

UNIVERSITY OF KENT HR EXCELLENCE IN RESEARCH AWARD EIGHT YEAR REVIEW - NOVEMBER 2021



The University of Kent's current researcher development actions are reviewed in this Backwards Action Plan (2019-2021). They consist of i) carried forward actions from the 2017 HRER Action Plan and ii) '2020-22 actions'\* mapped to the Principles of the new Concordat, the obligations coding for which has been added to the first column. Many of these new actions were mentioned in the review of the 2017 Action Plan and the accompanying three-page report submitted for the Six Year Review, and those being carried forward to the Forwards Action Plan (2021-2023) remain central to our ongoing work on researcher development at Kent.

(\* Please note that the actions in the 'New Action Plan 2020-2022' below refer to the period from November 2019-November 2021, i.e. from when the Six Year Review was originally submitted.)



**GLOSSARY:** ACM (Academic Career Map), AFS (Associate Fellowship Scheme), CES (Careers and Employability Service), CPD (Continuing Professional Development), DRIM (Divisional Research & Innovation Manager), DTP (Doctoral Training Partnership), ECR (Early Career Researcher), ECRN (Early Career Researcher Network), GFWG (Grants Factory Working Group), GRC (Graduate and Researcher College), Grad School (Graduate School), GCDC (Global Challenges Doctoral Centre), GTA (Graduate Teaching Assistant), HR (Human Resources), IS (Information Services), KBS (Kent Business School), KEI (Kent Enterprise & Innovation)/KIE (Kent Innovation & Enterprise), KEIN (Kent Enterprise & Innovation Network), L&OD (Learning & Organisational Development), LASR (Leadership for Areas of Significant Responsibility), O4S ('Organising for Success'), PDRA (Postdoctoral Research Associate), PGCHE (Postgraduate Certificate for Higher Education), PGR (Postgraduate Researcher), PSD (Professional Services Department), RDAG (Researcher Development Advisory Group), RDF (Researcher Development Framework), RDWG (Researcher Development Working Group), REAG (Research Ethics Advisory Group), Res Serv (Research Services), RIB (Research & Innovation Board), RIS (Research & Innovation Services), RPD ('Reflect, Plan, Develop'/appraisal), RM (Research Manager), SP (SharePoint), SVRC (Summer Vacation Research Competition), T&OD (Talent and Organisational Development), UELT (Unit for the Enhancement of Learning and Teaching).

KEY TO STATUS UPDATES:

Completed	Completed
Carried forward: core/critical action	Carried forward
Carried forward: non-critical action	Carried forward
No longer applicable	No longer applicable

Reference	Carried forward actions from 2017-2021 Action Plan	Institutional Lead	Timescales	Success measures	Progress	Status
2017 Action Plan/2019 Concordat obligations coding						
<b>Valuing researchers</b>						
1a/ PCD11	Raise awareness and take-up of development opportunities, irrespective of whether colleagues are on a permanent or fixed-term contract. Advertise targeted development opportunities for ECRs and PDRAs.	GRC	Outcomes monitored every two years through the CEDARS survey (next one in 2021)	CROS targets: 70% aware of development offers 40% taken up development offers Less than 30% see being fixed term as a barrier to development	Low uptake of development opportunities remains an issue, especially in 2020-21, although this is acknowledged to have been an exceptional year because of the pandemic. However, awareness of such opportunities has improved with 72% of CEDARS 2021 respondents being aware of development opportunities. (However, of these, 37% engaged with such opportunities but 35% did not.) In addition, 79% of respondents are aware of training provided by the GRC with 54% engagement in such activities. This reflects increased GRC communication with academic and research staff since October 2020, which ignores contract status and has targeted PDRAs, in particular, with information about training and development opportunities.  Disappointingly, 35% of CEDARS 2021 respondents on fixed term contracts felt that the contract was a barrier to development, although this is an improvement on 42% in CROS in 2019. [NB the numbers of PDRA/RA and Research Associate respondents were lower in the 2021 survey (24) than in 2019 (104 PDRA, RA and ECRs).] The issue of fixed term contracts thus remains a barrier to researcher development and further work is required in this area. (RDAG will also consider greater use of open-ended contracts and redeployments via an annual written or verbal report from HR by September 2022).	Carried forward

<p><b>1b/ PCDI4</b></p>	<p>Promote support for funding one researcher per year to attend the Vitae conference.</p>	<p>RDWG</p>	<p>Annually from 2020</p>	<p>Funded place is taken up and attendee reports back to peer group</p>	<p>Given disappointing responses to previous offers, low researcher engagement with other initiatives, and the new Divisional structures, an alternative approach was adopted to maximise return on the investment in terms of researcher support. Hence the funded Vitae Connections 2021 place was offered to one of the new DRIMs, who attended the event with the two GRC Researcher Developers.</p>	<p>Carried forward</p>
<p><b>1f/ EI7</b></p>	<p>Work with Research Councils/funders to ensure the shaping of career development of researchers. Deliver feedback on schemes and ascertain eligibility of Kent colleagues for certain ECR schemes through funder and DTP meetings.</p>	<p>Res Serv (1st action) and GRC (2nd action)</p>	<p>Annually from 2020</p>	<p>Requirements of the Concordat Principle of Professional and Career development lead the agenda of funder/DTP meetings</p>	<p>The Deputy Vice Chancellor (Research &amp; Innovation) and staff within RIS are regularly meeting with colleagues within UKRI and other research &amp; innovation funders to help shape their offerings in support of the career development of researchers. For example, the University has quarterly meetings with EPSRC as part of their strategic engagement with universities and the Head of Research &amp; Innovation Support and Governance was part of the group consulted by Wellcome prior to launching their revised funding schemes recently. The Head of Research &amp; Innovation Support and Governance is also a member of the UKRI Research Organisation Consultation Group.</p> <p>The GRC Dean and other relevant academic staff feed into the development of DTPs through their membership of all our DTP Strategy Boards. (As an example, Kent has been particularly successful in the SeNSS allocation of postdocs and the GRC Dean has been involved in internal selection panels for these staff.)</p>	<p>Carried forward</p>
<p><b>1h/ PCDI4</b></p>	<p>Carry out benchmarks of approaches of postdoctoral training at other institutions. Review options to promote researcher value to Kent.</p>	<p>GRC</p>	<p>Spring 2021</p>	<p>Understanding of Kent's postdoctoral training approach relative to sector  Visibility of postdocs and their research impact in publicity and marketing materials</p>	<p>Benchmarking work is in progress. Existing sectoral knowledge and research undertaken to date is guiding Kent's approach to postdoctoral training and support. Information gathering includes liaison with colleagues from elsewhere in the sector via relevant networks (e.g. SERD and Vitae), conferences (e.g. Vitae Connections Week, NPDC21 and REDS), Vitae and other training events, and other liaison such as inward visits, e.g. see New Action Plan 2020-2022, 22 (a,b).</p> <p>Opportunities to promote researcher value are regularly reviewed, particularly in relation to communications initiatives such as forthcoming GRC web and SharePoint pages relating to the Concordat Principles and researcher career stories/case studies (also in development.) The GRC ECR prize promotes researcher value, as do all RIS prizes annually (see New Action Plan 2020-2022, 10a).</p>	<p>Carried forward</p>

Researcher voice						
<b>2c/ EI2</b>	Establish researcher induction events in addition to and to complement to central University (L&OD) and local inductions (possibly online).	GRC	From Spring 2021	CEDARS targets: 85% satisfaction with researcher induction event	The possibility of organising central researcher induction events was postponed due to the pandemic (and central induction events were suspended in 2020-21). The latter were replaced by a new central induction process in October 2021, including a mandatory Moodle module which highlights support for researchers.  The GRC is working with T&OD to create a mandatory 'Central Researcher Induction' Moodle Module (due to launch in January 2022) and the Divisions are developing new induction processes for their academic and research staff, including online content via SharePoint. (See also 4e and 6g.)	No longer applicable
<b>2d/ PCD13</b>	Further raise awareness of the Vitae RDF (e.g. through ECR network events, PDRA lunches, induction) as a basis for considering how to develop their skill set and experience.	RDWG/GRC	From Autumn 2020	CEDARS targets: 50% awareness of the RDF	In CROS 2019 only 8% of Kent ECRs used the RDF for CPD (compared to 11% of the national aggregate) and 50% of Kent PDRAs, RAs, Research Associates and ECRs had never heard of it. Unfortunately, CEDARS 2021 indicated that the same percentage of current PDRAs, RAs, Research Associates and ECRs (50%) are unaware of the RDF (compared to 47% of all academic and research respondents). A major reason for this is the fact that no face-to-face ECRN, PDRA or induction events have taken place since March/April 2020 as a result of the pandemic. (See also 7f, 4g and the New Action Plan 2020-2022, 4b.)	Carried forward
<b>2e/ PCD11</b>	Include the mentoring of ECRs and PDRAs as part of the University's wider mentoring strategy being shaped by the Mentoring Working Group.  Investigate joining Vitae's SUMAC scheme matching mentors and mentees across universities.	RDWG/Mentoring Working Group	Started Spring 2020	Mentoring approach for ECRs and PDRAs included in outputs of Mentoring Working Group  CEDARS survey target: 80% uptake of mentoring opportunities	Awareness of and engagement with mentoring has increased since 2019, as shown by survey data. 47% of CEDARS 2021 respondents have undertaken mentoring inc. 29% of postdocs (compared with 21% in CROS) and 34% are aware of but have not undertaken it (inc. 42% of postdocs, up from 29% in CROS). This reflects work to promote the variety of mentoring options available to researchers, thus making them more widely known and taken up. (These include the Eastern Arc scheme - <a href="https://easternarc.ac.uk/mentoring/">https://easternarc.ac.uk/mentoring/</a> - launched in 2020: 19 Kent mentees took part in year one with feedback suggesting it was an overwhelmingly positive experience.) The approach for ECRs/PDRAs is being considered by the GRC, T&OD and Divisions in the context of new mentoring opportunities and resources. An introductory mentoring e-learning module will be launched in Dec. 2021. Also, research has taken place into suitable digital mentoring platforms to support central and Divisional mentoring activity, work is underway to confirm technical requirements with IS and a phased launch is planned for 2022. (Please note research into SUMAC has been superseded by these developments.) Work has also taken place in 2021 to train Divisional mentoring panel members: this involves introductory skills development for new mentors and an opportunity to reflect on and refresh practice for more experienced ones. The focus is to position mentoring as a supportive and inclusive activity which complements other people development processes. Information is also being updated and relevant links incorporated into the GRC web and SP pages, and handbooks for RMs and researchers. Data on Divisional mentoring undertaken by researchers (including ECRs and PDRAs) will be included in annual Divisional reports to RDAG by September 2022.	Carried forward

2g/ EC15	Apply the learnings from the School of Psychology's version of the ethics review system to inform an institution-wide approach.	Res Serv	Review in December 2020	A university-wide ethics review system	How best to implement a University-wide ethics review system remains under review. Currently an institution-wide ethics review process operates (using email and SharePoint) through local and central REAGs (see <a href="https://research.kent.ac.uk/ris-research-policy-support/central-research-ethics-advisory-group-reag/">https://research.kent.ac.uk/ris-research-policy-support/central-research-ethics-advisory-group-reag/</a> .) Copies of the Psychology bespoke system are available for other REAGs to adopt and some Divisions are doing this, although the Research Ethics & Governance Committee advised against adopting this approach as there are insufficient IS resources to adapt the Psychology system to suit the different research agendas of other Schools and Divisions. The Research Data and Systems Manager is working with Divisions and IS to implement the current ethics system more widely and is investigating the potential purchase of an ethics module for Worktribe, the new Research and Innovation Management Software (RIMS), which could be available across the University if introduced in a subsequent project phase.	Carried forward
2h/ PCDR6	Encourage research staff to engage with entrepreneurial, knowledge exchange initiatives, including Enterprise & Innovation Network events, and innovation funding opportunities (ideas with commercial potential).	RDWG/KIE	Annual review	Targets for 2019/20: 5 KIE specific sessions in the Grants Factory/ECRN 3 KIE lunchtime network meetings 1 Early Career training day 6 School/topic specific events or talks	Training capacity and delivery were compromised by internal and external developments including COVID and the death of a key trainer. In particular, capacity to organise and deliver events was severely reduced by O4S, which resulted in the critical 1.0 FTE delivery role being replaced with a 0.5 post, which remained vacant for multiple months, and the budget for internal training events for 2019-20 being removed. However, four KEI Grants Factory webinars took place in 2020-21 (attended by 40 staff) and KEI staff also participated in the KBS Grant Writing Festival - Match Making Session (05/07/2021, 20 attendees) and a 'Collaborating Externally' session at the Staff Conference (14/09/2021, 56 attendees). Other activities were delivered via the Knowledge Exchange Training strand of the Enabling Innovation: Research to Application (EIRA) project - see <a href="https://www.kent.ac.uk/knowledge-exchange-innovation/news-and-events/836/the-end-of-an-eira">https://www.kent.ac.uk/knowledge-exchange-innovation/news-and-events/836/the-end-of-an-eira</a> . These enabled staff from Kent and other consortium HEIs to enhance their skills and confidence in communication, commercialisation, collaboration and providing consultancy to businesses. The sessions were: · EIRA Early Career Researcher Knowledge Exchange Training Residential (16-19/09/2019, attended by 5 Kent staff) - <a href="https://www.eira.ac.uk/news/early-career-researchers-kick-off-eiras-first-residential-training-course/">https://www.eira.ac.uk/news/early-career-researchers-kick-off-eiras-first-residential-training-course/</a> · EIRA Early Career Researcher Knowledge Exchange Training (May 2021, 11 Kent staff) - <a href="https://www.eira.ac.uk/news/commercialisation-training-opportunity-for-early-career-researchers/">https://www.eira.ac.uk/news/commercialisation-training-opportunity-for-early-career-researchers/</a> · EIRA Consultancy Training Kent led for academics (17/09/2020, 11 Kent staff) - <a href="https://www.eira.ac.uk/event/training-a-framework-for-delivering-successful-consultancy-projects/">https://www.eira.ac.uk/event/training-a-framework-for-delivering-successful-consultancy-projects/</a> .	Completed

Development of research managers						
3a/ PCDI4	Continue to raise awareness and encourage participation for existing and new training programmes for managers.	GRC/ L&OD	Annual review through CEDARS survey and reporting from central HR system	<p>CEDARS targets: 70% awareness of developmental training opportunities 40% take-up</p> <p>Year on year increases in the take-up of training programmes</p>	<p>Encouraging our RMs to undertake relevant training remains a top priority and is being approached in various ways, including greater email and digital promotion, and content creation (see 4b and 4g) and increased liaison with T&amp;OD/HR to monitor training uptake (and develop content relevant for current/aspiring RMs). (Examples of the latter include investigating whether scenarios of relevance to researchers could be introduced into the 2021/22 LASR programme (open to PSD staff and academic and research leaders) and tailoring the content of the revised Horizons programme for a Spring 2022 cohort of researchers interested in people management.) Key progress has been made in terms of reporting on training undertaken and the identification of RMs: a dynamic report on mandatory and optional training undertaken by RMs (and researchers) was created in October 2021 and is now available to GRC staff. Also, RMs can now be identified by a report made available to GRC and Divisional colleagues in November 2021 listing line managers by employee, which will make it much easier to identify and target them with relevant training information. (HR/T&amp;OD will also monitor uptake of leadership and management training by RMs, and provide an annual report to RDAG by September 2022.)</p> <p>Links to information about relevant opportunities and programmes are being incorporated into handbooks for RMs and researchers, and work is underway to introduce a monthly communication (e.g. Mailchimp eBulletin) for all academic and research staff which will highlight relevant training and development opportunities. (See also 1a.)</p>	Carried forward
Signposting guidance for researchers						
4a/ PCDI1	Consider rebadging events to maximise attendance from both ECR and PDRA communities.	GRC	From Autumn 2020	Mixture of ECRs and PDRAs attending same events	<p>ECRs and PDRAs have been encouraged to attend Early Career Researcher Network (ECRN) events, which, although targeted at ECRs, are advertised as being open to all staff - see <a href="https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/community-and-support/ecrn">https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/community-and-support/ecrn</a> and <a href="https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/training-and-development/grants-factory-training">https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/training-and-development/grants-factory-training</a>. The impact of this, as perceived by staff supporting researchers, has been better integration of ECRs/postdocs into the wider Kent researcher community but this is not possible to demonstrate in this particular regard.</p>	Completed

<p><b>4b/ PCD11</b></p>	<p>Review the strategy for communication of relevant development opportunities.</p>	<p>GRC</p>	<p>Autumn 2021</p>	<p>CEDARS target: 70% awareness of development opportunities</p>	<p>The strategy for communicating relevant opportunities has been reviewed as part of communications planning and stakeholder mapping in relation to the development of staff who research, and in the wider context of refreshing GRC communications in light of its expanded remit since October 2020. A range of new initiatives have been introduced including the expanded GRC web and SharePoint (SP) sites and new Teams channels for both PDRAs, RAs and Research Associates, and PSD and Divisional staff who support researchers (with separate channels for 'RDAG', 'GFWG' and 'Divisional/PSD liaison'). Additional promotional activities include regular use of blogposts and increased tweeting. This activity is resulting in increased awareness of development opportunities with 72% of CEDARS 2021 respondents being aware of development opportunities. (See also 1a and 4g, and the New Action Plan 2020-2022, 8a and 9a.)</p>	<p>Completed</p>
<p><b>4c/ EI3</b></p>	<p>Communicate researcher career pathways and promotion procedures.</p>	<p>GRC/HR</p>	<p>2020/1 Promotion round (starts in December 2020)</p>	<p>Improvement on CROS 2019 result: 48% aware of information on promotion</p>	<p>Progress has been made in terms of communicating relevant information with 54% of CEDARS 2021 respondents agreeing that promotion pathways and processes were clear to them (the benchmark was 52%). 79% of respondents were aware of Kent information on promotion, salary awards, and job grade reviews, including 29% who had engaged with these resources.</p> <p>Work is ongoing centrally and in the Divisions, which have appointed Deputy Directors who are responsible for People. They are leading on Divisional promotions briefings and have been advised by the Dean of the GRC to ensure that PDRAs are aware of their eligibility to apply during annual University promotions rounds, for which updated guidance has been issued - see <a href="https://staff.kent.ac.uk/news/29204/academic-and-research-staff-promotions-round-2021-22">https://staff.kent.ac.uk/news/29204/academic-and-research-staff-promotions-round-2021-22</a>. Links to and/or information about career pathways and promotion etc. are being incorporated into the GRC web and SP pages, and handbooks for RMs and researchers (see 4d), including via career stories/case studies (to be launched by June 2022). It is hoped that the impact of this expanded communication will be demonstrated in the 2021-22 and 2022-23 promotions rounds, as well as in increased applications for researcher prizes. (See also the New Action Plan 2020-2022, 5b and 10a.)</p>	<p>Carried forward</p>
<p><b>4d/ PCD15</b></p>	<p>Promote awareness of career switches between research and non-research roles.</p>	<p>GRC</p>	<p>Annual event every December</p>	<p>Improvement on CROS 2019 result: 68% not aware of career opportunities in non-research roles</p>	<p>Unfortunately, with the change of questions from CROS to CEDARS, there are no longer equivalent questions to elicit this specific information. 63% of Kent's CEDARS respondents disagreed that they would consider a career in a non-research role, although PDRAs, RAs and Research Associates are more open to the possibility (50%). This is progress from CROS in 2019, where 74% disagreed that they would consider a non-research role. (There is no direct equivalent benchmarking data in CEDARS for this Kent-specific question.)</p> <p>Links to and/or information about career mobility, changing sector (careers outside academia) and/or discipline are being incorporated in the GRC web and SP pages and handbooks for RMs and researchers (see 4c).</p>	<p>Carried forward</p>

<b>4e/ EI2</b>	Create welcome packs and induction material for ECRs and PDRAs to complement central and local induction arrangements.	GRC	Autumn 2021	All new ECRs and PDRAs receive a researcher induction pack	(See 2c.) The mandatory Moodle induction course for researchers is in production and links to and/or information about induction processes and resources are being incorporated into the GRC web and SP pages, and handbooks for researchers (including ECRs and PDRAs) and RMs.	No longer applicable
<b>4f/ ECI4</b>	Promote the existing mandatory EDI e-learning training.	RDWG	Twice per year	Compliance of training completion 80%	CEDARS 2021 suggests that Kent staff are aware of EDI training although completion rates are lower than desired: 66% had undertaken EDI training against a benchmark of 72% (58% for PDRAs, RAs etc. - the benchmark is 56%), 28% were aware of it but hadn't engaged (38% for PDRAs etc.) and only 7% were not aware (4% for PDRAs). A slightly higher proportion of line managers (70%) had done EDI training (the benchmark is 72%).  Bespoke training reports have been developed for the GRC for all mandatory and optional central training undertaken by staff who research, and data on EDI training take-up is to be included in Divisional, EDI/HR reports to RDAG by September 2022.	Carried forward
<b>4g/ PCD11/ ECI2</b>	Develop an easy-to-access resource library for ECRs and PDRAs including internal content and external resources (e.g. Vitae, UKRI).	GRC	Summer 2021	Resource library established and used by ECRs and PDRAs	The expanded GRC web and SharePoint (SP) sites launched in March 2021 include a digital repository of and links to relevant training content, both internal and external. (The 'Resources' and 'Training and Development' sections of the GRC website contain or link to relevant information with Kent-specific resources such as digital content housed on the GRC SP site - see <a href="https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/resources">https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/resources</a> and <a href="https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/training-and-development">https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/training-and-development</a> .) (In particular, recordings of previous sessions are available on demand on SP and listed on <a href="https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/resources/current-kent-resources">https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/resources/current-kent-resources</a> .) Content is regularly updated and will be further expanded as part of forthcoming work on KentNet/SP pages relating to professional and career development and other Concordat Principles.	Completed
<b>Career Development</b>						
<b>5a/ PCD16</b>	Monitor research staff uptake of appraisal/ RPD (Reflect, Plan, Develop) in partnership with L&OD.	GRC/L&OD	Monthly reporting Start Autumn 2020	Target 80% compliance	RPD uptake by academic and research staff is monitored by T&OD with current process reports on completion rates (collectively as a University and also by Division and School) run from the end of June to mid-September. Please note that the RPD procedure was suspended during 2020-2021 because of the pandemic and this system change is likely to have contributed to the 74% CEDARS appraisal completion rate (against a benchmark of 82%).  RPD processes and reporting have been revised and work is ongoing. A new RPD process is due to be piloted in mid 2022, to be launched across Kent by September 2023. In addition, work is being undertaken to ensure consistency of RPD practice across Divisions and Schools wherever possible and HR data on RPD paperwork/date submission (to ensure RPD completion) will be included in an annual report to RDAG, both by September 2022. (See also 5b).	Carried forward

<p><b>5b/ PCDI2</b></p>	<p>Develop career development advice and signposting resources for research managers for RPD discussion.</p>	<p>RDWG</p>	<p>By Summer 2021</p>	<p>Improvement in quality of RPDs Improvement on CROS 2019 result: 61% found RPD useful</p>	<p>CEDARS 2021 indicated that Kent's RMs were particularly confident in providing effective feedback (95%), acknowledging good performance (92%) and supporting researchers in their career aspirations (88%) but they were least confident in guiding around redeployment processes (19%). However, less than half of respondents found feedback constructive and timely (49%, against a benchmark of 70%). Similarly, with 47% of Kent respondents feeling supported in their career aspirations, in the development of their research identity (47%) and with working towards promotion (45%) against benchmarks of 65%, 64% and 57% respectively, this suggests that some areas where managers felt confident about supporting their researchers were not necessarily reflected in their researchers' perceptions. In addition, the usefulness of appraisals was highlighted as a potential cause of concern with 51% of CEDARS respondents describing their appraisal experience as 'not very useful' or 'not at all useful' (against the benchmark of 41%).</p> <p>Further work is required in this area and discussions are ongoing between the GRC, CES and T&amp;OD to cross-reference relevant digital content. Links to relevant careers and/or RPD guidance are also being incorporated into the GRC web and SP pages, and handbooks for RMs and researchers (see 5e). Also, plans for the revised RPD cycle include career development discussions where these are agreed to be relevant, although this may not apply to all staff. Resources will be signposted and guidance documents and templates available for those who wish to use them. (See also 5a).</p>	<p>Carried forward</p>
<p><b>5e/ PCDI3</b></p>	<p>Promote the use of on-line career advice for researchers and RDF guidance.</p>	<p>CES/RDWG</p>	<p>Annual review</p>	<p>Improvement on CROS 2019 results for career advice: 29% aware of CES 13% engagement with online resources</p>	<p>CEDARS 2021: 12% have discussed their career options with a careers specialist (the benchmark was 15%). 20% of Kent CEDARS respondents had engaged with UKRI information about research careers (46% were aware and hadn't engaged, 34% were not aware). 11% had used career resources from other universities (36% were aware but hadn't engaged, 53% were not aware). 29% of PDRAs, RAs, etc. had engaged with UKRI careers information and 13% had used careers resources at other universities (33% and 50% aware but not engaged respectively, 38% not aware for both). Only 25% of respondents felt that they had a clear development plan. Thus, whilst there is an appetite for engaging with resources, this suggests some work is necessary to scaffold how they might be used to develop career planning.</p> <p>All Kent staff have access to a range of digital careers platforms available to Kent students, as well as Vitae careers resources. However, this information has not been communicated formally to staff thus far but will be as part of forthcoming Concordat communications, including web content (due by January 2022). See also 4c, 4d and 5b, 7f and the New Action Plan 2020-2022, 4b.</p>	<p>Carried forward</p>



Equality of Access to Careers and Development						
6g/ EI2	Monitor the effectiveness of induction.	RDWG/L&OD	Twice per year	CEDARS targets: 80% satisfaction with all inductions (central, local and researcher specific)	Induction satisfaction remains lower than desired although above average with 58% of staff recruited in the last two years who responded to CEDARS finding the University induction useful or very useful (the benchmark was 51%). 54% of staff reported that their Departmental/Faculty/Division induction was useful or very useful and this figure rose to 63% for local inductions (the benchmarks were 67% and 68% respectively).  Induction monitoring will continue as new induction processes are introduced centrally and in the Divisions - see 2c and 4e. This includes user evaluation of the mandatory central and researcher induction modules via an obligatory online evaluation tool and relevant question(s) in CEDARS.	Carried forward
Provision of Development						
7b/ N/A (was 4.11)	Investigate funding the transition between PhD and ECR, to consider whether there are any internal sources of funding that can be found for this. Continue promotion of other available funding streams.	RDWG	Annual review	Number of applications (successful and unsuccessful) by researchers for each available funding pot increasing year on year	No dedicated funding has been allocated in the post-O4S funding structure and previously available sources, including the Public Engagement with Research Fund, Researcher Development Fund and Eastern ARC Training Fund, are no longer available for this purpose.  Potential funding sources may include the DVC R&I's discretionary fund which is used to support specific strategic initiatives such as impact and has also been targeted at specific communities, e.g. ECRs developing research links in Europe. Limited funding may become available as the University's Signature Research Themes embed and the Divisions have various schemes to support staff research activity. Finally, the Summer Vacation Research Competition has run successfully for four years and work has now been embedded as an annual event (see New Action Plan 2020-2022, 21b).  Some Divisions are seeking to encourage internal transitions where possible through appropriate support and communication about postdoc research opportunities, e.g. KBS, which has also employed PGRs on one-year fixed-term lectureships. (See also New Action Plan 2020-2022, 18a.)	No longer applicable

<p><b>7e/ PCDI1</b></p>	<p>Monitor the specific impact of training on career development.</p>	<p>RDWG/L&amp;OD</p>	<p>Annual review</p>	<p>Evidence of presence or absence of link between training uptake and career development</p>	<p>Progress to date includes the fact that data is now available on mandatory and optional central training undertaken by researchers (see 4f), as well as on researcher-specific training booked via Target Connect, the GRC events booking system. However, further work is required in this area including the incorporation of success stories relating to the impact of training undertaken (e.g. in relation to grant writing) into the development of researcher career stories/case studies for the GRC web and SP pages (see 1h and 4c).</p> <p>In terms of the impact of teaching qualifications offered at Kent, the PGCHE leads to the award of an HEA Fellowship, which is a probationary requirement for all new lecturers. In addition, the higher levels of Senior and Principal HEA Fellowship (SFHEA and PFHEA) were included in the ACM for promotions (launched in 2019). (In 2020, 17 members of staff were promoted to Senior Lecturer or Reader on the basis of their excellence and/or leadership in teaching and 4 National Teaching Fellows have come through the PGCHE, followed by SFHEA or PFHEA since 2017.) Furthermore, the University reached its institutional KPI of &gt;80% teaching staff with an academic teaching qualification in 2019, which was an increase from 34% since 2015. (See also New Action Plan 2020-2022, 11b).</p>	<p>Carried forward</p>
<p><b>7f/ PCDI3</b></p>	<p>Publicise Vitae RDF resources through our existing and new communications channels.</p>	<p>RDWG</p>	<p>Twice per year</p>	<p>Improvement in CROS 2019 result: 8% ECRs used the RDF for career and personal development</p>	<p>See 2d and 4g. Further action is required in this area, including promoting the free access to Vitae online resources, including for the RDF, that is available to all Kent staff (see also 5e and the New Action Plan 2020-2022, 4b).</p>	<p>Carried forward</p>

**New Action Plan 2020-2022\*** (please see the comment in the introductory text):

The actions below have been mapped to the new Concordat Principles in anticipation of the design and delivery of a new Concordat Action Plan:

- a) Environment and Culture
- b) Professional and Career Development
- c) Employment

Reference and mapping/ 2019 Concordat obligations coding	New Actions	Institutional Lead and monitoring	Timescales	Success measures	Progress	Status
<b>1</b> (a,b,c)/ PCD1	Create a new Graduate and Researcher College (GRC) with responsibility for implementing, monitoring and governing researcher development within the institution. (NB No additional staff time has yet been allocated to support Researcher Development within the Graduate and Researcher College. It is hoped that this changes once the University has finished is Organising for Success reorganisation project).	Dean of GRC Organisational Design Project	Implementation by Autumn 2020	Organisational structure in place by Autumn 2020	The GRC was created in October 2020 with wider responsibility for implementing, monitoring and shaping researcher development across Kent. [As part of this expanded remit, a dedicated Researcher Developer (Academic) (0.6 FTE) was appointed in November 2020 and this post became 1.0 FTE in September 2021. In addition, the Researcher Developer (Postgraduate) supported academic and research staff development until September 2021 (0.1 FTE) and continues to offer relevant advice, and a 12-month GRC Assistant was appointed in November 2021 to support researcher development (academic) activities (0.5 FTE).] The GRC is already impacting on researcher development in various ways, including through the development of new strategies, committees and communications networks to facilitate coordinated action to deliver our strategic priorities, and via expanded communications (see 4b). The latter can be evidenced, for example, by the 79%/54% awareness/engagement with GRC training by CEDARS 2021 respondents (54%/25% for postdocs) which contrasts with 36%/32% awareness/engagement of Graduate School training (e.g. for supervisors) and 40%/51% awareness/engagement of ECRN activities in CROS 2019 (no comparable question was included in CEDARS 2021).	Completed
<b>2</b> (a,b,c)/ ECI2	Develop a code of practice/set of principles for the management and career development of University of Kent Research Staff to include mandatory RPDs, building in time for training and development and providing information on support available for every stage of the researcher career lifecycle.	GRC	Consultation (2020-2021), implementation (2021-2022)	Code of Practice implemented for 2021/2022 academic year	Consultation postponed until the end of 2022 with the current focus being on developing new central and Divisional systems, processes, ways of working, communications channels and resources to support staff who research post-O4S.	Carried forward
<b>3</b> (a,c)/ EI2	Create an information pack for PIs including an induction checklist to complement existing induction checklists.	GRC	Autumn Term 2021	All PIs using the information pack	Action superseded by the creation of new central and Divisional induction processes, including revised guidance for managers as part of new online content (see 2c).	No longer applicable

<p><b>4</b> <b>(b)/</b> <b>PCDI3</b></p>	<p>Include information on Vitae resources, including the RDF within the RPD.</p>	<p>GRC/HR/ L&amp;OD</p>	<p>Spring Term 2021</p>	<p>CEDARS target: 50% awareness of the RDF</p>	<p>The RDF and ACM are promoted on current GRC/HR web and SP pages, and some Divisional SP sites, and the RDF is signposted on the HR 'Preparing for RPD web page - <a href="https://www.kent.ac.uk/human-resources/rpd/rpd%202015/Reviewee%20guide/2015%20preparingforRPD.html">https://www.kent.ac.uk/human-resources/rpd/rpd%202015/Reviewee%20guide/2015%20preparingforRPD.html</a>. It is also being referred to in refreshed RPD guidance for academic and research staff (in production) to be available by September 2022 and piloted in 2022-23). (See also 5a.)</p> <p>References to and explanations of these frameworks and other Vitae resources have been included in the 'Central Researcher Induction' Moodle Module and are being incorporated into forthcoming expanded GRC web and SP Concordat content (due by January 2022) and in handbooks for RMs and researchers due to be launched by June 2022. (See also 7f.)</p>	<p>Carried forward</p>
<p><b>5</b> <b>(b)/</b> <b>EI3</b></p>	<p>Hold briefings around progression and promotion in partnership with colleagues from Human Resources and put together a promotion pack reflecting the new institution-wide Academic Career Map.</p>	<p>HR/ GRC</p>	<p>Autumn Term 2021</p>	<p>Improvement on CROS 2019 result: 48% aware of information on promotion</p>	<p>(The launch of the ACM in 2019 included various roadshows and engagement sessions open to RMs and other academic and research staff.) Since then, the fact that PDRAs are eligible to apply for promotion has been communicated at three PDRA Network events and via emails to reach those not attending in person. Data on promotion application and success rates by career stage is not yet available but, in terms of internal progression, the most recent Athena Swan data is encouraging with the success rate for internal applications for lecturer positions increasing from 44% in 2019-20 to 58% in 2020-Jan 21 (data to be updated in Jan 2022). Information about how the ACM links to promotion is available on HR web and SP pages (including <a href="https://staff.kent.ac.uk/staff-development/promotion">https://staff.kent.ac.uk/staff-development/promotion</a> and <a href="https://www.kent.ac.uk/human-resources/acm/index.html">https://www.kent.ac.uk/human-resources/acm/index.html</a>). Promotions activities (including briefings) have been undertaken in all Divisions and attendance (especially amongst PDRAs) at relevant sessions measured. In addition, T&amp;OD have been supporting pilot activity in the Divisions around mentoring, initially to support colleagues interested in promotion, and the development of some eLearning materials around academic promotions (how to manage the process and how to draft a good application) is planned for 2021/22. Also, the New Senior Leaders (NSL) programme includes a session to support senior leaders in managing the promotions process supportively and effectively in their areas. (See 4c for additional Divisional information and the relevant CEDARS result.)</p>	<p>Completed</p>
<p><b>6</b> <b>(a)/</b> <b>ECI2</b></p>	<p>Take responsibility for on-going updates to the Researcher Development website.</p>	<p>GRC</p>	<p>Spring Term 2021</p>	<p>Increased traffic and informative website analytics used to drive future design</p>	<p>Action superseded by the development of the expanded GRC web and SharePoint (SP) sites launched in March 2021 (see 4g). GRC website traffic is now being analysed using Google Analytics, especially in relation to the development of forthcoming GRC KentNet (SP) pages. (See also New Action Plan 2020-2022, 8 (a).)</p>	<p>No longer applicable</p>

7 (a)/ EC12	Issue guidelines to PIs on Family Friendly offerings (parental leave and adoption arrangements).	GRC/ Athena SWAN team	Autumn Term 2020	Guidance pack available to all PIs	A new Parents' Pack was published in April 2021 (see <a href="https://www.kent.ac.uk/human-resources/athenaswan/documents/staff/family%20friendly/Parents%20Pack.pdf">https://www.kent.ac.uk/human-resources/athenaswan/documents/staff/family%20friendly/Parents%20Pack.pdf</a> ) and details were included in the Kent Staff Weekly Newsletter - see <a href="https://staff.kent.ac.uk/news/27253/new-comprehensive-guide-for-parents-to-be">https://staff.kent.ac.uk/news/27253/new-comprehensive-guide-for-parents-to-be</a> . Other 'family friendly' information is available to RMs in a dedicated section of the HR website for managers. Details were communicated to all academic and research staff in an email referring to environment and culture in November 2021.	Completed
8 (a)/ EC12	Create and sustain new social media communications.	GRC	Autumn Term 2020	Measurable, increasing engagement with social media	New social media activity includes regular use of blogposts and increased tweeting on topics related to academic and research staff development, including event promotion (see 4b). Analytics have been set up to monitor engagement with relevant communications including web pages, blogposts and tweets - see also New Action Plan 2020-2022, 13 (a).	Completed
9 (a)/ EC12	Establish and maintain a full email list of all research staff.	GRC	Autumn Term 2020	100% email reach to research staff	GRC mailing lists have been established for all research staff including colleagues on both open and fixed-term contracts: dynamic lists have been created for a) PDRAs, RAs and Research Associates, b) all research only staff and c) all academic and research staff. These distinctive groups now receive regular, targeted communications, which alert them to and keep them up-to-date with relevant opportunities and developments.	Completed
10 (a)/ E15	Introduce a campaign around publicising Researchers/Research staff/ECRs' successes, and a prize for Researchers/Research staff/ECRs and a prize for PIs.	GRC	Summer Term 2021	Evidence of increased visibility of researchers and PIs	A GRC ECR prize was introduced in 2020 (see <a href="https://blogs.kent.ac.uk/graduateschoolnews/graduate-school-prizes/">https://blogs.kent.ac.uk/graduateschoolnews/graduate-school-prizes/</a> ), although applications were not received until 2021 after increased promotion as part of the GRC's expanded remit to support staff who research. Details of our Research and Innovation Prizes, which include a) a Starting Research Prize for ECRs, as well as Consolidator and Advanced Research prizes for b) mid-career and c) senior researchers - see <a href="https://research.kent.ac.uk/ris-research-policy-support/research-and-innovation-awards/">https://research.kent.ac.uk/ris-research-policy-support/research-and-innovation-awards/</a> , were also communicated to staff. This resulted in increases in relevant applications of 67%, 140% and 22% respectively between 2019 and 2021 (although no applications were received in 2020). The impact of prize provision on researchers is hard to judge but anecdotal feedback indicates that this internal recognition is well received, used to support cases for promotion and helps to showcase research that is taking place. Such exposure has also led to a number of research collaborations which may not have developed without the prizes highlighting the activity. Staff successes, including research awards, are promoted via multiple channels including new Divisional SP sites and newsletters, and other Kent communications, such as the Staff Weekly Newsletter - see <a href="https://staff.kent.ac.uk/staff-newsletter-archive">https://staff.kent.ac.uk/staff-newsletter-archive</a> . They are also highlighted in the RIS Newsletter/Blog - see <a href="https://research.kent.ac.uk/ris-operations/news-and-events/">https://research.kent.ac.uk/ris-operations/news-and-events/</a> - and will be showcased via a new termly R&I Bulletin (from December 2021) and forthcoming researcher career stories/case studies for the GRC web and SP pages (by June 2022). (See also 1h, 4c, 7e and New Action Plan 2020-2022, 14 (a).)	Completed

<b>11</b> <b>(b)/</b> <b>PCDI1</b>	Look into demand for HEA fellowship application support and teacher training from Researchers/Research staff/ECRs.	GRC	Spring Term 2021	Understanding of researcher requirements informs delivery strategy	Demand for recognition of teaching practice from research staff, including ECRs, appears to be low. However, they are eligible to apply for HEA fellowship as for Descriptor 2 (Fellow) on a case-by-case basis. (They need to demonstrate they meet the Descriptor 2 (D2) criteria of the UK Professional Standards Framework (UKPSF) for teaching and supporting learning in HE.) This option is only available to those not required due to probation requirements to complete the AFS or PGCHE. The option will be signposted in the forthcoming handbooks for researchers and RMs. (See also 7e.)	No longer applicable
<b>12</b> <b>(a)/</b> <b>ER4</b>	Creation of a Research Staff Association and then automatic enrolment for Researchers.	GRC	Spring Term 2021	Active Research Staff Association with voice within wider organisation	The creation of a Research Staff Association was promoted on <a href="https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/community-and-support/kent-networks">https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/community-and-support/kent-networks</a> including a call for expressions of interest in forming or joining such a group (none received to date). The GRC will work with RIS, T&OD and the DRIM who is a member of Vitae's Researcher Networks Working Group to investigate feasibility and how best to implement this given the new Divisional structures. [The current plan is for a consultation on establishing a Kent Research Staff Association, including automatic enrolment for researchers, to take place by December 2023. However, this may not take place if RDAG recommends that developing stronger Divisional and/or School researcher networks and/or an enhanced Early Career Researcher Network (ECRN) would better meet the needs of our researchers.]	Carried forward
<b>13</b> <b>(a)/</b> <b>ECI6</b>	Hold focus groups to further understand challenges and needs of diverse Researchers/Research staff/ECRs.	GRC	Autumn Term 2021	Researcher feedback informs GRC strategy	Three Concordat focus groups were held in May 2021 for ECRs (including PDRAs, RAs and Research Associates), mid-career researchers and senior researchers and research leaders although attendance was disappointing. (This appears to reflect an apparent trend identified via blogpost analytics, which is that researchers do view communications relating to specific calls for action but choose not to respond for whatever reason.) However, the useful feedback obtained from attendees was taken on board in the Concordat/HRER review and planning processes.	Completed
<b>14</b> <b>(a)/</b> <b>PCDI5</b>	Publish profile articles of Researchers/Research staff/ECRs and PIs.	Graduate School, GRC	Summer Term 2021	Evidence of increased visibility of researchers and PIs	Action incorporated into the development of researcher career stories/case studies for the GRC web and SP pages (see 4c and New Action Plan 2020-2022, 10 (a).)	Carried forward
<b>15</b> <b>(a)/</b> <b>ECI6</b>	Participate in Vitae's CEDARS survey.	GRC	2021	Survey feedback informs GRC strategy	Kent participated in CEDARS 2021. 160 responses were obtained, constituting response rates of 12.4% overall and 10.8% for postdocs. Whilst participation was lower than desired, the results provide additional leverage for future changes at Kent in multiple areas.	Completed

<b>16 (a)/ PCDI1</b>	All postdocs offered the opportunity to enrol on Bloom (the Graduate School online booking system) so they can automatically book on courses.	GRC	Autumn Term 2020	All postdocs with access to Bloom	All academic and research staff (as well as Divisional and central PSD R&I staff supporting researchers) can now enrol on all GRC-organised training via Target Connect, the GRC's new booking system introduced in August 2020, thus simplifying and improving the user booking experience. In addition, ECRs (including postdocs) have the option to attend some Researcher Development Programme (RDP) sessions, which are designed for and delivered to PGRs, thus expanding the training offer available to them - please see <a href="https://www.kent.ac.uk/graduate-researcher-college/skills-training/researcher-development-programme">https://www.kent.ac.uk/graduate-researcher-college/skills-training/researcher-development-programme</a> . (To date, 278 academic and research staff have registered on Target Connect and the number is growing as the option is promoted by GRC and Divisional communications, word-of-mouth and individual follow-up.)	Completed
<b>17 (b)/ PCDI3</b>	Make career coaching facilities available to all PDRAs.	GRC	Autumn Term 2020	All postdocs with access to coaching facilities	Coaching has been available for postdocs since May 2021 and the GRC will be applying for central funding to expand this to ECRs and mid-career researchers by September 2022. It is too soon to judge the impact of this work although all participants who have fed back said that the coaching had helped them develop and that they would recommend it to others.	Completed
<b>18 (a)/ N/A (was 4.11)</b>	Investigate possibility of establishing more internal fellowship schemes to ensure a pipeline from PGR to PDRA.	GRC	Autumn Term 2021	Increase of current 9% institutionally funded researchers. Target: 17% to be in line with national aggregate	The absence of internal funding (including the recent loss of GTA scholarships and GCDC funding) renders this option impossible in the current financial climate. We are aiming instead to support PGRs to apply for postdoc positions through mentoring and coaching activity, and to scaffold the transition with workshop content such as 'routes into Academia and writing a research grant'. (See also 7b and New Action Plan 2020-2022, 5 (b)).	No longer applicable
<b>19 (c)/ PCDI5/</b>	Investigate possibility of engaging with Alumni network to promote alternative career pathways.	GRC	Autumn Term 2021	Improvement on CROS 2019 result: 68% not aware of career opportunities in non-research roles	A comparable question re awareness of career opportunities in non-research roles was not included in CEDARS 2021 but only 26% of Kent staff completing the survey indicated that they would consider a career in a non-research role. The GRC will liaise with the Philanthropy & Supporter Engagement team to investigate the possibility of engagement with the Kent alumni network in this regard, including in the context of developing researcher career stories/case studies for the GRC web and SP pages (to be published by June 2022). (See also 7e and New Action Plan 2020-2022, 10 (a) and 14 (a).)	Carried forward
<b>20 (c)/ EI3</b>	To support and encourage our ECRs to move into academic posts in Kent.	Pls	Spring Term 2021	Increase in proportion of academic posts filled by Kent ECRs relative to external recruits to 20%	Details about signing up to internal vacancy alerts for researcher positions will be communicated to postdocs/all academic and research staff (TBD) in an email focusing on employment in December 2021. (See also 7b.)	Carried forward

<p><b>21</b> <b>(b)/</b> <b>PCDI1</b></p>	<p>Secure funding and embed the piloted PDRA/Undergraduate (UG) Summer Vacation Research Competition as an annual event.</p>	<p>UELT, Res Serv, GRC and Careers and Employability</p>	<p>Annually</p>	<p>Funding secured and competition receives increased no. of applications and maintains positive feedback</p>	<p>Funding was secured and expanded for 2021 with up to nine prizes available. However, applications were down compared with previous years, with the pandemic being the most likely reason. Feedback from PDRA and undergraduate participants remains very positive, including that given at our 'Valuing, supporting and developing our postdocs' virtual event (see 22 a, b). (This was recorded and is available to all Kent staff, via a link on a new SVRC webpage - see <a href="https://blogs.kent.ac.uk/graduateschoolnews/summer-vacation-research-competition/">https://blogs.kent.ac.uk/graduateschoolnews/summer-vacation-research-competition/</a>.) A 2021 PDRA participant commented: "This experience has been invaluable and has made a massive contribution to my development as an early career researcher. I feel more confident in writing funding applications, recruitment, supervision, and leading research independently." In terms of impact, of the 18 successful PDRA winners in 2018-2020, 6 have secured lectureship positions at Kent or another institution, 3 found permanent employment in other roles, at least 10 are still employed as PDRA's at Kent, and 2 have gone on to apply for large Future Leaders Fellowships from UKRI. Others have informed us of success with smaller grants, including some 2021 PDRA winners. (See also New Action Plan 2020-2022, 22 (a,b)).</p>	<p>Completed</p>
<p><b>22</b> <b>(a,b)/</b> <b>ECI3</b></p>	<p>Deliver Postdoctoral Researcher (PDRA) Experience Lunches.</p>	<p>GRC/ Res Serv</p>	<p>One per term</p>	<p>Positive feedback and attendance figures</p>	<p>Attendance at virtual postdoc sessions organised in 2020-21 was low and the consensus is that these events work much better when they can be delivered face-to-face, which is the intention from the Spring 2022 term.</p> <p>A successful 'Valuing, supporting and developing our postdocs' virtual event was held in September 2021 - see <a href="https://www.kent.ac.uk/graduate-researcher-college/news/2170/valuing-supporting-and-developing-our-postdocs-ecrn-event">https://www.kent.ac.uk/graduate-researcher-college/news/2170/valuing-supporting-and-developing-our-postdocs-ecrn-event</a>. This session included contributions from Kent staff and an external speaker (<a href="https://www.ucl.ac.uk/chemical-engineering/people/prof-david-bogle">https://www.ucl.ac.uk/chemical-engineering/people/prof-david-bogle</a>), and also launched the SVRC for 2021-22 (see New Action Plan 2020-2022, 21 (b)).</p> <p>Postdoc lunchtime sessions continue to be delivered virtually for now on at least a termly basis as verbal feedback received confirms that they are valued by those who attend.</p>	<p>Carried forward</p>
<p><b>23</b> <b>(b)/</b> <b>PCDI6</b></p>	<p>Monitor uptake of training opportunities offered by L&amp;OD.</p>	<p>GRC/L&amp;OD</p>	<p>Annually</p>	<p>Data on uptake is used to inform both L&amp;OD delivery strategy and GRC's communication strategy</p>	<p>A report on mandatory and optional training undertaken by researchers is now available to GRC staff - see 3a, 4f and 7e. (This will be analysed annually to inform a) annual discussions between the GRC and HR/T&amp;OD re the provision and uptake of training and development opportunities by researchers and b) the summer GFWG meeting, where training attendance will be reviewed and provision planned for the following academic year.) Hence this new source of data is likely to influence decisions made about future training delivery based on evidence of actual take-up by researchers.</p>	<p>Carried forward</p>



<p><b>24</b> <b>(b,c)/</b> <b>PCD11</b></p>	<p>Develop a programme of Grants Factory and ECRN talks and workshops to support researchers career lifecycle.</p>	<p>GRC/ Res Serv</p>	<p>43 events confirmed for 19/20</p>	<p>Positive feedback and attendance figures</p>	<p>A condensed programme of virtual researcher-focused events was offered in 2020-21 with 11 sessions covering topics relating to funding and innovation policies and practices, research ethics and data, copyright and open access publishing, intellectual property, knowledge exchange, professional and career development, and positive mental health and wellbeing. However, low attendance, attributable in part to COVID and O4S staffing changes and pressures, resulted in some sessions being postponed till Autumn 2021 and in limited feedback - see 1a. An enhanced and more holistic central programme of demand-led training is being offered for 2021-22 - see <a href="https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/resources/current-kent-resources">https://www.kent.ac.uk/graduate-researcher-college/academic-and-research-staff/resources/current-kent-resources</a> for recent sessions - and attendance figures are now improving. Central provision is being supplemented by a growing programme of Divisional workshops for academic and research staff, some of which are customised to subject- and role-specific needs and/or attended by staff from multiple Divisions. (These include a range of sessions relating to grant applications and funder requirements including mock panels, which have been well attended with positive feedback.) (See also 2h.)</p>	<p>Carried forward</p>
<p><b>25</b> <b>(a,b)/</b> <b>ECl2</b></p>	<p>Include eligible research staff in REF 2021 submission as per Kent's 2021 Code of Practice.</p>	<p>Res Serv</p>	<p>July 2020</p>	<p>Number of ECRs submitted to REF 2021</p>	<p>100% of eligible staff were submitted to REF 2021 as per our REF Code of Practice (774.95 FTE compared with 591 FTE in REF 2014). This included 73 ECRs compared with 56 in 2014. This more comprehensive submission further strengthens our inclusive research culture and encourages existing and incoming research staff to strive for even better quality research outputs since REF inclusion is now possible for all Kent staff who undertake self-directed research.</p>	<p>Completed</p>