses and looking for opportunities to increase the effectiveness of what they offer. Recent new courses include the Aspiring Leaders Programme for which a pilot will be run in the spring and summer terms of 2018.</p> <p>The CRSD have begun running leadership courses intended for more senior research staff. Because of the nature of the booking system PIs have been able to gain access to these courses and have also been attending them in small numbers. The booking system used does not provide information about the role of the course attendee so we are only able to collect information if it is provided by word of mouth from participants.</p> <p>Faculties continue to run their own programmes, for example the now longstanding THRIVE programme https://internal.kcl.ac.uk/ioppn/staff/Academic-Researcher-Educator-Development/earlycareer.aspx .</p>

<p>Clear information on central webpages regarding training courses on offer. Information cascaded by Faculty Directors of Administration.</p> <p>Increase attendance on training courses for PIs by 50% over the next two years.</p>	<p>As it appears to be more effective to run programmes addressing leadership this topic will be the aim for future workshops.</p> <p>PARTIALLY MET AND ONGOING Information about courses provided by OD and the IoPPN are available online at https://internal.kcl.ac.uk/hr/od/learn/index.aspx and https://internal.kcl.ac.uk/ioppn/staff/Academic-Researcher-Educator-Development/Academic-Researcher-Educator.aspx Other faculties are yet to post the training they offer on the faculty pages and this will be given a higher priority over the next two years.</p> <p>The CRSD has compiled a mailing list of those who can cascade information. This has been effective in some cases but is dependent on the good will of those on the list. Having set up a comprehensive mailing list for research staff the CRSD will be exploring better mechanisms to disseminate relevant information to PIs about training offered to them in the next two years.</p> <p>Training specifically in areas around FTCs and other research staff-specific issues proved to be generally unattractive to PIs making it impossible to boost attendance so the workshops were changed to focus on leadership. To date, 68 academic members of staff have attended the new centrally offered leadership training programmes, compared to zero in previous years.</p>
<p>Performance Development Review Variable % completion of PDRs for research staff across the university. Target of 90% of research staff having a PDR within 2 years. Data from Dept administrators and/or Faculty surveys</p>	<p>PARTIALLY MET AND ONGOING The completion rate of PDRs in 2016/17 for the institution was 88%. It is not possible with the current reporting systems to break this down to see the completion rate by research staff. Taking data from the 2017 CROS (represents 24% of total research staff numbers), 66.1% of all respondents had had an appraisal/review within the last 2 years. This represents a statistically significant increase on the 2015 CROS results of 55.0%. Of those who had not, 39.1% (14.0% of the total) had not been invited to do so while the remainder (20.0%) had legitimate reasons including being recently appointed, not eligible or on probation. This suggests that a target of 90% of all research staff is not achievable, so the target should be modified to 90% of those eligible. While this still represents a significant number who are not having PDRs, the proportion of those responding to the CROS who find the PDR useful has increased significantly in the last 2 years, e.g. those who have found it useful or very useful in reviewing their personal progress have increased from 65% to 78%.</p>

<p>Require Principal Investigators to report % completion of PDRs for their staff in their PDRs</p> <p>One Faculty to pilot modifications to PDR form to increase usage Develop guidance doc re completing PDR form for research staff, in particular, to make more explicit importance of recording/ discussing skill development Modified form agreed with relevant stakeholders New guidance doc on internal webpages</p>	<p>NOT MET Reporting processes remain patchy regarding PDRs. The new HR database may be able to record this information and we will be looking at this over the next two years.</p> <p>COMPLETED Research and faculty staff in FoLSM modified the PDR form in 2016 to produce a version that is relevant to research staff. This form and guidance on how to use it are available on the internal faculty webpages https://internal.kcl.ac.uk/ism/staff/hr/development/pdr/rs/rs.aspx These webpages also link to an e-learning module created specifically for research staff. This module has been made available by Organisation Development, alongside guidance to reviewers on their website https://internal.kcl.ac.uk/hr/od/learn/PDRSupport.aspx.</p> <p>The Dental Institute have been using a bespoke form of the PDR form for research staff for the last two years https://internal.kcl.ac.uk/dentistry/staff/PDR-for-Research-Staff-DI.docx</p> <p>The Faculty of A&H also have a modified version of the PDR form for academic staff that is readily available on their website https://internal.kcl.ac.uk/artshums/staff/hr/acstaff/appdr.aspx</p> <p>In 2017 the CRSD began offering workshops for research staff on how to approach their PDR. Attendance was low, at 16 in total, but those attending reported that they had found them useful. They will be advertised more widely in future years to boost attendance.</p> <p>Evaluation of the bespoke PDR forms should now take place to see if it is worth developing similar approaches in other faculties. In addition, a new simpler PDR form for all academics across all faculties is being developed for 2018/9. This will also be evaluated for suitability for research staff.</p>
<p>One Faculty to develop performance metrics for research staff (FNFNM&PC) New performance metrics document to be posted on Faculty webpage</p>	<p>PARTIALLY MET The FNFNM&PC have created a draft form of a performance metrics document. This will be finalised in early 2018 in time to inform the PDR process in summer 2018. Other faculties are considering using performance metrics. King's is also developing a strategy based around behavioural competencies that may be used in future PDR processes and support a more holistic discussion about personal and career development. The RSRC have begun working with the team responsible for the PDR process and behavioural competencies framework to ensure that the two can be aligned in a way that is productive for research staff.</p>

<p>Ensure information about PDRs for research staff on new Centre webpages.</p> <p>Additional training provision regarding 'Quality PDR conversations' as part of new Leadership and Management Programme.</p>	<p>COMPLETED</p> <p>Information about PDRs and relevant training for reviewers and reviewees is now available on the CRSD website (www.kcl.ac.uk/crsd/careers), launched in 2017. The number of hits is minimal as the launch was after PDR season. We anticipate this will increase when PDRs happen in 2018.</p> <p>COMPLETED AND ONGOING</p> <p>OD have been enhancing the training offered to PDR reviewers. The initial module, "Successful performance conversations in the context of the PDR" has been offered since March 2016. In 2017, the second module was launched, "Creating clear and motivating objectives". To date these courses have been attended by 351 academic reviewers (2016 and 2017). In 2018 the third module of the PDR reviewer training course, "Career Development Conversations" will be launched, alongside a new course for reviewers "Let's Talk about Performance". There will also be new e-learning available for both reviewers and reviewees starting from March 2018.</p> <p>The new Behavioural Competency Framework will also be used in the PDR process to support a more holistic discussion about personal and career development.</p> <p>As described above, the CRSD has begun offering courses for research staff who are being reviewed. While attendance at these courses has been low, potentially for lack of awareness and the timing compared to when the PDRs take place. Better advertising and a reconsideration of the timing is anticipated to bring in more research staff.</p>
<p>Bridging funds</p> <p>Funds available in some faculties to cover gaps between research staff contracts.</p> <p>Each Faculty to clarify policy on provision of bridging funds.</p> <p>Information to be posted on internal Faculty webpages</p> <p>One Faculty (Institute of Psychiatry, Psychology & Neuroscience ((IoPPN)) to pilot Independent</p>	<p>PARTIALLY MET</p> <p>The faculties each have a different policy on bridging funds, ranging from none available to a number of formal schemes. Many point to a central requirement, or funding being available only at the departmental level or on a case by case basis, resulting in a huge amount of variation. Further efforts would be needed to uncover all the sources of funding and these are likely to change, depending on the sources.</p> <p>Information is not readily available for research staff to identify potential sources, nor what their faculty or department may have to offer. This is an area for development. There is scope for bringing together information on mechanisms to obtain bridging funds. This will be explored over the next two years with a view to posting it on the CRSD webpages.</p> <p>COMPLETED</p>

<p>Research Awards for postdocs without successful funding bids.</p>	<p>The IoPPN have successfully piloted their “Independent Researcher Award” https://internal.kcl.ac.uk/ioppn/staff/Academic-Researcher-Educator-Development/independent-researcher-award.aspx. This award offers up to £2,500 and is dedicated to supporting emerging junior researchers. Eight awards are made each year, four in each of two rounds. In total, 19 awards have been made.</p>
<p>Career pathways Supplementary promotion and progression criteria for Education-led academic promotion applications are available but are expected to be relatively few in number.</p> <ul style="list-style-type: none"> Assess impact of Teaching Workload model in A&H, which allows Teaching Fellows to use 15% of contracted time on scholarship/research. Feedback to be obtained from Teaching Fellows. Assess impact of new IoPPN honorary lecturer position recognising significant commitment to teaching. 12 honorary lectureships to be offered and feedback from lecturers in IoPPN obtained. Develop a suite of case studies of career progression, incl highlighting options around education, building on the ‘Meet the Professors’ project and post them online. 	<p>King’s is currently considering a new Education-led Academic Contract that is likely to influence the career structure in A&H profoundly. We will monitor the impact of this over the next two years.</p> <p>PARTIALLY MET Every department in A&H adheres to the Faculty Workload model (https://internal.kcl.ac.uk/artshums/ahpolicyzone/workmod.aspx), which assumes all teaching fellow staff have 15% time for scholarship/research (for academic staff, it is 40%). Individual workloads are monitored at department level to ensure that teaching loads of teaching fellows do not exceed the maximum. Preliminary evidence suggests that in practice teaching fellows sometimes struggle to dedicate 15% of their time to scholarship but this is not being recorded, suggesting a more effective system is needed. We will continue to monitor this situation.</p> <p>PARTIALLY COMPLETED While the honorary lectureships have been awarded there is not yet any evidence as to the impact it has had on career progression.</p> <p>NOT COMPLETED Other activities have taken priority over this action resulting in non-completion. It will be moved to the next two year period.</p>
<p>Webpages All research staff have a webpage on the King’s Research Portal (PURE)</p>	<p>COMPLETED AND ONGOING Career profiles of researchers who have contributed to our careers events have been posted on the CRSD webpages www.kcl.ac.uk/crsd/careers. We also have profiles of some of the research</p>

<p>Career profiles/case studies of King's research staff to be collated and promoted on CRSD webpages.</p>	<p>staff representatives along with the activities in which they engage as reps in the CRSD brochure https://www.kcl.ac.uk/innovation/research/Centre-for-Research-Staff-Development/CRSD-Brochure-2016.pdf. Profiles of ethnically diverse research staff are also available on the Open Doors website https://www.kcl.ac.uk/hr/diversity/opendoors/index.aspx. These and the PURE database at https://kclpure.kcl.ac.uk/portal/en/persons/search.html continue to be updated as we receive more examples.</p>
<p>Leadership Relatively small number of places on RDU leadership training course for research staff.</p> <p>Increase number of places offered on RDU leadership courses for research staff by 50%.</p>	<p>COMPLETED AND ONGOING</p> <p>In July 2016 the CRSD piloted its first leadership course. This was as part of a leadership programme aimed at more senior research staff (www.kcl.ac.uk/crsd/leadership). The two day course was attended by 18 research staff, each of whom were considering moving to a position of independent responsibility for people, research projects and/or grants. The course was well received and consequently expanded to include a second course on facilitation, starting in Jan 2017. The two courses have now been run a total of 5 and 4 times respectively. Initially Part II attendees were required to attend Part I first but as this reduced potential numbers the two were separated. Total attendance numbers are 86 for Part I and 31 for Part II. The leadership programme has since been expanded to include modules on recruitment (Part 3, first iteration Jan 2018) and advanced project management (Part IV, 1 iteration with attendance of 17). The programme is getting good feedback and new staff are signing up based on recommendations from their colleagues. There is scope to add additional modules to the programme.</p> <p>Attendance at all courses is less than the places available (120, 80 and 24 for Parts I II and IV respectively). There is scope to investigate the potential reasons for this, including last minute alternative activities considered to take precedence, to enable us to ensure we are providing what is needed.</p> <p>The CRSD has also run Leadership in Action in house and as a collaboration with University College London, serving 54 King's participants to date. The success of both these courses indicates that a different mode of learning is also valued.</p> <p>There are also Leadership and Management Courses managed by OD and available for Research staff at all levels that commence in summer 2018 https://internal.kcl.ac.uk/hr/od/learn/index.aspx.</p>

<p>Work with Faculties to develop local leadership training, perhaps modelled on IoPPN THRIVE programme. Run pilot programme with 2 faculties</p>	<p>ACTION SUPERCEDED – SEE ABOVE In both sets of leadership courses, rather than run them as bespoke for faculties we are offering them across the university to enable research staff to meet and work with their colleagues from other disciplines and to ensure sufficient numbers of attendees are present.</p>
<p>Additional measures not in action plan for 2016-2018</p>	<p>We have established a new award, the King’s Most Outstanding Contribution to the Research Staff Experience award, to recognise contributions made by research staff and/or academic or professional services staff to supporting the professional development of research staff https://www.kcl.ac.uk/innovation/research/Centre-for-Research-Staff-Development/Kings-Award.aspx The first award was presented to a member of research staff for her contribution to the establishment of a campus research staff network and to policy within her faculty.</p> <p>Statistically significant increases have been recorded in the percentage of respondents to the CROS between 2015 and 2017 who report they feel recognised for their contribution to Knowledge transfer and commercialisation activities, 56 to 67%, Managing budgets/resources, 48 to 54%, Publications, 82 to 87%, Public engagement with research, 65 to 74% and Supervising/managing staff, 51 to 59%.</p> <p>A flagship programme in King’s, piloted in the Health Faculties and now rolling out university-wide, is the King’s Prize Fellowships. This programme provides talented early-career researchers with 2 years of salary and research funding, along with mentoring, to accelerate their transition to independence. Funding from the Wellcome Trust, the London Law Trust, and from the university is combined to create a critical mass of fellows, who are recruited both internally and externally. The outcomes from this scheme have been extremely impressive, with almost all fellows securing an intermediate fellowship (e.g. Wellcome Trust Sir Henry Dale Fellowship) or a permanent academic post (e.g. lecturer/associate professor). This scheme is complemented by a parallel programme, run by our Biomedical Research Centres, which focuses on clinically-qualified researchers.</p> <p>Most recently, King’s has been successful in securing funding for cohorts of intermediate fellows across a variety of research areas, including social sciences, biomedical research and health informatics. This allows us to create linked groups of fellows, benefiting from shared experiences, and we have created specific training plans for these groups to support their career development – including both “core” and subject-specific skills. The cohort approach also facilitates long-term career planning and support.</p>

Action plan 2018-20

Current practice	Proposed actions	By whom	How measured	When
Principal Investigator training courses There are several training courses run at King's to develop greater awareness of research staff issues amongst PIs. Attendance at these is still low.	Continue to map out current training availability and topics covered, and ensure good practice and learning shared.	CRSD	Mapping exercises completed	Annually, by April
	Clear information for PIs posted on central webpages regarding training courses on offer.	CRSD and OD	Information posted on website. Information cascaded by Faculty Directors of Administration.	Annually, by May
	Focus on leadership workshops rather than specifically research staff issues. Increase attendance by PIs at leadership training courses by 50% over the next two years.	CRSD and OD	Data on attendance at training courses.	Annually
Concordat Awareness Awareness of the Concordat and its implications insufficient. No or minimal information is disseminated	Create mailing list of academic staff and professional services staff in faculties	CRSD	Mailing list created	Yearly by May
	Send yearly emails with Concordat information to coincide with PDR season		Open rate of emails	Yearly in May
Performance Development Review	Target of 90% of research staff who are	Monitored by Faculty Research Committees and D&I	Data from Dept administrators, HR database, CROS	End 2019

Variable % completion of PDRs for research staff across the university.	eligible having a PDR within 2 years.		and/or Faculty surveys	
	Liaise with HR and OD to improve reporting processes for PDR uptake so that PIs are able to report % completion of PDRs for their staff in their PDRs. Target, 50% of PIs reporting within 2 years.	CRSD, CRSD OG and Faculty Executive Committees	Data from Dept administrators and OD	End 2018
	Evaluate effectiveness of the new research staff-specific PDR forms and feasibility of use across all faculties	CRSD, CRSD OG and RSRC	Survey data from staff in relevant faculties	End 2018
	One Faculty to develop performance metrics for research staff	Vice-Dean (Research), FNFNM&PC	New performance metrics document on Faculty webpage	Jun 2018
	Coordination and alignment of the King's Behaviours with the PDR for research staff. Final documentation not expected until after 8 year review.	OD and RSRC	Minutes from regular meetings between OD and RSRC	Ongoing
Update information about PDRs for research staff on new Centre webpages with new developments.	CRSD	Updated information available	Yearly end April	

<p>Awareness of available resources to support research staff professional development for use in PDRs low</p>	<p>New workshops developed and delivered for reviewers regarding 'Quality PDR conversations' as part of new Leadership and Management Programme, to include development conversations and talking about performance.</p> <p>Raise awareness of available resources among reviewees by emailing immediately prior to PDR season. Increase in attendance at reviewee workshops by 50% annually, increase in views of relevant webpages.</p>	<p>OD</p> <p>CRSD</p>	<p>Workshops developed Workshops delivered</p> <p>Open rate of email, attendance rates at workshops, views of relevant webpages.</p>	<p>1st quarter 2018 2nd quarter 2018 and yearly thereafter</p> <p>Yearly end April</p>
<p>Bridging funds Funds available in some faculties to cover gaps between research staff contracts.</p>	<p>Information on bridging funds to be collated on CRSD webpages</p> <p>Clear guidelines on bridging funding to be created</p>	<p>Faculty Research Committee, CRSD and CRSD OG</p> <p>CRSD and CRSD OG</p>	<p>Information on CRSD webpage</p> <p>Guidelines compiled and posted on website</p>	<p>End 2019</p> <p>Jun 2019</p>
<p>Career pathways Supplementary promotion and progression criteria for Education-led academic promotion applications are available but are</p>	<p>Continue to assess impact of Teaching Workload model in A&H, which allows Teaching Fellows to use 15% of contracted time on scholarship/research</p>	<p>A&H Faculty Academic Staff Committee and the Faculty Executive</p>	<p>Feedback from Teaching Fellows</p>	<p>Jun 2019</p>

<p>expected to be relatively few in number.</p>	<p>Assess impact of new IoPPN honorary lecturer position recognising significant commitment to teaching on career development</p> <p>Develop a suite of case studies of career progression, incl highlighting options around education, building on the 'Meet the Professors' project.</p>	<p>IoPPN Faculty HR</p> <p>CRSD</p>	<p>Feedback from lecturers</p> <p>Set of case studies online</p>	<p>Jul 2016</p> <p>Dec 2019 and ongoing</p>
<p>Webpages All research staff have a webpage on the King's Research Portal (PURE)</p>	<p>Career profiles/case studies of King's research staff to be revised and updated when necessary</p>	<p>CRSD</p>	<p>New webpages live</p>	<p>Ongoing, reviewed quarterly</p>
<p>Leadership Leadership training offered but programme currently in early stages. Market and value still to be defined</p>	<p>Monitor uptake (attendance numbers) and value (satisfaction score) of new leadership courses offered by CRSD and OD and revise courses accordingly</p>	<p>CRSD and OD</p>	<p>Review completed Course revisions completed</p>	<p>Annually, by April Annually, by Sept</p>

Section C: Support and Career Development

Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career

Action Plan 2016	Progress 2016-2018
<p>Research staff development New research staff Centre to develop and expand activities in priority areas identified by scoping group (Dec 2015), ECRRC and CROS 2015, e.g.</p> <ul style="list-style-type: none"> • grant-writing • publishing • networking & collaborations • being strategic • leadership & management • teaching (see below) • communication • careers (see below) <p>Personal and professional development opportunities:</p> <ul style="list-style-type: none"> • designed and planned • piloted • new programme brochure produced • new programme delivered 	<p>COMPLETED AND ONGOING Since the opening of the CRSD we have continued to provide most of the workshops that were in existence on the Researcher Development Programme prior to Jan 2016 and add additional workshops on the majority of topics listed in the 2016-18 action plan www.kcl.ac.uk/crsd/courses. We have also introduced a workshop on impact following requests via the CROS.</p> <p>Many of our new workshops are run in collaboration with other relevant professional services departments at King's with the intention of ensuring research staff are fully aware of the support available.</p> <p>We continuously review the value of the workshops offered, both through feedback from attendees and attendance figures, and will continue, modify or terminate courses according to the results.</p> <p>24 new courses designed, planned and piloted with the majority now an established part of the CRSD programme. Ten of these are scheduled more than once per academic year.</p> <p>A brochure for the CRSD was produced for October 2016. This provides an overview of the courses on offer with the detail and links to registration sites being available on the CRSD website, www.kcl.ac.uk/crsd/courses</p> <p>Research Staff also have access to the full curriculum of Personal and Professional development courses offered through OD https://internal.kcl.ac.uk/hr/od/learn/index.aspx.</p>
<p>Career support 0.8 FTE Careers Consultant being appointed, dedicated to research staff.</p>	<p>COMPLETED AND ONGOING 0.8FTE Careers Consultant time with staff appointed in January 2016. This has enabled greater provision to be made for research staff on all the main campuses.</p>

<p>Benchmark and build on current provision, with additional priorities to include:</p> <ul style="list-style-type: none"> • work with research staff in faculties to deliver tailored careers events • develop links with employers incl through King's Cultural, Policy & Commercialisation Institutes • develop industry careers theme • 5 spotlight events in first year, 10 in second 	<p>Careers consultant profiles and activities are available on the CRSD webpages www.kcl.ac.uk/crsd/careers and information and invitations regularly sent out to research staff via the weekly newsletter.</p> <p>Take-up of hour long 1:1 appointments has increased from 53 in 2015/6 to 137 in 2016/7. We will continue to monitor take up and feedback from those attending the appointments to ensure the service meets requirements.</p> <p>COMPLETED and ONGOING</p> <p>The careers consultants regularly attend faculty research staff representative meetings to discuss requirements. This has resulted in 11 bespoke events for faculties and 20 events commissioned by the research staff networks in the last two academic years.</p> <p>Members of the CRSD have been building relationships with other professional services departments at King's, including the Policy Institute (joint workshops, material for e-learning modules), Cultural Institute (joint workshops) and Commercialisation Institute (planning of joint workshops). This is an ongoing process that we anticipate will result in enhanced future connections with external career role models.</p> <p>The careers consultants and King's Careers and Employability employer liaison team develop links with employers independently of the institutes via alumni and sources identified during conversations with graduate employers. King's Careers and Employability list these contacts on their database and endeavour to maintain contact in what is an ever changing field. Currently there are links with 60 potential employers and job role models.</p> <p>10 events highlighting particular areas of career interest to research staff have been held in the last two academic years. Attendance 2015/16 was 768 and 2016/17 was 993. These totals are an aggregate of PhD student and research staff. It is not possible with the current reporting system to disaggregate them. A new reporting system is currently being piloted that will enable collection of these data. The estimated numbers are around 10% of the total on average being research staff, which represents an increase from 77 to 99 attendances from 2015/16 to 2016/17</p>
<p>Webpages Central research staff webpages hosted by RDU, linked from other key sections of website, as identified by ECRRC.</p>	<p>COMPLETED AND ONGOING</p> <p>The CRSD has created a completely new website for research staff at King's, providing the target audience with a wide variety of information www.kcl.ac.uk/crsd. This includes professional development opportunities, induction material for new staff, information about the Concordat and HR Excellence in Research Action Plan, governance, e.g. how research staff are represented within</p>

<p>Some Faculties have research staff webpages.</p> <p>Completely redesign research staff webpages for launch of new Centre. Build content alongside enhanced programme of activity.</p> <p>All Faculties to produce webpages detailing local training/events for research staff, and linking to central offer</p>	<p>the university, and links to the websites of the various research staff networks. In the first year there were 3,471 unique views of the homepage with an average time on page of 1 minute 13 seconds.</p> <p>Content and structure of the webpages are routinely reviewed with a planned expansion of current information types over the next year.</p> <p>The CRSD also has a weekly newsletter with an average open rate of 35% and blog with 2,159 views of the first 29 posts. It also has a twitter account. On average 16 tweets were sent out per month in the first year with an average 7113 impressions and 72 profile visits.</p> <p>COMPLETED AND ONGOING All the main faculties now have webpages dedicated to research staff or are in the process of developing them as King's goes through a major overhaul of the university website. Information is also passed to staff via various email networks as and when it is received.</p>
<p>Induction/orientation Induction delivered at three levels – department, Faculty and central orientation. Central course includes other staff members and is not sufficiently tailored to requirements of research staff</p> <p>Produce research staff induction film Collate learning re Faculty induction, for example, staff handbooks</p>	<p>PARTIALLY COMPLETED AND ONGOING Induction sessions are still offered at three levels, central, faculty and department. The CRSD now attends all central and some faculty and department sessions and provides general and personal advice and information specific to research staff, their managers and professional services staff whose roles include management of research staff issues at these sessions.</p> <p>There is also a Welcome to King's webpage with information about the support available and specific online training on the King's intranet for all new staff offered by HR https://internal.kcl.ac.uk/hr/welcome/index.aspx.</p> <p>At faculty and department level there is 68% and 78% uptake of induction respectively of formal induction sessions according to the 2017 CROS results, with a small percentage indicating that they were offered an induction but did not take up the offer. This represents an increase of 9% and 6% uptake since the 2015 survey. Of those who attended an induction, 73% and 84% reported it being useful at faculty and local level respectively. Faculties also provide information online for new staff.</p> <p>COMPLETED AND ONGOING The CRSD have developed a webpage specifically for new research staff providing details of and links to the available resources and professional development opportunities (https://www.kcl.ac.uk/innovation/research/Centre-for-Research-Staff-Development/New-to-</p>

<p>Exemplar Faculty handbook produced and shared. Film online</p> <p>Opportunities provided for Executive Dean to meet all new research staff. Executive Dean to attend Faculty induction events</p>	<p>Kings.aspx) and sends an email to all new starters within two months of their arrival. The open rate of this email is 37%. Feedback from recipients has been positive, for example</p> <p><i>"Thank you for your email. I will try to maximise the opportunities I have at Kings. I will also make out time to attend the Research Staff Event on the 5th of September."</i></p> <p><i>"Thank you very much for your email, it's great to find out what's going on for new researchers. I'll have a look through the resources you've given me now."</i></p> <p><i>"Thanks for your message. It's great to get a 'welcome'! I look forward to meeting you soon."</i></p> <p>COMPLETED</p> <p>Inductions run by faculties include an address by the Executive Dean. Not all faculties hold an induction. Inductions at this level are not always effective, for example because their frequency means that they can occur many months after the staff member took up their role and because they are generally for all staff. Consequently we plan to develop more resources to enable us to reach research staff individually through newsletters, web-based information and direct mailing.</p>
<p>Mentoring</p> <p>Range of differing mentoring models being applied, e.g. appointed mentors, voluntary schemes and training to support finding your own mentor.</p> <p>Complete mapping study of current opportunities.</p> <p>Each Faculty to outline local mentoring provision on Faculty research staff webpage.</p> <p>Series of webpages to be produced</p> <p>Faculty webpages updated</p>	<p>Data from the 2017 CROS indicates that 19% of respondents had already undertaken mentoring. A further 52% stated that they would like to engage in mentoring and 29% that they had no interest in being mentored. Additionally 36% said they had mentored other researchers, and 42% that they would like to do this.</p> <p>Formal mentoring schemes are providing for 27% of mentoring currently being experienced at King's, according to the CROS. Informal personal arrangements account for 73%.</p> <p>COMPLETED AND ONGOING</p> <p>Mentoring is offered in a variety of ways across the university, at faculty and more local level. Information about the various mentoring schemes has been collated on a central website hosted by OD https://internal.kcl.ac.uk/hr/od/learn/mentoring.aspx. This includes a mentoring toolkit for those interested in setting up their own scheme. Some faculties now have links to this webpage from their own pages.</p> <p>The CRSD is piloting a mentoring scheme for postdocs in the Health Faculties. This is currently in its first phase including pairings of 13 research staff mentees with 7 academic and 6 external mentors. The second phase will start on Jan 31st with anticipated roll out to all Health Faculty postdocs in June 2018 and subsequent extension to all research staff in the university. Information about this</p>

	<p>scheme and links to the central webpages can be found on the CRSD website, www.kcl.ac.uk/crsd/careers.</p> <p>King's took a year out of partnership in the B-MEntor scheme in order to evaluate the impact of the scheme (2016/17); King's has since re-entered partnership and has expressions of interest from 4 mentees and 5 mentors across the institution.</p>
<p>Teaching Many research staff are involved in teaching. Training is provided through King's Learning Institute 'Preparing to teach' one-day course. Some places are available on the Postgraduate Certificate in Academic Practice in Higher Education, based on no. hours teaching/year.</p> <p>Training uptake monitored via Faculty staff survey (where undertaken)</p> <p>CRSD to profile training opportunities regarding teaching clearly on their webpages</p> <p>Faculties to outline clearly on their webpages</p> <ul style="list-style-type: none"> local teaching opportunities, including use of teaching databases to find qualified staff. 	<p>King's has recently reviewed its teaching strategy, resulting in changes being made to teaching support across the university. Future options include access to personal accreditation by the Higher Education Academy and a network of teachers across the university to share best practice. These will be open to all research staff who are engaged in teaching. The new King's Academy are in the process of reorganising the support they offer and will publish this information on their website in 2018.</p> <p>COMPLETED</p> <p>There is very little data available from the faculties to address the take-up of training by their research staff. According to results from the 2017 CROS, 32.5% of respondents have already taken up training in teaching, a further 44.7% would like to do so and 22.7% state that is of no interest to them. This represents an increase in those who have trained (27% in 2015) and a slight decrease in those who would like to be trained (49% in 2015)</p> <p>Fifty one percent of respondents indicated that they have already taught and 31% that they would like to teach with the remainder having no interest. In King's-specific questions in the CROS 60% indicated that they would like to be given more opportunities to teach in HE.</p> <p>COMPLETED AND ONGOING</p> <p>The CRSD has links on its webpages to the current offering by the King's Academy (formerly the King's Learning Institute) and will continue to update this information as the King's Academy develops.</p> <p>ONGOING</p> <p>Opportunities for research staff to teach still vary across the university. One faculty (FoLSM) has developed a policy for teaching that is available on the intranet https://internal.kcl.ac.uk/lsm/staff/forms-policies/docs/policy-on-the-teaching-expectations-of-research-staff.pdf. The Research Management & Innovation Directorate is developing a university-</p>

<ul style="list-style-type: none"> • training opportunities 	<p>wide policy. The university-wide policy will be submitted to the College Research Committee for consideration in summer 2018.</p> <p>ONGOING</p> <p>Teaching opportunities continue to be offered on an ad hoc basis in most faculties and generally depend on the PI and the nature of the contract of the research staff employee. The Health Faculties use an Education Database through which research staff are able to register their interest in teaching and also their contribution to ensure they receive recognition.</p> <p>Faculties that provide information about training specifically for teaching generally direct staff to the King's Academy webpages.</p>
<p>Destinations of former research staff Analyse current exit survey data to assess utility of data regarding research staff. Aim for year on year increase in completion, up from 7%</p> <p>Explore potential for offering research staff alumni benefits, in order to retain better links with former staff, who could act as mentors, links to employers and provide destination data to inform careers activities. Decision re alumni benefits to be reached.</p>	<p>COMPLETED</p> <p>Analysis of the current exit survey shows that research staff continue to be unaware of or otherwise fail to respond to the survey, indicating a better process is needed to collect these data.</p> <p>COMPLETED</p> <p>The Alumni Office currently offer several benefits to research staff should they wish to join the alumni association http://www.kcla.co.uk/2. Membership is elective and very few research staff opt to join as they leave. The CRSD has initiated a LinkedIn Group for alumni, King's Research Staff, which is currently not used well. This item has been given lower priority in the initial term of the CRSD as there were competing deadlines to explore existing and set up new services to the current research staff. It will be given higher priority in the future.</p> <p>We have been bringing in alumni, e.g. for the Health Faculties Mentoring Programme by word of mouth and relationships that we have built with research staff who engaged with the CRSD and the careers consultants while they were at King's. This is a less efficient way of gaining the attention of alumni so other avenues will be explored.</p>
<p>Funding Some faculties offer training and development budgets to research staff, in line with offer to academic staff. Faculties to conduct analysis of usage of annual training & development budget by</p>	<p>COMPLETED</p> <p>Since the inception of the CRSD faculties have been deferring to the Centre to provide professional development to research staff in house at no direct cost to themselves. The faculty that continues to have such a budget (IoPPN) administer it through their research committee and details are provided on their website https://internal.kcl.ac.uk/ioppn/staff/Academic-Researcher-Educator-</p>

<p>research staff and report to the Faculty Research Committee</p> <p>Funding opportunities to be clearly outlined on Faculty research staff webpage</p>	<p>Development/Index.aspx. Where other faculties offer bespoke training to research staff it is delivered in house and the budget would be spent on the course rather than the individual.</p> <p>COMPLETED</p> <p>Where funding or other training is offered within the faculties the information is available on the relevant faculty websites.</p>
<p>International strategy</p> <p>King's has a new International Strategy, which includes the ambition that all King's staff/students have at least one international experience during their time at King's. New Centre to profile international opportunities, e.g. King's Worldwide Partnership Fund is open to research staff.</p>	<p>COMPLETED</p> <p>Information about funding support to carry out research outside the UK while still at King's has been posted on the CRSD webpages www.kcl.ac.uk/crsd/funding.</p>

Action plan 2018-20

Current practice	Proposed actions	By whom	How measured	When
<p>Research staff development</p> <p>The CRSD and CDS jointly offer an extensive programme of activities for research staff and postgraduate research students. This includes</p> <ul style="list-style-type: none"> Over 250 workshops/year across 9 themes. One-to-one sessions with a 0.8 FTE Careers Consultant 	<p>Consolidate recently introduced activities through evaluation and ensuring coverage of all relevant topics. Revise programme according to results of evaluation</p> <p>Continue to develop and expand activities, including online courses, in priority areas identified by scoping group (Dec</p>	<p>CRSD</p> <p>CRSD, CDS, CRSD OG and RSRC</p>	<p>Feedback from participants and attendance levels</p> <p>Revision of programme</p> <p>Personal and professional development opportunities:</p> <ul style="list-style-type: none"> planned designed 	<p>Annually by Jan</p> <p>Annually by May</p> <p>Academic year 2020/21</p> <p>Spring 2018</p>

<p>(see below) and 2 professional writers.</p> <ul style="list-style-type: none"> 20 online courses and webinars. 	<p>2015), RSRC and CROS 2017, e.g.</p> <ul style="list-style-type: none"> grant-writing publishing networking & collaborations being strategic leadership & management teaching (see below) communication careers (see below) impact 		<ul style="list-style-type: none"> face to face online piloted <ul style="list-style-type: none"> face to face online 	<p>Sept 2018 Dec 2018 and ongoing</p> <p>Sep 2019 Sept 2020</p>
<p>Career support 0.8 FTE Careers Consultant offers one-to-one sessions with research staff at all main campuses</p> <p>Workshops under Careers & Employability theme – for both academic and non-academic career paths.</p> <p>Series of Career Spotlight events, e.g. science publishing, media, management consultancy</p> <p>Careers blog highlighting events and opportunities</p> <p>Do1thing website highlighting activities that</p>	<p>Work with research staff in faculties to deliver tailored careers events. Minimum of 10 events held per year</p> <p>Maintain existing and develop new links with employers. 60 or more potential employers listed</p> <p>Continue to develop industry careers theme to include 8 panel events each year with former academic researchers across themes</p> <p>Continue to review and improve careers workshops with a focus</p>	<p>CRSD and Careers Consultants</p>	<p>Events delivered</p> <p>Number of entries in employer database</p> <p>Panel sessions delivered</p> <p>Workshops in programme Feedback from participants</p>	<p>Annually by Sept</p> <p>Annually by Sept</p> <p>Annually by Sept</p> <p>Annually by Sept</p>

<p>enhance career development</p>	<p>on new topics e.g. a new workshop on career identity. Minimum of 1 new title per year. Feedback improved on average across all categories measured by 5%</p> <p>Continue to expand the bespoke online careers resources for researchers by adding 5 new items per year. Increase number of views by 50%.</p> <p>Pilot ways for researchers to develop and deliver their own careers workshops and activities to develop employability skills for academia and beyond.</p> <p>Extend ways of providing work experience and insight into work for researchers, e.g. work shadowing scheme</p> <p>Review and refresh the panel events by adding audio online materials to increase accessibility.</p>		<p>New course prepared</p> <p>Course delivered</p> <p>Number of views Length of time spent on site</p> <p>Test workshop</p> <p>Decision reached about work shadowing or other scheme</p> <p>Viability of new scheme tested</p> <p>Launch of new scheme</p> <p>Video materials available Webinar available Number of page views</p>	<p>Annually by Sept</p> <p>Annually by Dec</p> <p>Annually by Dec</p> <p>April/May 2018</p> <p>May 2018</p> <p>June 2018.</p> <p>Sept 2018</p> <p>Feb 2018</p> <p>March 2018</p>
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	Expand use of Do1thing by at least 4 posts per month.		Posts on Do1thing	Monthly
Webpages Central research staff webpages hosted by CRSD, linked from and to other key sections of the King's and CDS website. Some Faculties have research staff webpages.	Review existing webpages and revise content	CRSD, CRSD OG and RSRC	Up-to-date webpages Number of views steady or increasing	Quarterly, ongoing
	Links between faculty and CRSD webpages up-to-date and comprehensive	CRSD, CRSD OG, Research Staff Networks	Links created	Quarterly, ongoing
Induction/orientation Induction delivered at three levels – department, Faculty and central orientation. Central course includes other staff members and is not sufficiently tailored to requirements of research staff	Review use of existing material for new research staff and evaluate usefulness of video content	CRSD, CRSD OG and RSRC	Decision about generating video content. If positive, generation of video	Aug 2018 Dec 2018
	Conduct focus groups with new staff and staff of 1-2 years standing to examine what would be/have been useful to know.	CRSD	Results from focus groups	Dec 2018
	Develop new resources according to results		New resources developed	Dec 2019
Mentoring Range of differing mentoring models being applied, e.g. appointed mentors, voluntary schemes and training to	Continue to keep information about existing schemes up-to-date	OD	Up-to-date information available	Ongoing, quarterly review

<p>support finding your own mentor.</p>	<p>Consider value of merging schemes but maintaining option for bespoke pairing of mentors and mentees</p> <p>Each Faculty to outline local mentoring provision on Faculty research staff webpage.</p> <p>Health Faculties Postdoc mentoring scheme piloted and delivered. Pilot with 30 pairs, roll out to all research staff expressing an interest.</p>	<p>OD, D&I, CRSD, Faculty D&I teams</p> <p>Faculty research support teams</p> <p>CRSD</p>	<p>Decision made If positive then plan devised for how to deliver</p> <p>Updated Faculty webpages</p> <p>Pilot completed Programme evaluated Roll out to research staff in Health Faculties Evaluation of provision in Health Faculties Modifications of programme if needed Roll out to all research staff</p>	<p>Dec 2018 Dec 2020</p> <p>Ongoing, quarterly review</p> <p>May 2018 May/June 2018 June 2018</p> <p>June 2019</p> <p>Aug 2019</p> <p>Sept 2019</p>
<p>Teaching Many research staff are involved in teaching. Training is provided through King's Academy, who are currently reviewing their offering. Provision is likely to include assistance towards gaining fellowship of the Higher Education Academy and the King's Academy of Educators.</p>	<p>King's Academy to publish new provision for teaching support</p> <p>CRSD to profile training opportunities clearly regarding teaching, as and when the new programme is devised.</p> <p>Faculties to outline clearly and keep updated</p> <ul style="list-style-type: none"> local teaching opportunities, including use of 	<p>King's Academy</p> <p>CRSD</p> <p>Faculty Research Committee, CRSD OG</p>	<p>Information published</p> <p>Updated webpages</p> <p>New Faculty webpage Training uptake in Faculty staff survey (where undertaken)</p>	<p>Aug 2018</p> <p>Sept 2018</p> <p>Dec 2018 and ongoing</p>

	<p>teaching databases to find qualified staff.</p> <ul style="list-style-type: none"> • training opportunities <p>University-wide teaching policy for research staff developed and agreed</p>	Director of Research Talent	Policy agreed Policy published	Aug 2018 Sept 2018
<p>Destinations of former research staff HR exit survey launched in May 2014.</p> <p>Currently there is little information regarding the destinations of former research staff as few of them complete the exit survey.</p> <p>Alumni are offered benefits but very few are aware of them and even fewer sign up for membership of the association.</p> <p>The CRSD has initiated a LinkedIn group but this is rarely used</p>	<p>Develop mechanism to identify research staff who are within 6 months of the end of their contract.</p> <p>Devise package of benefits for alumni via CRSD</p> <p>Contact those approaching termination of contract with information about exit survey and alumni benefits, both of Alumni Association and via CRSD. Target of 5 new alumni per year actively engaging, e.g. contributing to events and mentoring, 20 new alumni per year in network.</p>	<p>CRSD</p> <p>CRSD</p> <p>CRSD</p>	<p>Mailing list compiled</p> <p>Package devised and approved by RSRC and CRSD OG</p> <p>Emails sent and opened Change in membership of Alumni Association Sign-up to CRSD package and wider use of LinkedIn Participation in events and mentoring scheme</p>	<p>Aug 2018</p> <p>Aug 2018</p> <p>Sept 2018 and ongoing Annually following Sept 2018 Annually following Sept 2018 Annually following Sept 2018</p>
<p>Funding Some faculties offer training and development budgets to research staff,</p>	Faculties to conduct regular update analysis of usage of annual training	Faculty research support teams	Report to Faculty Research Committee	Ongoing, half-yearly

in line with offer to academic staff.	& development budget by research staff. Funding opportunities on Faculty research staff webpages to be regularly reviewed and updated	Faculty Research Committees	Webpages updated	Ongoing, half-yearly
International strategy King's has a new International Strategy, which includes the ambition that all King's staff/students have at least one international experience during their time at King's.	CRSD to routinely review and update the information on the website about international opportunities	CRSD working with International Project Manager	Up-to-date menu of international opportunities on CRSD webpages	Ongoing

Section D: Researchers' Responsibilities

Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development, and lifelong learning.

Action Plan 2016	Progress 2016-18
<p>Research staff representatives Reps on all relevant central committees. Reps in nearly all Faculties. Reps in many departments. Central committee (ECRRC) for central/Faculty reps.</p> <p>Support appointment of reps in remaining Faculties/Departments. Complete coverage by reps</p> <p>Highlight importance of succession planning to ensure consistency of representation. Plans to be noted through agenda and minutes of RSRC meetings</p>	<p>COMPLETED AND ONGOING Research staff reps have now been appointed in almost all faculties. Those that are lacking reps are new faculties (Business) and ones with limited numbers of research staff (Law). The CRSD are building relationships with these faculties to ensure research staff representation. Succession planning processes have been put in place in most faculties. There are still areas that need more support, particularly those identified above who are still at an early stage of the process.</p> <p>In addition to supporting the appointment of reps, the CRSD has been providing training specifically for reps. This has included a half day workshop bringing together as many as possible to share best practice and a workshop on how to work more effectively with those you represent.</p> <p>COMPLETED AND ONGOING After the last HR Excellence in Research Award submission many members of the ECRRC either left King's or were promoted to academic positions. This committee was consequently reformed with the majority of new members and renamed by popular decision as the RSRC. Membership of the RSRC includes research staff representing the major faculties and the various roles of research staff. Since its inception in February 2017 the Committee has contributed to the King's response to the national consultation on the REF, to policies on teaching and professional behavioural frameworks and to various other issues that directly affect research staff. The RSRC has also contributed to the agendas of the CRSD via direct consultation and through the CRSD OG. It also has representation on the College Research Committee.</p> <p>The membership of the RSRC has also been updated since its inception. This is currently partly on the basis of appointment by the faculty (faculty rep) and by application and voting by committee members (role reps). The latter process is managed by the CRSD to maintain objectivity.</p>

<p>All faculties to have research staff standing item on research committee agenda.</p>	<p>The RSRC is supported by secretariat from the CRSD and the minutes of all meetings posted on the RSRC webpages, www.kcl.ac.uk/crsd/rsrc within the CRSD website.</p> <p>COMPLETED AND ONGOING Research staff is now a standing items on all the relevant faculty committees and the reps are encouraged to raise issues at the committee meetings. In most cases the reps also attend the meetings. Where a faculty is undergoing a major restructure (FoLSM) or change of personnel at the top levels (FNFNM&PC) the committees are currently on hold or research staff will not attend until such time as the restructure is completed, at which point the reps will continue to attend.</p>
<p>Researcher societies Societies for research staff in most Faculties/departments. Some much more active than others.</p> <p>Seed funds provided for researcher societies. At least 4 grants awarded.</p> <p>Funds provided by the faculty for at least one Faculty society event per year Executive Deans to attend at least one Faculty research staff society event per year Compliance identified via agendas and event feedback</p> <p>CRSD to support societies to run events and enable sharing of good practice. At least one event run by each Faculty researcher society/year</p>	<p>COMPLETED Ten researcher societies were started with seed funding from the RDU. Of these at least 5 are still functioning after more than 18 months.</p> <p>COMPLETED AND ONGOING All the faculties with more than 15 research staff now hold a funded annual event attended by the faculty executive Dean. Some of the faculties have only recently begun this work so progress will be monitored for the future.</p> <p>COMPLETED AND ONGOING The CRSD and careers consultants also attend the majority of faculty representative committee meetings at which they offer support and advice. This ranges from advising on programmes to run through to running workshops at the events themselves (see careers section above).</p> <p>In addition to supporting the appointment of reps, the CRSD has been providing training specifically for reps. This has included a half day workshop bringing together as many as possible to share best practice and a workshop on how to work more effectively with those you represent. CRSD staff, including the careers consultants, very often attend these events where they offer advice, information and training.</p>

Faculty reps and the researcher societies feature heavily in the CRSD brochure and on the website, with an overview and links to the websites of the societies where they exist.

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Current practice	Proposed actions	By whom	How measured	When
Research staff representatives Reps on all relevant central committees. Reps in nearly all Faculties. Reps in many departments. Central committee (RSRC) for central/Faculty and role reps.	Support appointment of reps in remaining Faculties/Departments.	CRSD, CRSD OG and RSRC	Number of faculties with reps	Sep 2018
	Create research staff rep job descriptions and investigate mechanisms for succession planning to ensure consistency of representation.	CRSD, CRSD OG, RSRC and faculty/role reps	Job description devised and posted on CRSD and/or Faculty network website with appropriate links Succession planning process published on CRSD and/or Faculty network website with appropriate links	Jun 2018 Feb 2019
	Maintain watching brief on research staff standing item on research committee agenda.	CRSD OG and Faculty Research Committees	Agendas of Faculty Research Committees	Ongoing
	Provide a minimum of one workshop per year to research staff reps to share best practice and	CRSD	Number of workshops delivered Feedback on effectiveness and usefulness	Annually within academic year

	<p>gain new knowledge related to role</p> <p>Support RSRC in carrying out their engagement with King's policy for research staff by publicising their activities through minimum of 4 newsletter items and 2 blog posts per year, highlighting opportunities and making introductions</p>	CRSD, CRSD OG	<p>Attendance figures</p> <p>Number of publicity items, e.g. blog posts, newsletter entries</p> <p>Number of initiatives engaged with</p> <p>Number of policy changes made</p>	Annually and ongoing
<p>Researcher societies Societies for research staff in most Faculties/departments. Some much more active than others.</p>	<p>CRSD to support existing societies to run events and enable sharing of good practice</p>	CRSD and Career Consultants	<p>Events supported, feedback from societies</p> <p>Review and evaluation</p>	<p>Annually</p> <p>Annually by Sept</p>
	<p>Review of research staff societies/networks to ensure they are able to continue their work</p>	CRSD, CRSD OG	<p>Membership, meeting agendas and activities</p>	Quarterly
	<p>Watching brief to be kept on funds provided for at least one faculty event per year with Executive Deans in attendance</p>	CRSD, CRSD OG, Faculty Executive/Research Committees and Faculty Executive Deans	<p>Agendas and feedback from events</p>	Ongoing

Section E. Diversity and Equality

Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

Action Plan 2016	Progress 2016-18
<p>Diversity & Inclusion awards Athena SWAN</p> <ul style="list-style-type: none"> • University Bronze Award • 3 Faculty Silver • 1 Faculty Bronze • 9 Divisional Silver • 7 Divisional Bronze <p>Race Equality Charter Mark Institutional Bronze Award</p> <p>Juno Practitioner Status (Department of Physics)</p> <p>All FoLSM Divisions apply for Silver Award (or Bronze if no current award)</p>	<p>In 2016 King’s submitted an institutional application for a Silver Athena SWAN Award. Unfortunately the submission was not considered to be of sufficient quality to qualify. Following this the D&I Department has been undergoing a major restructuring and change of personnel, including the establishment of the first post in this area at Director level. While this is a positive step, in the short-term it has had an adverse impact on driving through the actions identified in the 2016-18 HR Excellence in Research Action Plan. New action plans have been devised by D&I for the Race Equality Charter Mark that have been published this January (2018).</p> <p>COMPLETED AND ONGOING</p> <p>One faculty (FoLSM) are applying for an Athena SWAN Silver Award in April 2018. The Department of Physics submitted an application for Juno Practitioner Status in November 2017. The outcome will be announced after January 2018.</p> <p>Current awards are:</p> <ul style="list-style-type: none"> Analytical and Environmental Science Division, Bronze Cardiovascular Division, Silver Centre of Human & Aerospace Physiological Sciences (CHAPS), Bronze Dental Institute, Silver Department of History, Bronze Division of Asthma, Allergy and Lung Biology, Bronze Division of Cancer Studies, Bronze Division of Diabetes and Nutritional Sciences, Silver Division of Genetics and Molecular Medicine, Silver Division of Health and Social Care Research, Bronze Division of Imaging Sciences and Biomedical Engineering, Silver Division of Palliative Care, Policy and Rehabilitation, Silver

<p>Implement 3-year action plan for Race Equality Charter Mark Institutional Bronze Award. Measures under relevant Concordat Principle in this action plan</p> <p>Achieve Athena SWAN Silver Award</p>	<p>Division of Transplantation Immunology and Mucosal Biology, Silver Division of Women's Health, Silver Division of Immunology, Infection and Inflammatory Diseases, Silver Faculty of Natural & Mathematical Sciences, Bronze Florence Nightingale Faculty of Nursing & Midwifery, Silver Global Health and Social Medicine, Bronze Institute of Pharmaceutical Sciences, Bronze Institute of Psychiatry, Psychology & Neuroscience, Silver Randall Division of Cell and Molecular Biophysics, Silver</p> <p>COMPLETED AND ONGOING Despite the complete restructuring of D&I at King's, the action plan for the Race Equality Charter Mark continues to be implemented. The current award is until February 2019. See below for details.</p> <p>COMPLETED As described above, an application was submitted for an institutional Silver Award, which was not accepted. King's is currently reviewing the next steps in this process and will publish its plan of action after January 2018.</p>
<p>Policies Parental leave policy – review policy and publish revised version</p> <p>Shared parental leave and pay policy – develop case studies and post online</p> <p>Surrogacy leave and pay policy – redraft the policy and publish</p>	<p>COMPLETED Parental Leave policy was reviewed, revised and published on the web Jan 2016 https://internal.kcl.ac.uk/hr/info/ParentalLeave.pdf.</p> <p>ONGOING The intention was to develop case studies and publish on web by Aug 2017. This has been subsumed by a larger piece of work around case studies commissioned via the university's Athena SWAN silver application. Case studies are now required for various parenting policies (and the work relies on more contributors), so the estimated completion date is Aug 2018.</p> <p>ONGOING The surrogacy leave and pay policy redraft was to be published by Dec 2016. In Sept 2016 King's suffered from a severe problem with the IT system, in which much data was lost, including the draft policy. The document now needs to be completely rewritten. The new completion date will be after Jan 2018.</p>

<p>Occupational maternity leave scheme – review the policy Keeping in Touch (KiT) days and Shared Parental Leave in Touch (SPLiT) days – clarify details Revised policy published</p>	<p>ONGOING The occupational maternity leave scheme is currently in its final draft and will be published after Jan 2018. The revised policy is to include Keeping in Touch and Shared Parental Leave in Touch days.</p> <p>Additional policy developments that have been implemented between 2016 and 2018 are:</p> <ol style="list-style-type: none"> 1. In consultation with our trade union colleagues, a redraft and relaunch of the Grievance procedure applicable for professional services and research staff was agreed in Dec 2015. This is now published at https://internal.kcl.ac.uk/hr/info/GrievanceProcedure-NonAcademicStaff.pdf 2. We are developing a Parents’ and Carers’ hub which collates all of the university’s relevant policies, resources, guidance etc. for staff and managers in one place. 3. Parenting Rooms have been established at all the main campuses and rooms at other campuses are under consideration. The rooms are for breastfeeding/expressing, baby changing etc. Details are published on the web at https://www.kcl.ac.uk/hr/diversity/parenting/rooms.aspx
<p>Inclusive culture Growing networks and activities around D&I</p> <p>Hold an annual forum during Black History Month to share & celebrate best practice in integrating race [and gender] equality into everyday working culture. Annual event with 60 attendees</p> <p>Review BME Staff Network & find ways to continue to promote & support it to expand its membership & visibility & take on its own projects Network of 100 people Steering Group of 30 people</p>	<p>D&I are currently developing a new Data Dashboard that will enable better recording of all activities and the option for staff at King’s to analyse the information directly. This has already been rolled out. More data will be added in the next years.</p> <p>COMPLETED During Black History Month in October 2016 a total of 21 events were held. These events were a university-wide collaboration. As these events were organised by multiple departments there is no central data on attendance and outcomes.</p> <p>NOT COMPLETED While the BME Staff Network made good progress initially it lost momentum during the change in the D&I team. King’s intends to begin work on rebuilding this network, starting in early 2018.</p>

<p>Create visual displays that communicate the broad diversity of colleagues, encourage debate & challenge 6 displays across all campuses 10 more displays of individuals</p>	<p>COMPLETED AND ONGOING The Open Doors and Meet the Professors/Wall of BAME Projects have now delivered a total of 22 displays on 3 of the 4 main campuses with plans to expand this further. There is also a dedicated website for the Open Doors Project https://www.kcl.ac.uk/hr/diversity/opendoors/index.aspx that offers additional information about the people featured in the visual displays.</p> <p>A new and very successful event, "BME Early Career Researchers – how to stay in academia conference" was held in April 2017, attended by 100 BME research staff from a variety of universities. This gained interest from Wellcome, which along with King's is sponsoring a follow-up event in 2018 https://www.kcl.ac.uk/dentistry/newsevents/events/eventsrecords/2018/April/BME-Early-Career-researcher-%E2%80%93-How-to-stay-in-academia.aspx.</p>
<p>Mentoring B-MEntor cross institution mentoring scheme for BME staff - Evaluate and increase participation in the B-MEntor scheme</p>	<p>COMPLETED The B-MEntor scheme was temporarily terminated in 2016/17 to carry out the evaluation. During this period it was put on hold. A sister scheme, Gender Ambitions, was run until Oct 2016, at which point both schemes were replaced by the King's Diversity Mentoring Scheme. This continued until Oct 2017 and supported 63 mentoring pairs, considerably more than the 10 pairs that constituted the original target.</p>
<p>Development programmes Offer access to Springboard and Aurora programmes (women only)</p> <p>Increase number of places on Springboard development programme to 120 (from 60 in 2014/15)</p> <p>Sponsor more women to participate in Aurora programme. Sponsor 30 women in 2015/16 (14 in 2014/15)</p>	<p>PARTIALLY COMPLETED The CRSD and CDS continue to offer Springboard courses with 72 places offered each year. The programme is in need of evaluation as not all the places offered are taken up.</p> <p>The Springboard courses managed by D&I were suspended in Feb 2017 for review by the new D&I team. Up to then 23% of the evaluation respondents were BME, compared to 20.7% of King's staff being BME. D&I decided to suspend the courses they were managing permanently.</p> <p>COMPLETED In 2015/16 King's supported 28 participants through the Aurora programme. Data is not currently available for more recent years as it is not held centrally. The new D&I team are reviewing this programme to decide how it should be run in future.</p>

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Current practice	Proposed actions	By whom	How measured	When
Diversity & Inclusion awards Athena SWAN <ul style="list-style-type: none"> • University Bronze Award • 3 Faculty Silver • 1 Faculty Bronze • 9 Divisional Silver • 7 Divisional Bronze 	FoLSM apply for Silver Award	Overseen by Faculty Equality & Diversity Officer	Proposals submitted	Apr 2018
Race Equality Charter Mark Institutional Bronze Award	Implement 3-year Race Equality Charter Mark action plan Apply for renewal	Overseen by University D&I Steering Group	Measures under relevant Concordat Principle in this action plan	Feb 2019
Juno Practitioner Status (Department of Physics)	Department of Physics achieve Juno Champion Status	Overseen by Faculty of Natural & Mathematical Sciences, Faculty Equality & Diversity Committee	Champion Status conferred	Nov 2017, awaiting outcome
Policies Shared parental leave and pay policy Surrogacy leave and pay policy Occupational maternity leave scheme, Keeping in Touch (KiT) days and Shared Parental Leave in Touch (SPLiT) days	Develop case studies Redraft Review and clarify details	HR HR HR	New webpage content Revised policy Revised policy	Aug 2018 Aug 2018 Aug 2018

Inclusive culture Growing networks and activities around D&I	Black History Month. In collaboration with KCL Students' Union, KCL will coordinate institution-wide activity to celebrate Black History Month and to share & celebrate best practice in integrating race [and gender] equality into everyday working culture, resulting in King's staff feeling able to talk about issues pertaining to race or ethnicity and feeling comfortable talking about their race or ethnicity.	Communication & Engagement Officer (D&I) Director (D&I)	King's Race Equality Mark survey, comparison between 2015 and subsequent years	Yearly, October
	As part of Black History Month BME staff portraits will be displayed near the events on digital screens for the duration of the month. Minimum of 10 portraits displayed.	Communication & Engagement Officer Director, D&I	Portraits displayed	Yearly, October
	Resource and support a BME Staff Network (and other identity-based networks for staff)	Project Coordinator, Networks & Communities (D&I) Director D&I	Centrally supported BME network in place Other networks in place	June 2019 Dec 2019
	Develop and recruit new post to support and facilitate staff networks (BME, Disables, LGBT+, Parents & Carers, Women)	Director D&I	Post filled	Feb 2018

<p>Mentoring B-MEntor cross institution mentoring scheme for BME staff. King's renewed its participation in this scheme in Sept 2017</p>	<p>Recruit minimum of 10 mentors and mentees annually</p> <p>Finalise matching of mentors and mentees</p> <p>Evaluation, minimum 80% participants satisfied with mentoring</p>	<p>D&I consultant Director D&I</p>	<p>Mentors and mentees recruited</p> <p>Race Equality Mark survey</p>	<p>Annually, Sept</p> <p>Annually, Dec</p> <p>Annually, Oct and Nov</p>
<p>Development programmes Offer access to Springboard and Aurora programmes (women only)</p>	<p>Evaluate demand for CRSD/CDS managed Springboard programme and marketing processes to assess if market saturation reached and if not, encourage greater participation</p> <p>Review existing Aurora programme and the most appropriate way to run it.</p>	<p>CRSD and CDS</p> <p>D&I</p>	<p>Attendance at courses and through programme Feedback from participants Survey responses Decision made Further actions developed</p> <p>Evaluation complete</p>	<p>May 2018</p> <p>June 2018 July 2019</p> <p>Dec 2018</p>

Section F. Implementation and Review

Principle 7: The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.

Action Plan 2016	Progress 2016-18
<p>Data collection The first King’s all staff survey was run in late 2015 and the second in Dec 2017.</p> <p>CROS/PIRLS have been run every 2 years since 2009 (CROS) and 2011 (PIRLS), although PIRLS was not run in 2017 owing to poor response rate in previous years.</p> <p>Some Faculties/Departments run local surveys, in particular, for Athena SWAN applications. Explore opportunity to use all staff survey to capture issues of concern to research staff, in particular, in years when CROS/PIRLS are not running. Data on research staff reported to new Centre</p> <p>Summaries of relevant Faculty/Department survey data shared with new Centre Reports received by Head of Researcher Training & Development >65% response rate</p>	<p>COMPLETED The all staff survey was carried out in late 2015 and again in December 2017. The questions in the All Staff Survey are very generic and do not offer information about research staff that is as rich as the CROS. This, and the fact that the two surveys are close to each other, makes the all staff survey less useful than the CROS.</p> <p>NOT COMPLETED The data from other surveys carried out at King’s crosses over with that obtained through the CROS. Consequently this has been put on hold while the CROS results are evaluated.</p>
<p>Oversight College Research Committee maintains oversight of Concordat activities through two standing items, one on the Concordat and another on Researcher Development.</p>	<p>COMPLETED The new CRSD OG had its first meeting in January 2017 https://www.kcl.ac.uk/innovation/research/Centre-for-Research-Staff-Development/community/Governance.aspx. King’s recognised that an academic champion was potentially lower priority, bearing in mind that the majority of the membership would be academic.</p>

With established of the new Centre, a new academic Champion will be appointed to Chair the Centre's oversight group, which will replace the Concordat Implementation Working Group.	More appropriate would be someone who is immersed in researcher development. Consequently Dr Nigel Eady, the Director of Research Talent, was appointed. The CRSD OG has met 4 times since it was inaugurated. Since then it has advised on the work of the CRSD and provided information in both directions with the faculties represented.
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Current practice	Proposed actions	By whom	How measured	When
Oversight College Research Committee maintains oversight of Concordat activities through two standing items, one on the Concordat and another on Researcher Development.	The CRSD OG will continue to meet regularly. Information will be cascaded to the College Research Committee and to and from the RSRC	Director of Research Talent, Vice Principal (Research & Innovation) and RSRC Chair	Meeting agendas	Ongoing
Data collection The first King's all staff survey was run in late 2015. The second occurred in Dec 2017 CROS/PIRLS have been run every 2 years since 2009 (CROS) and 2011 (PIRLS) apart from 2017 when PIRLS was stopped due to low response rate	Continue to run CROS unless a better substitute is found. Increase response rate from 24% to 35%. Analyse findings of CROS and devise consequent actions to roll out across university	CRSD CRSD	Survey completed New actions agreed	Mar 2019 Dec 2018
Some Faculties/Departments run local surveys, in	Summaries of relevant Faculty/Department survey data shared with new Centre and cross-	CRSD, CRSD OG and RSRC	Reports received by CRSD Faculty and CRSD meeting agendas	Ongoing

particular, for Athena SWAN applications.	referenced with CROS results. Resulting actions agreed.			
<p>Participation in inter-university events King's is a member of Researchers14, a group of university researcher developers who meet regularly to share best practice and contribute to the national agenda on research staff development</p> <p>King's routinely attends annual Vitae conferences to share best practice across UK and international universities</p>	<p>Contributions by King's to the debate around policy affecting research staff nationally through Researchers14</p> <p>Regular engagement with researcher developers in other universities to share best practice</p>	<p>CRSD</p> <p>CRSD and Career Consultants through Researchers14, Vitae and Association of Graduate Careers Advisory Services</p>	<p>Influence on national policy-making for research staff, e.g. Concordat review</p> <p>Up-to-date practice and local policies Presentation at Vitae Conference</p>	<p>Relevant dates in the Concordat review process, completion Sept 2018</p> <p>Other relevant policy dates as they occur</p> <p>Ongoing</p>