

Concordat to Support the Career Development of Researchers
Action plan (template from HR Excellence in Research Award) August 2020 to July

2022

Update July 2022

Concordat to Support the Career Development of Researchers **Details**

Action plan (template from HR Excellence in Research Award) August 2020 to July 2024
 Update July 2022

2021B:IL77B:HB:LB:KL77B:HL77B:HB:JB:IB:J



HR EXCELLENCE IN RESEARCH

Institution name:	King's College London	The institutional audience** for this action plan includes (complete or delete, as appropriate):		
Cohort number:	5	Audience	#	Comments
Date of submission:	27th July 2020	Research staff	1,800	of which all are included in the Concordat at King's
		Postgraduate researchers	2,400	of which none are included in the Concordat at King's unless they are staff who are registered for a Doctorate
		Research and teaching staff	1,800	of which a portion will be included in the Concordat if they are at an early stage of their career but not if they are academic staff
		Teaching-only staff	600	of which a portion will be included in the Concordat if they are at an early stage of their career but not if they are academic staff
		Technicians	400	of which all are included in the Concordat at King's
		Clinicians	unknown	of which none are included in the Concordat at King's
		Professional support staff	2,000	of which none are included in the Concordat at King's
		Other (please provide numbers and details):	N/A	

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture								
Institutions must:								
ECI1.1	Ensure that all relevant staff are aware of the Concordat	Regular attendance of representative from the CRSD at faculty research staff representative committees, the RSRC, faculty research committees, Technicians' Away Day, and College Research Committee to update on Concordat actions	Discussion of relevant items at meetings and input from members, as noted in minutes.	In line with meeting occurrence	CRSD, Research Staff Committees, Faculty Research Committees, Technicians Committee, College Research Committee	CRSD representative now present at research staff representative committee meetings in 4 (A&H, FoDOCS, NMES and SSPP) of the 9 faculties. Other faculties have yet to organise relevant meetings. One (FoLSM) is in the process of doing so. CRSD represented at the College Research Staff Representative Committee by secretary to meetings and appearances by other members at least every third meeting. Presentations about the revised Concordat delivered at 6 (A&H, FoDOCS, FoLSM, NMES, NMPC and SSPP) of the 9 Faculty Research Committee meetings. CRSD present at various faculty and department meetings. Awareness raised of the Concordat in the context of mentoring and research staff representation (RSRC). CRSD present at Technicians Steering Group and ad hoc at Technicians' monthly Away Day. CRSD present as invited speaker at College Research Committee when need arises or represented by Research Talent Director who is a committee member	Awareness of the Researcher Concordat has increased marginally according to the CROS 2019 and equivalent question asked in the King's Research Staff Survey (KReSS) in 2021. While overall awareness is still low our research staff are more aware of initiatives we are taking against the Research Concordat and are engaging with those. Of those completing the KReSS who were aware of the Researcher Concordat, 16% felt it had a positive impact on them, 84% didn't know what impact it had and 0.48% said a negative impact. There is regular discussion of how to address the Researcher Concordat at higher levels within most faculties with one faculty now using it in their general action plan. It has also been incorporated into REF Environment Statements	We will continue to discuss the Researcher Concordat where appropriate but as this has now become business as usual we will no longer include it in the action plan.
ECI1.2	Ensure that all relevant staff are aware of the Concordat	At all major events for research staff provide literature about the Concordat	Number of items of literature taken (10% of participants take literature in person) Number of hits on the Concordat website (unique visitors to website in excess of 10% of total research staff population)	In line with event occurrence	CRSD	COVID-19 has prevented us holding events in person so we have not been able to distribute paper literature about the Researcher Concordat until our major event in June 2022 at which 22 leaflets were taken voluntarily (see ECI1.3). This represents 20% of attendees 304 unique visitors to 'How we work' internal webpage where Concordat is explained between Aug 2019-July 2021. This is roughly 15% of total research staff population 39.5% of respondents to the KReSS 2021 reported either some understanding or awareness of the existence of the Concordat, increased from 38.2% from the CROS in 2019.	See ECI1.1 above	See ECI1.1 above
ECI1.3	Ensure that all relevant staff are aware of the Concordat	Concordat Event to which senior staff are invited following renewal of HR Excellence in Research Award and showcasing future actions	Attendance by senior management Discussion of actions Pledges to implement actions	December 2020 (CV)	CRSD	Event severely postponed by COVID-19, and held on June 15th 2022 Attended by entire range of colleagues from Principal and President to most junior researchers	The three most senior staff at King's all contributed as speakers or chairs. Approximately 100 attendees in person and online Attendees reported engagement and enthusiasm for implementing their learning Further evaluation will be carried out over the next 3 months.	See ECI1.1 above
ECI1.4	Ensure that all relevant staff are aware of the Concordat	Include regular item in the newsletter about most recent developments against the Concordat Concurrent updates on Concordat webpages	Open rate of newsletter item, minimum 5% of readership Number of hits on the Concordat website, coincident spike in views/unique visitors to website in excess of 10% of total research staff population)	Alternate months	CRSD	From August 2019 to August 2021 approximately 22 newsletter items addressed research culture or updates on related policies including the Technicians Commitment and the King's academic policy on research. 8 articles publicising the Research Staff Town Halls where some of these initiatives are discussed have also run. The open rate of the newsletter consistently averages at around 47%, indicating that the headline of the relevant article is viewed regularly. Data is not currently available to indicate the link between newsletter articles and website hits.	As the items leading with Researcher Concordat do not get opened the titles of articles have been changed to highlight specifically the activities that are being carried out rather than referencing the Concordat, with Concordat referencing potentially elsewhere in the article.	See ECI1.1 above

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ECI1.5	Ensure that all relevant staff are aware of the Concordat	Concordat principles to be woven into the Technicians' Commitment	Concordat principles present in the Technicians' Commitment	July 2021	Technical Network	This has been widely distributed via the technical network, work shops and remote away days.	Our Technicians Commitment Stage Two Self-Assessment and Action Plan for 2020-23 was highly praised by the Steering body made up of senior level funders	See ECI1.1 above
ECI2.1	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Institution to submit Athena SWAN Silver application Outcome to be advertised on Athena SWAN institutional webpages https://www.kcl.ac.uk/hr/diversity/gender-and-race-equality/kcl-as-awards.pdf	Award of Athena SWAN Silver status	November 2020	EDI	Award granted in 2021 https://www.kcl.ac.uk/hr/diversity/docs/pdf/finalised-athena-swan-action-plan-nov-2020-4-1.pdf	Multiple actions supporting the Athena SWAN principles	Actions that connect directly to future projects will continue to be reported under those items
ECI2.2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Institution to submit application for Race Equality Charter Mark	Award granted	July 23rd 2020	EDI	Award granted in 2020 https://www.kcl.ac.uk/hr/diversity/gender-and-race-equality/kings-race-equality-action-plan-2020-2024.pdf	Multiple actions supporting the Race Equality Charter principles	Actions that connect directly to future projects will continue to be reported under those items
ECI2.3	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Code of conduct created to ensure behaviour is appropriate at events and courses. Code to be used at all events by CRSD. Similar codes to be rolled out across the university, to be piloted in faculties by (Natural & Mathematical Sciences) NMS and in role groups by the Technical Network. Depending on success of the two pilots, to then be rolled out to other faculties and	Inclusion of the code in event literature Adherence to the code	Inclusion for CRSD from Sept 2020 Inclusion by NMS and Tech Network from Jan 2021 Review Jan 2022	CRSD NMS	The CRSD has introduced a code of conduct for events and training. This has been expanded to include all of Research Talent and is made available to participants online here: https://www.kcl.ac.uk/study/doctoral-studies/doctoral-training/Booking-Information-Support/working-with-external-trainers . Pilots are yet to be implemented. This will probably require additional staff to deliver	There have been no reports of non-adherence. It is difficult to know if there has been a difference since a baseline was not established. This action will be continued.	Continue with action (ECI 2.1), addressing in the next staff survey
ECI2.4	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Flexible Working Group to lead a university wide campaign and develop the interventions needed to enable a Flexible by Default culture for all roles. See also ECM5.3	Staff feel supported to work flexibly, through guidance, role models and line manager support, as reported in staff engagement survey. Criteria to be set when survey created HR capture informal and formal flexible arrangements.	January 2022 (CV)	HR Flexible Working Group Policy and Remuneration EDI OD	RIO The Flexible Working SharePoint site went live in September 2021 (https://emckclac.sharepoint.com/sites/FWG) and has been linked through from a range of HR pages to promote it. It was shared in a King's Essentials newsletter which led to a few people either signing up to join the FWG or emailing for more information. FWG fed into discussions as part of the Ways of Working project and still meets to push forward the flexible working agenda at King's, especially as we move to a hybrid model of working (as distinct from flexible working).	Interest has been generated. It is too early to say if this initiative has brought about actual change. There have been no staff surveys that would address the impact of this initiative as these have been delayed by COVID-19	Continue with action (ECI 2.2), addressing in the next staff survey and in Athena SWAN action plan
ECI2.5	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Maintain pages on CRSD website that link to relevant policies	Pages up-to-date Usage data	Pages reviewed quarterly Usage data compiled for annual reporting round	CRSD HR	176 unique visits to 'Policies for you' between August 2019-July 2021; 304 unique visits to 'How we work' page with policy links; 292 unique visits to 'King's Research Culture' page in same period, after which the website was restructured Page views for 1 August 2021 - 20 April 2022 Policies for you: 91 How to...for research staff (includes policy links): 272 How we work: 188 Research Culture: 351	Pages are up-to-date and viewed sufficiently regularly to indicate interest and that the relevant information is being communicated	We will continue to maintain these webpages and advertise them where appropriate but as this has now become business as usual we will no longer include it in the action plan.
ECI2.6	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Continue to build a more efficient reporting procedure via new HR system and Diversity & Inclusion data dashboard to record, e.g. make-up of recruitment panels See also EI1.1	Improvement in reporting following adoption of new HR database. At least 90% of interview panels reported accurately other than for highest level recruitment. Faculty and HR records, including new HR system.	Recruitment phase of new HR database by December 2020	HR EDI	Significant work delivered and planned for HR Digital Recruitment, and EDI are contributing to a number of working groups to inform recommendations. Panel data requested as part of this work. All 9 faculties now have EDI committees.	While much progress has been made, reporting at the required level is still to be achieved	Action to be reported solely via Athena SWAN in future
ECI3.1	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Promotion of Online Wellbeing Toolkit for research staff, initially developed for Staff Wellbeing Month but with wider usage anticipated Promotion of wellbeing hub https://internal.kcl.ac.uk/staff/experience/wellbeing/wellbeing1 See also ECR3.1	Number of enrolled users for Toolkit (51 to date, target 90) Completion rates for the course (target 45) Number of views of website and links therein (target 10% of research staff)	Quarterly	CRSD	To date 67 people have registered for this course of whom 59 were in the first year. Completion rates for 2021-2022 are zero and those for the previous academic year are no longer available.	This course fell into a gap between the person who set it up leaving and the new person arriving a year later because of COVID, plus it being self-directed and therefore not being as visible in our regular offering. There has been no follow up with participants so it is difficult to know if there has been any impact of this course. It has also not been advertised, which is potentially why there have been very few people enrolled in the last 12 months.	The course will monitored in future within our regular programme so considered business as usual.
ECI3.2	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Wellbeing month (January) run annually, to include free events, seminars, discussions and sports activities and offers See also ECR3.2	Attendance numbers increase year-on-year as percentage of research staff Feedback on events - minimum of 70% satisfaction Measurable increase in usage and uptake of other organisational priorities including Service/volunteering and Kings Sport	Annually in January	OD King's Sport	A dedicated programme of support is offered via OD. This has included numerous additional webinars, guidance and bespoke sessions to support our community through the Covid-19 Pandemic. It has focussed on supporting staff at a challenging time, managing virtual teams. As the programme has changed significantly it is difficult to address whether attendance has increased for individual events, but it is high enough to be satisfied that a desirable service is being provided https://internal.kcl.ac.uk/staff/experience/wellbeing/index	Wellbeing activities offered by OD throughout the year rather than only during Wellbeing Month.	We will continue to offer these activities but as this has now become business as usual we will no longer include it in the action plan.

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ECI3.3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Address wellbeing in surveys and compare with previous to identify trends and inform actions to address the issue	Year-on-year increase being noted in survey activities, both in awareness of wellbeing initiatives and uptake in wellbeing provisions as percentage of research staff.	Annually or alternate years, depending on survey	OD CRSD Technical Network	The King's Research Staff Survey 2021 included questions regarding work-life balance and wellbeing. Of those who responded, 58.5% report that they agree or strongly agree that they are satisfied with their work-life balance. 53% agree or strongly agree that King's promotes better mental health and well-being at work. Respondents account for approximately 15% of research staff. Compared to the CROS 2019 this represents a decrease. It is likely that the decrease could be attributed to COVID-19 as there had been an upward trend prior to 2021.	Survey outcomes prompted programmes and other services to support wellbeing as well as additional mental health and wellbeing programmes initiated in response to COVID-19	We will continue to address wellbeing and mental health in surveys but as this has now become business as usual we will no longer include it in the action plan.
ECI3.4	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Develop "Dignity at King's" Bullying, Harassment and Victimisation Policy - currently only a statement exists See also ECI3.6	Policy delivered, published and advertised Number of views of published policy (minimum 10% of research staff) Strict adherence to the policy - measures under review Anticipated increase in grievance and disciplinary reports	Policy publication December 2020 Adherence to policy measures agreed 2022	Now OD Was EDI HR	Policy delivered in December 2020 Senior management team and OD produced clear action plan, beginning with their own working practice Responsibility transferred to OD Processes starting to be put in place to address the issue, including through the corresponding Bullying & Harassment T&FG project (See ECI3.6). Faculties invited to share best practice.	The policy is now viewed as a starting point for a more comprehensive project to address bullying and harassment.	This action now incorporated into a major project to address this issue in the bullying and harassment section (ECI3.1)
ECI3.5	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	In February and March of 2020, FoLSM launched a piece of work that explored our working culture and environment, specifically focussing on bullying and harassment. Colleagues were invited to discuss perspectives and experiences of our organisational culture, and help identify good practice and opportunities to build a more inclusive culture where research staff and the rest of the Faculty can thrive. The data collected will inform a programme of activity to facilitate cultural change, including a tool to guide inclusive leadership, coaching and development for leadership, and a video podcast. These provisions will be implemented over the coming months. The programme will be trialled in FoLSM and rolled out in other faculties, starting with A&H and NMS	Recommendations approved by FoLSM Executive Board and implemented; specific questions included in Faculty Staff Survey, and show positive perception.	December 2021 Ongoing in line with staff surveys	FoLSM A&H NMS	Plan delayed by COVID but findings now incorporated into university wide approach to bullying and harassment	Contributed to evidence supporting the case that a university-wide response was necessary	This action now incorporated into a major project to address this issue in the bullying and harassment section (ECI3.1)
ECI3.6	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Convene a Research Culture Research Culture TFG* working group to address Bullying, Harassment and Victimisation in relation to research staff Working group to work alongside central and faculty Athena SWAN and EDI teams Devise events, actions and/or policies to address the issue See also ECI3.4 and ECM5.1	Working group convened Research completed Actions planned Outcomes dependent on the nature of actions planned by the working group - could include attendance at events, reported improved relationships between research staff and managers	Group convened by 31st July 2020 Research Completed by October 2020 Actions planned by December 2020 Outcomes ongoing thereafter	Research Culture Research Culture TFG	Action delayed initially by COVID-19. Working Group convened and completed Stage 1 by April 2021. Paper published at https://internal.kcl.ac.uk/crsd/kings-research-culture , Results disseminated at Research Staff Town Hall meeting in April and via Research Staff Newsletter. Stage 2 completed by December 2021 and similarly disseminated and published. Research resulted in a number of recommendations to the university, most of which are being addressed by Senior Management.	Contributed to evidence supporting the case that a university-wide response was necessary	This action now incorporated into a major project to address this issue in the bullying and harassment section (ECI3.1)
ECI3.7	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	<u>Updated from Athena SWAN action plan</u> Tackle long hours culture through work life project, with associated work life toolkit for staff. Enhanced workload allocation modelling, providing sufficient time for line management. Facilitate a cross-Faculty conversation around workload models to move towards more consistency at King's. Improve processes, systems and procedures to improve efficiency, reduce workarounds and reduce unnecessary work. Continue to develop and implement HRDS and realise efficiency benefits. Develop and implement systems, with better understanding of requirements, and recognition of change creates work and requires resource to implement. Align Athena Swan findings further into business planning between PS and Academic staff. Increase project management capacity.	<u>Updated from Athena SWAN action plan</u> Staff report better work life balance, as reflected in staff engagement survey, working 'extra time in the last 12 months' target 10% reduction each year, from baseline of 74% in 2017. Workload is felt to be more manageable. Reduction in proportion of staff who feel unable to cope with workload to 30% compared to 48% in 2017. Staff engagement survey shows carers feel increased King's provides good support to help me balance my work and personal commitments, up 3% each year. Baseline for all staff = 57% in 2017. <u>2020 Action plan entry</u> Creation of pilot Toolkit Dissemination of Toolkit Number of times accessed (minimum 5% of research staff) Responses in all staff survey	2022 Toolkit created by December 2021 Preliminary evaluation via in house all staff survey (CV)	<u>Updated from Athena SWAN action plan</u> A - SVP Ops, VP ED and VP Research R - Flexible working group, EDI, OD, People Partner teams	Wellbeing toolkit developed and now online. https://internal.kcl.ac.uk/staff/experience/wellbeing/toolkit Project delayed by COVID so implementation has been put back.	Currently no impact because of delays	Incorporated into Athena SWAN action plan under IWE9 so reporting from here onwards will be via that channel

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ECI4.1	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Training for Pls/Managers of research staff. Attendance currently low. Continue to map out current training availability and topics covered, and ensure good practice and learning shared See also ECM1.1	Mapping exercises completed	Annually in line with action plan reporting period	OD	A number of dedicated Leadership, Learning and Development programmes are offered via OD. This includes digital skills, personal effectiveness webinars, management essentials webinars and specialist management and leadership programmes. Each hub has a separate focus highlighting key topics like wellbeing and resilience, managing teams, as well as supporting dedicated communities such as new people managers at King's and Heads of Department. Webinar participation for Organisational Development's Personal Effectiveness and Management Essentials for 2021-2022 reached 2498 people across 60 webinars (approx.) to date. Across the course of remainder of the academic year, that will be closer to 4000 people and 90 webinars.	Greater recognition of the lack of engagement by managers of research staff in this offering, leading to the initiation of highly bespoke training for those who manage research staff	Original action now considered business as usual so will not be carried forward, future project described in PCDM5.1
ECI4.2	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Continue providing courses, e.g. Diversity Matters https://www.kcl.ac.uk/hr/diversity/Get-Involved/training , that address these issues and encourage greater attendance by sending out regular updates to managers twice yearly See also ECM1.1	Attendance at courses (minimum 5% of managers) Changes in relevant responses in surveys	Updates sent annually April and September Courses asynchronous All staff surveys are currently every other January (CV)	EDI OD CRSD	Between June 2020 - May 2022 (inclusive) there were 1544 attendees at the Staff Diversity Matters training and 544 attendees at the Diversity Matters Managers training. Our reporting systems do not specifically separate managers of research staff from other managers, however of a total of approximately 9,000 staff these numbers amount to significantly more than 5%. EDI are taking Diversity Matters Training to tender in May/June 2022 to ensure value for money and raise standard of EDI training. In April, EDI released online WorkRite training for EDI, providing a foundational level for all staff.	Diversity matters training attendance records indicates that this is valued by staff at King's. According to the KReSS there has been a slight decrease in the number of staff agreeing or strongly agreeing that King's is committed to equality, diversity and inclusion but as this is still at 77% of responders there does seem to be an overall positive viewpoint. Reports indicate that COVID has had a disproportionate effect on certain groups of people so this major factor must be taken into consideration. All staff survey not carried out over the period of this action plan.	We will continue to offer these courses but as this has now become business as usual we will no longer include it in the action plan.
ECI4.3	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Diversity Matters run asynchronously and made available to all staff at King's. Review in line with all staff surveys to ascertain continued appropriateness See also ECM1.1 and EM3	Data from attendance records at Diversity Matters courses (minimum of 5% of new managers) Changes in relevant responses in surveys	Courses asynchronous All staff surveys are currently every other January (CV)	EDI with discussion at Faculties bi-annual meetings.	Diversity Matters has been moved online as a result of the pandemic. Attendance numbers are good enough to continue with the offering. See also ECI4.2 above	See ECI4.2 above	We will continue to offer these courses but as this has now become business as usual we will no longer include it in the action plan.
ECI4.4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	KCL has increased its focus on all staff wellbeing, especially through Covid-19 and created a dedicated intranet page for wellbeing including a range of new and existing resources and links to support groups and services OD will continue to produce a monthly update including health, wellbeing and exercise topics and advertising of events and resources See also ECM3.1	Newsletter disseminated monthly Open rate of newsletter (minimum 10% open rate)	Monthly OD Update from March 2020	CRSD OD	The OD newsletter was paused in 2021 due to reframing of our comms approach. Instead a dedicated and tailored communications via yammer, OD mailing list and targeted emails have been preference to help share key message. Additionally, for our outreach for inductions, we started using the online newsletter platform Populo more to help provide greater information on open and click rates.	Campaign has proven useful in maintaining attendance at staff wellbeing events	We will continue to monitor advertising in this area but as this has now become business as usual we will no longer include it in the action plan.
ECI4.5	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	IoPPN current priorities can be found at https://www.kcl.ac.uk/ioppn/diversity-inclusion These include a faculty Code of Conduct that highlights the need to pay attention to all protected characteristics when considering the 7 points contained in the code. One point is 'Supporting early career researchers in their career development and progression by providing them with opportunities to establish themselves as independent researchers.'	Increase in number of signatories to the code, 182 to date Awareness and adherence assessed through King's and IoPPN surveys, the Diversity & Inclusion Achievements Logs, PDRs, exit surveys, focus groups, and other feedback exercises.	Annually in line with action plan reporting period	IoPPN Diversity & Inclusion	Currently 521 signatories on the website https://www.kcl.ac.uk/ioppn/diversity-inclusion/ioppn-code-of-conduct Improved level of engagement in departments through CDIALs (summary of good practice will be available later this year and CDIALs made available online) Explicit inclusion of CD&I In PDR and broader messaging about discussing workload and wellbeing. New in 2021 is, bespoke messaging to researchers from Vice-Dean (Research) on importance of PDR	Increased awareness	Code will continue to be advertised but now considered business as usual so action will not be included in future plans
ECI5.1	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Create an overarching College-level Research Integrity principles-based code of conduct, supported by faculty-specific guidance for researchers See also ECM2.1, ECM2.2 and ECR2.1	Code of Conduct created	December 2021	RGEI	RIO Development of code of good research conduct is ongoing but delayed. To be published Dec 2022.	For future evaluation	Taken forward in ECI5 and ECM2
ECI5.2	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Creation of Research Integrity Champions in all 9 Faculties, to play a high-level advocacy role, promote Research Integrity within their areas, and advise on policy and procedure development. See also ECM2.1, ECM3.2 and ECM5.2	Attendance at meetings every 2 months. Engagement from the Champions leading to invitations to RGEI to speak at Faculty Research Committees and/or invitations for training	Champions appointed by July 2021 RGEI attendance increased by July 2022	RGEI	Research Integrity Champions in place by September 2019. Research Integrity Champions role description was updated in December 2021 to allow for an alternative senior member of faculty to take on the role. Two faculties have appointed Research Integrity Champions other than the Vice Dean for Research. Attendance at meetings continues to be strong, and the Research Integrity Champions continue to advocate. This has led to increased training across all faculties. Where there have been changes to Vice Deans for Research, the incoming colleague has taken up the Research Integrity Champion role positively.	Enhanced visibility across the College, with invitations for training and to speak at faculty-wide events to promote research integrity increasing.	Taken forward in ECM3

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ECI5.3	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Creation of Research Integrity Advisors to be in place in all faculties Hold termly meetings between Faculty advisors and RGEI to understand issues reported to them. Provide support with training See also ECM2.1 and ECM 5.2	Number of enquiries of research directed to advisors. Currently zero as new initiative so any enquiries indicate success Meetings between advisors and RGEI completed with desired outcomes Increased attendance at training across KCL, minimum 5% increase in attendance overall	Advisors appointed by Sept 2020 Meetings termly	RGEI	RIO All faculties have Research Integrity Advisors in place, with training requests continuing to increase. Training provided to Research Integrity Advisors, along with a resources pack and a comms pack. Turnover of staff means recruitment is an ongoing process. A new process has been in place since March 2022 to allow for self-nomination additional to being nominated. Self-nomination still requires faculty approval prior to sign-off from the Research Integrity Office.	Increased awareness of research integrity standards and support	Research Integrity Advisors now in place and appointment considered business as usual so action will not be included in future plans
ECI5.4	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Training and guidance in Research Governance, Research Ethics, and Research Integrity available to all researchers. Development of online resources. See also ECM2.1 and ECM 2.2	Creation of online material and figures related to uptake; attendance and engagement in training sessions. Minimum engagement level 5% of target audience.	December 2021	RGEI	Online module in development. Online training request form created for all RGEI to help coordinate training across three areas and to ensure that all those engaged in research are aware of possible training to support their research practices. In place by April 2021. Data comparison. 16 attendees in Jan 2020 vs 28 in March 2021.	Increased understanding in some areas, but more work needed to implement this action completely	Taken forward in ECR2 and ECR4, ECI5 and ECM2
ECI5.5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	KORGI is an action-oriented committee composed of an interdisciplinary mix of mainly senior academics and experienced research staff at KCL. Its aim is to push for changes in policies and procedures to promote transparent, accessible and reproducible research, focusing on three key engines for change. First, raising awareness about the benefits of open research practices for improving the quality of research and the career prospects of researchers. Second, helping researchers adopt open research practices, including the development of training and guidance, building infrastructure to allow for open research, and establishing appropriate incentives in policies and procedures. Finally, facilitating reforms at a Faculty and College level. https://www.kcl.ac.uk/research/kings-open-research-group-initiative-korgi See also ECR5.2	Formulate actions based on recent survey data which assessed knowledge and practice of open research at KCL. Facilitate the adoption of hiring and promotion criteria that incorporate open research practices Instigate discussions regarding an institutional publishing model based on the UCL press Establish Open Research Award, an initiative to help remove financial incentive barriers to practicing open research Develop open and accessible materials to teach and raise awareness of open research Establish a revenue stream	Survey outcomes published August 2020 All other actions will be completed by November 2021	KORGI	In June 2020 KORGI hosted the first King's Open Research Conference, with international leaders in the field speaking (e.g. Marcus Manufo, Amy Orben and Dorothy Bishop) attracting >1000 participants. The survey data are still available but the outcomes have yet to be published Other publications include: A three-step guide for academics wishing to support reproducible and open research has been published at https://psyarxiv.com/jyfr7/ An archive of job offers that require or suggest an open science statement from the applicants https://osf.io/7jbn/ IoPPN has now created an open science award https://internal.kcl.ac.uk/oppn/randd/ResearchandInnovationCommitteeRIC/Research--Innovation-Committee and worked with other universities to create a national primer for UKRN (https://osf.io/kagez/) IoPPN researchers have championed open science by establishing university-wide groups to raise awareness and influence practice and policy. The RIOT Science Club started by Westwood (an IoPPN ECR) provides examples of good practice and training in Reproducible, Open and Transparent Research. It is now franchised to four institutions and has partnered with the UK Reproducibility Network. Staff responsible for KORGI have mostly now left King's. The IoPPN is reviewing its viability without the original team.	KORGI had an important impact on the IoPPN and the careers of those who started it. The IoPPN will continue to work on the aims of KORGI, although not under the direction of this group.	Actions closed owing to those delivering no longer being employed by King's.
ECI5.6	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	1. Ensure appropriate dissemination of the college's underpinning principles and policies on DORA via an internal-facing webpage / e-hub). 2. Deliver on mandatory priorities such as a Statement of Commitment for the college-wide Implementation of DORA, which is a requirement of the Wellcome Trust. See also ECM2.1 and ECR5.2	1a. Creating an accessible and well-positioned webpage / e-hub to host college policies on DORA. 1b. Evaluation of web analytics stats of webpage visits and timed engagement with content related to DORA. 1c. Audit of central and local policies (hiring and promotion, performance development reviews, training and development programmes - research staff and students) to ensure compliance with DORA principles. 2. Publish Statement of Commitment for the implementation of DORA on an accessible, public facing webpage.	1a. By Dec. 2020 1b. By April 2021 and periodically, as required. 1c. By April 2021 and periodically, as required. 2. By Jan. 2021	1a. RSD (Research Strategy Delivery) 1b. RSD / IT 1c. HR Faculties OD CDT 2. RSD	Actions around DORA put on hold when the person responsible for them left King's, which delayed the project. In the meantime King's has created a commitment to fair and responsible assessment against the second part of this action as described at https://www.kcl.ac.uk/research/assets/pdf/kings-commitment-to-fair-and-responsible-assessment.pdf	Minimal as progress has been delayed	Put on hold until such time as resources allow
ECI5.7	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Further develop and evaluate King's Internal Talent Database (stayatking.co.uk) aimed at providing interim employment for staff between contracts.	Pls posting jobs, minimum of 3 jobs posted per year Research staff posting their qualifications, minimum of 5% of those reaching contract termination with no subsequent employment Partnerships formed - minimum of 5% of posted jobs	Relaunch by September 2020 Evaluation by September 2021	CRSD	Following development of the database we discovered that very few people actually used it and the cost of doing so outweighed the benefits.	Impact below the effort/financial output	This project has been ended with no further actions against it, although alternative methods to address researcher career precarity are being evaluated

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ECI6.1	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	Gather information from: Culture, Employment and Development in Academic Research Survey or similar All Staff Survey Research Excellence Framework RSRC Faculty Committees EDI Data reviewed and actions required fed into relevant faculties/directorates	Surveys conducted with sufficient response rate, minimum 20% Data gathered and analysed Changes in practice agreed and implemented	Annually in line with action plan reporting period and survey cycle	OD Faculties EDI CRSD	This cell contains information below the cut off for display. Click on the cell to see all text No staff surveys have been delivered since 2016, but there is ambition to run either an all staff survey in 2023, or some continued localised pulse surveys. The King's Research Staff Survey (KReSS) was carried out in 2021. This is a replacement at King's to the CROS. Outcomes from the 15% of staff who responded have informed many of the projects described in the forward action plan The Race Equality Survey had 23 responses from research staff. This is a small proportion of our research staff, but a lower number of respondent was always likely as the majority feel it is not relevant to them and do not respond. Responses have been included in the Race Equality planning NMES Work is ongoing under the "People & Community" and "Research Excellence & Staff Development" priorities of the new NMES 5-year plan, informed by the KReSS. They have also reconstituted their Faculty Research Staff Committee (FRSC), which is regularly attended by a representative from the CRSD. A rep from the FRSC attends our Faculty Research Committee, with a standing item for updates, and another rep attends the College research staff representative committee. The EDI research leadership working group in SSPP has conducted a survey (n=89) and a series of focus groups (n=2) that include	Survey information continues to inform actions at King's	Carried forward in ECI6
ECI6.2	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	Hold a Town Hall Meeting for Research Staff regularly at which they can ask questions of the VP Research and other senior staff members	Attendance at meetings, to remain above 5% of invited participants Trust built between research staff and SMT, measured in surveys Entries on FAQs pages, FAQs cover all questions asked in Town Hall meetings	Monthly or alternate months depending on issues arising	CRSD Vice President and Vice Principal (Research) Comms Office	Research Staff Town Hall meetings held bi-monthly until February 2022. They then stopped as overlapping meetings were being held. Attendance c. 200-300 at each meeting. Questions on these meetings included in the King's Research Staff Survey, 121 (43.3%) of respondents found the Town Halls useful or very useful, 40 (14.3%) not useful, and 99 (35.5%) do not attend. Suggestions for future topics and feedback was also gathered. Research Staff Town Hall meetings will start again in September 2022	Research staff value the existence of these meetings and it has proven to be a useful way of communicating in both directions.	Now considered business as usual so will not be included in future action plans
Funders must:								
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies							
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers							
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions							
Managers of researchers must:								
ECM1.1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	Attend relevant courses such as Diversity Matters https://www.kcl.ac.uk/hr/diversity/GetInvolved/training See also ECI4.1, ECI4.2 and ECI4.3	Data from attendance records at Diversity Matters courses (minimum of 5% of new managers)	When becoming a recruitment panel member or before	EDI Faculties Managers of Research Staff	EDI Between June 2020 - May 2022 (inclusive) there were 1544 attendees at the Staff Diversity Matters training and 544 attendees at the Diversity Matters Managers training. . Our reporting systems do not specifically separate managers of research staff from other managers, however of a total of approximately 9,000 staff these numbers amount to significantly more than 5%. EDI are taking Diversity Matters Training to tender in May/June 2022 to ensure value for money and raise standard of EDI training. In April, EDI released online WorkRite training for EDI, providing a foundational level for all staff.	Diversity matters training attendance records indicates that this is valued by staff at King's. According to the KReSS there has been a slight decrease in the number of staff agreeing or strongly agreeing that King's is committed to equality, diversity and inclusion but as this is still at 77% of responders there does seem to be an overall positive viewpoint. Reports indicate that COVID has had a disproportionate effect on certain groups of people so this major factor must be taken into consideration. All staff survey not carried out over the period of this action plan.	We will continue to offer these courses but as this has now become business as usual we will no longer include it in the action plan.
ECM1.2	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	Either undertake personally or encourage staff to undertake training to become a Mental Health First Aider https://internal.kcl.ac.uk/student/SupportandAdvice/health/counselling/Training-for-Staff	Data from attendance at Mental Health First Aider courses (minimum of 1 person per faculty)	Elective according to individual	Faculties Counselling Service Managers of Research Staff	There is an unmet demand for Mental Health First Aid training as the existing courses have proven so popular. King's is making efforts to increase capacity.	The unmet demand indicates that there is a clear need for such courses and that they are valued when offered.	Courses offered from a variety of sources carried forward in ECI4

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ECM2.1	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	Adhere to the College Code of Good Conduct in Research once it is developed https://www.kcl.ac.uk/research/support/rgei/research-integrity Faculty Integrity Champion and Advisors to encourage compliance and attendance at training events See also EC15.1, 5.2, 5.3, 5.4, 5.6 and ECR4.2	Code developed and published Number of cases reported each year - this is a complex measurement as there are several influencing factors. We may initially see an increase with increasing awareness and confidence to report but longer term would expect a decrease as adherence increases	Code developed by December 2021 Reporting annually in line with review	RGEI Faculties Managers of Research Staff	College Code in development. Better lines of communication between faculties and RGEI to be established to support the reporting in the annual statement. Until the College specific code of conduct in research is launched, researchers are still required to adhere to the UKRIO code and the King's framework, both of which are published on the RGEI webpage. Research Integrity Champions and Advisors working towards greater awareness and in some faculties setting up bespoke websites Too early to be able to say anything useful about the number of cases reported.	It is difficult to measure impact without numbers of cases but anecdotally awareness of research integrity is improving. In the KReSS, carried out in the summer of 2021, 72% of research staff reported that their manager's commitments to support research integrity were either high or very high.	Continued in EC15/ECM2
ECM2.2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	Staff submitting external funding applications in A&H required to familiarise themselves with KCL statement on Research Integrity and confirm they are aware of it Other faculties to be made aware of this policy and invited to follow suit. See also EC15.1 and EC15.4	All external funding applications in A&H made with signed agreement Other faculties to have decided whether or not to follow the same route	In line with grant application deadlines Other faculties by December 2021	A&H Other faculties Managers of Research Staff	A&H We now have Research integrity advisors (both academic and professional services) in each cluster (school) who can advise colleagues and who can assess where necessary that research integrity rules are followed. Data not available to assess compliance with linking funding applications to research integrity training and changes and consequent gaps in leadership in A&H have resulted in a delay and revision of this project. The initiative is being considered in other faculties in the absence of evidence	Funding applicants in A&H familiar with the statements Process needed to roll out to other faculties, suggested via Worktribe	This project is currently on hold and may be resumed in future following gathering and assessment of evidence
ECM3.1	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	We anticipate that approaches to this other than setting up reporting systems will emerge from the Research Culture Research Culture TFG actions as an initial stage of addressing a complex issue See also EC13.6 and EC14.4	Approaches identified by the Research Culture Research Culture TFGs Future actions being put in motion	July 2021	Research Culture Research Culture TFG Faculties Managers of Research Staff	Comprehensive university-wide plan to address bullying and harassment arisen from the work of the Task & Finish Group on this topic	Research staff recognise that King's is keen to address bullying and harassment	Carried forward in EC13
ECM3.2	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	Increase visibility of existing reporting system for allegations of research misconduct through training and interventions of research integrity advisors See also EC15.2, EC15.4, ECM4.1 and ECM4.2	Nature and quantity of reports of perceived breaches of integrity. We may initially see an increase with increasing awareness and confidence to report but longer term would expect a decrease as adherence increases	Annually in line with action plan reporting period	RGEI Managers of Research Staff	RIO Reporting is increasing, suggesting greater awareness through staff and also through training provision. Champions and advisors are in place in all faculties. Research Integrity Advisors are crucial as a visible point of contact for anyone with concerns.	Greater awareness of support mechanisms available and confidence to use them	Carried forward in EC13
ECM4.1	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	FoLSM: implement recommendations from Cultural Change Initiative; implementing a disputes resolution model, which comprises 3 elements: 1) our Confidential Advisors (already implemented); 2) internal 'light touch' mediators to resolve small workplace disputes/challenges; and 3) more streamlined access to external mediators. Overall aim of model is to resolve workplace disputes quickly and build staff capability around dialogue/conflict management.	Recommendations implemented Workplace disputes reduced. Any reduction will be considered a success	Implementation by July 2021 Reduction in disputes by July 2022	FoLSM Managers of Research Staff	FoLSM have developed the resources e.g. handbook, role descriptor for the internal disputes advisors (light touch mediators) and plan to recruit the first cohort next month. Confidential advisors are in place and their work is ongoing.	Dispute numbers not measured and responses from the KReSS indicate that there is no change in the perception of disputes, but it is possibly too early in the process to be able to tell.	Action continuing but will not be included in future action plans as it comes under the future plans around Bullying and Harassment. See EC13.1
ECM5.1	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Take up roles within Research Culture Research Culture TFGs See also EC13.6, EI3.1 and EI3.2	Roles being taken up Contributions to group activities made	Appointment by September 2020 Contributions thereafter	Research Culture Research Culture TFGs Faculties Managers of Research Staff	Managers of research staff from A&H, FoDOCS, FoLSM, IoPPN, KBS, NMES and SSPP (7 of 9 faculties) participated in Research Culture projects to varying degrees, according to workload	The projects had input from managers of research staff, who gained a better perspective of the challenges research staff face and the contributions they can make, in addition to generating useful evidence for future projects	Carried forward in EC13.1
ECM5.2	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Take up Research Integrity Champion and/or Advisor role See also EC15.2 and EC15.3	Roles being taken up Contributions to policy making made (from participation in related discussions, i.e. attendance at relevant meetings etc.)	Champions appointed by July 2021 Contributions thereafter	Faculties RGEI Managers of Research Staff	Champions appointed in all faculties Managers of research staff who have taken up roles as Research Integrity Champions are able to comment on an contribute to policy/procedure changes/developments at bimonthly meetings.	Reports from some faculties that the Champions are leading on events related to research integrity.	Research Integrity Champions and Advisors are now firmly in place so this action is concluded and will not be carried forward.
ECM5.3	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Engage with Flexible Working Group regarding "Flexible by Default Culture" See also EC12.4	Staff feel supported to work flexibly, through guidance, role models and line manager support, as reported in staff engagement survey. Criteria to be set when survey created HR capture informal and formal flexible arrangements.	January 2022 (CV)	Managers of Research Staff	Faculties report engagement of managers with flexible working and feeding back information to Schools Survey not yet carried out but planned for spring 2023	Faculties are beginning to take the initiative of creating bespoke resources for themselves to address how flexible working would be suit their research areas	Taken forward in Athena SWAN action plan, LD4, LD6, LD13, RS1, RS3, IWE3, IWE9, IMC3
Researchers must:								

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ECR1.1	Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students	Staff to be encouraged to engage by reward and recognition of their contribution. This will be addressed by the Reward & Recognition Research Culture Research Culture TFG subgroup". See also EI3.2	Success measures will depend on the findings of the Reward & Recognition Research Culture Research Culture TFG subgroup	Sub-group appointed by September 2020 Research completed by February 2021 Agreement by June 2021 Publication by October 2021	Research Culture Research Culture TFG CRSD CRC Research Staff	Action delayed initially by COVID-19. Working Group convened and completed Stage 1 by April 2021. Paper published at https://internal.kcl.ac.uk/crsd/kings-research-culture , Results disseminated at Research Staff Town Hall meeting in April and via Research Staff Newsletter. Stage 2 completed by December 2021 and similarly disseminated and published. Research resulted in a number of recommendations to the university, most of which are being addressed by Senior Management.	Research staff recognised the commitment by King's to rewarding and recognising them.	Recommendations to be taken forward by Dean for Research Culture
ECR2.1	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	Adhere to the College Code of Good Conduct in Research once it is developed Adhere to Dignity at King's Policy See also EC15.1	Measured by reporting of breaches, bearing in mind that this is a complex metric that is likely to increase initially and then decrease with understanding and behavioural change	Good Conduct code published by Dec 2021 Dignity at King's published December 2020 Reporting data collected before and after launches	RGEI HR Faculties EDI Research Staff	RIO Development of code of good research conduct is ongoing but delayed. To be published Dec 2022.	For future evaluation	Taken forward in EC15 and ECM2
ECR3.1	Take positive action towards maintaining their wellbeing and mental health	Engage with Online Wellbeing Toolkit See also EC13.1	Number of enrolled users for Toolkit Completion rates for the course Number of views of website and links therein See also EC13.1	Elective according to individual	CRSD Research Staff	To date 67 people have registered for this course of whom 59 were in the first year. Completion rates for 2021-2022 are zero and those for the previous academic year are no longer available. Since the pandemic began King's has generated a vast amount of wellbeing resources and support that staff are able to engage with.	This course fell into a gap between the person who set it up leaving and the new person arriving a year later because of COVID, plus it being self-directed and therefore not being as visible in our regular offering. There has been no follow up with participants so it is difficult to know if there has been any impact of this course. It has also not been advertised, which is potentially why there have been very few people enrolled in the last 12 months.	The course will monitored in future within our regular programme so considered business as usual.
ECR3.2	Take positive action towards maintaining their wellbeing and mental health	Engage with open courses available to all university staff. Additionally, there are links to external training through LinkedIn Learning and career guidance and toolkits through the Organisation Development intranet pages. See also EC13.2	Attendance data from courses (minimum 1% of staff) Website hits on the Organisation Development wellbeing page (minimum 5% of target audience)	Annually in line with action plan reporting period	OD King's Sport Research Staff	Numerous courses supporting wellbeing and mental health now available from Organisation development	Staff are attending courses	These activities are now considered business as usual so will no longer be incorporated into future action plans
ECR4.1	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	Bullying Harassment and Victimisation reporting tools accessible at https://www.kcl.ac.uk/hr/diversity/dignity-at-kings See also EM3.2	Research staff using the system, rise from current zero	Reviewed annually in line with action plan review	Faculties EDI Research Staff	Tools accessible and updated in line with best practice Numbers using the system currently unclear EDI are contributing to this programme through sharing resources, approaches and informing plans based on Anonymous Disclosure, It Stops Here and B&H Policy work. King's has purchased Report and Support which will capture reports of inappropriate behaviour and direct/connect those using the tool to avenues of support.	Recognition that it would be useful to see reporting on the use of these tools more widely. Currently faculties have no access to the data	Included in EC13.1
ECR4.2	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	Research Misconduct Reporting mechanism available on external webpages https://www.kcl.ac.uk/governancezone/research/research-misconduct and https://www.kcl.ac.uk/research/support/rgei/research-integrity/research-misconduct See also EM3.2	Research staff using the system, rise from current zero	Reviewed annually in line with action plan review	RGEI Faculties Research Staff	Enquiries about possible misconduct issues are increasing, including from research staff - clarity needed about how many research staff are reporting them. The KReSS 2021 asked about how to encourage misconduct reporting. The factors most likely to encourage research staff to report research misconduct such as that outlined in the Concordat to Support Research Integrity are a clear reporting process (71.6% or 199 research staff), a lack of impact on the research staff's job or future career (70.9% or 197 research staff) and certainty that reporting would lead to action (69.8% or 194 research staff).	Recognition that while the project is progressing as planned, reporting systems need to be more robust	Carried forward in ECR4

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ECRS.1	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Increase and/or keep to full occupancy research staff reps on RSRC, faculty research committees, academic board, etc. Contribute to relevant surveys Topic to be addressed by Reward & Recognition Research Culture Research Culture TFG*	Numbers of research staff representatives maintained at full complement Contribution to surveys (% of research staff)	According to relevant schedule for reelection of representatives With survey cycles and deadlines	Faculties CRSD Research Staff	90% of available posts for research staff to represent their colleagues are now filled, although this is a constant battle as contracts are relatively short and terms of office are affected by this. Faculties are increasingly recognising the need for representation from this group and encouraging it more comprehensively, together with having regular meetings with their research staff representatives. Approx 13% of research staff contributed to the King's Research Staff Survey, a decrease from 30% response rate to the previous equivalent, the Careers in Research Online Survey. Reward and Recognition group addressed issues other than this.	There has been a noticeable reduction in engagement from research staff over the last two years, some of which is likely to be a result of loss of productivity and concern about future employment caused by COVID. We anticipate that this will change over the next few years.	Maintaining positions on committees and contribution to surveys now considered business as usual so will not be included in future action plans
ECRS.2	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	Contribute to other policy-making groups, including Flexible Working Group, see ECI2.4 Research Culture Research Culture TFG Bullying, Harassment & Victimisation, see ECI3.6 Research Culture Research Culture TFG Careers, see E13.1 Research Culture Research Culture TFG Reward & Recognition, see E13.2 KORGI, see ECI5.5	Numbers of research staff representatives attending policy development forums and events (minimum 10 reps attending per year)	Elective according to individual	Faculties CRSD Research Staff	Eight research staff serve on the Research Culture Working Groups and one on the Task & Finish Group, drawn from almost all of the faculties Flexible Working Group currently is a majority of professional services and some academic staff members. Research staff may be included in future While there was significant input from research staff into KORGI it is no longer be functional as those leading it have now left King's. Research staff may still be contributing under other guises to the initiatives they instigated Faculty networks in the process of or need to be updated to ensure there are representatives who can be called on when needed.	Other members of the working groups felt that the presence of research staff made the issues come alive and encouraged them to engage more enthusiastically. Policies that may arise are that much richer for including the research staff voice	Research staff to be included routinely when similar projects are run. Action now considered business as usual and will not be included in future action plans.
Employment								
Institutions must:								
E11.1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	We have invested c. £11m in a new HR & Payroll digital services platform. One output of this is to improve significantly the quality of workforce "real time" data and analytics. Phase 1 went live in September 2019. We are currently rolling out the new recruitment module which will enable a complete digitised online recruitment experience "from hire to retire" that will enable recording of e.g. make-up of recruitment panels. Complete the strategic BI project for real time Power BI dashboards and analytics. Extend digital services across all aspects of the colleague life cycle including time and attendance and talent management. See also ECI2.6	Recruitment module fully implemented and functional Power BI dashboards and analytics rolled out Extension of digital services completed	Recruitment phase by December 2020 Power BI dashboards by autumn 2020 Digital services by December 2023	Services Design & Improvement HR Faculties EDI	Recruitment processes within the system were delayed but are now completed. Power BI training being rolled out with limited data being available	As yet unknown	Project will continue although will not be reported in future action plans
E11.2	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Deep review into recruitment and selection, aligning with "Our Principles in Action" and Race Equality Charter Mark. Scope feasibility of name-blind shortlisting. Use skill-based assessment tasks in recruitment by asking candidates to perform tasks they would be expected to perform in the role. Develop high quality inclusive interviewing through fair selection training.	100% of applicant, appointed and panellist EDI data is captured through recruitment processes. Success rates from application to appointed are regularly monitored and actions designed and taken. Staff are trained to recruit fairly	July 2022	HR OD EDI Line managers	Significant development on the recruitment pages have been made as a result of the recruitment module implementation. Managed by the HR recruitment team, specialised support has been updated on the HR webpages and embedded within PeopleXD. This support is linked to navigating the HR system and best practice recruitment process. Additionally, OD have delivered dedicated webinar support around recruitment via the Management Essential Hub. Actions incorporated into Athena SWAN action plan	Too early in the project to be able to assess impact	Continued in Athena SWAN action plan under RS1

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EI2.1	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	Faculties to review and revise their existing induction programmes for research staff and their managers. Where possible, future induction programmes to include: Clarity about staff performance Expectations regarding "Our Principles in Action", a set of principles relating to how we work with each other Support provided for training, development and career planning Staff networks and representation Checklist of required activities e.g. fire safety	Programme devised Comprehensive information available on faculty websites Attendance numbers at events, minimum of 10% of new staff	Programme by July 2021 Information available by January 2022 Attendance at events reviewed annually in line with action plan review	Faculties	Faculties continue to create induction documents and events, some of which penetrate to departmental level and/or are specifically targeted at research staff. Research Staff Representative Committee attempted to address the issue but found that it needed to be delivered at faculty level.	There is greater recognition that inductions play an important part in the experience of research staff.	While this varies considerable from one faculty to the next there is now a business as usual element to this action so it will not be included in future action plans, other than in FoDOCS, EC16.2, and SSPP, EI2.2, where specific new initiatives are being trialed.
EI3.1	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	Research Culture TFG convened to address 3 priority projects. Research Culture TFG to appoint a sub-group to identify and document career options and promotional prospects within the university* See also ECM5.1 and ECR5.2	Sub-group appointed Career mapping carried out Promotion options highlighted Information documented and published to coincide with PDR season	Sub-group appointed by September 2020 Mapping and options by February 2021 Publication April 2021	CRSD CRC	Action delayed initially by COVID-19. Working Group convened and completed Stage 1 by April 2021. Paper published at https://internal.kcl.ac.uk/crsd/kings-research-culture , Results disseminated at Research Staff Town Hall meeting in April and via Research Staff Newsletter. Stage 2 completed by December 2021 and similarly disseminated and published. Research resulted in a number of recommendations to the university, most of which are being addressed by Senior Management.	Contributed to evidence supporting the case that a university-wide response was necessary	This action now incorporated into a major project to address careers for research staff, starting with EI6, a review of the use of Fixed-Term Contracts, PCDM5, a new and comprehensive programme for managers, and PCDI5, the generation of a significant resource bank of careers beyond academia.
EI3.2	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	Research Culture TFG convened to address 3 priority projects. Research Culture TFG to appoint a sub-group to identify appropriate, desirable and feasible reward and recognition processes other than promotion* See also ECM5.1, ECR1.1 and ECR5.2	Sub-group appointed Research completed Agreement reached within faculties Information documented and published to coincide with start of academic year	Sub-group appointed by September 2020 Research completed by February 2021 Agreement by June 2021 Publication by October 2021	CRSD CRC	Action delayed initially by COVID-19. Working Group convened and completed Stage 1 by April 2021. Paper published at https://internal.kcl.ac.uk/crsd/kings-research-culture , Results disseminated at Research Staff Town Hall meeting in April and via Research Staff Newsletter. Stage 2 completed by December 2021 and similarly disseminated and published. Research resulted in a number of recommendations to the university, most of which are being addressed by Senior Management.	Contributed to evidence supporting the case that a university-wide response was necessary	Outcomes from this project mainly await input from the newly formed Research Culture Committee but one has been initiated around recognition for PGR supervision described in EI3.2
EI3.3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	A&H to explore setting up a "Career Development Fund", intended in part to mitigate against adverse effects of COVID 19 and its consequences (lack of access to resources; additional caring responsibilities; increased teaching and assessment duties) on research career profiles. If approved, application will be competitive	Decision reached about the fund If approved, number of applications made - target of minimum 1 application per available award Statements of impact for recipients	Decision by January 2021 Fund set up by April 2021 Applications and funding decisions by June 2021	A&H RMID	The Faculty's internal grant scheme includes a designated sub scheme reserved for ECRs which provides not only funding for career development and progression (from conference attendance to training) but also offers ECRs the support and feedback to improve their grant writing skills which can form an important first step to apply for external funding (for fellowships, project grants etc).	Applications being made	Now considered business as usual so will not be carried forward
EI3.4	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	FoLSM to work with Vice Dean Research and Impact and Executive Board to develop and implement a pathway model to retain research staff.	Decision reached Mechanism in place Increased retention of research staff	December 2020 December 2021 December 2022	FoLSM	Project currently on hold within FoLSM awaiting developments in other areas of the university and availability of resource	N/A	This action to be considered in a major project to address careers for research staff, starting with EI6, a review of the use of Fixed-Term Contracts, PCDM5, a new and comprehensive programme for managers, and PCDI5, the generation of a significant resource bank of careers beyond academia.
EI3.5	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	FoLSM Identifying and implementing support for research staff on fixed-term contracts who go on parental leave	Support mechanisms agreed Any increased retention of individuals on paternity and maternity leave Any increase in outputs from individuals who have taken parental leave	April 2021 Retention and outputs by December 2022	FoLSM	Parental leave now covered by central Parents and Carers Fund	Staff better able to accommodate parental leave	Project completed so will not be carried forward
EI3.6	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances	FoLSM Recruiting PhD student to conduct research into contextual challenges, which adversely impact career progression for women in clinical academia (e.g. use of fixed-term contracts).	Data from research to influence policy changes	July 2022	FoLSM	Ongoing raised as part of Athena Swan. Report due later in 2022	Project progressing as planned	Project almost completed so will not be carried forward

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EI4.1	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Focus on providing leadership workshops rather than specifically research staff issues. Increase attendance by PIs at leadership training courses by 50% over the next two years A flexible, modular self-directed Leadership Passport has also been offered to all managers and leaders to increase learning access and participation. See also ECM1	Data on attendance at training courses. Target increase 50% over the next two years.	Annually in line with action plan reporting period	OD	Project Management training and support is available via our on-line offering Linked In Learning. Colleagues can access this training in a timely manner. OD can also offer information of external partners if colleagues want to access this training. EDI have created Dignity at Work policy and support the cultural change and increase of line managers capacity and skills to support staff inclusively. The Leadership Passport continues to offer broader training. Finally, a dedicated programme is underway to promote positive workplace initiatives and address issues such as bullying and harassment. This includes launching Active Bystander training for the whole organisation and aligning with our Personal Effectiveness Learning Hub. Attendance numbers are unavailable as the collection process lacks clarity. Anecdotally engagement is still low	Research staff manager engagement with leadership training continues to be undervalued.	A new approach of co-creation of manager training is being carried forward, described in PCDM5
EI4.2	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Encourage line managers and directors to receive 360 feedback to review their management performance. Encourage teams to consider Belbin tools for team reflection. Use of Belbin assessment and reflection tool to emphasize team roles and capabilities, to be trialled with SMT, EDI Networks. Coaching on Demand (matching a manager to a coach at a point of need) has been added to the OD Leadership offer in 2020. See also ECM1	Uptake of Principles in Action 360 from 320 since 2019 to 450 in 2020. Belbin team assessment used twice a year with a variety of teams. More than Mentoring scheme feedback demonstrates greater capacity and understanding of inclusive working practices. Coaching partnerships taken up, minimum of 10 per year	July and August 2024	HR OD EDI	More than Mentoring run each year, 2022 cohort to be announced in May/June. Belbin delivered to staff networks by EDI Academic promotions informed by 360 feedback Tools provided but useage data is not available	Too early in the project to be able to assess impact	Project now considered business as usual so will not be included in future action plans
EI5.1	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	PDR training has continued, including adapting to an online alternative to ensure ongoing access to learning resources during the Covid-19 pandemic. A PDR review in Autumn 2020 will ensure ongoing development including the needs of Research staff Recommendations to improve PDR for the coming year were made to SMT in Dec 2019 included greater effort required to expand the quantity and quality of Research PDRs, which was supported by SMT. See also ECM4	Effective communication sent out Number of PDRs completed, target of minimum of 75% of eligible research staff	April 2021 September 2021 Annually thereafter	Faculties OD	Further PDR resources have been created to support a streamlined PDR Form. In addition, dedicated webinars have once again been created and offered for both managers and staff. Additional training also provided in some faculties. As agreed through SMT, there will again be no PDR roll up exercise until we are in a position to organisationally deliver this activity electronically. As reported from results of the KReSS in 2021, the greatest percentage of research staff participated in PDRs since surveying began.	Reports of usefulness of PDRs from the 2021 KReSS indicate that there was a decrease in this metric from previous CROS results. It is not clear what is causing this downturn, although it is tempting to speculate that the pandemic contributed.	PDR engagement is now considered business as usual so will not be reported on in future
EI5.2	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	King's has developed a Behavioural Competency Framework - Our Principles in Action - which will be used to support a more rigorous and inclusive approach to interviewing and selecting candidates not only based on qualifications but on skills and a more rounded view of individuals. NMES to pilot the creation of a guidance document to be issued to recruitment panels before each recruitment akin to existing document relating to postgraduate research student recruitment https://internal.kcl.ac.uk/NMS/Staff/HR/PGR-Interview-Guidelines/PGR-Interview-guidelines Other faculties to consider adopting this approach	Agreement on use and scope of document Creation of document Use by recruitment panels Feedback from users	December 2020 April 2021 from April 2021 from April 2021	NMS Other faculties	NMES reviewed the need for separate guidance and it was felt that the guidance now provided by HR is sufficiently robust and multiple different documents was unnecessary.	N/A	Project concluded so will not be carried forward
EI5.3	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation	Enhance workload allocation models in faculties to provide sufficient time for line management. Facilitate a cross faculty conversation on workload allocation models to move towards more consistency at KCL. ECM1	Workload is felt to be more manageable. Reduction in proportion of staff who feel unable to cope with workload to 40%, compared to 48% in 2017.	Deadlines to be agreed when Covid planning minimised (CV)	Senior Management Team HR OD EDI	Workload Allocation Model Working Group convened, although this was delayed by the pandemic. Project ongoing. 70% of respondents to the KReSS either agreed or agreed strongly that they were treated fairly when it came to their workload. There were no questions in the KReSS about the ability to cope with the workload and the all staff survey has been postponed.	Too early in the project to be able to assess impact	Incorporated into Athena SWAN action plan under IWE9 so reporting from here onwards will be via that channel

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EI6.1	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	KCL has recently updated its policy on fixed-term contracts, making a commitment to reduce reliance on short-term contracts. Externally-funded fixed-term research contracts should correspond with the duration of the funding for the position in question (which may or may not correspond with the total length of the grant). In the case of a multi-year grant, all appointments should ideally be for a minimum of two years, except where a clear rationale exists as to why a shorter appointment is necessary or appropriate. Ensure compliance with this policy Review and create further policy in collaboration with other Russell Group universities regarding contract length of externally funded contracts See also ECM2	Research staff employed by KCL beyond 4 years moved onto open contracts	Reviewed annually in line with action plan review (CV)	HR Vice-Principal & Vice-President (Education)	All indications are that research staff are moved onto open contracts following 4 years of continuous service. The work with the Russell Group was led by the King's Vice-Principal and Vice-President (Education) who has since left. It was handed on to the new Dean for Research Culture who is building up resources and networks to be able to contribute. Internally, King's has begun a major project to minimise its use of fixed-term contracts.	Research staff who have been employed at King's for 4 years or more are on open contracts	This action contributes to a major project on the use of Fixed-Term Contracts and will be incorporated into that action in future. See EI6.
EI6.2	Seek to improve job security for researchers, for example through more effective redeployment processes and greater use of open-ended contracts, and report on progress	Further develop and evaluate King's Internal Talent Database (stayatking's.co.uk) aimed at providing interim employment for staff between contracts. See also ECI5.7	Database used for redeployment processes Annual numbers of jobs posted, research staff uploading profiles and positions filled. See also EM2	Evaluation ongoing (CV)	CRSD HR	Following development of the database we discovered that very few people actually used it and the cost of doing so outweighed the benefits.	impact below the effort/financial output	This project has been ended with no further actions against it, although alternative methods to address researcher career precarity are being evaluated
EI7.1	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making	Research staff representation on all faculty research committees and Academic Board. Research staff representatives in all faculties. RSRC representation on CRC. RSRC being the point of contact for research staff input	All positions filled	In line with committee and working group deadlines	Faculties CRSD Senior Management Team	90% of available posts for research staff to represent their colleagues are now filled, although this is a constant battle as contracts are relatively short and terms of office are affected by this. Faculties are increasingly recognising the need for representation from this group and encouraging it more comprehensively, together with having regular meetings with their research staff representatives. Approx 13% of research staff contributed to the King's Research Staff Survey, a decrease from 30% response rate to the previous equivalent, the Careers in Research Online Survey. Reward and Recognition group addressed issues other than this.	There has been a noticeable reduction in engagement from research staff over the last two years, some of which is likely to be a result of loss of productivity and concern about future employment caused by COVID. We anticipate that this will change over the next few years.	Maintaining positions on committees and contribution to surveys now considered business as usual so will not be included in future action plans
Funders must:								
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies							
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security							
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression							
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels							
Managers of researchers must:								

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EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	Engage with courses and other activities offered See also E14.1, E14.2 and E15.3	Improved responses by research staff regarding management issues in national and internal surveys Reduction in complaints of bullying and harassment and other malpractice that research staff refuse to log formally for concerns about reprisal See also E14.1, E14.2 and E15.3	Elective according to individual	Faculties OD EDI Managers of Research Staff	Faculties and central departments continue to provide training opportunities for managers of research staff but they are still not taken up or the learning implemented to the level that we would like to see.	Research staff continue to level poor management accusations at their managers, as described in the KReSS. For example, the proportion of research staff reporting they had directly experienced or witnessed unfair or disrespectful treatment by a colleague/s at King's that has had an impact on them increased to 35% in 2021 from 30% in 2019. Not all these cases will be managers as perpetrators, but managers have responsibility.	The constant battle trying to get managers to engage has led to us co-creating an option with the managers of research staff. Action taken forward in PDCM5
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	Engage with courses and other activities offered See also E14.1, E14.2, E15.3, E16.1 and E16.2	Improved familiarity assessed in staff surveys See also E14.1, E14.2, E15.3, E16.1 and E16.2	Elective according to individual	Faculties HR Pre- & Post-Award Managers of Research Staff	Staff survey is to take place sometime in the near future but this has not yet been agreed in terms of dates and regularity as well as type of survey Faculties report that in some instances there is good knowledge in the manager population but that this is more commonly dealt with by professional services staff	Managers may continue to be resistant to this, seeing it as a role more appropriate to professional services colleagues.	Item not specifically carried forward but see PCDM5 in future action plan
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	See actions of Research Culture TFG in E13.2 above Attend Diversity Matters	Outcomes from Research Culture TFG Attendance numbers at Diversity Matters See E13.2	In line with Research Culture TFG activities and reviewed annually in line with review period	Faculties HR Managers of Research Staff	Action delayed initially by COVID-19. Working Group convened and completed Stage 1 by April 2021. Paper published at https://internal.kcl.ac.uk/crsd/kings-research-culture , Results disseminated at Research Staff Town Hall meeting in April and via Research Staff Newsletter. Stage 2 completed by December 2021 and similarly disseminated and published. Research resulted in a number of recommendations to the university, most of which are being addressed by Senior Management. Between June 2020 - May 2022 (inclusive) there were 1544 attendees at the Staff Diversity Matters training and 544 attendees at the Diversity Matters Managers training. Our reporting systems do not specifically separate managers of research staff from other managers, however of a total of approximately 9,000 staff these numbers amount to significantly more than 5%. EDI are taking Diversity Matters Training to tender in May/June 2022 to ensure value for money and raise standard of EDI training. In April, EDI released online WorkRite training for EDI, providing a foundational level for all staff.	Contributed to evidence supporting the case that a university-wide response was necessary. Diversity matters training attendance records indicates that this is valued by staff at King's. According to the KReSS there has been a slight decrease in the number of staff agreeing or strongly agreeing that King's is committed to equality, diversity and inclusion but as this is still at 77% of responders there does seem to be an overall positive viewpoint. Reports indicate that COVID has had a disproportionate effect on certain groups of people so this major factor must be taken into consideration.	Outcomes from this project mainly await input from the newly formed Research Culture Committee but one has been initiated around recognition for PGR supervision described in E13.2 We will continue to offer these courses but as this has now become business as usual we will no longer include it in the action plan.
EM4	Actively engage in regular constructive performance management with their researchers	2019 rollup shows 20% increase in research PDR coverage (1355 researchers reviewed in 2018-19 appraisal year compared with 1076 in 2017-18 year). OD will run a PDR Review in Autumn 2020 to better quality staff experiences of PDR (including Researchers) and use the insights to further develop PDR practice See also E15.1	Review completed Further insights gleaned and incorporated into future practice	Autumn 2020 Spring 2021	OD HR Faculties Managers of Research Staff	PDR was light touch in 2020 and 2021 as a result of Covid 19. This makes it difficult to compare with previous years as Covid is likely to have reduced uptake. There has been no official review as the College continue to operate a light touch model. The ambition in the future is that PDR are automated and likely delivered via/aligned to our HR System For 2022, there were once again dedicated and updated resources and webinar support for both the reviewer and reviewee across the summer. Of those reporting in the KReSS, 77% said they had a PDR in the previous 2 years, up from 62% in 2019. When asked about the engagement level of their manager in the PDR of those who had had one 80% responded either engaged or very engaged with 20% stating not engaged.	This project is on hold with others now taking priority, meaning that it is unlikely to be continued in the near future.	Not carried forward
EM5	Engage with opportunities to contribute to relevant policy development within their institution	Participate in Departmental and Faculty Research Committees or equivalent Participate in college-wide policy-making groups See also EC15.6, E13.1, E13.2, PC11.1 and PCDR1.2	Recording of participation in PDR process	Participation ongoing Reviewed in PDR during summer	Faculties HR EDI CRSD Managers of Research Staff	Managers contribute by membership of various faculty committees. Until an online form is available it will be difficult to record such participation across the university. Where participation is monitored this appears good. Opportunities for managers of research staff to engage are still to be established in some faculties. Good representation of managers of research staff from 8/9 faculties in the Research Culture TFGs and associated working groups.	Contribution from managers to the Research Culture TFGs enriched the process because of their viewpoint and growing appreciation of the issues.	While not carried forward we anticipate that future participation may be encouraged by the learning from PCDM5
Researchers must:								
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	See ER4				Research Staff		
ER2	Understand their reporting obligations and responsibilities	See ER4				Research Staff		

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ER3	Positively engage with performance management discussions and reviews with their managers	See ER4			Research Staff			
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Research staff often do not see themselves as key stakeholders as their tenure in this role is usually short-lived. KCL must first recognise them as key stakeholders by recognition of their contribution. This will be addressed by the Reward & Recognition Research Culture TFG*, action EI3.2 See also EI7.1, PCDI1.1 and PCDR1.2	See EI3.2	See EI3.2	Research Staff	9 research staff participated in Research Culture projects to varying degrees, according to workload Papers for Phase 1 published at https://internal.kcl.ac.uk/crsd/kings-research-culture , Results disseminated at Research Staff Town Hall meeting in April and via Research Staff Newsletter. Stage 2 completed by December 2021 and similarly disseminated and published. Research resulted in a number of recommendations to the university, most of which are being addressed by Senior Management.	Research staff recognised the commitment by King's to rewarding and recognising them. They are awaiting an output from the project	Recommendations to be taken forward by Dean for Research Culture
Professional and Career Development								
Institutions must:								
PCDI1.1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	Definition of what constitutes Professional Development Understanding what professional development is will enable research staff and their managers to have clarity about what does and does not count within the 10 day allowance. We will evaluate what is acceptable to all parties through a series of focus groups and workshops, addressing also the variation between research fields See also EM5, ER4, PCDI6.1, PCDM2.1, PCDM3.1 and PCDR1.1	Focus groups and workshops organised Attendance of research staff and their managers at focus groups and workshops Agreement on what can be included in the 10 days Information posted on CRSD website with links from faculty websites Uptake of 10 days, addressed using biennial surveys	October 2020 December 2020 Website material by March 2021 Surveys (CEDARS and/or in house) according to national and internal cycles	CRSD Faculties	Project delayed by Covid and staff shortages. Focus Groups and a facilitated workshop conducted in July 2021, organised by the CRSD and using an independent higher education consultant. Attended by research staff and the managers of research staff. Report and findings delivered September 2021 Relevant questions in KReSS 2021 provided additional input Project now on hold because of manpower issues	N/A	As this project is now on hold it will not be taken into the next action plan until such time as a review indicates that it should be.
PCDI1.2	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	FoDOCS drafting policy 1. Advocating that researchers take advantage of the 10 days per year to undertake training and to introduce a monitoring system to measure this (see PDCI6.1). All line managers will be informed that the 10 days training is mandatory and that it will be measured 2. Advertising training opportunities and supporting research staff to attend relevant training opportunities that benefit their development Other faculties to consider using the same approach, initially A&H and NMES	Policy drafted Managers informed Faculty-led and central research staff training and support advertised System used Managers enable 10 days	December 2020 January 2021 January 2021 July 2021 and annually thereafter	FoDOCS Other faculties	Definition of 10 days training incorporated into FoDOCS induction document and draft researcher-supervisor agreement. This is being piloted starting 2022. Other faculties are highlighting the opportunity to varying degrees.	The 2021 KReSS indicated that 76% of respondents (218 research staff) were unaware of King's commitment that researchers may spend up to 10 days per year on professional development. 71% of respondents (200 research staff) indicated that they were likely to spend more time on professional development as a result of this new knowledge. Despite actions like these King's still has a long way to go for all research staff to appreciate that they have this opportunity	While this is an important task there is currently no resource to address this project centrally. Faculties are recognising it more so they are starting to deliver locally. Consequently the action will not be carried forward to the next action plan
PCDI1.3	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	Support research staff to gain professional accreditation from the Science Council See also PCDM2.1 and PCDR1.3	Attendance at training sessions Number of people gaining accreditation, target is 50 per year	Annually in line with action plan reporting period	Technical Network	Workshops were oversubscribed and received excellent reviews 124 technical staff have been professionally registered Workshops, structured training sessions are being designed, Technical Managers are very aware and supportive of the 10 days development time and ensure all technical staff use them wisely. Also working with the Kings Academy to allow access to the HE fellowship programme. It will also be discussed in the PDR and promoted via the technical network	Technical staff engaging with the accreditation process well, recognising its value. King's has recognised the value and continues to support applications financially	This is now business as usual so will not be carried forward as a separate item.
PCDI1.4	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	Careers & Employability to launch online system that research staff can use to engage with their services and plan their careers. System includes ability to book appointments online, to receive regular updates regarding service and to engage with online tools to assess stage of career readiness See also PCDR2.1	System roll-out Research staff engaging with system as demonstrated by usage data - target minimum 5% of research staff	Roll-out August 2020 Usage data analysed annually, in review of action plan	Careers & Employability CRSD	KC+E Update - staff registration on online booking system now fully working and data has been collected and analysed September to December 2021. 245 Research staff bookings in appointments or events for one term show that target is likely to be achieved. VLE pages (KEATS) have been updated and enhanced but are still unable to show staff usage separately (this will never be possible).	Proving to be a useful system to support research staff in their career planning and progression	Project completed so will not be carried forward

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PCDI2.1	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	See EI3.1 and EI5.1	See EI3.1 and EI5.1	See EI3.1 and EI5.1	Faculties OD CRSD	<p>PDR was light touch in 2020 and 2021 as a result of Covid 19. This makes it difficult to compare with previous years as Covid is likely to have reduced uptake. There has been no official review as the College continue to operate a light touch model. The ambition in the future is that PDR are automated and likely delivered via/aligned to our HR System.</p> <p>For 2022, there are once again dedicated and updated resources and webinar support for both the reviewer and reviewee across the summer.</p> <p>Further PDR resources have been created to support a streamlined PDR Form. In addition, dedicated webinars have once again been created and offered for both managers and staff. Additional training also provided in some faculties.</p> <p>As agreed through SMT, there will again be no PDR roll up exercise until we are in a position to organisationally deliver this activity electronically.</p> <p>As reported from results of the KReSS in 2021, the greatest percentage of research staff participated in PDRs since surveying began.</p>	<p>Reports of usefulness of PDRs from the 2021 KReSS indicate that there was a decrease in this metric from previous CROS results. It is not clear what is causing this downturn, although it is tempting to speculate that the pandemic contributed.</p>	<p>PDR engagement is now considered business as usual so will not be reported on in future</p>	
PCDI3.1	Ensure that researchers have access to professional advice on career management, across a breadth of careers	See PCDI1.4 and PCDR2.1	See PCDI1.4 and PCDR2.1	See PCDI1.4 and PCDR2.1	Careers & Employability	<p>Dedicated careers consultant team has existed for 15 years. It is now 2.3 FTE (expanded in Summer 2021 from 2.0 FTE) and resources reviewed and upgraded routinely. Podcast and Twitter engagement increasing. Podcast has over 13,000 downloads and Twitter account has grown to over 1600 followers.</p>	<p>Careers Team routinely receive positive feedback from those who use their services</p>	<p>Our longstanding careers team can now be considered business as usual and will no longer be included as an action point, although see PCDI3.</p>	
PCDI4.1	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Comprehensive programme of activities provided by CRSD with additional programmes being added according to circumstances. Additional courses to be added for 2020/22 to include titles related to Covid-19 induced situations and new approaches to online and remote learning See also PCDR2.1	Courses added to portfolio, number dependent on currently unknown budget and currently unknown personnel Online courses developed according to currently unknown ability to attend in person	Reviewed annually in review of action plan	CRSD	<p>Programme of courses delivered as intended. Participation increased from 722 in 2019-2020 to 980 in 2020-21 to 1781 in 2021-22.</p> <p>Moving to online delivery opened up new possibilities for the programme, most notably the opportunity to collaborate with other universities on a range of courses. This includes Networking (8 universities), WriteFest (18 institutions, 14 workshops, retreats, or other events) and Leadership in Action (9 institutions)</p>	<p>Programme routinely receives good feedback from those who attend.</p> <p>Inter-university collaborative programme provides opportunities for researchers to meet their counterparts from across the nation and gain new insight into their respective experience of the HEI environment.</p>	<p>The professional development programme is now sufficiently embedded that it can be considered to be business as usual and will not be carried forward</p>	
PCDI4.2	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	FoLSM working to review and relaunch their Research Staff Network. The Research Staff Network supports post docs and research assistants along their career trajectories and ensures that the research staff community participates in decision making at the Faculty level.	Network relaunched Research staff reps active at faculty (Faculty Research Committee and university (RSRC) level	December 2020	FoLSM Faculty Lead (Development, Diversity & Culture Change); Faculty Research Manager; Research Staff Network Committee	<p>FoLSM Research Staff Network relaunch begun after delays caused by loss of staff to deliver. Representatives currently being sought. Those who are in post are very active.</p> <p>As with recruitment of research staff representatives in other areas there is reluctance to come forward, possibly caused by COVID.</p>	<p>Faculty recognition that research staff need greater encouragement to participate and a structure to support them</p>	<p>Maintaining representation from the research staff community is an ongoing project that is now well established so will not be taken forward to a future action plan.</p>	
PCDI5.1	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	Continue to provide careers events and online resources addressing careers that are not being an academic See also PCDR2.1	Continuation of programme Availability of staff to deliver programme following Covid-19-related cuts	Reviewed annually in review of action plan	Careers & Employability CRSD	<p>KC+E update: Session held online Spring term on working in museums and galleries, publishing and communications and consultancy. Overall attendance was 130 of which 16 were staff.</p>	<p>Research staff continue to aspire to a career in HE-teaching and research, according to responses in the KReSS, although numbers are gradually falling. Careers beyond academia are still the poor relation for many, although others now embrace it.</p>	<p>This specific project is now business as usual but see PDCI5</p>	
PCDI6.1	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Generate a platform that can be used to document engagement with professional development and career progression that is linked to other processes within the university, e.g. SkillsForge, for automatic download. See also PCDM1.1 and PCDR3.1	Platform options researched Platform generated Pilot of platform Roll-out to all research staff Evaluation, following PDR season Target usage minimum of 5% of research staff	October 2020 March 2021 May 2021 September 2021 September 2022	Faculties OD CRSD	<p>Following a delay in starting the project caused by COVID and staff changes evaluation of the cost and usefulness of a bespoke platform indicates that it would not be cost effective. Researchers to be encouraged to use the version within the course booking system instead.</p> <p>Campaign to alert researchers to the existence of this system to be delivered</p>	<p>Cost saving for better use of funds and project management time elsewhere.</p>	<p>Project completed so will not be carried forward</p>	
Funders must:									
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning								
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes								

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PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit						
Managers of researchers must:							
PCDM1.1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	HR system to actively monitor the PDR process Faculties to ensure both line managers and research staff are aware of the need to include training and development needs in the PDR document. See also PCDI6.1	Accurate reporting of PDRs occurring Research staff reporting PDR fit for purpose in national and internal surveys	Annually in line with PDR cycle	Faculties OD Managers of Research Staff	HR System not yet ready to monitor PDR process Some faculties are creating their own systems to record PDR uptake. According to the 2021 KReSS the value of the PDR to research staff has decreased in every category since 2019 with the drop for leading to development being the greatest of 13%.	In the absence of this system faculties continue to make their own modifications to the PDR form and accurate monitoring is not possible. PDRs are business as usual so these actions will not be taken forward
PCDM1.2	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	The Managers toolkit is designed to support both academic and professional services managers, in managing their teams effectively, as well as their own development. Promoted and managed via our Learning and Development platform, the toolkit allows managers to connect to further development opportunities such as mentoring and coaching to help with their own career conversations. https://internal.kcl.ac.uk/hr/od/managertoolkit	Downloads and Website hits of the toolkit, target minimum 5% of managers. Uptake and attendance details of external coaching support. Breakdown of number of researchers entering into mentoring programme(s).	Ongoing Reviewed annually in line with action plan review	OD Managers of Research Staff	The management toolkit has been developed into the management essentials hub. So far there has been over 1000 participants who have engaged with around 30 webinars. Across 2020-2021 there were 2084 visits to the learning and development OD webpages.	Staff are using the tools provided, although according to the KReSS there is still room for improvement in management capability The manager training from Organisation Development has been provided for many years and is now business as usual so will not be carried forward.
PCDM2.1	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	Promotion of careers services and resources through @kclodo1thing Twitter account, Faculty Newsletters from Careers Service, careers membership of Faculty committees All channels of communication from careers service communicate regularly with managers and staff. Monthly bespoke researcher careers newsletter, Twitter account with 1000+ followers and all specialist careers consultants sit on relevant faculty committees. See also PCDI1.1, PCDI1.3 and PCDI6.1	Regular communications messages sent out according to actions list Research staff attending events, 20% on average of all available places to be filled as a minimum	According to schedule for communication method	Careers & Employability CRSD Managers of Research Staff	KC+E update: Monthly newsletter has been sent out and Twitter account maintained and growing. The Twitter account is now highlighting more job opportunities and employers of interest to research staff through the use of Twitter lists.	Research staff more aware of the offering to them from the Careers Team. The work of the Careers Team is now business as usual, but see PCDI3.
PCDM2.2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	All managers or departments where not possible for managers to provide a statement on their webpage or other location to the effect that they support their research staff and PhD students in their career choice, whatever that may be.	Percentage of managers with this information posted, target minimum in first round 5%	First round by July 2021, ongoing thereafter	Faculties CRSD Managers of Research Staff	Not well publicised and monitoring process needs to be put in place. Project stalled and needs to be invigorated	N/A Carried forward in PCDM2.3
PCDM2.3	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	NEW ACTION included in plan since 2021 King's Future Leaders, funded by a grant from the FLF Plus Funds with the support of Vitae, will create a toolkit to support managers of research staff to champion the career development and progression of Early Career Researchers. This toolkit will be piloted at King's and two other universities and is intended to be rolled out across the UK after development via Vitae and the FLF Network.	1.Development of a toolkit (including implementation guide) to support institutions and ECR line managers that is generalisable nationally (evidenced by production of the toolkit). 2.Uptake of toolkit by UKRI FLFs in their roles as ECR line managers (monitoring through future FLF networking meetings). 3.Incorporation of toolkit into local processes e.g., performance development review, induction for new line managers (through asking for reports from FLFs on uptake in their institutions). 4.Dissemination of mapping and toolkit to other institution through publications, FLFs and Vitae (recording of downloads from Vitae website).	1. May 2022 2. Launch of Pilot May 2022 3. October 2022 4. October 2022	Katie Sheehan Andrew Guise	Final version of the toolkit (following input from Vitae), mapped to HR Excellence in Research/Researcher Concordat, launched in early May, June for a manuscript submission, and August for Vitae webpage.	Evaluation to be delivered Carried forward in PCDM4

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PCDM3.1	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	Defining what comes within the category of professional development (see PCD1.1), development of a platform to record professional development activities (see PCD6.1) will support this.	Research staff reports of days spent on professional development in surveys. Numbers will be dependent on outcome of PCD6.1	Annually in line with internal and national surveys	Managers of Research Staff	Project delayed by Covid and staff shortages. Focus Groups and a facilitated workshop conducted in July 2021, organised by the CRSD and using an independent higher education consultant. Attended by research staff and the managers of research staff. Report and findings delivered September 2021 Relevant questions in KReSS 2021 provided additional input Project now on hold because of manpower issues Following a delay in starting the project to create a platform caused by COVID and staff changes evaluation of the cost and usefulness of a bespoke platform indicates that it would not be cost effective. Researchers to be encouraged to use the version within the course booking system instead. Campaign to alert researchers to the existence of this system to be delivered	N/A Cost saving for better use of funds and project management time elsewhere.	As this project is now on hold it will not be taken into the next action plan until such time as a review indicates that it should be. Project completed so will not be carried forward
PCDM4.1	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	Managers to engage in the process of defining what these activities might be See also PCD1.1	See PCD1.1	See PCD1.1	Managers of Research Staff	Managers of research staff contributed to a focus group and workshop on this topic. Outcomes being compiled into a report delivered in September 2021. See PCDM3.1 above.	Input from managers ensures that future projects are realistic	Project on hold so will not be taken forward until the next action plan until such time as a review indicates that it should be
PCDM5.1	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	A&H to pilot creating a series of podcasts and coupling them with group discussions between managers of research staff using skilled facilitators to encourage fruitful discussion	Managers reflecting on their relationship with their maneges as ascertained in pre- and post-event surveys following Kirkpatrick process Outcomes in wider staff surveys	Planning of podcasts by September 2020, creation by December 2020, remainder by August 2021 First discussion groups by December 2020 with others to follow alternate months in 2021/22	A&H Managers of Research Staff	Project put on hold following change of management and ill health of leadership	N/A	Project on hold so will not be taken forward until the next action plan until such time as a review indicates that it should be
Researchers must:								
PCDR1.1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	According to the CROS, most research staff do feel they take ownership, but they don't necessarily engage with professional development or are aware that they are doing this. Having a definition of what this is (see PCD1.1) may help.	See PCD1.1	See PCD1.1	Research Staff	Project delayed by Covid and staff shortages. Focus Groups and a facilitated workshop conducted in July 2021, organised by the CRSD and using an independent higher education consultant. Attended by research staff and the managers of research staff. Report and findings delivered September 2021 Relevant questions in KReSS 2021 provided additional input	N/A	As this project is now on hold it will not be taken into the next action plan until such time as a review indicates that it should be.
PCDR1.2	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	FoLSM working to review and relaunch their Research Staff Network. The Research Staff Network supports post docs and research assistants along their career trajectories and ensures that the research staff community participates in decision making at the Faculty level. See also ER4	Network relaunched Research staff reps active at faculty (Faculty Research Committee and university (RSRC) level	December 2020	Research Staff FoLSM	FoLSM Research Staff Network relaunch begun after delays caused by loss of staff to deliver. Representatives currently being sought. Those who are in post are very active. As with recruitment of research staff representatives in other areas there is reluctance to come forward, possibly caused by COVID.	Faculty recognition that research staff need greater encouragement to participate and a structure to support them	Maintaining representation from the research staff community is an ongoing project that is now well established so will not be taken forward to a future action plan.
PCDR1.3	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	Staff supported to gain professional accreditation from the Science Council See also PCD1.3	Attendance at training sessions Number of people gaining accreditation, target is 50 per year	Elective, according to individual. Reviewed annually, in review of action plan	Technical Network Research Staff	Workshops were oversubscribed and received excellent reviews More than 100 technical staff each year have been professionally registered Workshops, structured training sessions are being designed. Technical Managers are very aware and supportive of the 10 days development time and ensure all technical staff use them wisely. Also working with the Kings Academy to allow access to the HE fellowship programme. It will also be discussed in the PDR and promoted via the technical network	Technical staff engaging with the accreditation process well, recognising its value. King's has recognised the value and continues to support applications financially	This is now business as usual so will not be carried forward as a separate item.
PCDR2.1	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	Research staff to make use of existing comprehensive offering. See also PCD1.3, PCD1.4 and PCDR5.1	Appointments with careers professionals Attendance at events around range of employment options Target, to maintain minimum of current figures	Annually, in review of action plan	Research Staff	See PCD1.3, PCD1.4 and PCDR5.1	See PCD1.3, PCD1.4 and PCDR5.1	See PCD1.3, PCD1.4 and PCDR5.1
PCDR3.1	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications	To use when developed, the online tool described in PCD6.1	Engagement with online tool. See PCD6.1	Elective according to individual	Research Staff	See PCD6.1	See PCD6.1	See PCD6.1

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PCDR4.1	Positively engage in career development reviews with their managers	Research staff make use of available resources to support PDR conversations https://internal.kcl.ac.uk/crsd/Professional-Development-Options-Resources/preparing-for-your-pdr	Data on use of resources to increase by 20% on previous reporting period Responses to relevant surveys	Annually, in review of action plan Surveys national or internal on normal cycles or on demand	OD Faculties CRSD Research Staff	Research staff are making use of the 'Preparing for your PDR' on the CRSD internal webpages. It is the second most visited page after the courses page, with 1138 unique visitors between August 2019-July 2021 Resources continue to be available on CRSD internal pages. Programme of professional development courses has included 'Getting the Most Out of Your PDR' in 2020-21 and 2021-22. Some Faculties are signposting and/or producing their own resources	Reports of usefulness of PDRs from the 2021 KReSS indicate that there was a decrease in this metric from previous CROS results. It is not clear what is causing this downturn, although it is tempting to speculate that the pandemic contributed.	This work is now business as usual so will not be reported in future action plans
PCDR5.1	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Take up role of research staff representative or related See also ER4 and ECR5.1	Numbers of research staff representatives, minimum 1 per faculty in RSRC	Dependent on representative panel	Faculties CRSD Research Staff	90% of available posts for research staff to represent their colleagues are now filled, although this is a constant battle as contracts are relatively short and terms of office are affected by this. 10 Research staff attended a listening group with the new Principal and President that highlighted the impact of career precarity on their lived experience and heavily influenced his stance on Fixed-term Contracts of abolishing them where possible. Faculties are increasingly recognising the need for representation from this group and encouraging it more comprehensively, together with having regular meetings with their research staff representatives. Approx 13% of research staff contributed to the King's Research Staff Survey, a decrease from 30% response rate to the previous equivalent, the Careers in Research Online Survey. Reward and Recognition group addressed issues other than this.	There has been a noticeable reduction in engagement from research staff over the last two years, some of which is likely to be a result of loss of productivity and concern about future employment caused by COVID. We anticipate that this will change over the next few years. Chair of the Research Staff Representative Committee invited to attend a range of high level meetings working on new strategies and policy.	Maintaining positions on committees and contribution to surveys now considered business as usual so will not be included in future action plans
PCDR6.1	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	Research staff to make use of existing comprehensive offering, routinely advertised in weekly research staff newsletter	Responses to relevant surveys	Surveys national or internal on normal cycles or on demand	Faculties CRSD Entrepreneurship Institute Policy Institute Research Staff	Responses to the KReSS indicate a desire to undertake training in these areas and that the majority have not engaged in training but would like to. When it comes to putting the training into practice generally more than half of those who had attended training have had the opportunity to do so. Faculties indicate that they encourage uptake although monitoring is not possible.	For those who take up this opportunity there will be a subset for whom the experience provides an extra boost to a future career, either in the academic environment or using skills learnt and contacts made to gain access to careers beyond being an academic	Now considered business as usual so will not be included in future action plans

*Aligns with the new Research Strategy

**The Concordat defines researchers as individuals whose primary responsibility is to conduct research and who are employed specifically for this purpose by a higher education institution or research institute. The primary audience is research staff, e.g. postdoctoral researchers, research fellows, research assistants. The Concordat encourages institutions to include other groups who actively engage in research as beneficiaries of their Concordat action plan. These could be postgraduate researchers; staff on teaching and research, or teaching contracts; clinicians; professional support staff; technicians.

(CV) Interrupted or otherwise affected profoundly by COVID-19 Pandemic. Dates provided may be impacted by this event, or actions may need to change depending on continuing developments

Abbreviations					
A&H	Arts & Humanities			FTC	Fixed-Term Contract
BAME	Black, Asian and Minority Ethnic			HR	Human Resources
COVID-19	Coronavirus-induced Disease 2019			IoPPN	Institute of Psychiatry, Psychology & Neuroscience
CRC	College Research Committee			KCL	King's College London
CROS	Careers in Research Online Survey			KORGI	The King's Open Research Group Initiative
CRSD	Centre for Research Staff Development			KReSS	King's Research Staff Survey - supercedes the CROS
CRSD OG	Centre for Research Staff Development Oversight Group			NMES	Natural, Mathematical & Engineering Sciences
CV	Coronavirus			OD	Organisation Development (team within HR)
D&I	Diversity & Inclusion			PDR	Performance and Development Review (KCL's appraisal system)
DORA	San Francisco Declaration on Research Achievement			PI	Principal Investigator
EDI	Equality Diversity & Inclusion			REC	Race Equality Charter
FNFM&PC (also NMPC)	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care			RGEI	Research Governance, Ethics & Integrity
FoDOCS	Faculty of Dentistry, Oral & Craniofacial Surgery			RSRC	Research Staff Representative Committee
FoLSM	Faculty of Life Sciences & Medicine			TFG	Task & Finish Group