### Institution name: King's College London
The institutional audience** for this action plan includes (complete or delete, as appropriate):

<table>
<thead>
<tr>
<th>Cohort number:</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of submission:</td>
<td>27th July 2020</td>
</tr>
</tbody>
</table>

**Audience**

<table>
<thead>
<tr>
<th>Research staff</th>
<th>1,800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate researchers</td>
<td>2,400</td>
</tr>
<tr>
<td>Research and teaching staff</td>
<td>1,800</td>
</tr>
<tr>
<td>Teaching only staff</td>
<td>600</td>
</tr>
<tr>
<td>Technicians</td>
<td>400</td>
</tr>
<tr>
<td>Other</td>
<td>unknown</td>
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</table>

#### Definitions

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
<th>Audience</th>
<th>Responsibility</th>
<th>Progress update</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ECI1.1</strong> Ensure that all relevant staff are aware of the Concordat</td>
<td>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</td>
<td>CRSD, Research Staff Committees, Faculty Research Committees, Technicians Committee, College Research Committee</td>
<td>CRSD representative now present at research staff representative committee meetings in 4 (AAM, FoDOS, NMES and SSPP) of the 9 faculties. Other faculties have yet to organise relevant meetings.</td>
<td>Awareness of the Researcher Concordat has increased marginally according to the CRDS 2019 and equivalent question asked in the King's Research Staff Survey (KrRSS) in 2021.</td>
<td>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.</td>
</tr>
<tr>
<td><strong>ECI1.2</strong> Ensure that all relevant staff are aware of the Concordat</td>
<td>At all major events (for research staff provide literature about the Concordat)</td>
<td>Number of items of literature taken (10% of participants take literature in person)</td>
<td>Number of hits on the Concordat website (unique visitors to website in excess of 10% of total research staff population)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ECI1.3</strong> Ensure that all relevant staff are aware of the Concordat</td>
<td>Concordat Event to which senior staff are invited</td>
<td>CRSD</td>
<td>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 ECI1.1). This represents 20% of attendees.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ECI1.4</strong> Ensure that all relevant staff are aware of the Concordat</td>
<td>Include regular item in the newsletter about most recent developments against the Concordat</td>
<td>CRSD</td>
<td>Event severely postponed by COVID-19, and held on June 15th 2022.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Environment and Culture**

**ECI1.1** Ensure that all relevant staff are aware of the Researcher Concordat

- 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 (AAM, FoDOS, NMES and SSPP) of the 9 faculties. Other faculties have yet to organise relevant meetings.

**ECI1.2** Ensure that all relevant staff are aware of the Researcher Concordat

- At all major events for research staff provide literature about the Concordat. In line with event occurrence.
- 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).

**ECI1.3** Ensure that all relevant staff are aware of the Researcher Concordat

- Concordat Event to which senior staff are invited. Discussion of actions. Pledges to implement actions.
- December 2020 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.

**ECI1.4** Ensure that all relevant staff are aware of the Researcher 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 readerhip.
- Number of hits on the Concordat website (unique visitors to website in excess of 10% of total research staff population).

**Sustainability**

**ECI1.1** Ensure that all relevant staff are aware of the Researcher Concordat

- Awareness of the Researcher Concordat has increased marginally according to the CRDS 2019 and equivalent question asked in the King's Research Staff Survey (KrRSS) in 2021. | Awareness of the Researcher Concordat has increased marginally according to the CRDS 2019 and equivalent question asked in the King's Research Staff Survey (KrRSS) in 2021. |

**ECI1.2** Ensure that all relevant staff are aware of the Researcher Concordat

- Approximately 100 attendees in person and online.
- 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. |

**ECI1.3** Ensure that all relevant staff are aware of the Researcher Concordat

- The most recent developments against the Concordat.
- As the items leading with Researcher Concordat do not get published the titles of articles have been changed to highlight specifically the activities that are being carried out rather than referencing the Concordat, with CRSD at faculty research staff representative committees.

**ECI1.4** Ensure that all relevant staff are aware of the Researcher Concordat

- As the items leading with Researcher Concordat do not get published the titles of articles have been changed to highlight specifically the activities that are being carried out rather than referencing the Concordat, with CRSD at faculty research staff representative committees.

**Outcome (ongoing/carried forward/no further action)**

- The research community (researchers, managers, etc.) are more aware of initiatives we are taking against the Researcher Concordat and are engaging with those.
- Of those completing the KrRSS 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 REE Environment Statements.
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

ECC1.1 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.

ECC1.2 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 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-ss-awards.pdf
November 2020
EDI
Award granted in 2020
Multiple actions supporting the Athena SWAN principles

ECC1.3 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 Place Equality Charter Mark
Award granted
July 23rd 2020
EDI
Award granted in 2020
Multiple actions supporting the Place Equality Charter Mark principles

ECC1.4 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 ECOM.3
January 2022 (KV)
HR
Flexible Working Group Policy and Remuneration
EDI
OD
The Flexible Working SharePoint site went live in September 2021 (https://emclic.ac.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 FOG or emailing for more information. FOG led 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 are now a hybrid model of working (distinct from flexible working).

ECC1.5 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 CRSM website that link to relevant policies
Pages up-to-date
Usage data
Pages reviewed quarterly
Usage data compiled for annual reporting round
CRSM
HR
(178 unique visits to ‘Policies for you’ between August 2019 - July 2021; 304 unique visits to ‘How we work’ page with policy links; 202 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 appropriately but as this new area now becomes business as usual we will no longer include it in the action plan.

ECC1.6 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 a new HR system and Diversity & Inclusion data dashboard to record, e.g. make-up of recruitment panels
See also ECOM.1
April 2020
CRSM
Recruitment phase of new HR database by December 2020
ED1
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.
At 3 facilities new 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

ECC1.1 Promote good mental health and wellbeing enough, for example, the effective management of workloads and people, and effective policies and practices 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/wellbeinghub/
See also ECRS.1
Number of enrolments for Toolkit (51 to date, target 90)
Completion rates for the course (target 45)
Quarterly
CRSM
To date 67 people have registered for this course of whom 59 were on 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 running it a year later because of COVID, it is becoming self-directed and therefore not being as visible as in our regular offering. There has been no follow up with participants so it is difficult to say if this initiative has brought about actual change.

ECC1.2 Promote good mental health and wellbeing enough, for example, the effective management of workloads and people, and effective policies and practices 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 ECOM.2
Attendance numbers increase year-on-year as percentage of new staff
Feedback on events - minimum of 70%
Measurable change in uptake and uptake of other organisational priorities including Service/volunteering and Kings Sport
Annually in January
O2
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 focused 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.
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

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, CRISD, Technical Network
The King’s Research Staff Survey 2021 included questions regarding work-life balance and wellbeing. Of those who responded, 51% 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 wellbeing at work. Responsibility for account for approximately 15% of research staff. Compared to the CROS 2019 this represents a decrease. It is likely that the increase would 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 initiatives launched 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
New OD, Dir. HI
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

01 February and March of 2020, F&L5M 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 F&L5M and rolled out in other faculties, starting with A&H and NMIS
Recommendations approved by F&L5M Executive Board and implemented; specific questions included in Faculty Staff Survey, and show positive perception.
December 2021 Ongoing in line with staff surveys
F&L5M, A&H, NMIS
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 TG for 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 ECI3.5
Working group convened 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 TG
Action delayed initially by COVID-19. Working Group convened and completed Stage 1 by April 2021. Prograe published at https://internal.kcl.ac.uk/crsd/kings-research-culture. Results disseminated at Research Staff Town Hall meeting in April 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

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.

Updated from Athena SWAN action plan
Tackle 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 left to be more manageable. Reduction in proportion of staff who feel unable to cope with workload to 30% compared to 44% in 2017. Engagement survey shows care feel increased. King’s provides good support to help me balance my work and personal commitments, up 3% each year. Baseline for all staff = 55% in 2017.
2022 Action plan entry
Creation of pilot Toolkit
Wellbeing toolkit developed and online.
https://internal.kcl.ac.uk/staff/experience/wellbeing/toolkit
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.
This action now incorporated into a major project to address this issue in the bullying and harassment section (ECI3.1)
EC4.1 Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health
Training for PIs/managers of research staff. Attendance currently low. Continue to map out current topics’ 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, managerial skills, as well as fostering dedicated communities such as new people managers at King's and Heads of Department. Webinar participation for Organisational Developmental's Personal Effectiveness and Management Essentials for 2021-2022 reached 2,048 people across 60 webinars (approx.) to date. Across the course of remainder of the academic year, that will be closer to 4,000 people and 90 webinars.
Greater recognition of the lack of engagement by managers of research staff in this offering, leading to the initiation of highy bespoke training for those who manage research staff.

EC4.2 Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health
Continued providing courses, e.g. Diversity Matters https://www.kcl.ac.uk/hr/diversity-and-inclusion/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)
ED4 OD ED3 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, a total of approximately 5,000 staff these numbers amount to significantly more than 5.
ED4 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 forEDI, providing a foundational level for all staff.
Diversity matters training attendance records indicate that this is valued by staff at King’s. According to the KNSSS 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 respondents 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.

EC4.3 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 ECM3
Data from attendance records at Diversity Matters courses (minimum of 5% of new managers)
Courses asynchronous All staff surveys are currently every other January (CV)
ED4 with discussion at Faculties biannual 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 EC4.2 above
See EC4.2 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.

EC4.4 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 ECM1.1
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 retaining of our promo approach instead a dedicated and tailored communications via yammer, OD mailing list and targeted emails have been preference to help share key messages.
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 reach stakeholders in this area but as this has now become business as usual we will no longer include it in the action plan.

EC4.5 Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health
Impact of new priorities can be found at https://www.kcl.ac.uk/od/ro/priority-areas/ 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 career progression in researchers in their career development and progression by providing them with opportunities to establish themselves as independent researchers.1
Increase in number of signatories to the code, 182 to date Awareness and adherence assessed through Kings and iOPPN surveys, the Diversity & Inclusion Achievements Log, PDRs, exit surveys, focus groups, and other feedback exercises.
Amortised in line with action plan reporting period
Impact of new priorities can be found at https://www.kcl.ac.uk/od/ro/priority-areas/ 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 career progression in researchers in their career development and progression by providing them with opportunities to establish themselves as independent researchers.1
Increase in number of signatories to the code, 182 to date Awareness and adherence assessed through Kings and iOPPN surveys, the Diversity & Inclusion Achievements Log, PDRs, exit surveys, focus groups, and other feedback exercises.
Increased awareness
Code will continue to be advertised but now considered business as usual so action will not be included in future plans.

EC5.1 Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity
Create an overarching College-wide Research Integrity principles-based code of conduct, supported by faculty-specific guidance for research. See also ECM1.1, ECM2.1 and ECM2.1
Code of Conduct created
December 2021
RGED
RGED is the development of code of good research conduct is ongoing but delayed. To be published Dec 2022.
For future evaluation
Takedown forward in ECM1 and ECM2.

EC5.2 Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity
Review 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 ECM1.1, ECM2.1 and ECM2.1
Attendance at meetings every 3 months. Engagement from the Champions leading to invitations to RGED to speak at Faculty Research Committees and/or invitations for training on Research Integrity principles-based code of conduct.
Champions appointed by July 2021
RGED attendance increased by July 2022
RGED 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 the monthly meetings is 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 Dean 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.
Takedown forward in ECM3 and ECM4.

1. Impact of new priorities can be found at https://www.kcl.ac.uk/od/ro/priority-areas/ 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 career progression in researchers in their career development and progression by providing them with opportunities to establish themselves as independent researchers.
ECS.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

RGEI

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 comma pack. Turnover of staff means recruitment is an ongoing process. A new process has been in place since March 2020 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.

ECS.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 materials and materials related to uptake, attendance and engagement in training sessions. Minimum engagement level 5% of online audience.

December 2021

RGEI

Online resources 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 ECP2 and ECR4, ECU5 and ECR2.

ECS.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 ECR2

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.

Investigate 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 research stream.

Survey outcomes published August 2020

All other actions will be completed by November 2021

Onsite

In June 2020 KORGI hosted the first King's Open Research Conference, with international leaders in the field speaking (e.g. Marcus Manelli, 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/7p9m/

SoPPN has now created an open science award https://internal.kcl.ac.uk/login/mandl/ResearchandInnovationCommittee/Research-Innovation-Committee and worked with other universities to create a national primer for UKRN https://osf.io/s2/.

SoPPN 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 SoPPN 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.

Advisors closed swung to those delivering no longer being employed by King's

ECS.6 Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity

ECM2.1 and ECM 5.2.

1a. Ensure appropriate dissemination of the college’s underpinning principles and policies on DORA via an internal-facing webpage / e-hub.

1b. Communication in access to and responsible assessment.pdf

1c. Staff are aware of, and act in accordance with, the college’s underpinning principles and policies on DORA.

1d. By Nov, 2020

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 ECM 5.2.

2a. Creating an accessible and well-positioned webpage / e-hub to host college policies on DORA.

2b. Evaluation of web analytics stats of webpage results.

2c. Enrolled and content management with content relevant to DORA.

2d. By April 2021 and periodically, as required.

2e. By April 2021 and periodically, as required.

2f. By Jan, 2021

2g. By Nov, 2020

2h. By April 2021 and periodically, as required.

2i. By April 2021 and periodically, as required.

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.

ECS.7 Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity

ECM5.6

1. Further develop and evaluate King's Internal Talent Database (kingsjobs.kings.ox.ac.uk) aimed at providing interim employment for staff between contracts.

Pla 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

Research by September 2020

Evaluation by September 2021

CRIO

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 listed with no further actions against it, although alternative methods to address researcher career precarity are being evaluated.

CRIO
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

ECR1 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 (REF)
Faculty Committees
EDI
Data reviewed and actions required fed into relevant faculties/directorates
Surveys conducted with sufficient response rate, minimum 20%.
Data gathered and analyzed
Changes in practice agreed and implemented
Annually in line with action plan reporting period and survey cycle
ESD, Facilities, 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 or updated pulse surveys.
The King's Research Staff Survey (KReSS) was carried out in 2021. This is a replacement at King's to the CRDS. 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 KNSS. They have also reconstituted their Faculty Research Staff Committee (FRSC), which is regularly attended by a representative from the CRSD. A wrap from the FRSC attends our Faculty Research Committee, with a standing item for updates, and another wrap attends the College research staff representative committee.
The EDI research leadership working group in SSIP has conducted a survey (n=89) and a series of focus groups (n=2) that include:
-30% of Victorian Universities who are interested in this action plan.
-25% of Victorian Universities have already offered courses in the area of diversity, inclusion, and putting this into practice in their work.

ECR2 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 Vice President, Research and other senior staff members
Attendance at meetings. To remain above 5% of invited participants.
Research Staff Town Hall meetings held bi-monthly until February 2022. They then stopped as overlapping meetings were being held.
Research Staff Town Hall 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.
Monthly or alternate months depending on issues arising
EDI, Vice President and Vice Principal (Research), Comms Office
Research staff value the existence of these meetings and it has proven to be a useful way of communicating in both directions.

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:

ECRM 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.
See also ECHA 1, ECH 2 and ECH 3
Data from attendance records at Diversity Matters courses (minimum of 5% of team members). When becoming a recruitment panel member or before
EDI, Facilities, 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, a total of approximately 5,000 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.
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.
Research staff training requirements include it in the action plan.

ECRM 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)
Effective according to individual
EDI, Facilities, Counselling Service, Managers of Research Staff
There is an unmet demand for Mental Health First Aid training as there are currently no plans to offer courses.
The unmet demand indicates that this is valued by staff at King's, indicating that COVID has had a disproportionate effect on certain groups of people so this major factor must be taken into consideration.

ECRM 3 No staff surveys have been delivered since 2016, but there is ambition to run either an all staff survey in 2023, or some continued or updated pulse surveys.
The King's Research Staff Survey (KReSS) was carried out in 2021. This is a replacement at King's to the CRDS. Outcomes from the 15% of staff who responded have informed many of the projects described in the forward action plan.
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ECRM 4 This cell contains information below the cut off for display. Click on the cell to see all text
Survey information continues to inform actions at King's
Carried forward in ECI

ESD 1.1  ECM 3
Managers of researchers must:
Undertake relevant training and development
Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognize personal contexts, and promote positive research cultures and working conditions

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

ECM1.1 Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct
- Adhere to the Code of Good Conduct in Research once it is developed
- Ensure that they and their researchers act in accordance with the Code of Good Conduct in Research once it is developed

ECM1.2 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 A&H 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

ECM2.1 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
- Staff submitting external funding applications in A&H required to familiarise themselves with A&H 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

ECM2.2 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
- Approaches identified by the Research Culture Research Culture TFG as an initial stage of addressing a complex issue
- Future actions being put in motion

ECM2.3 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
- Approaches identified by the Research Culture Research Culture TFG as an initial stage of addressing a complex issue
- Future actions being put in motion

ECM4.1 Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers
- Research Culture ResearchCulture TFG: three TFG actions as it comes
- Recommendations implemented 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 hold staff capability around dialogue/conflict management

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
- Research Culture Research Culture TFGs: three TFG actions as it comes

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 Research staff from A&H, FoDOCS, FoLSM, IoPPN, KBS, NMES and SSPP (7 of 9 faculties) participated in Research Culture Research Culture TFGs

ECM5.3 Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution
- Manage responsibilities of external funding applications in A&H made with signed agreement
- Other faculties to have decided whether or not to follow the same route
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

**ECR3.1** Take positive action towards maintaining their wellbeing and mental health
- *Staff* be encouraged to engage by reward and recognition of their contribution. This will be addressed by the Reward & Recognition Research Culture Research Culture Research Culture sub-group.
- *Business reasons* will depend on the findings of the Reward & Recognition Research Culture Research Culture TFG subgroup.
- *Action delayed* initially by COVID-19. Working Group convened and completed Stage 1 by April 2021. Paper published at https://internal.kcl.ac.uk/challenges/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. Result evaluated 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.
- *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*.
- *Sub-group* code published by Dec 2021. Dignity at King’s published December 2020. Reporting data collected before and after launches.
- *RDG1* - HR Practices. EDI Research Staff.
- RDG Development of code of good research conduct is ongoing but delayed. To be published Dec 2022.
- For future evaluation.

**ECR3.1** Take positive action towards maintaining their wellbeing and mental health
- *Engage with Online Wellbeing Toolkit*.
- *Number of enrolled users for Toolkit*.
- *Number of views of website and links therein*.
- *Effective according to individual*.
- *CRG2* Research Staff.
- RDG Development of code of good research conduct is ongoing but delayed. To be published Dec 2022.
- For future evaluation.

**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.*
- *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 Harming and Victimisation reporting tools accessible at https://www.kcl.ac.uk/hr/diversity/dignity-at-kings*.
- *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 Stop Here and B&H Policy work.
- *King’s has purchased Report and Support which will capture reports at inappropriate behaviour and 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 ECI3.1*.

**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 at https://www.kcl.ac.uk/governance/research/research-misconduct*.
- *Research staff using the system, rise from current zero.*
- *Reviewed annually in line with action plan review.*
- *RDG1* Faculties Research Staff.
- *Enquiries about possible misconduct issues are increasing, including from research staff - clearly 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 (79.3% 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 ECI4.*
**ECR5.1 Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution**

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<tr>
<td>Increase and/or keep to full occupancy research staff reps on RSRSC, faculty research committees, academic board, etc.</td>
<td>Contribute to relevant surveys and webinars.</td>
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<tr>
<td>Contribute to relevant surveys and webinars.</td>
<td>Topic to be addressed by Reward &amp; Recognition and Research culture.</td>
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**Numbers of research staff representatives maintained at full complement**

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**Contribution to surveys (% of research staff)**

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**Faculties CRID Research Staff**

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**ECR5.2 Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution**

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<tr>
<td>Contribute to other policy-making groups, including Flexible Working Group, see ECII.4 Research Culture Research Culture TFG</td>
<td>Bullying, Harassment &amp; Victimization, see ECII.6 Research Culture Research Culture TFG</td>
</tr>
<tr>
<td>Careers, see ECII.1 Research Culture Research Culture TFG Reward &amp; Recognition, see ECII.2 KORGI, see ECII.5</td>
<td>Inclusion and appointment practices</td>
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**Numbers of research staff representatives attending policy development forums and events (minimum 10 reps attending per year)**

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**ECII.1 Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices**

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<td>We have invested c. £11m in a new HR &amp; Payroll digital services platform. One output of this is to improve significantly the quality of workforce data and analytics.</td>
<td>Phase 1 went live in September 2019. We are currently rolling out the new recruitment module which will enable a complete digitalised online recruitment experience from “hire to retire” that will enable recording of e.g. make-up of recruitment panels.</td>
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<tr>
<td>Complete the strategic BI recruitment process.</td>
<td>Updated on the HR webpages and embedded within PeopleXD. This has also been incorporated into the Management Essential Hub.</td>
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**Recruitment module fully implemented and functional**

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**World-wide Power BI dashboards and analytics rolled out**

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**Extension of digital services completed**

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**Recruitment phase by December 2020**

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**Power BI dashboards by autumn 2020**

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**Power BI training by December 2020**

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**Recruitment processes within the system were delayed but are now completed.**

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**Power BI training being rolled out with limited data being available.**

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**As yet unknown**

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**Project will continue although will not be reported in future action plans.**

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**ECII.2 Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices**

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<td>Deep review into recruitment and selection, aligning with “Our Principles in Action” and Race Equality Charter Mark.</td>
<td>Scope of service is still being developed.</td>
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<tr>
<td>Use skill-based assessment tasks in recruitment by asking candidates to perform tasks they would be expected to perform in the role.</td>
<td>Develop high quality inclusive interviewing through fair selection training.</td>
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**100% of applicant, appointed and parallel ESI data is captured through recruitment processes.**

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**Success rates from application to appointed are regularly monitored and actions designed and taken.**

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**Staff are trained to recruit fairly**

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**July 2022**

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**HR OD EDI Line managers**

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</tbody>
</table>

**Significant developments on the recruitment pages have been made as a result of the recruitment module implementation.**

<table>
<thead>
<tr>
<th>Year</th>
<th>Researchers</th>
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<tbody>
<tr>
<td>2022</td>
<td>10%</td>
</tr>
</tbody>
</table>

**Managed by the HR recruitment team, specialisation support has been updated on the HR webpage and embedded within PeopleXD.**

<table>
<thead>
<tr>
<th>Year</th>
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<tbody>
<tr>
<td>2022</td>
<td>10%</td>
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</table>

**Recruitment process.**

<table>
<thead>
<tr>
<th>Year</th>
<th>Researchers</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>10%</td>
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</table>

**Additional: OD have delivered dedicated webinar support around recruitment via the Management Essential Hub.**

<table>
<thead>
<tr>
<th>Year</th>
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<tbody>
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**Actions incorporated into Athena SWAN action plan**

<table>
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<tr>
<th>Year</th>
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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

**Task 1**
- **Provide an effective induction**
- **Clear and transparent merit-based recognition**
- **Research culture**
- **Resources for training and development**
- **Research staff networks and representation**

**Research culture**
- **EI**
- **EI2**
- **EI3**
- **EI4**
- **EI5**
- **EI6**

**EI3.1**
Research Culture TFG convened to address its priorities. Research Culture TFG will appoint a sub-group to identify and document career options and promote research careers within the diversity.

**EI3.2**
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**Task 2**
- **Provide an effective induction**
- **Clear and transparent merit-based recognition**
- **Research culture**
- **Resources for training and development**
- **Research staff networks and representation**

**Research culture**
- **EI**
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**Task 3**
- **Provide an effective induction**
- **Clear and transparent merit-based recognition**
- **Research culture**
- **Resources for training and development**
- **Research staff networks and representation**

**Research culture**
- **EI**
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**Task 4**
- **Provide an effective induction**
- **Clear and transparent merit-based recognition**
- **Research culture**
- **Resources for training and development**
- **Research staff networks and representation**

**Research culture**
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**Task 5**
- **Provide an effective induction**
- **Clear and transparent merit-based recognition**
- **Research culture**
- **Resources for training and development**
- **Research staff networks and representation**

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**Task 6**
- **Provide an effective induction**
- **Clear and transparent merit-based recognition**
- **Research culture**
- **Resources for training and development**
- **Research staff networks and representation**

**Research culture**
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E4.4 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 5% 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

E4.5 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 online 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 Digitype 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 PCDMS

E4.2 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 trialed 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

E5.1 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 SM in Dec 2019 including greater effort required to expand the quantity and quality of Research PDRs, which was supported by OD.

See also ECM4

E5.2 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.

NEMS to pilot the creation of a guidance document to be issued to recruitment panels before each recruitment akin to existing document relating to postgraduate student recruitment.

https://internal.kcl.ac.uk/NEMS/Staff/HR/PDR-Interview-Guidelines/PDR-Interview-guidelines Other faculties to consider adopting this approach

E5.3 Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation

Influence 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.

ECM4

Workload is felt to be more manageable. Reduction in proportion of staff who feel unable to cope with workload is 40%, compared to 46% in 2017.

Guidelines to be agreed when Covid planning minialed (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 KINGSS 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.

PROJECT ENGAGEMENT is now considered business as usual so will not be reported on in future

E5.4 Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation

Data on 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 trialed with SMT, EDI Networks.

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Recommendations to improve PDR for the coming year were made to SM in Dec 2019 including greater effort required to expand the quantity and quality of Research PDRs, which was supported by OD.

See also ECM4
E6.1 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.

King's 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 EC5.2.

Research staff employed by KCL beyond 4 years moved onto open contracts Reviewed annually in line with action plan review (CV) 

Research staff who have been employed at King’s for 4 years or more are on open contracts

The action contributes to a major project on the use of Fixed-Term Contracts and will be incorporated into that action in future. See E6.2.

E6.2 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 Kings Internal Talent Database (stayatkings.co.uk) aimed at providing interim employment for staff between contracts. See also EC5.7.

Database used for redeployment processes

Evaluation ongoing (CV)

Evaluation of the database we discovered that very few people actually used it and the cost of doing so outweighed the benefits.

The project has been ended with no further actions against it, although alternative methods to address researcher career precarity are being evaluated.

E6.3 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. REIC being the point of contact for research staff input

All positions filled

In line with committee and working group deadlines

Facilities CR&D Senior Management Team 20% 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. Both CR&D and REIC 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 15% of research staff contributed to the King’s Research Staff Survey, a decrease from 30% response rate to the previous year. 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 two years. 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 two years.

Reward and Recognition group addressed issues other than this.

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Funders must:

F1 Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies

F2 Review the impact of relevant funding call requirements on researchers’ employment, particularly in relation to career progression and risk of job security

F3 Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression

F4 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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Consortium to Support the Career Development of Researchers
Action plan (template from HR Excellence in Research Award)  August 2020 to July 2022

Update July 2022

EM1  Focus on research training and development opportunities so that they can manage researchers effectively and fulfill their duty of care

Engage with courses and other activities offered to researchers

See also EM1.4, EM1.2 and EM6.3

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 for fear of reprisal. See also EM1.4, EM1.2 and EM6.3

Elective according to individual

Facilities

OD

EDI

Managers of

Research Staff

Facilities 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 lodge poor management accusations of 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, is at King’s that has had an impact on them increased from 35% in 2021 to 36% in 2019.

Not all of these cases will be managed as perpetrators, but managers have responsibility.

The constant battle trying to get managers to engage has led to us creating an option with the managers of research staff. Action taken forward in PDCMS

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 to research staff

See also EM1.4, EM1.2, EM6.1 and EM6.2

Improved familiarity assessed in staff surveys

See also EM1.4, EM1.2, EM6.1 and EM6.2

Elective according to individual

Facilities

ER2

Pre- & Post-Award

Managers of

Research Staff

Staff survey is to take place sometime in the future but this has not been agreed in terms of dates and regularly 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.

Not specifically carried forward but see PDCMS in future action plan

EM3  Committed, and evidence, the inclusive, accessible and transparent recruitment, promotion and reward of researchers

See actions of Research Culture TFG in EM3.3 above

Attend Diversity Matters

Outcomes from Research Culture TFG

Attendance numbers at Diversity Matters See EM3.3

In line with Research Culture TFG activities and reviewed annually in line with review period

Facilities

HR

Managers of

Research Staff

Contribution to evidence supporting the case that a university-wide response was necessary.

Diversity matters training attendance records indicate 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 so this is still at 77% of respondents 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 the project mainly await input from the newly formed Research Culture Committee but one has been initiated around recognition for PGR supervision described in EM3.2

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 rollout shows 26% increase in research PDR coverage (1595 researchers reviewed in 2019-20 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 EM5.1

Review completed

Further insights gleaned and incorporated into future practice

Autumn 2020 Spring 2021

OD

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/crds/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, a total of approximately 3,200 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.

The constant battle trying to get managers to engage has led to us creating an option with the managers of research staff. Action taken forward in PDCMS

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 EM3.5, EM3.1, EM3.2, PCDM1.1 and PCDM1.2

Recording of participation in PDR process

Participation ongoing

Reviewed in PDR during summer

Facilities

HR

EDI

Managers of

Research Staff

Managers contribute by membership of a variety of committee bodies.

An online form is available to support staff to record such participation.

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 EM3.2

The project is on hold with others now taking priority, meaning that it is unlikely to be continued in the near future.

Not carried forward

EM6  Research Culture

Research Culture and management development

Yearly feature in the annual review of research

Review completed

Further insights gleaned and incorporated into future practice

Autumn 2020 Spring 2021

OD

HR

Managers of

Research Staff

Contribution from managers to the Research Culture TFGs enriched the process because of their viewpoint and growing appreciation of the issues.

Without input carried forward we anticipate that future participation may be encouraged by the learning from PCDMS

HR/ER Action plan, Yinie 2020

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 ER1

Research Staff

ER2  Understand their reporting obligations and responsibilities

See ER2

Research Staff
### Professional and Career Development

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Details</th>
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<tbody>
<tr>
<td>PCDI1.1</td>
<td>Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development per year, recognising that researchers will pursue careers across a wide range of employment sectors</td>
<td>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, PCDD1.6, PCDD2.1, PCDD6.1 and PCDD1.11.</td>
</tr>
<tr>
<td>PCDI2.1</td>
<td>Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development per year, recognising that researchers will pursue careers across a wide range of employment sectors</td>
<td>PDOCDS 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 PDDC1.1). 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&amp;H and NEMS.</td>
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<tr>
<td>PCDI3.1</td>
<td>Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development per year, recognising that researchers will pursue careers across a wide range of employment sectors</td>
<td>Support research staff to gain professional accreditation from the Science Council. See also PCDD2.1 and PCDD1.3. Attendance at training sessions. Number of people gaining accreditation: target is 50 per year.</td>
</tr>
<tr>
<td>PCDI4.1</td>
<td>Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development per year, recognising that researchers will pursue careers across a wide range of employment sectors</td>
<td>Careers &amp; Employability to launch online system to help researchers to 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.</td>
</tr>
</tbody>
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### Institutions must:

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 PDDC1.1). 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.
3. Other faculties to consider using the same approach, initially A&H and NEMS.

### Summary

- Institutions must provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development per year, recognising that researchers will pursue careers across a wide range of employment sectors. Researchers will often do not see themselves as key stakeholders in their tenure as 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 TG2*, action EI3.2. See also EM7.1, PCDD1.1 and PCDD1.2.
- Focus groups and workshops organised 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.
- The CRSD is piloted starting 2022.
- Faculties and departments are highlighting the opportunity to varying degrees.
- Other faculties are highlighting the opportunity to varying degrees.
- The 2021 KReSS indicated that 75% of respondents (218 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.
- 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 (218 research staff) were not being supported by their line managers.
- The 2021 KReSS indicated that 78% of respondents (218 research staff) recognised the value and continues to support research staff to appreciate that they have this opportunity.
- While this is an important step, there is currently no resource to address this project centrally. Faculties are recognising more so than they are starting to deliver locally. Consequently the action will not be carried forward to the next action plan.

In summary, the implementation of the CRSD has been successful in highlighting the opportunity for professional development, but more work is needed to support and encourage researchers to engage in these activities. The project is ongoing and recommendations are anticipated to be taken forward by Dean for Research Culture. The PCDM1.1 and PCDM1.2 actions will be reviewed in the next action plan.
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

PCD01.1 Ensure that researchers have access to professional advice on career management, across a breadth of careers
See PCDI1.4 and PCDR2.1
Provide timely, appropriate support, and time for managers to engage in meaningful career development reviews with their researchers
See EI3.1 and EI5.1

PCD02.1 Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills
See PCDI1.4 and PCDR2.1
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 PCDI1.1
Courses added to portfolio, number dependent on currently unknown budget and currently unknown pandemic. Online courses developed according to currently unknown ability to attend in person
Careers & Employability

PCD03.1 Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this structure to support them
Continue to provide career events and online resources addressing careers that are not being served academically. See also PCDR2.1
Continuation of programme Availability of staff to deliver programme following Covid-19 related cuts
Careers & Employability CRSD

PCD04.1 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
May 2021
September 2022
Faculty OD CRSD

PCD05.1 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

PCD06.1 Programmes of usefulness of PDRs from the 2021 KReSS indicate that there was a decrease in participation from previous CROS results it is not clear what is causing this downturn, although it is tempting to speculate that the pandemic contributed.

PCD07.1 Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews
See PCDI1.4 and PCDR2.1
Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers
See EI3.1 and EI5.1

PCD08.2 Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this structure to support them
Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills
See PCDI1.4 and PCDR2.1

Funders must:
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 per researcher per year, and evidence of effective career development planning.

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CRD engagement is now considered business as usual so will not be reported on in future

CRD engagement is now business as usual and will no longer be included as an action point, although see PCD03.

PCDI4.1 Engagement with professional development pro rata per year, and evidence of 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 per researcher per year, and evidence of effective career development planning.

PCDI5.1 Aims of usefulness of PDRs from the 2021 KReSS indicate that there was a decrease in participation from previous CROS results it is not clear what is causing this downturn, although it is tempting to speculate that the pandemic contributed.

PCDI6.1 Aims of usefulness of PDRs from the 2021 KReSS indicate that there was a decrease in participation from previous CROS results it is not clear what is causing this downturn, although it is tempting to speculate that the pandemic contributed.

PCDI7.1 Aims of usefulness of PDRs from the 2021 KReSS indicate that there was a decrease in participation from previous CROS results it is not clear what is causing this downturn, although it is tempting to speculate that the pandemic contributed.

PCDI8.1 Aims of usefulness of PDRs from the 2021 KReSS indicate that there was a decrease in participation from previous CROS results it is not clear what is causing this downturn, although it is tempting to speculate that the pandemic contributed.

CRD programme will no longer be included as an action point, although see PCD03.

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# 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

**PCDM3**
- **Description:** 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.
  - **Target:** HR system to actively monitor the PDR process.
  - **Deadline:** 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.
  - **Results:** Accurate reporting of PDRs occurring. Research staff reporting PDR fit for purpose in national and internal surveys.
  - **Review:** Annuity in line with PDR cycle.
  - **Facilities:** OD and Managers of Research Staff.
  - **Advisory Group:** 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%.

**PCDM1.2** Engage in regular career development discussions with their researchers, including holding a career development review at least annually.
- **Target:** 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.
  - **Link:** https://internal.kcl.ac.uk/hr/md/toolkits.
  - **Deadline:** Downloads and Website hits of the toolkit, target 5% of managers. Uptake and attendance details of external coaching support. Breakdown of number of researchers entering into mentoring programme(s).
  - **Review:** Ongoing. Reviewed annually in line with action plan review.
  - **Facilities:** OD and Managers of Research Staff.
  - **Advisory Group:** 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 visit to the learning and development OD webpages.

**PCDM1.3** Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.
- **Target:** Promotion of careers services and resources through @kclthing 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.
  - **Requirement:** Monthly bespoke researcher careers newsletter, Twitter account with 1000+ followers and all specialised careers consultants sit on relevant faculty committees.
  - **Deadline:** See also PCDI1.1, PCDI1.3 and PCDI6.1.
  - **Results:** Regular communications messages sent out according to schedule for communication method.
  - **Facilities:** Careers & Employability CRSS, Managers of Research Staff.
  - **Advisory Group:** UC+J: 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.

**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.
- **Target:** All managers or departments where not possible to support managers to provide a statement on their webpage or other location to the effect that they support their research staff and PhD students in managing their teams effectively, as well as their own development.
  - **Deadline:** Percentage of managers with this information posted, target minimum in first round 5%.
  - **Facilities:** OD and Managers of Research Staff.
  - **Advisory Group:** Research staff more aware of the offering to them from the Careers Team.

**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.
- **Target:** Regular communications messages sent out to publicise the careers services.
  - **Deadline:** Project stalled and needs to be invigorated.
  - **Facilities:** OD and Managers of Research Staff.
  - **Advisory Group:** Not well publicised and monitoring process needs to be put in place. Project stalled and needs to be invigorated.

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**PCDM3.3** Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.
- **Target:** HR actions 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.
  - **Deadline:** 1. Development of a toolkit (including implementation guide) to support institutions and ECR line managers that is generalisable nationally (exviited by production of the toolkit).
  - **Facilities:** King’s Future Leaders, funded by a grant from the FLF Plus Funds with the support of Vitae.
  - **Advisory Group:** King’s Future Leaders.

**PCDM3.4** Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.
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PCDM1.1 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.

PCDM1.2 Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.

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Research staff reports of days spent on professional development in surveys. Numbers will be dependent on outcome of PCDI1.3. All staff will be provided with a platform to record professional development.

Managers of research staff contribute to a focus group and workshops on this topic. Outcomes being compiled into a report to be delivered in September 2021. See PCDM3.1 above.

Input from managers ensures that future projects are realistic.

Project on hold as will not be taken forward until the next action plan until such time as a review indicates that it should be.

Research staff to make use of existing 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 that they take ownership, but they don't necessarily engage with professional development or are aware that they are doing this. Having a definition of what this is (see PCDI1.1) may help.

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**PCDR.1.1**

**Faculty of Life Sciences & Medicine**

Research staff make use of available resources to support PDR conversations
https://network.kcl.ac.uk/crse/Professional-Development-Options-Resources/Preparing-for-your-pdr

Data on use of resources to increase by 20% on previous reporting period

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Research staff are making use of the Preparing for your PDR on the CRSS 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 CRSS internal pages. Programme of Professional Development courses has included Setting the Most Out of Your PDR in 2020-21 and 2021-22.

Some Faculties are signposting and/or producing their own resources

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**PCDR.1.1**

**Faculty of Life Sciences & Medicine**

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 EC6.1

Numbers of research staff representatives, minimum 1 per faculty in RSRC

Dependent on representative panel

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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 15% 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.

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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 five 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 and will not be included in future action plans.

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**PCDR.1.1**

**Faculty of Life Sciences & Medicine**

Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy environment, 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 ER4 Research Staff

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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 not 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 increased awareness and 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

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**Abbriviations**

| A&H | Arts & Humanities |
| OT | Fixed-term Contract |
| ROI | Human Resources |
| COVID-19 | Coronavirus-induced Disease 2019 |
| CRSS | Centre for Research Staff Development |
| RUGS | Centre for Research Staff Development Oversight Group |
| CR | Curriculum |
| DI | Diversity & Inclusion |
| DOPA | San Francisco Declaration on Research Achievement |
| EDI | Equality Diversity & Inclusion |
| NIHR | National Institute for Health Research |
| IoP | Institute of Physics, Psychology & Neuroscience |
| KCL | King’s College London |
| KReSS | King’s Research Staff Survey |
| MIKES | Natural, Mathematical & Engineering Sciences |
| OD | Organization Development (learn within MRI) |
| OPRD | Performance and Development Review (KCL’s appraisal system) |
| PIF | Principal Investigator |
| REC | Race Equality Charter |
| RCGS | Research Governance, Ethics & Integrity |
| RSM | Faculty of Life Sciences & Medicine |

**Notes**

*Agrees 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.

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| KReSS | King’s Research Staff Survey |
| MIKES | Natural, Mathematical & Engineering Sciences |
| OD | Organization Development (learn within MRI) |
| OPRD | Performance and Development Review (KCL’s appraisal system) |
| PIF | Principal Investigator |
| REC | Race Equality Charter |
| RCGS | Research Governance, Ethics & Integrity |
| RSM | Faculty of Life Sciences & Medicine |

**Notes**

*Agrees 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.

**Abbriviations**

| A&H | Arts & Humanities |
| OT | Fixed-term Contract |
| ROI | Human Resources |
| COVID-19 | Coronavirus-induced Disease 2019 |
| CRSS | Centre for Research Staff Development |
| RUGS | Centre for Research Staff Development Oversight Group |
| CR | Curriculum |
| DI | Diversity & Inclusion |
| DOPA | San Francisco Declaration on Research Achievement |
| EDI | Equality Diversity & Inclusion |
| NIHR | National Institute for Health Research |
| IoP | Institute of Physics, Psychology & Neuroscience |
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