HREiR Action plan template January 2018 to July 2020

	Details		The institutional audience* for this action plan includes (complete or delete, as appropriate):		
Institution name:	King's College London		**Audience**	**#**	**Comments**
Cohort number:	5		Research staff	1,800	of which all are included in the Concordat at KCL
Date of submission:	29th July 2020		Postgraduate researchers	2,400	of which none are included in the Concordat at KCL 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 KCL
			Clinicians	unknown	of which none are included in the Concordat at KCL
			Professional support staff	2,000	of which none are included in the Concordat at KCL
			Other (please provide numbers and de	N/A	

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result
Environment and Culture							
Institutions must:							
ECI1.1	Ensure that all relevant staff are aware of the Concordat	Create mailing list of academic staff and professional services staff in faculties. Send yearly emails with Concordat information to coincide with PDR season	Mailing list created Open rate of emails	Bimonthly Yearly in May	CRSD	emails sent twice yearly up to May 2019 with average 50% open rate. Future event planned to launch Concordat when first action plan agreed	Mailings valued by recipients as evidenced by responses
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	Race Equality Charter Mark: Implement 3-year action plan and apply for renewal	Race Equality Charter Mark renewed	February 2019	EDI	Renewal unsuccessful. Resubmission deadline postponed in response to COVID-19 pandemic, now July 2020	Resubmission of Race Equality Charter Mark renewal in July
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	FoLSM Silver Athena SWAN application to be submitted	FoLSM application submitted and awarded	April 2018	FoLSM	Application successfully submitted Current university holding of Athena SWAN Awards are listed on a central website at https://www.kcl.ac.uk/hr/diversity/gender-and-race-equality/kcl-as-awards.pdf	FoLSM awarded Silver in 2018
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	Department of Physics to submit application for Juno Champion Status (already hold practitioner status) and Athena SWAN Silver status	Champion Status awarded Athena SWAN Silver awarded	submitted Nov 2017, awaiting outcome	NMS	Applications reviewed and notification of outcomes received	Juno Champion Status awarded January 2019 Athena SWAN Silver awarded October 2019
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	Black History Month. In collaboration with KCL Students' Union, KCL will coordinate institution-wide activity to celebrate Black History Month and to share & celebrate best practice in integrating race [and gender] equality into everyday working culture, resulting in King's staff feeling able to talk about issues pertaining to race or ethnicity and feeling comfortable talking about their race or ethnicity.	KCL's Race Equality Charter (REC) Mark survey, comparison between 2015 and subsequent years	Yearly in October	EDI	KCL has continued to hold successful Black History Month events, in partnership with Staff Networks, Student Societies and faculties and directorates. Data on attendance is currently unavailable. In addition, REC work widely consulted and engaged through Round Tables on race. Black History Month communications have focused on community building and interactivity.	Senior Management Team Race Summit held, to which 117 people were invited, 31 of which were Senior Management Team members. Following that, KCL held a Professional Services Executive round table (48 invited) on race, and directorates, departments and faculties are holding their own local events. Race issues to be built into the new Research Strategy
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	As part of Black History Month BAME staff portraits will be displayed near the events on digital screens for the duration of the month. Minimum of 10 portraits displayed.	Portraits displayed	Yearly in October	EDI	We have not pursued static displays for Black History Month. We have a number of Open Door displays which depict BAME staff and students around campus. Static displays date quickly, and are expensive to replace. We will be designing a new approach to visible diversity with Comms in 2020/21 academic year, embracing all forms of diversity through our artwork in key meeting rooms. A mature, empowered staff network will be more impactful for race equality than imagery alone – and images can quickly go out of date or become less relevant.	In the future, we will engage our race equality network to influence the images we do see on campus as part of a diversifying high status spaces (e.g. Council Room).
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	Resource and support a BME Staff Network (and other identity-based networks for staff)	Centrally supported BME and other networks in place	June 2019 December 2019	EDI	Race Equality Network has two influential sponsors, two active co-chairs and has developed Terms of Reference. Race Equality Network have been co-steers in the influential Senior Management Team Race Summit, and created a number of events for KCL's community, including for Black History Month, Holocaust Memorial Day and in the wake of the murder of George Floyd. Their activities are listed here https://www.kcl.ac.uk/hr/diversity/get-involved/networks/race-equality-network.	There has been a renewed focus on Race Equality – not least as shown by the Race Summit, two public statements on race equality by the President and Principal of KCL, one co-authored by Shaswat Jain, KCL Student Union President and the other by the Senior Management Team
ECI2.7	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Develop and recruit new post to support and facilitate staff networks (BAME, Disabled, LGBT+, Parents & Carers, Women)	Post filled	February 2018	EDI	Carers & Networks Project Officer role recruited and deployed.	In addition to ethnicity events, we have coordinated International Women's Day, London Pride and Black Pride alongside networks

ECI2.8	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Diversity Matters run monthly and made available to all staff at KCL. Action to fill 90% of places offered	Data from attendance records at Diversity Matters courses	Monthly	EDI with discussion at Faculties bi-annual meetings.	Diversity Matters training open to all staff, Diversity Matters for Managers training open to those with managerial responsibility.	860 participants attended training between January 2018 and April 2019. The courses are currently being reviewed to ensure they continue to be fit for purpose
ECI2.9	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Devise a more efficient reporting procedure via new HR database and D&I data dashboard to record, e.g. make-up of recruitment panels	Improvement in reporting following adoption of new HR database. At least 50% of interview panels reported accurately. Faculty and HR records, including new HR system	New database by end 2019	HR EDI	D&I requirements fed into the Digital HR platform function and capabilities and into reporting requirements. Database more complex than expected so being brought online in stages. Recruitment & Selection review scheduled as a key HR focus in coming year.	Data awaited following installation of this function.
ECI2.10	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	Shared parental leave and pay policy - develop new case studies Surrogacy leave and pay policy - redraft Occupational maternity leave scheme, Keeping in Touch (KIT) days and Shared Parental Leave in Touch (SPLiT) days - review and clarify details	New webpage content Revised policy Revised policy	August 2018	HR	All policies up-to-date and linked from CRSD website https://internal.kcl.ac.uk/crsd/Policies-for-You	Relevant policies readily available for research staff to access
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						
ECI4.1	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Diversity Matters: see ECI2.8 above					
ECI4.2	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Training for Principal Investigators/Managers of research staff. Attendance currently low. Continue to map out current training availability and topics covered, and ensure good practice and learning shared	Mapping exercises completed	Annually, by April	CRSD	No progress made on this project due to time constraints.	Project pushed to future action plan
ECI4.3	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Clear information for PIs posted on central webpages regarding training courses covering wellbeing and mental health on offer, hosted by OD	Information posted on website Information cascaded by Faculty Directors of Administration	Annually, by May	CRSD and OD	Training and development opportunities for managers available at https://internal.kcl.ac.uk/hr/od/index	Since 2019 there have been 5375 pages views on the Organisation Development webpages. Specifically on our Learning and Development there have been 4154 views.
ECI5.1	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity						
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	Continue to run CROS unless a better substitute is found. Increase response rate from 24% to 35%. Analyse findings of CROS and devise consequent actions to roll out across university	Survey completed and analysed, new actions agreed	Completion March 2019, new actions agreed December 2019	CRSD and CRC	CROS run in 2019, response rate increased to 30%, and report produced. CRC agreed actions at March 2020 meeting	New actions agreed for future implementation
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	Summaries of relevant Faculty/Department survey data shared with new Centre and cross-referenced with CROS results. Resulting actions agreed.	Reports received by CRSD Faculty and CRSD meeting agendas	Ongoing	CRSD, CRSD OG and RSRC	Surveys completed by IoPPN and FNFNM&PC shared with CRSD. Results coincide with those of CROS	Continue to share data from surveys
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						
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	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	Diversity Matters, see ECI2.8 above					
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct						
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor						

ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support						
ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their						
Researchers must:							
ECR1	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	Diversity Matters: see ECI2.8 above					
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion						
ECR3	Take positive action towards maintaining their wellbeing and mental health						
ECR4	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						
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their						
Employment							
Institutions must:							
EI1.1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Recruitment Panels: aim to have at least one woman and one man on all panels and 50% panels with a BME member Devise a more efficient reporting procedure via new HR database and D&I data dashboard. Improvement in reporting following adoption of new HR database. At least 50% of interview panels reported accurately.	Data from HR reported to D&I Strategy Group Faculty and HR records, including new HR system	Annually	Recruiting Department, Faculty Management Committee or equivalent Departmental administrators HR and D&I	Recruitment & Selection data poorly reported with previous systems resulting in little useful data. Most faculties report they meet the target with regard to gender but not with BAME representation. This is partly due to the low numbers of BAME staff who have other work to complete so can only improve when BAME representation improves. Individual faculties also using additional measures, e.g. anonymous shortlisting and/or including PhD students on their panels as a development activity.	Better data collection needed that will result from the new CoreHR system.
EI1.2	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Faculties to run promotion briefing workshops, at frequency and number related to research staff numbers.	Workshops run Attendance data	Annually in June	Faculty Executive Committees	As promotion is typically through application for a different role and numbers are limited these workshops are not offered by most faculties. Where they run they are typically delivered by the research staff themselves or are workshops on gaining fellowships	Promotion from research staff to higher role is not a given. Mechanisms to explore how this can be conveyed and how research staff can move from one grade to the next require exploration
EI1.3	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Investigate frequency of promotion for research staff and supporting factors to provide clearer picture of promotion incidence for research staff	Data gathered from all faculties Analysis completed	December 2018 June 2019	CRSD and CRSD OG	A very small number of research staff were promoted to a higher grade annually in previous years but this has all but stopped. Promotion usually occurs via application to a different role or by obtaining funding, in which case it is not recorded in the current system.	Career pathways project to be delivered to explore promotion opportunities and routes at KCL to make them more visible to research staff
EI1.4	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment	Case studies posted on website with links to faculty promotion information where applicable. Minimum of 9 case studies available or one per faculty	Case studies posted	December 2019	CRSD	Pushed to next action plan - to be included in Careers Task & Finish project	Research staff referred to career case studies
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	CRSD-led induction Review use of existing induction material for new research staff and evaluate usefulness of video content. Conduct focus groups with new staff and staff of 1-2 years standing to examine what would be/have been useful to know. Develop new resources according to results	Decision made about video content. If positive, generation of video Results from focus groups New resources developed	Video decision by August 2018, generation by December 2018 Focus Group results by December 2018 New resources developed by December 2019	CRSD, CRSD OG and RSRC	Existing material reviewed with support of faculty research staff representative committees. Inductions in larger faculties (FoLSM & IoPPN) include information about CRSD and Careers & Employability. CRSD representative at all Welcome to King's events (bimonthly) to highlight role of CRSD to new staff and managers of research staff.	Welcome to King's email sent bimonthly from CRSD (sent to 200-300 staff; ~60% open rate).
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	Continue to assess impact of Teaching Workload model in A&H, which allows Teaching Fellows to use 15% of contracted time on scholarship/research	Feedback from teaching fellows	June 2019	A&H Faculty Academic Staff Committee and the Faculty Executive	The Teaching Fellow role is gradually being phased out as our TFs are moved onto the Academic Education Pathway, a career pathway for those who wish to make excellence in education their primary purpose. Education-related scholarship is now a permanent part of their contract with 1 day per week (20% of their time) dedicated to this activity. https://internal.kcl.ac.uk/hr/aep/index.	One day per week for scholarship and research is now a standard

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	Assess impact of new IoPPN honorary lecturer position recognising significant commitment to teaching on career development	Feedback from lecturers	July 2018	IoPPN Faculty HR	This position has been terminated as it had no impact and has been superseded by the Academic Education Pathway that enables academics to follow a teaching excellence route	Researchers interested in a career that is more heavily weighted towards teaching are signposted to the Academic Education Pathway
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	Develop a suite of case studies of career progression, including highlighting options around education, building on the 'Meet the Professors' project.	Set of case studies online	December 2019 and ongoing	CRSD	Case studies posted in a new webpage addressing why research staff should engage with professional development https://internal.kcl.ac.uk/crsd/Why-Engage-with-Professional-Development and in a dedicated webpage https://internal.kcl.ac.uk/crsd/Careers-Beyond-Academia-Case-Studies.	Unique hits on case studies page in 2018-19 were 274 with average time spend on the page of 5 minutes. There were 90 unique page views of the Why Engage page since launch in October 2019
EI4.1	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Focus on leadership workshops rather than specifically research staff issues. Increase attendance by PIs at leadership training courses by 50% over the next two years	Data on attendance at training courses.	Annually	CRSD and OD	The data can not be broken down to give us exact numbers but we estimate around 1905 academic and research staff have attended our leadership and open curriculum workshops since January 2018. Since 2017, representation of academics on Emerging/Aspiring leadership programmes has increased to 30% or above (40% at peak) . A flexible, modular self directed Leadership Passport has also been offered to all managers and leaders to increase learning access	Attendance by academics still lower than ideal. Courses to be continued with additional offering potentially from faculties
EI5.1	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and						
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	Develop searchable Curriculum Vitae database for staff within 6 months of the end of a FTC onto which King's staff can also upload their vacancies. Target, at least 10 Curriculum Vitae uploaded. Convene a task group to investigate where the problems lie in implementing redeployment policy. Re-examine the recruitment documentation currently on the HR website to ensure that it is explicit about the obligations of a recruiting staff member where an applicant indicates they are seeking redeployment. Email to be sent to all those at risk of redundancy reminding them of support available	Database completed and successful use for redeployment processes.	June 2018	CRSD HR	Database has been launched as the King's Internal Talent Database (stayatkings.co.uk). All staff with up to 6 months left on their contract are sent information about registering. Engagement with local faculty processes and HR is ongoing to ensure job vacancies are added to the database. Leaver's email sent to all researchers within 6 months of contract end, highlighting support available.	38 staff have registered and 1 job advert has been created since completion in March 2020; however, due to current hiring freeze at KCL, use of this database has paused. Leaver's email delivered to ~600 staff every 2 months with >50% open rate.
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	Information on bridging funds to be collated on CRSD webpages. Clear guidelines on bridging funding to be created	Information on CRSD Webpage, guidelines compiled and posted on website	End 2019 and June 2019	Faculty Research Committees, CRSD and CRSD OG	Despite many attempts it is not possible to have a consistent policy around bridging funds so this action has been terminated.	Bridging funding, if at all available, is dependent on ad hoc fund availability so no policy can be created around this. It will be left to the individual faculties, departments and fund holders to agree on process on an individual basis.
EI7	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						
Funders must:							
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions,						
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and						
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:							
EM1.1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care						
EM2.1	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding						

EM3.1	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers						
EM4.1	Actively engage in regular constructive performance management with their researchers	Target of 90% of research staff who are eligible having a PDR within 2 years.	Data from Dept administrators, HR database, CROS and/or Faculty surveys	End 2019	CRSD, OD	Central records now include data for PDRs which shows that the percentage of research staff having PDRs in faculties where reporting is working is increasing and stood at 80% for 2019. This is consistent with the proportion of research staff expected to be having PDRS, i.e. have been employed beyond their probation period.	While we are now closer to all research staff having PDRs there is still work to do on the content of the process and the value research staff derive from it.
EM4.2	Actively engage in regular constructive performance management with their researchers	Liaise with HR and OD to improve reporting processes for PDR uptake so that PIs are able to report % completion of PDRs for their staff in their PDRs. Target, 50% of PIs reporting within 2 years.	Data from Dept administrators and OD	End 2018	CRSD, CRSD OG and Faculty Executive Committees	As above, the reporting process for research staff is now functioning well in the majority of faculties. Those faculties where the process is not embedded will be targeted in future.	Continue using this reporting process and approach those faculties not engaging to uncover the reason for their non-engagement
EM4.3	Actively engage in regular constructive performance management with their researchers	Evaluate effectiveness of the new research staff-specific PDR forms and feasibility of use across all faculties	Survey data from staff in relevant faculties.	End 2018	CRSD, CRSD OG and RSRC	PDR process moving more towards an online option that will use one form that will apply to all. Use of separate forms for individual departments and faculties is being phased out	Use only central form in future
EM4.4	Actively engage in regular constructive performance management with their researchers	One Faculty to develop performance metrics for research staff	New performance metrics document on Faculty webpage	June 2018	Vice-Dean Research, FNFNM&PC	Change of Vice Dean for Research and Research Development Manager resulted in delay and modification of this action.	Action to be taken forward in the form of a development metric rather than performance metric. Research staff in FNFNM&PC are actively supported to identify and pursue opportunities for development (e.g. writing grants).
EM4.5	Actively engage in regular constructive performance management with their researchers	Coordination and alignment of the King's Our Principles in Action (a set of behavioural principles) with the PDR for research staff. Final documentation not expected until after 8 year review.	Minutes from regular meetings between OD and RSRC	Ongoing	OD and RSRC	Our Principles in Action were incorporated into the PDR form for the first time in 2019 and will be used again in successive years. The process will be reviewed over the next 6 years	Keep Our Principles in Action in the PDR form where it is raising awareness, with the intention of improving behaviours
EM4.6	Actively engage in regular constructive performance management with their researchers	Update information about PDRs for research staff on new Centre webpages with new developments.	Updated information available	Annually, end April	CRSD	New resources developed specifically for research staff to use in the PDR process. These include links to potential professional development opportunities and ideas for areas in which the researcher can develop	Webpage received 1,426 unique page views in 2018-19. For 2019-20 currently standing at 288 without advertising and PDR season not having started in earnest.
EM4.7	Actively engage in regular constructive performance management with their researchers	New workshops developed and delivered for reviewers regarding 'Quality PDR conversations' as part of new Leadership and Management Programme, to include development conversations and talking about performance.	Workshops developed Workshops delivered	Development 1st quarter 2018 Delivery 2nd quarter 2018 and yearly thereafter	OD	OD ran 4 sessions of both PDR training courses in May and June 2019 (8 sessions in all) with a capacity for 152 staff to attend. A planned review of PDR training for 2020 was preceded by the COVID-19 lockdown, and further classroom training was not possible. However, suitable online LinkedIn Learning modules were selected and promoted to KCL's staff as alternative learning resources, in addition to the extensive library of video, tools and guidance already available on KCL's intranet pages. A review and development of PDR approaches at KCL in Autumn 2020 will include further focus on increasing the coverage and quality of Research staff PDRs.	KCL's 2019 rollup of PDR activity for the previous year showed an increase in the percentage of Research Staff receiving a PDR from 76% in 2018 (1076 staff) to 80% in 2019 (1355), meaning a further 276 Research staff had a PDR year on year. KCL's Senior Management Team also agreed an OD recommendation in Dec 2019 that Faculties put further effort into increasing Research PDR coverage for the coming 2019-20 PDR year.
EM4.8	Actively engage in regular constructive performance management with their researchers	Raise awareness of available resources among reviewees by emailing immediately prior to PDR season. Increase in attendance at reviewee workshops by 50% annually, increase in views of relevant webpages	Open rate of email, attendance rates at workshops, views of relevant webpages.	Annually in May	CRSD	Mailing sent out to managers of research staff in 2018 and 2019, open rate in 2019 60%. Mailing to research staff in newsletter Workshop attendance decreased from 2018 (26) to 2019 (9). For 2020 the course moved online and had 11 participants Webpage received 1,426 unique views in 2018-19, although it is not possible to distinguish between views by research staff and their managers	Mailing to managers appears valued so continue with this initiative In 2018-19 PDR was the second highest scoring item with 184 unique clicks (highest 200) Workshops are low in numbers but delivered in house so continue as cost is low
EM5.1	Engage with opportunities to contribute to relevant policy development within their institution						
Researchers must:							
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their						
ER2	Understand their reporting obligations and						
ER3	Positively engage with performance management discussions and reviews with their managers						
ER4	Recognise and act on their role as key stakeholders within their institution and the wider						
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	Consolidate recently introduced professional development courses in the CRSD's programme through evaluation and ensuring coverage of all relevant topics. Revise programme according to results of evaluation.	Feedback from participants and attendance levels Revision of programme	Annual review by January Annual revision of programme by May	CRSD	In 2018-19 we added a further net 16 courses, bringing the total to 41. This includes subjects requested by research staff, for example in grant writing and an online course on impact that was run in collaboration with 6 other universities. An additional 6 courses were added in 2019-20, some in response to COVID-19.	Courses continue to be well attended. COVID-19 has pushed us to deliver all our courses online and this has boosted take-up of online offering. Future programmes are likely to include more online options
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	Continue to develop and expand professional activities offered by the CRSD, including online courses, in priority areas identified by scoping group, e.g. • grant-writing • publishing • networking & collaborations • being strategic • leadership & management • teaching (see below) • communication • careers (see below) • impact	Personal and professional development opportunities planned, designed and piloted	Planning spring 2018 Designing Sept 2018 for face to face, December 2018 and ongoing for online Piloting Sept 2019 for face to face, September 2020 for online	CRSD, Centre for Doctoral Studies, CRSD OG and RSRC	New events and courses brought in at KCL; funding, publishing, leadership, and consultancy and in collaboration with other universities; networking and impact. Leadership courses also extended as collaborative events with other universities, e.g. collaboration on Leadership in Action now extends to 2 other HEIs and 2 Research Institutes with additional collaboration planned and put on hold by COVID-19.	Attendance levels are good at all the new courses so they will be continued, potentially with more collaboration with other universities as we bring them online.
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	Extend ways of providing work experience and insight into work for researchers, e.g. work shadowing scheme	Decision about work shadowing or other scheme	May 2018	CRSD and Careers Consultants	Work experience for research staff continues to be a hot topic. At the time of writing (March) a 3 month research project is being conducted to scope out ways of delivering and supporting internships and work experience for researchers with the intention (resources allowing) to implement its recommendations. Careers consultants work frequently with research staff to help them find relevant work experience, insight days or shadowing opportunities. The CRSD has offered work-shadowing opportunities in house, taken	Uptake of existing opportunities has been in line with expectations. Future projects are likely to arise from the current planning.
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	Review and refresh the careers panel events by adding audio online materials to increase accessibility.	Video materials available Webinar recording available Number of page views	Video by Feb 2018 Page views by March 2018	Careers Consultants	Online resources continue to be developed as King's Careers & Employability moves to function as a digital careers service. For example, a version of the blended learning course 'Advancing In Academia' is being developed for Health/Life Science post docs with first delivery in summer 2020, building on similar work for research students in social sciences and arts and humanities. Additionally, video case studies of researchers moving beyond academia are available on the CRSD website. Finally, the Careers in Your Ears podcast has reached 2000 listens to 13 conversations between researchers and a careers consultant, often talking about their career	The requirement as a result of COVID-19 to deliver courses online has boosted attendance and made this form of delivery more acceptable. We have begun collaborating with other universities to deliver joint courses, Advancing in Academia being one of these, and will continue to explore this as an option in a post-Covid era.
PCDI1.5	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	Expand use of Do1thing, a mechanism for promoting professional development activities, by at least 4 posts per month	Number of posts on Do1thing	Monthly	Careers Consultants	Careers events and opportunities are now promoted to the wider researcher community on Twitter via @Kcldo1thing (which has taken over from the do1thing website); this has 948 followers and has between 5,000 to 7,500 impressions per month. King's Careers & Employability blog also features advice and support for researchers as does our newly developed KEATS (VLE) area for researchers.	Twitter has been a more productive way to advertise events and opportunities to research staff than the website.
PCDI1.6	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	Review existing webpages managed by the CRSD and regularly update and revise content, including links to relevant webpages within the faculties	Up-to-date webpages Number of views steady or increasing Relevant links created and maintained	Ongoing, reviewed quarterly	CRSD	Visitor numbers are lower than when the webpages were on an external website but the research completed to identify the reason for this is not conclusive. Visitor numbers are still sufficient to continue offering a website. Pages continue to be updated and changed according to need. The newsletter continues to be a valued source of information as the average monthly open rate increased steadily to	Continue updating and revising the webpages and sending out the newsletter
PCDI1.7	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	King's Academy to publish new provision for teaching support Includes assistance towards gaining fellowship of the Higher Education Academy and the King's Academy of Educators CRSD to profile training opportunities clearly regarding teaching on webpages and in newsletters, as and when the new programme is devised and rolled out.	Information published Webpages updated	August 2018 September 2018	King's Academy and CRSD	Seventeen workshop titles suitable for Doctoral students and postdocs are available with information online at https://internal.kcl.ac.uk/kingsacademy/Programmes/gta-development-programme In the academic period 2018/19 to date 325 individuals have gained their HEA affiliation, of which roughly 25% are research staff. Our reporting mechanisms do not make it possible to be more accurate than this. Academy of Educators folded because of changes in management and advent of Academic Education Pathway KIng's Educators Network set up as alternative support, with KEATS online space to provide network platform Information also available on CRSD webpages and information sent out in newsletter	Between January 2018 and July 202 there were 739 attendances in total at these workshops. These were Doctoral students and research staff. We are unable to separate the two with the current system but generally 1/3 are research staff. As the teaching resources on the CRSD webpages are together with other resources it is not possible to distinguish whether it is this information that is being viewed. During the period August 2017 and July 2019 this webpage received 521 unique views.

PCDI1.8	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	Faculties to outline clearly and keep updated •local teaching opportunities, including use of teaching databases to find qualified staff. •training opportunities	New Faculty webpages Training uptake monitored in staff surveys (where undertaken)	December 2018 and ongoing	Faculty Research Committee, CRSD OG	Training to teach is supported by King's Academy, which is regularly advertised by some faculties and by the CRSD Faculties provide opportunities for research staff to teach unless their contract or funding source does not allow for it. In cases where teaching is in the contract the research staff are given specific teaching roles. Ad hoc and opt in opportunities are advertised via a teaching database newsletters and bulletins with one faculty keeping an up-to-date webpage	According to the CROS, 48% of research staff have had teaching experience while 19% indicated they were not interested in teaching, implying that those who want the opportunity are generally able to find it
PCDI1.9	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	University-wide teaching policy for research staff developed and agreed	Policy agreed Policy published	August 2018 September 2018	Director of Research Talent	The two largest faculties have implemented teaching policies where research staff are given £500 to cover conference costs once they have reached a threshold of teaching hours. Drafting of a university-wide teaching policy triggered a review of the related Graduate Teaching Assistant policy as the two are interdependent. The project	Policy on hold pending COVID-19 restrictions being lifted.
PCDI1.10	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	Alumni Scheme Develop mechanism to identify research staff who are within 6 months of the end of their contract Devise package of benefits for alumni via CRSD Contact those approaching termination of contract with information about exit survey and alumni benefits, both of Alumni Association and via CRSD. Target of 5 new alumni per year actively engaging, e.g. contributing to events and mentoring, 20 new alumni per year in network.	Mailing list created Package devised and approved by RSRC and CRSD OG emails sent and opened Change in membership of Alumni Association Sign-up to CRSD package and wider use of LinkedIn Participation in events and mentoring scheme	Mailing list and alumni package August 2018 emails September 2018 and ongoing All other, annually following September 2018	CRSD	Mailing list of leavers obtained periodically and emails sent. Alumni benefits proved to be too far beyond scope to deliver at this stage, to be reviewed at a later date Increased connections between alumni and LinkedIn group, occasionally used for advertising opportunities To date the account is connected to 145 LinkedIn Profiles and has been a source of mentors for the CRSD's mentoring scheme	Positive feedback from those receiving the email Future programme for alumni to be considered
PCDI1.11	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	Faculties that offer training and development budgets to research staff to conduct regular update analysis of usage of annual training & development budget by research staff.	Report to Faculty Research Committees Updated webpages	Ongoing, half yearly	Faculty research support teams and Faculty Research Committees	Of the 7 faculties with significant numbers of research staff 5 have a budget specifically for training and development. These are administered in a variety of ways from faculty-controlled and organised opportunities, e.g. training courses and away days. One faculty has no set budget but does support events targeted at research staff. All faculties report satisfaction with the way the budgets are spent	Continue to support research staff professional development as previously
PCDI1.12	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	Funding opportunities on Faculty research staff webpages to be regularly reviewed and updated	Updated webpages	Ongoing, half yearly	Faculty research support teams and Faculty Research Committees	Faculty webpages direct research staff to centrally provided sources of information about funding that are regularly updated by a central team. Some also have faculty-specific funding opportunities that are updated on local webpages when the funding round opens. Research staff are also encouraged to register with Research Professional for bespoke alerts.	Maintain central funding webpages as this is a source of information for all
PCDI1.13	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	KCL's international Strategy includes the ambition that all its students and staff have at least one international experience during their time at the university. CRSD to routinely review and update the information on the website about international opportunities	Up-to-date menu of international opportunities on CRSD webpages	Ongoing	CRSD working with International Project Manager	All opportunities displayed on the CRSD website. This links directly to the international office's offerings and is regularly updated by them.	Research staff able to find opportunities to experience research in other countries.
PCDI1.14	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	CRSD to support existing societies to run events and enable sharing of good practice	Events supported, feedback from societies Review and evaluation	Events annually Review annually by September	CRSD and Careers Consultants	Existing societies signposted to those who can support them. Major input provided to London Postdoc Network to support the National Postdoc Meeting in Sept 2019 Approximately 200 participants in National Postdoc Event, of which around 100 were from KCL	Limit on the amount of support that can be offered by the CRSD and Careers Consultants so review needed
PCDI1.15	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	Review of research staff societies/networks to ensure they are able to continue their work	Membership, meeting agendas and activities	Quarterly	CRSD, CRSD OG	RSRC continues to be supported by the CRSD with secretariat and hosting of website Faculty societies and networks are still variable and depend a lot on the engagement of research staff in those faculties and the support the faculties are able to offer, financially and administratively. Currently 5 of the 9 faculties have networks. Two are too small for this to apply. Faculty reorganisation resulted in the loss of the network	Need for continued support, potentially by the faculties rather than centrally, to provide administrative support as well as encouragement and time for these activities
PCDI1.16	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	Watching brief to be kept on funds provided for at least one faculty event per year with Executive Deans in attendance	Agendas and feedback from events	Ongoing	CRSD, CRSD OG, Faculty Executive/Research Committees and Faculty Executive Deans	Almost all faculties report single or multiple events to which Executive Deans are invited. Where this no longer happens it is because attendance was poor so the faculty event has been substituted by other smaller events at which research staff have the opportunity to meet senior colleagues	Research staff and senior faculty staff have the opportunity to meet and engage with each other in all faculties
PCDI2.1	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers						

HREiR Action plan template January 2018 to July 2020

PCDI3.1	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Work with research staff in faculties to deliver tailored careers events. Minimum of 10 events per year	Events delivered	Annually by September	CRSD and Careers Consultants	43 Faculty-targeted events were run during the reporting period, with various levels of attendance	While this worked initially faculty engagement has now dropped so we have returned to centrally-run events only
PCDI3.2	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Continue to review and improve careers workshops with a focus on new topics e.g. a new workshop on career identity. Minimum of 1 new title per year. Feedback improved on average across all categories measured by 5%	Workshops incorporated into the programme Feedback from participants	Evaluation and new course prepared annually by September Course delivered by December	Careers Consultants	There are 12 face to face workshops designed for researchers, covering academic careers and careers outside academia. New courses include versions of Career Planning, Working Abroad as an Academic, and new courses on Career Inspiration and Understanding Researchers' Knowledge, Attributes, Skills and Experience.	159 attendances in 2019/20 and 166 in 2018/19 (see note above about the disaggregation of data)
PCDI3.3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Continue to expand the bespoke online careers resources for researchers by adding 5 new items per year. Increase number of views by 50%	Number of views Length of time spent on the site	Annually by December	Careers Consultants	Face to face events have been reduced slightly in the academic year 2019-20 as King's Careers & Employability moves more activity online. The bespoke researcher career programme consists of 18 webinars and 3 specialist employer panel webinars in the academic year 2019/20 (and similar in the previous year), Employer guests with PhDs and often post-doc experience are included in the employer	There were 1002 webinar attendances in 2019/20 and 459 in 2018/10
PCDI3.4	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Continue to keep information about existing mentoring schemes up-to-date	Up-to-date information available	Ongoing, reviewed quarterly	OD	Central webpage created that includes all known mentoring schemes and information about how to set up and manage a scheme or individual pairing https://internal.kcl.ac.uk/hr/od/learn/mentoring/index	Research staff able to find mentoring schemes and information about DIY mentoring
PCDI3.5	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Consider value of merging the range of mentoring schemes currently on offer across the university but maintaining option for bespoke pairing of mentors and mentees	Decision made. If positive then plan devised for how to deliver	December 2018 December 2020	OD, EDI, CRSD, Faculty D&I teams	Available mentoring schemes have unique features for slightly different audiences. Creating one portal that encompasses them all, while desirable, creates undesirable complexity. Decision made on this basis that they would remain separate. Website constructed to describe all mentoring schemes available and signpost to each other.	Mentoring schemes continued as before consideration
PCDI3.6	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Each Faculty to outline local mentoring provision on Faculty research staff webpage.	Updated faculty webpages	Ongoing, reviewed quarterly	Faculty research support teams	Various mentoring schemes are provided centrally, including one located in the CRSD that is specifically for research staff that is advertised and takes in a new cohort once every 6 months. Others are listed on the OD website and variously promoted by faculties. Some faculties have more local programmes for new starters where they are assigned a mentor when they arrive.	Where faculties have had local success these schemes will continue. Those who wish to set up new schemes are encouraged first to discuss the options with the CRSD
PCDI3.7	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Health Faculties Postdoc mentoring scheme piloted and delivered. Pilot with 30 pairs, roll out to all research staff expressing an interest.	Pilot completed Programme evaluated Roll out to research staff in Health Faculties Evaluation of Provision in Health Faculties Modification of the programme if needed Roll out to all research staff	Pilot May 2018 Evaluation June 2018 Roll out to Health Faculties June 2018 Evaluation June 2019 Modifications August 2019 All staff September 2019	CRSD	Programme successfully rolled out to all research staff. Mentors drawn internally and externally from a variety of career roles. To date, 32 mentoring pairs have successfully engaged in relationships	Scheme successful enough to continue Platform created now a model for other internal mentoring schemes
PCDI3.8	Ensure that researchers have access to professional advice on career management, across a breadth of careers	B-MEntor cross institution mentoring scheme for BME staff Finalise matching of mentors and mentees Evaluation, minimum 80% participants satisfied with mentoring	Mentors and mentees recruited Positive evaluation in Race Equality Survey	Annually recruitment in September, pairing by December, survey October and November	EDI	Successful recruitment of 5 mentees/5 mentors for the last B-MEntor Academic cohort (2018)More than Mentoring scheme included 94 mentees and 70 mentors, although this was the total population and the job titles of the participants are not available to distinguish research staff. In surveys it was not possible to separate out responses given by research staff from other participants.	Future evaluation ideally will enable separation of the various cohorts using the schemes
PCDI3.9	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Review existing Aurora and Springboard programmes for the most efficient way to run them		December 2018	EDI	Applications for Aurora to be continued StellarHE piloted in 2018/19 with 3 participants. A further 3 participants joined for 2019/20 but the programme has been disrupted by the pandemic so full evaluation is yet to happen Springboard considered no longer fit for purpose Internal products Aspiring, Emerging and Strategic Leaders	Continue with Aurora, StellarHE and internal products
PCDI3.10	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Continue to expand the bespoke online careers resources for researchers by adding 5 new items per year. Increase number of views by 50%.	Number of views Length of time spent on the site	Annually by December	Careers Consultants	Recorded webinar viewings, podcast plays and followers on @kcldo1thing Webinar viewings have increased from 126 in 2018/19 to 332 in 2019-20	Online training is growing in popularity, more recently fuelled by the Covid pandemic. In future we will expand this method of training
PCDI4.1	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Monitor uptake (attendance numbers) and value (satisfaction score) of new leadership courses offered by CRSD and OD and revise courses accordingly	Review completed Course revisions completed	review completed annually by April, revisions by September	CRSD and OD	New courses have been developed to support researchers developing their research identity, including Leadership Essentials V and VI with on average 15 attendees per workshop and sustained attendance with positive satisfaction scores over the two year period	Continue with these workshops
PCDI4.2	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Maintain watching brief on research staff standing item on research committee agenda.	Agendas of Faculty Research Committees	Ongoing	CRSD and Faculty Research Committees	All faculties spend a substantial amount of time in their faculty research committees or related committees on research staff issues, in some cases up to 1/3. Three faculties also have a postdoc or early career researcher committee that includes staff members who also sit on the faculty research committee Research staff now also have representation on Academic Board and	Continue to support research staff in maintaining representation at these committees

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	Maintain existing and develop new links with employers. 60 or more potential employers listed. Continue to develop industry careers theme to include 8 panel events each year with former academic researchers across themes	Number of employer entries in database	Annually by September	CRSD and Careers Consultants	King's Careers & Employability runs approximately 40 'Discover Careers in ' sector-led panel events each academic year of which the majority are of interest to researchers; these have replaced the Spotlight series. Specially relevant panels always have at least one employer guest who has a PhD. King's Careers & Employability blog also features advice and support for researchers as does our newly developed KEATS (VLE) area for researchers. Careers in Your Ears podcast has reached 2000 listens to 13	Change of activity has resulted in good attendance and engagement. New activities will be continued.
PCDI5.2	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 develop industry careers theme to include 8 panel events each year with former academic researchers across themes	Panel sessions delivered	Annually by September	CRSD and Careers Consultants	See above	See above
PCDI5.3	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this	Career profiles/case studies of King's research staff to be revised and updated when necessary	new web pages live	ongoing, reviewed quarterly	CRSD	See EI3.3	See EI3.3
PCDI6.1	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career						
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						
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes						
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit						
Managers of researchers must:							
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually						
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments						
PCDM3	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						
PCDM4	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						
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional						
Researchers must:							
PCDR1	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	Pilot ways for researchers to develop and deliver their own careers workshops and activities to develop employability skills for academia and beyond.	Test workshop	April/May 2018	Careers Consultants and researchers	London Postdoc Network supported by the CRSD financially and administratively in putting together a National Postdoc Meeting in September 2019. Attendance approximately 200 with 100 from KCL. The Careers Consultants worked on ways to encourage researchers to develop and deliver their own careers workshops as part of the annual research staff development conference in 2018. A group of delegates devised and delivered a workshop on CV writing and won the conference prize with their production.	This works when the cohort of research staff includes those who are enthusiastic about these topics
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments						

PCDR3	Maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used						
PCDR4	Positively engage in career development reviews with their managers						
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader						
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	CRSD to support appointment of research staff representatives in Faculties/Departments, in particular those without them. Create research staff rep job descriptions and investigate mechanisms for succession planning to ensure consistency of representation.	Number of faculties with reps Job description devised and posted on CRSD and/or Faculty network website with appropriate links Succession planning process published on CRSD and/or Faculty network website with appropriate links	Reps numbers by September 2018 Job description by June 2018 Succession planning by February 2019	CRSD, CRSD OG, RSRC and faculty/role reps	The appointment of faculty reps varies depending on faculty-dependent factors and the value that is placed on taking up the role. Some faculties are yet to have reps in place. Job descriptions have been devised in some but not all faculties Succession planning is more complex than originally thought as each faculty has their own mechanism Most faculties have network websites linked to CRSD webpages at https://internal.kcl.ac.uk/crsd/Community/Community	This process is complex and multifactorial. Review recommended to identify how to make becoming a rep more attractive and for faculties to better support their representative networks. Moved to Reward and Recognition project
PCDR6.2	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and	Provide a minimum of one workshop per year to research staff reps to share best practice and gain new knowledge related to role	Number of workshops delivered Feedback from participants Attendance figures	Annually	CRSD	As the roles are different in each department and faculty it seemed more effective to deliver 1:1 support. All rep groups provided with this on a regular basis whenever they hold their meetings	Proper review of the situation needed to establish most useful approach to representative role
PCDR6.3	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	CRSD to support RSRC in carrying out their engagement with King's policy for research staff by publicising their activities through minimum of 4 newsletter items and 2 blog posts per year, highlighting opportunities and making introductions	Number of publicity items, e.g. blog posts, newsletter entries Number of initiatives engaged with Number of policy changes made	Annually and ongoing	CRSD, CRSD OG	The RSRC have been introduced to and engaged with various groups within the university, e.g. EDI. While no policies have actually been changed as a result the research staff have raised their profile and influenced higher level decisions more profoundly than in previous years	In future potentially more items in the newsletters need to publicise activities of the RSRC Continued support of RSRC actions needed as the membership rotates
Additional activities from 2018 action plan							
Implement ation and Review		Contributions by King's to the debate around policy affecting research staff nationally through Researchers14	Influence on national policy-making for research staff, e.g. Concordat review	Relevant dates in the Concordat review process, completion Sept 2018 Other relevant policy dates as they occur	CRSD	Contributions made to the revision of the Concordat to Support the Career Development of Researchers through membership of Researchers 14	Revised Concordat influenced by KCL staff members on behalf of their research staff
Implement ation and Review		Regular engagement with researcher developers in other universities to share best practice	Up-to-date practice and local policies Presentation at Vitae Conference	Ongoing	CRSD and Career Consultants through Researchers14 , Vitae and Association of Graduate Careers Advisory Services	Information gathered and best practice shared through attendance at Researchers 14 meetings and Vitae Conference. Presentations made at Vitae Conference to share best practice. REDS Conference hosted in 2019, drawing more than 100 participants internationally	Collaborative workshops developed, researcher developers remain at the forefront of the field King's Careers Consultants are active members of local networks of careers consultants that support researchers, often hosting and chairing meetings to share best practice, discuss research relating to researcher careers. In addition, Kate Murray is co-chair of the national AGCAS Task Group helping to inform best practice across the UK (and aboard) and has launched a recent survey that will help illuminate the provision of careers support for researchers.

* 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.