



HR EXCELLENCE IN RESEARCH



HREiR Action plan template for institutions 2022-2025

Details

Institution name:	King's College London
Cohort number:	5
Date of submission:	29 th July 2022
Institutional context:	<p>King's has conducted an in-depth review of progress to date, through:</p> <ul style="list-style-type: none"> • Analysis of the results of the 2021 King's Research Staff Survey (KReSS) and comparison with longitudinal data from the Careers in Research Online Survey (CROS), forerunner of the KReSS • Ongoing engagement and discussion with the RSRC regarding issues of particular concern • Faculty updates on progress and individual action plans via the CRSD OG • Updates from relevant Professional Services departments and other interested parties <p>Analysis of progress on Athena SWAN and Race Equality Charter initiatives</p>

The institutional audience* for this action plan includes (only include direct beneficiaries; complete or delete, as appropriate):

Audience (direct beneficiaries of the action plan)	Number of	Comments
Research staff	1,800	Of whom all are included in the Concordat at King's
Postgraduate researchers	0	
Research and teaching staff	1,800	Of whom a portion are included in the Concordat at King's
Teaching-only staff	600	Of whom a portion are included in the Concordat at King's
Technicians	400	Of whom all are included in the Concordat at King's
Clinicians		
Professional support staff		
Other (provide numbers and details):		

Complete for submission

To be completed only when reporting on action plan

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	Obligation	Action	Carried over from previous action plan?	Deadline	Responsibility	The targeted impact of the action (success measure)	Comments (optional)	Progress update	The actual impact of the action (reporting against the success measure)	Outcome (ongoing/carried forward/no further action)
Environment and Culture										
Awareness and engagement										
The aims of these obligations are to work towards an open and inclusive research culture, and to ensure broad understanding and awareness of this amongst researchers.										
ECI1	Ensure all relevant staff are aware of the Concordat.	Events to showcase what is being delivered against the Concordat. Decision made annually about what events to hold. Minimum number of events 1 per year	Yes, ECI1.3	Decision made annually in September. Event to be held during the subsequent academic year	Decision making CRSD, Event contributions from Faculties HR Research Management & Innovation Directorate Senior management	Impact Research staff more aware of the support they receive from King's. Those planning initiatives have greater opportunities for collaboration, sharing of best practice and innovation Measure Relevant questions in King's Research Staff Survey (KReSS). Faculties addressing Concordat Principles in their individual action plans				
ECI2	Ensure institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers.	1. Code of conduct to ensure behaviour is appropriate at events and courses to be used at all events by CRSD. Similar codes to be rolled out across the university, to be piloted in faculties by Natural, Mathematical & Engineering Sciences (NMES) and in role groups by the Technical Network. Depending on success of the two pilots, to then be rolled out to other faculties and departments	1. Yes, EC2.3	1. Inclusion by NMES and Technical Network from Jan 2023 Review Jan 2024 Offered across university from	1. CRSD	1. Impact Research staff are aware that there are behavioural expectations on them and that they can expect respect Measures Inclusion of the code in event literature Adherence to the code Pilot complete				

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			February 2024						
	<p>2. Flexible Working Group (FWG) to continue to provide input into university-wide discussions relating to flexible working, as they link to the Athena Swan Action Plan (and now linked with the Race Action Plan as part of EDI Combined Action Plan).</p> <p>FWG is planning to work with HR to provide Bite Size training sessions for people managers on flexible working.</p> <p>The incorporation of more positive case studies highlighting diverse practices on the SharePoint site</p>	<p>2.1 Yes, ECI2.4</p> <p>2.2 No</p>	<p>2. First part is ongoing consultation; deadline for training sessions April 2023 for the first to be delivered</p>	<p>2. FWG, Natasha Awais-Dean for general progression of discussions and Jessie Hardcastle re. training liaising with HR Gifty De Souza.</p>	<p>2. Impact Improved experience for all staff and support for managers to enable flexible working practices.</p> <p>Measure Staff report reasonable responses from managers to requests for flexible working Training sessions delivered</p>				
	<p>3. NMES: We will be creating a dedicated SharePoint hub for research staff in our faculty. This will pull together all the information research staff will need during their time with us, including information about local support, PDRs, training and development opportunities and links to College wide information, guidance docs and policies.</p>	<p>3. No</p>	<p>3. July 2023</p>	<p>3. NMES</p>	<p>3. Impact Research staff have greater awareness of the guidance and support available to them across the College and Faculty and said documents are easier to find.</p> <p>Measure A survey will be sent following the launch to gather feedback</p>				
	<p>4. A&H: Also creating a dedicated SharePoint hub (see above) A&H: Developing bespoke training for Early Career Researcher (ECR) and Postgraduate Research (PGR) communities on Research Ethics requirements. We are raising awareness of Research Culture agenda through targeted approach to departments with brief information appearances</p>	<p>4. No</p>	<p>4. July 2023</p>	<p>4. A&H</p>	<p>4. Impact Research staff report information is easier to find and have greater awareness of the guidance and support available to them across the College and Faculty in ongoing</p>				

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		at departmental staff meetings and longer consultations with Research and Impact Leads, and departmental Research Committees				consultation meetings with Department staff. Measure Attendance at related training events will be recorded to measure take up. Materials will be available online.			
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and using the outcomes to improve institutional practices.	<p>1. FoDOCS (Faculty of Dental, Oral & Craniofacial Sciences) will organise regular Research Staff events which inform staff about measures available to support them, institutional and external opportunities and training that can benefit them in their career progression. Reference to Equality, Diversity & Inclusion (EDI), Research Culture, public engagement and diversification of skill sets will be emphasised.</p> <p>2. FoDOCS; Monitor key aspects of positive research culture in FoDOCS through bi-annual surveys</p> <p>Key elements to be monitored are:</p> <ul style="list-style-type: none"> i. opportunity to undertake necessary training for career development possible ii. able to work flexibly within context of project iii. clear project and training objectives agreed through 	<p>1. No</p> <p>2. No</p>	<p>1. Annually (currently set for June)</p> <p>2. July 2023</p>	<p>1. Dean of Research, Chair of Research Staff committee</p> <p>2. Dean of Research Chair Research Staff Committee</p>	<p>1. Impact Research Staff Feel better informed Measures Positive feedback from attendees in 3 specific areas:</p> <ul style="list-style-type: none"> i. Majority of participants agree the event was useful and informative ii. networking was valuable iii. discussion of career progression and training <p>This will be obtained by surveys following the event which will be collated and evaluated at the Research Staff Committee meeting</p> <p>2. Impact Research staff feel more supported in their career planning Measures Obtain responses from >40% research staff and score against criteria for key elements of</p>	<p>1. A pilot away day was organised for 2022 – outcomes and feedback from this have formed the basis for the proposed action</p>		

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	<p>completion of the induction document and signed researcher – supervisor agreement uptake of PDR</p>				<p>research culture. These are: i) training uptake of 10 days per year ii) completed annual PDR iii) clarified objectives and requirements of role with line manager iv) identified key professional development goals. Scoring of responses will enable monitoring of efforts to promote training uptake, induction and PDR completion.</p>			
	<p>3. Run the King's Research Staff Survey (KReSS) on alternate years, 2023, 2025 etc.</p>	<p>3. Yes ECI6.1</p>	<p>3. Alternate years in May</p>	<p>3. CRSD</p>	<p>3. Impact The university has data to evaluate its plans Measure Survey is run, responses received from >20% of research staff. Report available within 3 months. Report distributed to relevant parties. New and updated actions added to the action plan</p>			
	<p>4. A&H Faculty: Local feedback is being gathered directly from departmental Research and Impact Leads and ECR staff on the quality of the research environment and culture through ongoing focus group meetings</p>	<p>4. No</p>	<p>4. ongoing on a quarterly basis</p>	<p>4. A&H Faculty Research Culture Team</p>	<p>4. Impact Feedback received will inform areas for action with regard to institutional practices Measure Relevant actions</p>			

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						included in action plans				
ECR1	Encourage researchers to actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students.	<p>1. IoPPN School of Neuroscience Catalyst Project 5 workstreams and localised action plan (1) B&H (2) Networking and Career Development (3) Mentoring (4) Management and Leadership (5) Clear Expectation encouraging all staff and students to participate in development and implementation of inclusive research environment through induction, shared calendars, mentoring and meet the management events, changes to management meetings representation, inclusive School Symposium, use of annual leave, project supervision and training.</p> <p>2. A&H- Developing and embedding formal Faculty-wide mentoring scheme for incoming ECRs</p>	<p>1. No</p> <p>2. No</p>	<p>1. All projects started by mid '23 Events actioned by Jun '23 Further changes implemented by Dec '23 with many actions having continuous improvements</p> <p>2. July 2023</p>	<p>1. IoPPN School of Neuroscience</p> <p>2. A&H</p>	<p>1. Impact Research staff feel environment is more inclusive and equitable with less bullying and harassment and their career progression is supported Measures Impact of all actions measured by repeated survey demonstrated by (1) decrease in reported experience of B&H, (2) increase satisfaction in career development support (currently 55% satisfied) (3) increase in access to mentorship (peer and unofficial) (4) improved relationship with manager (currently 51% satisfied receive constructive feedback) (5) increased satisfaction with induction setting clear expectations of roles (currently 55% feel receive good induction)</p> <p>2. Impact Best practice developed and guidance to be</p>				

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						made available across Faculty				
						Measure Every incoming ECR paired with a mentor				
Wellbeing and mental health										
The aims of these obligations are to champion positive wellbeing amongst researchers, both through appropriate training and enabling new ways of working.										
ECI3	Promote good mental health and wellbeing through the effective management of workloads and people.	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care (NMPC) through Research Executive to review training and support to managers. Faculty EDI Action Plan specific implementation section on Workload, flexible working and long working hours. Specific Strategic group on Workload and Long Work Hours.	No	Training reviewed by October /November 2022 Implementation thereafter at regular intervals throughout the year as appropriate	NMPC Research Executive	Impact Manageable workload Measure Managers support staff to work within workload limits acceptable for wellbeing and mental health, measured by KReSS				
ECI4	Ensure managers of researchers are effectively trained in relation to wellbeing and mental health.	Mental Health First Aid (MHFA) Training provided by several groups across the university according to budget MHFA included in future professional development programmes as a collaboration between the Technical Leads and CRSD NMES: Faculty arranging MHFA training for staff (research staff, managers of research staff and PGRs)	Yes, ECM1.2	Annually every September Ongoing	Technical network leadership CRSD NMES	Impact Staff feel better equipped at supporting mental health and wellbeing Measure Feedback from training Impact Staff feel better equipped at supporting mental health and wellbeing Measure Managers of research staff,				

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		<p>FOLSM to work with Organisation Development (OD) to implement MHFA training.</p> <p>FoLSM: Ensure all academics are aware of the EDI hub which includes details of training and awareness courses available online.</p>		<p>June 2023</p> <p>June 2023</p>	<p>FoLSM/ OD Development , Diversity & Inclusion</p> <p>FoLSM/ OD Development , Diversity & Inclusion</p>	<p>research staff and PGRs engaging with the training opportunities. We will work with the EDI team to track attendance numbers</p> <p>Impact Managers of staff feel better equipped at supporting mental health and wellbeing</p> <p>Measure Reported in staff responses to surveys in these areas.</p> <p>Impact Managers of staff feel better equipped at supporting mental health and wellbeing.</p> <p>Measure Staff responses to survey show better support in these areas.</p>			
ECM3	<p>Ensure managers promote a healthy working environment that supports researchers' wellbeing and mental health.</p>	<p>Institute of Psychiatry, Psychology & Neuroscience (IoPPN) School of Neuroscience to run an event based on mindfulness, wellbeing and time management</p> <p>Host events which encourage cross-campus collaborations across diverse job roles</p>	No	Jun '23	School of Neuroscience	<p>Impact Clearer expectations about taking annual leave, wellbeing and volunteer days, work hours, taking breaks during the day Increase knowledge around healthy working environments Remove barriers to communicating better</p> <p>Measure 100 attendance with 75%</p>			

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						researchers and follow-up communication to all SoN members Impact on environment monitored by repeated School Surveys				
ECM4	Ensure managers consider fully flexible working requests and other appropriate arrangements to support researchers.	See ECI2.2								
ECR3	Ensure researchers take positive action towards maintaining their wellbeing and mental health.	Generally business as usual but see ECI4								
Bullying and harassment										
The aims of these obligations are to eliminate bullying and harassment in the research system, tackled through progressive policies and secure mechanisms to address incidents.										
ECI3	Promote a healthy working environment through effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues.	<p>1. Positive Workplace Initiatives</p> <p>Cross-King's campaign to address bullying and harassment (B&H) and create a positive working environment for all staff, focused on four connected themes, with example activities listed.</p> <p>Leadership</p> <ul style="list-style-type: none"> ▪ Guidance and Scripts for Managers dealing with B&H ▪ Leadership Behaviours Toolkit ▪ Confidential Guided Conversations ▪ Leadership Coaching ▪ Bespoke Culture Reviews <p>Training & Awareness Raising</p> <ul style="list-style-type: none"> ▪ Active Bystander Training: webinars and online module ▪ Organisational Development Engagement Ethos ▪ King's Community Charter ▪ Considerate Communications Charter ▪ Allyship Toolkits ▪ Meetings Framework ▪ Bespoke team activities and 	1. Yes, ECI3.6	1. Ongoing iterative campaign of work with phased introduction of initiatives	1. OD & HR Principal's Senior Team EDI colleagues Positive Workplace Initiatives Senior Sponsorship Group Positive Workplace Initiatives Steering Group	<p>1. Impact</p> <p>Bullying and Harassment decreases</p> <p>Measures</p> <p>Use of Report and Support Platforms</p> <p>Attendance at active bystander training – percentage coverage</p> <p>Survey outcomes, including KReSS</p> <p>Completion of Performance Development Reviews (PDR)</p> <p>Increased number of communications around positive workplace initiatives</p>				

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	<p>events</p> <ul style="list-style-type: none"> ▪ All Staff Meetings ▪ Staff Survey <p>IoPPN B&H Toolkits</p> <p>Reporting, Monitoring, Support</p> <ul style="list-style-type: none"> ▪ New HR Case Management Team ▪ Athena SWAN Action Plan ▪ Race Equality Charter Action Plan ▪ Culture Shift Report + Support platform for King's community ▪ Improved data to enable targeted interventions ▪ Quality and consistency of informal support mechanisms <p>Reward, Retention & Recognition</p> <ul style="list-style-type: none"> ▪ Exit Survey and Interviews ▪ Pay Equality ▪ Workload Management ▪ 360-Degree Feedback for Professorial Promotions ▪ Embedding Our Principles in Action into PDRs and People Processes ▪ Career Development Frameworks ▪ King's Awards and local recognition of positive behaviours <p>2. IoPPN B&H Committee with responsibility to oversee B&H and lead on strategic change in (1) communication and engagement, (2) Task and Finish Groups (TFGs). exploring introduction of Confidential Advisors and vignettes bringing to live experiences and resolution of B&H and (3) more effective linking of faculty and</p>	<p>2. Yes, ECI3.6</p>	<p>er Training Phase II Launch October 2022</p> <p>Embedding Our Principles in Action into PDRs: April 2023</p> <p>Ongoing embedding of Our Principles in Action into People Processes: 2023 to 2025</p> <p>Staff Survey: Spring 2023</p> <p>Career Development Frameworks: 2025</p> <p>2. Action Plan delivered by Sep '23 Confidential Advisor s TFG</p>	<p>2. IoPPN B&H Committee</p> <p>TFG co-chairs and members appointed by open EOI)</p>	<p>Availability of data to monitor cases and outcomes</p> <p>2. Impact Change in B&H incidence Improved knowledge of initiatives in place and planned Improved understanding and knowledge of the</p>				
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		college initiatives		to feedback by Feb 2022 with Confidential Advisors in place by Spring '23 Vignette TFG launched Jan '23 with vignettes produced by Apr 23		impact B&H can have Improved feedback loops through use of Vignettes highlighting consequences of poor behaviour Measures B&H focused circular min every 2 months. Posters highlighting initiatives, activities, vignettes, Code of Conduct in all meeting rooms All staff through Departmental Meetings to have received same presentation on the why of addressing, prevalence, how to report and address B&H 10% or 150 staff attend investigation and hearing training Improved pastoral care for those experiencing inappropriate behaviour			
		3. IoPPN Regular B&H Workshop and other opportunities to engage and ensure different perspectives are heard.	3. Yes, ECI3.6	3. At least annually	3. IoPPN B&H Committee	3. Impact Providing opportunity to share experiences, ideas and contribute to initiatives and activities to address B&H Measures 3 events to be held with attendance at each 70 (50% researchers) and			

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		4. A&H Project to clarify processes on B&H with staff via Depts and share widely on SharePoint site in development. Work with independent Research Integrity Advisors to clarify function and increase visibility.	4. No	4. July 2023	4. A&H	supplemented by local department discussions. Number of workshops held and participants attending 4. Impact Improved self-reported understanding and knowledge of the impact B&H can have Measures Increase in numbers of colleagues aware of initiatives in place and planned via college wide staff surveys				
ECM3	Ensure managers encourage reporting and addressing incidents of discrimination, bullying and harassment.	See ECI3								
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to discrimination, harassment and bullying.	IoPPN B&H Anonymous Reporting Tool indicates researchers are using tool and reporting inappropriate behaviours which has been communicated across the faculty and college. This will be replaced by Report and Support. The action is to communicate the introduction of Report and Support and ensure appropriate links are embedded across the university.	No	Sep '22 with regular review of all materials	OD Principal's Senior Team Positive Workplace Steering Group Corporate Communications Faculty Communication Teams	Impact Better understanding of the incidence of B&H Measure Report + Support launched Increase in numbers of colleagues reporting inappropriate behaviour.				
Equality, diversity and inclusion										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and adopt practices enhancing equality, diversity and inclusion.										
ECI4 / ECM1	Ensure managers undertake relevant training and development opportunities related to	1. Included in other action plans so will not be addressed here King's holds an Institutional Athena SWAN Silver Award and Bronze Race Equality Charter Mark	1. Yes, EC2.1 and ECI2.2	1. See action plans in the provide	1. See action plans in the provided links	1. See action plans in the provided links				

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	<p>equality, diversity and inclusion, and put this into practice in their work.</p>	<p>https://www.kcl.ac.uk/hr/diversity/docs/pdf/finalised-athena-swan-action-plan-nov-2020-4-1.pdf And https://www.kcl.ac.uk/hr/diversity/gender-and-race-equality/kings-race-equality-action-plan-2020-2024.pdf</p> <p>2. IoPPN Research Innovation Committee introduction of Diversity Thrive training programme for researchers from racialised or other minoritised backgrounds which will be available across university</p>	<p>2. No</p>	<p>d links</p> <p>2. Initial consultation on training to start Autumn '22 with training rolled out 23-24 academic year</p>	<p>2. IoPPN Research Innovation Committee IoPPN Culture, Diversity & Inclusion Team</p>	<p>2. Impact Racialised and other minoritized groups feel supported Measure Co-developed training programme 50 researchers from across King's from racialised or other minoritized backgrounds to attend first cohorts Impact of training to be measured through surveys following each session and whole programme Integration of learnings from course embedded across other training programmes</p>				
<p>ECR2</p>	<p>Ensure researchers act in accordance with employer and funder policies related to equality, diversity and inclusion.</p>	<p>1. Included in other action plans so will not be addressed here King's holds an Institutional Athena SWAN Silver Award and Bronze Race Equality Charter Mark https://www.kcl.ac.uk/hr/diversity/docs/pdf/finalised-athena-swan-action-plan-nov-2020-4-1.pdf And https://www.kcl.ac.uk/hr/diversity/gender-and-race-equality/kings-race-equality-action-plan-2020-2024.pdf</p> <p>2. To provide a forum (the Building Racial Equity, and Diversity in</p>	<p>1. Yes, EC2.1</p> <p>2. No</p>	<p>1. See action plans in the provided links</p> <p>2. Ongoing</p>	<p>1. See action plans in the provided links</p> <p>2. Dr Juliana Onwumere</p>	<p>1. See action plans in the provided links</p> <p>2. Impact Researchers have</p>				

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		Research Network) for key stakeholders involved in and/or impacted by King's Health Partners R&D activities based at Denmark Hill to identify, discuss and amplify initiatives that promote wider participation in research at the IoPPN/ South London and Maudsley NHS Foundation Trust			(current chair) IoPPN/ South London and Maudsley NHS Foundation Trust Research & Development Office	increased awareness of EDI issues Measures Minimum 15 meetings held before 2025 Guidance provided on long-term strategic planning, implementation and monitoring of race inclusion, diversity and equity polices, procedures across R&D activities at Denmark Hill Improved collaboration of race equality work within research across NHS Trusts, King's and community organisations				
Research Integrity										
The aims of these obligations are to ensure managers and researchers are trained in-, aware of- and maintain high standards of research integrity, and are able to report infringements or misconduct.										
EC15 / ECM2	Ensure researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity and professional conduct.	<p>1. Continuation of training on research integrity, research governance, and research ethics through our introductory sessions and more focused, local sessions (the integrity ones developed in partnership with the Research Integrity Advisor (RIAd) network).</p> <p>2. Mapping exercise to identify gaps in areas who have not received training.</p>	<p>1. Yes, EC15.4</p> <p>2. No</p>	<p>1. Ongoing</p> <p>2. Apr 2023</p>	<p>1. Research Integrity Office (RIO) in partnership with RIAd</p> <p>2. RIO</p>	<p>1. Impact Greater appreciation of research integrity Measure Increased numbers of training attendees and positive feedback</p> <p>2. Impact Improved coverage of training Measure Training gaps identified and contact made with areas to arrange training, and training sessions scheduled</p>				

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		<p>3. Creation of online training module.</p> <p>4. Creation of a University-wide Code of Conduct in Research, supported by faculty-specific guidance.</p> <p>5. Research Integrity training in A&H will continue in 2022-23 tailored for specific departments and we will survey on what is meaningful to colleagues and how often reviews need to be conducted. A panel discussion on Research Integrity to take place in the context of a Research Culture Forum in 2022-2023.</p>	<p>3. Yes, ECI5.4</p> <p>4. Yes, ECI5.1</p> <p>5. No</p>	<p>3. Sept 2023</p> <p>4. Jan 2024</p> <p>5. Training delivered through out the year Survey annually</p>	<p>3. RIO</p> <p>4. RIO</p> <p>5. A&H</p>	<p>3. Impact Greater accessibility to training Measure Online module created and communications made to raise awareness, with identification of cohorts for which this will be mandatory. Uptake of training will be monitored and linked to the PDR process.</p> <p>4. Impact Awareness of requirements for conduct in research Measure Code developed and published through KCL approval channels, with communications to raise awareness of it</p> <p>5. Impact Awareness of requirements for conduct in research Measure Staff attendance at training sessions offered will be monitored. Feedback gathered on improving bespoke training offer to A&H colleagues and materials improved.</p>				
ECM3	Ensure managers report and address incidents of poor research integrity.	Increased visibility of the RIAd network and of the Research Integrity Office.	Yes, ECI5.2	Ongoing	RIO with support from Faculty-	Impact Researchers aware of				

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					based RIAds	opportunities to manage integrity breaches Measures Increased volumes of enquiries being received by RIO and/or RIAds, as recorded on our internal logs, with issues being reported in a timely manner					
ECR2	Ensure researchers act in accordance with employer and funder policies related to research integrity.	Awareness raising through training and RIAd network	Yes, ECI5.4	Ongoing	RIO plus other teams in Research Management & Innovation Directorate, e.g. Research Grants & Contracts, Centre for Doctoral Studies, CRSD.	Impact Researchers more aware of research integrity policy Measure More enquiries on good research practices; more requests for local training. Fewer breaches of research integrity reported, in line with sectoral trends.					
ECR4	Ensure researchers use available mechanisms to report staff who fail to meet the expected standards of behaviour in relation to research misconduct.	Increase visibility of reporting mechanisms of potential research misconduct or other breaches of good practice through training and RIAd network	Yes, ECI5.4	Ongoing	RIO with support from Faculty-based RIAds	Impact Researchers more aware of research integrity policy Measure Increased reporting.					
Policy development											
The aims of these obligations are to encourage all researchers to actively contribute to the development of policies driving positive change at their institution.											
EI7	Consider researchers and their managers as key stakeholders within the institution and provide them with formal opportunities to engage with relevant organisational policy and decision-making.	See ECI3, ECM3 and ECR4 above									

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ECM5	Encourage managers to engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See ECI3, ECM3 and ECR4 above								
EM5	Engage with opportunities to contribute to relevant policy development within their institution.	See ECI3, ECM3 and ECR4 above								
ECR5	Encourage researchers to consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution.	See ECI3, ECM3 and ECR4 above								
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community.	See ECI3, ECM3 and ECR4 above								
Employment										
Recruitment and induction										
The aims of these obligations are to ensure recruitment of researchers is open and fair and researchers receive effective inductions into the organisation.										
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices.	Included in other action plans so will not be addressed here King's holds an Institutional Athena SWAN Silver Award and Bronze Race Equality Charter Mark https://www.kcl.ac.uk/hr/diversity/docs/pdf/finalised-athena-swan-action-plan-nov-2020-4-1.pdf And https://www.kcl.ac.uk/hr/diversity/gender-and-race-equality/kings-race-equality-action-plan-2020-2024.pdf	Yes, ECI2.1	See action plans in the provided links	See action plans in the provided links	See action plans in the provided links				
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their	1. NMES: We will ensure that a link to the research staff SharePoint hub (referred to under ECI2) is included in induction materials across our faculty	1. No	1. End 2023	1. NMES	1. Impact Awareness for new starters of the guidance and support available to them during their time at King's				

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	<p>position.</p>	<p>2. Faculty of Social Science & Public Policy (SSPP): All research staff are offered the opportunity to participate in Department Induction and the annual Faculty Research Café which covers all the support available for researchers</p>	<p>2. No</p>	<p>2. By 31 March annually Department induction when starting and a Faculty Research Induction (research Cafe) in February each year</p>	<p>2. SSPP Heads of Department; Vice Dean (research) and Faculty Research Manager</p>	<p>Measure survey of new starters</p> <p>2. Impact Awareness for new starters of the guidance and support available to them during their time at</p> <p>Measure Fewer basic questions and less confusion about where to go for information and advice; clarity about who does what. Measured by number signing up, in session evaluation and ad hoc feedback</p>				
		<p>3. A&H. A dedicated page with relevant info will be set up on SharePoint Research Hub in development.</p> <p>A&H ECR Peer Network established and supported- starting with Induction event for new starters Oct 22</p> <p>A&H Developing and embedding formal Faculty-wide mentoring scheme for incoming ECRs</p>	<p>3. No</p>	<p>3. July 2023</p> <p>July 2023</p> <p>July 2023</p>	<p>3. A&H</p>	<p>3. Impact Improved experience for research staff because of greater awareness of the guidance and support available to them across the College and Faculty</p> <p>Measure Attendance of staff at induction events. Awareness measured through ongoing consultation with target groups such as the ECR Committee. Good practice mentoring guidelines made available across Faculty.</p>				

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		4. NMPC Annual review with research staff involvement of induction programme currently offered termly to all new staff. Introduction to Research staff "buddy" for all new starters.	4. Yes	4. Annually in July and termly in first week	4. NMPC	4. Impact Induction programme appropriate for target audience. Buddying connects researchers to university and provides a sense of belonging Measure Staff feedback at Research staff group and through the probation process.			
Recognition, reward and promotion									
The aims of these obligations are to ensure the fair and inclusive recognition of researchers as part of their career progression.									
EI3	Provide clear and transparent merit-based recognition, reward and promotion pathways that recognise the full range of researchers' contributions and the diversity of personal circumstances.	1. SSPP: Raised researcher promotion at College level; looking to include them in the academic performance framework 2. Review current processes for rewarding research staff who support PGR students and how they can be recognised for their contribution. Recognition options to be considered are broad, and depending on the outcome of the review, may need a variety of mechanisms to implement	1. No 2. No	1. Academic Year 2022/3 latest 2. Review to conclude August 2023. Implementation dependent on type of recognition agreed, completion by 2025	1. SSPP line managers of research staff/Academic Senior Leadership Team 2. CRSD Centre for Doctoral Studies Dean for Doctoral Studies	1. Impact Research staff being included in the academic promotion process Measure Evaluated responses to a staff survey in 2023 2. Impact Increased satisfaction for research staff PGR student benefit from supervision by recognised staff Measure KReSS and PRES			

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EM3	Managers commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers.	SSPP: to generate particular communications and message reinforcement of action in EI3 if consistent approach to promoting research staff is achieved	No	July 2023	Vice Dean People and Planning	Impact SSPP Researchers achieve promotion through a fair and transparent process Measure Assessed in the KreSS and within faculty. Measured and evaluated in relevant committee as part of local governance structure and staff survey in 2023.				
Responsibilities and reporting										
The aims of these obligations are to ensure that researchers and their managers understand and act on their obligations and responsibilities.										
EM2	Managers familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding.	See PCDM5								
ER1	Researchers ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder.									
ER2	Researchers understand their reporting obligations and responsibilities.	See ECR4 and ECI3								
People management										
The aims of these obligations are to ensure that researchers are well-managed and have effective and timely performance reviews.										
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and	1. IoPPN to improve training and development opportunities and expectations for those with line management responsibilities embedded within policies, processes and other mechanisms	1. No	1. all new policies related to leaders	1. IoPPN Executive Dean / Head of Schools/Dep artments	1. Impact Managers are more aware of their responsibility and more confident to support their				

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	equivalent.	like role descriptions managed through introduction of a new Learning and Development Champion and associated TFG.	2. No	hip positions include training expectation from Jun '22 L&D Champion recruited Jan '23 and goal achieved by Jan '25	Culture, Diversity & Inclusion Team	researchers Measure All HoDs (14)/Deputy HoDs (up to 28) appointed from Nov '22 to have participated in leadership and management training Clear expectations for L&D established, signposted, communicated on intranet/induction/role descriptions/ All policies related to recruitment to leadership positions include L&D expectations Gaps identified in L&D provision and action plan for implementation by Learning and Development Champion established				
		2. FoDOCS will signpost all managers of research staff to Vitae toolkits and training opportunities at King's		2. Quarterly notifications to managers of research staff	2. FoDOCS Research Support team Dean of Research	2. Impact Managers are more confident to support their researchers Measure Uptake of training by managers Responses from research staff to bi-annual survey (see above) - specifically staff will be asked if they have been told about training opportunities in their induction				

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EI5	Ensure that excellent people management is championed throughout the organisation and embedded in institutional culture, through annual appraisals, transparent promotion criteria, and workload allocation.									
EM1	Managers undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care.	IoPPN, through establishment of Learning and Development Champion and TFG, to improve monitoring of attendance at training and development opportunities and how this is fed back to departments who are then able to take appropriate action when gaps materialise	No	Improvements in place by Sep '23	IoPPN Culture, Diversity & Inclusion Team	<p>Impact Established mechanism for how training attendance is monitored and shared with Schools/Departments. Equitable access to training and development</p> <p>Measure Regular School Surveys to monitor attendance and impact of training alongside uptake Ensure equitable access to training and development demonstrated by distribution of characteristics of those attending and feedback gathered in Staff Survey 2023</p>				
EM4	Managers actively engage in regular constructive performance management with their researchers.	1. NMES: The Faculty have developed a PDR SharePoint app which was trialled with professional services staff during the 2021 PDR round. It will be rolled out to all research and academic staff for the 2022 PDR round. The app will provide robust tracking of PDR completion rates and help us ensure productive PDR conversations are happening with all our research staff. This falls under "People and Community", "Research Excellence" and "Staff Development" priorities of the NMES 5-year plan	1. Yes, EM4, EM5, PCDM1.1, PCDR4.1 and EI5.1	1. Initial roll-out June 2022, then annually	1. NMES	<p>1. Impact More research staff engaging in productive PDRs</p> <p>Measure Improved ability to track PDR completion rates and higher completion rates, and those who have attended training in this area</p>				

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		2. NMPC: Since April 2022 Research Support Office has run PDR refresher training and is coordinating probation appraisal for new starters and for all research staff. The faculty will continue to run these indefinitely	2. Yes, EI5.1	2. Annually in April	2. NMPC	2. Impact Research staff feel welcomed and supported in their PDR Measure KReSS and faculty surveys			
ER3	Researchers positively engage with performance management discussions and reviews with their managers.								
Job security									
The aim of this obligation is to improve the job security of researchers.									
EI6	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 is undergoing a major review of the use of Fixed-Term Contracts with the intention of employing a significant portion of research staff on open contracts in future. i. initial scoping exercise, examining options, changes required, workload models, funding models, necessary automation ii. decision making process for investment levels, who to include, possible pilot requirement, staffing requirements iii. implementation. The specifics of this will depend on i. and ii. and are likely to include significant investment in creating new reporting and process structures, collaboration between many departments, an overhaul of the redeployment policy, creation of a redeployment system and other actions that are as yet unknown but are expected to arise. This project constitutes a major undertaking with a large number of departments and staff involved	Yes, EI3.1	i. September 2022 ii. dependent on findings from i. most likely December 2022 iii. starting following completion of ii. with expected duration of 2 years minimum, depending on findings in i.	Principal's Senior Team HR Research Management & Innovation Directorate (various departments including CRSD) Faculties	Impact: 1. Remove insecurity arising from inability to obtain mortgages, loans and housing rental agreements 2. Minimal impact on those managing the process Measure Project outcomes measured by i. completion of scoping exercise ii. completion of decision making phase iii. dependent on implementation requirements including new systems being in place and staff engaging positively with new processes	While not affecting job security per se, this initiative is expected to improve the lived experience of research staff. It is connected to PCDM5 and PCDI5.		
Professional and Career Development									

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	year.										
Career development reviews											
The aims of these obligations are to ensure researchers and their managers are engaging in productive career development reviews.											
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers.						This is now business as usual with the majority of research staff having PDRs.				
PCDI6	Monitor, and report on, the engagement of researchers and their managers with researcher career development reviews.						This is now business as usual with the majority of research staff having PDRs.				
PCDM 1	Managers engage in regular career development discussions with their researchers, including holding a career development review at least annually.						This is now business as usual with the majority of research staff having PDRs.				
PCDR4	Researchers positively engage in career development reviews with their managers.						This is now business as usual with the majority of research staff having PDRs.				
Career development support and planning											
The aims of these obligations are to promote researchers' career development planning through tailored support and gathering evidence of professional experience.											
PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers.	1. Focus on increasing proportion of research staff using careers services for appointments and events	1. No	1. July 2023 and beyond	1. King's Careers & Employability (KCE)	1. Impact Better career preparedness Measure Proportion of staff using KCE increases by 5%	King's has a dedicated careers team that has successfully provided ongoing				

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		<p>2. Advancing in Academia: blended approach for different disciplines looking at how to develop an academic career. New for 2022 – blended approach for NMES and creating an asynchronous version for any discipline.</p> <p>3. What's up doc – piloted 21-22. Developing blended learning approach for research staff considering the option of starting a PhD. Intention to collaborate with other universities beyond the Russell Group.</p> <p>4. Placement Project – investigating how short placements based on information interviewing can be supported with resources for research staff.</p>	<p>2. No</p> <p>3. No</p> <p>4. No</p>	<p>2. June 2023</p> <p>3. Spring 2023</p> <p>4. Summer 2023</p>	<p>2. KCE</p> <p>3. CRSD and KCE</p> <p>4. KCE and CRSD</p>	<p>2. Impact More accessible course Measure Course runs with at least 10 staff participants</p> <p>3. Impact More awareness of PhD options for research staff Measure Course runs with 20 staff participants</p> <p>4. Impact Research staff feel supported in exploring career options Measure Monitored through KReSS</p>	<p>support for more than 15 years in this area and is now business as usual. Only new projects will be included here</p>			
PCDR3	<p>Researchers maintain an up-to-date professional career development plan and build a portfolio of evidence demonstrating their experience, that can be used to support job applications.</p>	<p>Professional registration with the Science Council and professional bodies (Royal Society of Biology / Chemistry for example) Funded for Technical staff available to all researchers with Technical network mentoring support</p>	No	On going	Technical leadership and staff	<p>Impact Registrants recognise their capability and feel more valued Measure Numbers of registrations per year</p>				
Research identity and leadership										
The aims of these obligations are to provide researchers with opportunity to progress in their careers by developing their research identity and leadership capabilities.										
PCDI4	<p>Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills.</p>	<p>FoLSM – with the Research Staff Network working on a proposal to ensure recognition of individuals contributing to wider agendas, including committees, leading on projects etc.</p>	No	Dec 2022, recognition process thereafter	Faculties/FoLSM	<p>Impact Tangible recognition will encourage more researchers to get involved. Measure Numbers involved and reasons they do so.</p>				

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PCDM 4	Managers 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.	<p>1. Technical network to create a list of short-term secondments cross all the faculties and Core Facilities</p> <p>2. Toolkits to enable managers to support ECRs (developed following funding awarded to KCL managers in partnership with Vitae) are integrated within manager-ECR development planning, and monitored within manager PDR</p>	<p>1. No</p> <p>2. No</p>	<p>1. Late summer 2022 with deployment thereafter</p> <p>2. Summer 2023</p>	<p>1. Technical leadership and core group and Technical Services Operating Model Design Programme Manager</p> <p>2. Faculties</p>	<p>1. Impact Technical staff gain a taste of another campus, different skill sets and insight into protocols and local health and safety and statutory compliance Measure Creation and uptake of secondments</p> <p>2. Impact Managers are better able to support research staff in their professional development Measure ECRs report increased opportunities for development, and satisfaction with management interactions assessed in KReSS</p>				
PCDM 5	Managers engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development.	Development of a new programme co-created with and to address the approach of managers to supporting their research staff. This co-creation process took place over 2 months and involved consultation with existing and senior managers of research staff in every faculty within King's. Following this process, a new piece of development activity is being trialled 3 times in 2022-23 and will be open to academic colleagues across the faculties. Following completion of this delivery we will review the programme outcomes. Depending on the level of success the programme will either be revised by modification to the content, creation of other resources or other means, in collaboration	No	July 2023 and annually thereafter in July	CRSD	<p>Impact In the trial period the broad aims of the programme are to raise awareness of this avenue of professional development for managers, monitored by attendance and representation of a range of faculties. Measure Workshop feedback forms will be used to measure reaction and inform iterative improvements to the programme</p>				

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		with the target audience, or retained as is and incorporated into our standard offering. To some level a level of iteration is expected. This project will rely on cooperation across the faculties to successfully promote the trial and potentially embed the offering within our wider programme. This programme is funded by HEIF in the trial period and therefore exists in the context of a raft of projects initiated by the CRSD to address career precarity. It will also connect to the Managers Toolkit devised by King's Future Leaders Fellows in collaboration with Vitae.				and related support and resources. Later stages of the Kirkpatrick model will be addressed by surveys on repeated occasions to understand learning and how this has been applied. Changes to the management environment experienced by research staff will be monitored by the KReSS			
Diverse careers									
The aims of these obligations are to recognise, value and prepare researchers for the wide range of career options available to them within and beyond research.									
PCDI5	Recognise that moving between, and working across, employment sectors can bring benefits to research and researchers, and support opportunities for researchers to experience this.	Career Tracks project – initial literature review and case study collection of researchers working beyond academia. Resource to be used in PCDM5. Following year to be turned into asynchronous resource.	No	July 2023	CRSD with KCE	Impact Improved visibility of careers beyond academia. Measure Use of resource, uptake of careers consultant appointments and anecdotal feedback. Analysis of Careers Tracks and Case Studies usage by staff to show at least 10% of research staff have engaged with the project each year.	King's has a dedicated careers team that has successfully provided ongoing support for more than 15 years in this area and is now business as usual. Only new projects will be included here		
PCDM 2	Managers support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments.	1. Hub to be developed for research staff managers supporting them in having career conversations with research staff and how to refer them to other services such as KCE. Initial scoping exercise to be completed followed by content creation and hub developed in two stages. Hub	1. No	1. Scoping to July 2023 Phase 1 to July 2024 Phase 2 to July	1. CRSD + KCE	1. Impact Managers have better understanding of how to hold a career conversation with their staff and how to refer them.			

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		to incorporate and complement Managers' Toolkit (see PCDM4)		2025		Measure Monitored by KReSS and manager survey				
		2. NMES: A statement will be drafted by the faculty to the effect that we support our research staff and PhD students in their career choice, whatever that may be. Departments will be asked to upload this to their websites	2. Yes, PCDM2.2	2. October 2022	2. NMES	2. Impact Research staff more confident to consider careers beyond academia Measure Statement is clearly visible on all our department webpages and message is received by research staff monitored by KReSS				
		3. All managers or departments where not possible for managers to provide a statement on their webpage or other location to the effect that they support their research staff and PhD students in their career choice, whatever that may be.	3. Yes, PCDM2.2	3. Initial campaign during 2023, posting thereafter	3. CRSD	3. Impact Research staff more confident to consider careers beyond academia Measure Percentage of managers with this information posted, target minimum in first round 5%				
PCDR2	Researchers explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments.									
PCDR6	Researchers consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation.	Engage with the Science Museum (and London Science Gallery?) and the Gatsby funded Technicians Gallery in promoting Technical careers as an excellent career pathway. To engage with School children, teachers, and the general public, in the vital role technical staff play in Research and education	No	Sept 2022 then active for 5 years	Technical network leadership core group	Impact Technical staff gain greater confidence in and wider appreciation of the scope of their role Measure Monitored by numbers taking up the opportunity				

