Concordat Action Plan (July 2021-November 2022)*

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Details		The institutional audience* for this action plan includes (complete or delete, as appropriate):		
Institution name:	University of Kent	Audience (beneficiaries of the action plan)	Number of	Comments
Cohort number:	9	Research staff	321 237	*No. changed after review of eligible staff: colleagues on duplicate, academic management and research administration contracts removed.*
Date of submission:	25/06/2021			
Institutional context:	Kent is a large, multi-campus, high research-intensive and broad-discipline HEI undertaking a significant amount of excellent research within six newly established Divisions. The REF2021 submission reflects major strengths in research which affects positive social, environmental, and cultural change locally, regionally, nationally and globally, and Kent is proactive in many international research collaborations and networks. R&I priorities in the University of Kent Strategy 2025 include delivering two research 'super centres' to support our ambitions to grow and deepen our science base, investing in a number of Signature Research Themes, and increasing our external R&I income. The University is building an institutionally unified research culture that sets high expectations for R&I activity and provides the appropriate support for staff to achieve their potential. A 'researcher developer' approach has been adopted and professional services and academic colleagues support career and professional development across the academic lifecycle, from postgraduate to professor. Kent also continues to lead in supporting the next generation of researchers and seeks to grow its community of postgraduate researchers. ECRs are valued members of our research staff and we aim to support them to become international research leaders. The last year has been a challenging one for the University community with the combination of a global pandemic and major institutional restructure resulting in an ongoing period of great uncertainty and change for all staff. Actions and deadlines included in this plan reflect this and some have been revised in light of continued uncertainty about how COVID will impact on both our ability to undertake research and to support researchers in the 2021/22 academic year. (Please note that column I has been left blank since a) this is our first Concordat Action Plan and b) some previous (HRER) actions are less relevant now given the organisational restructure which has taken place.)	Postgraduate researchers	N/A	
		Research and teaching staff	989 690	*No. changed after review of eligible staff: colleagues on ES&P contracts removed.*
		Teaching-only staff	N/A	
		Technicians	N/A	
		Clinicians	N/A	
		Professional support staff	N/A	
		Other (please provide numbers and details):	N/A	

	Obligation	Action	Success measure (SMART)	Deadline	Responsibility	Progress update (to be completed for submission)	Outcome/ result	Action carried over from previous action plan?		Old Concordat principle and clause
Environment and Culture										
Institutions must:										
ECI1	Ensure that all relevant staff are aware of the Concordat	**Develop new pages relating to the Concordat Principles in phase 2 of GRC website and SharePoint (SP) work.**	**New web and SP content published and metrics/heat maps analysed to assess user engagement.**	Jan 2022	GRC	Relevant web and KentNet/SP content published in January 2022. Assessment of usage ongoing.	Part completed			New
		Incorporate references to the Concordat in the forthcoming Moodle induction for researchers.	**References included in the module and module engagement measured: 50% of new academic and research staff to have completed it by January 2023.**	Jan 2022/ Jan 2023	GRC, T&OD	References incorporated into module. Assessment of usage ongoing.	Part completed			
		Incorporate references to the Concordat Principles in forthcoming RPD materials including Moodle modules and other digital content.	References included in the RPD materials.	Sep 2022	T&OD	References will be added to the RPD materials.	Pending			
		Create PDF handbooks for research managers and researchers.	**Both handbooks published and details communicated via central communication channels, including the GRC.**	Jun 2022	GRC	Decision taken not to create handbooks as a) other Divisional and central resources for researchers in the pipeline, b) lack of identifiable demand and c) low user engagement and issues updating other PDF handbooks.	No longer applicable			
		Develop monthly communication strand, e.g. Mailchimp eBulletin, for all academic and research staff (to include standing items on Concordat updates and the 10-day expectation)	eBulletin produced featuring regular Concordat content (see also PCDR5/PCDR6).	Oct 2021	GRC	Mailchimp 'Researcher Development Bulletin' launched in February 2022.	Completed			
		Run a webinar or all-staff webchat on the Concordat and what it means for all University staff.	Webchat delivered: 50 participants and/or subsequent views.	Mar 2022	GRC, T&OD	Webinar took place on 15 February 2022. Usage assessment ongoing.	Part completed			

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hr
HR EXCELLENCE IN RESEARCH

ECI2	Ensure that institutional policies and practices relevant to researchers are inclusive, equitable and transparent, and are well-communicated to researchers and their managers	RDAG to monitor institutional policies in relation to researchers via input from relevant teams (including HR, HRS&P, T&OD, RIS), EDI and the Divisions (see also ECr1).	Annual reports containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022 or earlier	RDAG, EDI, HR, RIS, T&OD, Divisions	Divisional reports to RDAG in production for Sep 2022 submission, content reduced pending reporting review. Central reporting to RDAG on hold pending same review.	Pending/on hold pending reporting review			P2.1 P6.8
ECI3	Promote good mental health and wellbeing through, for example, the effective management of workloads and people, and effective policies and practice for tackling discrimination, bullying and harassment, including providing appropriate support for those reporting issues	Introduce the Inclusive Allyship programme and an inclusive leadership programme and/or session.	Programme(s) and/or session delivered and participation measured.	Spring 2023	EDI	Inclusive Allyship roll-out to be aligned with new EDI Strategy.	Pending			P6.9
				Sep 2022	T&OD	Inclusive leadership (IL) sessions planned for Oct 2022, Jan and Apr 2023. Content to cover role modelling IL behaviours and how to challenge exclusions. To be supplemented by an e-learning module which includes how inclusive line management can be learned, the importance of consciously focusing on race, microaggressions and implicit bias, & mitigating our implicit bias.	Pending			
		Refer to details of the Challenging Racism campaign in communications to researchers.	Relevant content communicated via central communication channels, including the GRC.	Jun 2022 or earlier	EDI, GRC	Campaign launched in February 2021 and communicated to all staff via email/Kent Staff Weekly Newsletter, blogposts and dedicated web pages.	Completed			
		Communicate the fact that many of the principles of the Hybrid Working Scheme for professional services staff also apply to researchers, that 'it is already common for academic staff to work in a way that blends time on campus with time working remotely' and that 'arrangements should be made locally in discussion with managers'.	Email sent to academic and research staff and relevant content available on GRC web or SP page(s).	Jan 2022	GRC	Email sent in November 2021.	Completed			
ECI4	Ensure that managers of researchers are effectively trained in relation to equality, diversity and including, wellbeing and mental health	Trial online researcher-focused wellbeing training from October 2021-August 2022 and apply for central funding to extend this if popular.	Course take-up measured: all 50 places on both courses to be used by expiry date. If there is greater demand, application for additional funding submitted to Finance in annual funding bid.	Dec 2022	GRC	84/100 licences for the digital courses used - demand insufficient to apply for funding to repeat provision in 2022-23.	Completed			P2.3
		Complete phase 1 of the work to implement the findings of the Stevenson-Farmer 'Thriving at Work' review into employee mental health and employer support.	Relevant content communicated via central communication channels, including T&OD.	Sep 2021	T&OD, HR	Phase 1 completed. A summary document was taken to JSNCC on 14 July 2021 and Phase 2 planning is underway. Several central communications pieces have been published since February 2021 and further work and a wellbeing toolkit is planned for 2022.	Completed			
		Introduce planned EDI initiatives in Divisions.	Initiatives launched, communicated and participation measured.	Sep 2022	Divisions	TBC	TBC			
		Introduce planned wellbeing activities in Divisions.	Initiatives launched, communicated and participation measured.	Sep 2022	Divisions	TBC	TBC			
ECI5	Ensure that researchers and their managers are aware of, and act in accordance with, the highest standards of research integrity	Incorporate links to relevant content into PDF handbooks for research managers and researchers.	Links to relevant content included in the PDF handbooks for research managers and researchers..	Jun 2022	GRC, RIS	See ECI1.	No longer applicable			P6.1
		RDAG oversight on research integrity with Research Ethics and Governance Manager in attendance.	Annual item on RDAG agenda with verbal report from Research Ethics and Governance Manager.	Sep 2022	RDAG, RIS, Divisions	See ECI2.	On hold pending reporting review			

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ID	Description	Action	Success measure	Date	Responsibility	Progress update 1	Progress update 2		Ref
ECI6	Regularly review and report on the quality of the research environment and culture, including seeking feedback from researchers, and use the outcomes to improve institutional practices	**Run CEDARS every two years.**	CEDARS run biannually (next due in Apr/May 2023): completion by 15% of academic and research staff.	May 2023	GRC	Pending CEDARS	Pending CEDARS		P6.10 P7.5
		Run shorter survey in interim years targeting specific group(s) of staff or on specific issues.	At least one shorter survey run in 2022: completion by 15% of academic and research staff.	Dec 2022	GRC	Signposting survey on current usage of digital researcher resources and preferences for future resource types run in June 2022; completion by 1% of academic and research staff.	Part completed		
		RDAG to monitor the provision of exit interviews in LSSJ and, if judged to be successful, to recommend expanding this practice to other Divisions - *linked with:*	Item included on RDAG agenda with verbal and/or written report from LSSJ HRM.	Jun 2022	LSSJ, RDAG T&OD, Divisions	See ECI2. GRC/LSSJ meeting took place in August 2022.	On hold pending internal review		
		Investigate the possibility of Divisional HR teams running tailored exit interviews for researchers.	Discussions to have taken place between relevant staff and a decision reached.	Jun 2022	LSSJ, T&OD, Divisions	TBC	On hold pending internal review		
		Review the design of the current exit questionnaire, as per Athena Swan action point 12, and investigate the possibility of implementing a researcher-specific exit survey.	Questionnaire reviewed, discussions to have taken place between relevant staff and a decision reached.	Dec 2021	T&OD, GRC, HR, Divisions	TBC	On hold pending internal review		
		RDAG to request annual Divisional reports which focus on people, e.g. including information about communications activity, feedback from researchers, EDI, representation, the implementation of Concordat Principles, training, mentoring and RPD completion rates (if available to Divisions) and other relevant topics.	Annual reports containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	Divisions, EDI, RDAG	See ECI2.	Pending/on hold pending reporting review		
Funders must:									
ECF1	Including requirements which promote equitable, inclusive and positive research cultures and environments in relevant funding calls, terms and conditions, grant reporting, and policies								P6.6
ECF2	Consider how funding opportunities and policies can facilitate different patterns and ways of working, and promote the wellbeing and mental health of researchers								New
ECF3	Ensure that funding call requirements and selection processes offer equality of opportunity between different groups of researchers, recognise personal contexts, and promote positive research cultures and working conditions								P6.6
Managers of researchers must:									
ECM1	Undertake relevant training and development opportunities related to equality, diversity and inclusion, and put this into practice in their work	Include data on training take-up in Divisional, EDI/HR reports to RDAG (see ECi6).	Annual reports containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	Divisions, HRS&P, EDI, T&OD, HR, RDAG	Divisional reports to RDAG in production for Sep 2022 submission to include this data.	Pending		New
ECM2	Ensure that they and their researchers act in accordance with the highest standards of research integrity and professional conduct	(See ECI5.)							New
		Develop web guidance and videos on sharing early versions of sensitive data, archiving websites, finding open data and choosing short-term data storage.	Relevant content published and communicated via Information Services (IS) and central communication channels, including the GRC.	Oct 2021	IS Research Support and Copyright, GRC	Guidance published (including 'Open research' web guide), communications due in September 2022.	Part completed		
		Implement the credit taxonomy into KAR to provide equal opportunity for all contributors to be recognised for their input into the outcomes of a research project.	Upgraded functionality launched and relevant content communicated via IS and central communication channels, including the GRC.	Sep 2022	IS Research Support and Copyright, GRC	Preparatory work pending, due to be completed in November 2022.	Pending		
ECM3	Promote a healthy working environment that supports researchers' wellbeing and mental health, including reporting and addressing incidents of discrimination, bullying and harassment, and poor research integrity	Refer to guidance on bullying and harassment in communications to researchers.	Email sent to all academic and research staff including links to relevant content.	Jan 2022	GRC, T&OD, Divisions	Email sent in December 2021.	Completed		P6.9
		Incorporate links to relevant content in PDF handbooks for research managers and researchers.	Links to relevant content included in PDF handbooks.	Jun 2022	GRC	See ECI1.	No longer applicable		
ECM4	Consider fully, in accordance with statutory rights and institutional policies, flexible working requests and other appropriate arrangements to support researchers	Refer to new guidance on family friendly and hybrid working policies in communications to researchers (see ECI3).	Email sent to all academic and research staff including links to relevant content.	Jan 2022	GRC, T&OD, Divisions	Email sent in November 2021.	Completed		New
		Incorporate links to relevant content in PDF handbooks for research managers and researchers.	Links to relevant content included in PDF handbooks.	Jun 2022	GRC	See ECI1.	No longer applicable		

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ECM5	Engage with opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	RDAG to monitor engagement and representation via annual Divisional reports (See ECi6).	Annual reports containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	Divisions, RDAG, GRC	See ECi2.	Pending/on hold pending reporting review			New
		Seek regular feedback from researchers.	**Extent to which researchers are encouraged by research managers to contribute monitored by CEDARS (bespoke question added if necessary). (See also Ei7).**	**May 2023**	**GRC**	Pending CEDARS	Pending CEDARS			
Researchers must:										
ECR1	Actively contribute to the development and maintenance of a supportive, fair and inclusive research culture and be a supportive colleague, particularly to newer researchers and students	Measure perceptions of whether the research culture is supportive, fair and inclusive using CEDARS and any relevant staff-specific or issues-focused surveys/forms.	Perceptions measured by CEDARS and/or other surveys/forms.	May 2023	GRC	Pending CEDARS	Pending CEDARS			New
		RDAG oversight of central and Divisional progress to further develop research cultures, e.g. via Divisional and EDI reports (see ECi6 and ECi2).	Annual reports containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	Divisions, EDI, RDAG	See ECi2.	On hold pending reporting review			
		Incorporate the concept of 'communities of practice' and/or forums/discussion events on topics related to researcher development into the 2021-22 events schedule, as supported by GFWG.	One 'communities of practice' forum open to all relevant staff organised per term, participation measured and feedback gathered.	Dec 2021	GRC	Postponed to enable further progress on relevant topics (e.g. induction) to be made first.	Postponed			
		Develop the Race Equality Charter and support and advise on its integration into wider University structures.	Relevant content published and communicated via EDI and central communication channels, including the GRC. Annual item on RDAG agenda and invitation to EDI Manager to report relevant content in writing and/or face-to-face.	Sep 2022	EDI	Info. to all staff via email/ newsletter, blogposts, webpages. CR webpages completed, E&D webpages to be created; new eLearning training programme launched covering EDI topics, to be made available to all staff; ongoing work with REC to include R&I input; localisation of Anti-Racism strategy into Divisions/ Directorates to further strategy; EDI Policy review ongoing with partic. attention to how EDI policies affect GTAs, PhDs & ECRs; New plans for EDI SP hub and monthly EDI comms from central team to all staff (including via mailing list of relevant colleagues). See also ECi2	Part-completed/ongoing			
ECR2	Ensure they act in accordance with employer and funder policies related to research integrity, and equality, diversity and inclusion	Incorporate links to relevant content into PDF handbook for researchers	Links to relevant content included in PDF handbook for researchers.	Jun 2022	EDI, GRC	See ECi1.	No longer applicable			P5.3
		EDI training uptake to be included in annual report to RDAG (see ECi2)	Annual report containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	HR S&P, T&OD	See ECM1.	Pending			
ECR3	Take positive action towards maintaining their wellbeing and mental health	Create brief digital outputs on different aspects of psychological wellbeing to be used as standalone resources or part of blended learning.	Digital content created and communicated via central communication channels, including the GRC.	Sep 2022	GRC, T&OD	Content expanded as part of the Wellbeing toolkit (see below), e.g. modules on 'My Best Self' and 'Managing Yourself and Your Time', and access to additional wellbeing resources including self-assessment tools such as the Care first ZEST Wellbeing Resource.	Completed			New
		Run some wellbeing sessions in 2021-22 and two external digital wellbeing courses ('introduction to resilience' and 'managing your imposter') from October 2021 (with limited spaces) and assess relevant uptake data (See ECi4).	Session and course take-up measured: all 50 places on both courses to be used by expiry date. If there is greater demand, application for additional funding submitted to Finance in annual funding bid.	Sep 2022	GRC	Two wellbeing sessions run - see https://www.kent.ac.uk/graduate-researcher-college/news/2215/wellbeing-sessions-to-support-colleagues. See ECi4.	Completed			
		Implement a blended learning programme on the theme of 'Building Resilience'.	Programme created and communicated via central communication channels, including the GRC.	Oct 2021	T&OD	Wellbeing toolkit signposting relevant resources launched in March 2022 (instead of the Blended Learning programme.)	Completed			
		Consider repeating some existing Divisional sessions on wellbeing and 'coping with rejection', and asking for them to be available for all academic and research staff.	Divisional sessions repeated, open to all academic and research staff, and participation measured.	Sep 2022	Divisions, GRC	HSS 'Dealing with Rejection and Recycling your Proposal' session recordings available via https://livekentac.sharepoint.com/sites/grc/SitePages/Current-Kent-resources.aspx.	In progress			

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Ref	Description	Action	Measure of success	Date	Responsible	Notes	Status			Principle
ECR4	Use available mechanisms to report staff who fail to meet the expected standards of behaviour, particularly in relation to discrimination, harassment, bullying, and research misconduct	RDAG to request an annual report or a verbal briefing by HR/EDI on discrimination, harassment and bullying reported by researchers.	Annual item included on RDAG agenda with verbal report from the HR or EDI Manager.	Sep 2022	HR, EDI, HRS&P, RIS, RDAG	See ECI2.	On hold pending reporting review			P6.9
		RDAG to request an annual report or a verbal briefing by the Research Ethics and Governance Manager re research misconduct reported by researchers.	Annual item included on RDAG agenda with verbal report from the Research Ethics and Governance Manager.	Sep 2022	RDAG, RIS,	See ECI2.	On hold pending reporting review			
ECR5	Consider opportunities to contribute to policy development aimed at creating a more positive research environment and culture within their institution	RDAG to monitor engagement and representation via annual Divisional reports.	Annual reports containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	Divisions, RDAG, GRC	See ECI2.	Pending/on hold pending reporting review			P3.13
Employment										
Institutions must:										
EI1	Ensure open, transparent and merit-based recruitment, which attracts excellent researchers, using fair and inclusive selection and appointment practices	Monitor Stonefish recruitment figures and report any relevant issues to RDAG to review and implement support where possible.	Annual item on RDAG agenda and invitation to HR team to report relevant content in writing and/or face-to-face.	Sep 2022	HR, RDAG	See ECI2.	On hold pending reporting review			P1.2 P6.2 P6.7
EI2	Provide an effective induction, ensuring that researchers are integrated into the community and are aware of policies and practices relevant to their position	**Produce a mandatory central Moodle induction including reference to support for researchers.**	**Induction module published and engagement measured: 70% of new academic and research staff to have completed it by October 2022.**	Oct 2021/ Oct 2022	T&OD	Module published in October 2021.	Part completed			P3.6
		Produce a mandatory Moodle induction course for researchers.	**Induction course published and engagement measured: 50% of new academic and research staff to have completed it by January 2023.**	Jan 2022 Jan 2023	GRC, T&OD	Module published in December 2021.	Part completed			
		Develop Divisional induction processes, including new online content where appropriate.	**Induction processes developed, new online content created and relevant information communicated via Divisional communication channels.**	Sep 2022	Divisions, T&OD	TBC	TBC			
		Develop and maintain Divisional training resources for academic and research staff, e.g. R&I handbooks.	**Resources created and relevant information communicated via Divisional communication channels.**	Sep 2022	Divisions, RIS	TBC	TBC			
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	Monitor promotions and report any relevant issues to RDAG to review and implement support for where possible.	Annual item on RDAG agenda and invitation to HR team to report relevant content in writing and/or face-to-face.	Sep 2022	HR, RDAG	See ECI2.	On hold pending reporting review			P2.6 P6.3 P6.4 P6.7
EI4	Provide effective line and project management training opportunities for managers of researchers, heads of department and equivalent	Introduce introductory project management e-learning modules.	Access to e-learning modules available for all researchers and engagement measured.	Sep 2021	T&OD	Modules due to be launched in June 2022.	In progress			P2.3
		Consider introducing scenarios of relevance to researchers into the 2021/22 LASR programme (which is open to PSD staff as well as academic and research leaders).	2021/22 LASR programme amended to incorporate relevant scenarios.	Dec 2021	T&OD, GRC, Divisions	Reviewing whether appropriate to introduce research-specific case studies as new topical ones (e.g. drawn from THE scenarios) are generating proactive engagement by researchers.	Under review			
		RDAG to monitor the roll-out of the KLS post-award group support model to the Divisions and, if judged to be successful, to suggest similar groups for other Divisions.	Roll-out monitored and recommendation made.	Sep 2022	RDAG, LSSJ, Divisions	See ECI2.	On hold pending reporting review			
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	Complete work on workload allocation and management (WAM), ensuring consistency across Divisions and Schools wherever possible.	WAM work carried out. Attitudes to WAM measured by CEDARS and/or other surveys/forms.	Sep 2022, May 2023 or earlier	Divisions	TBC	In progress/pending CEDARS			P2.6 P6.3 P6.4
		Complete work on appraisal/RPD practices, ensuring consistency across Divisions and Schools wherever possible.	RPD work carried out. Attitudes to RPDs measured by CEDARS and/or other surveys/forms.	Sep 2022, May 2023 or earlier	Divisions	TBC	In progress/pending CEDARS			
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	**RDAG to consider greater use of open-ended contracts and redeployments via annual report from HR and/or HR attendance at least once a year as an item for discussion.**	**Annual item on RDAG agenda and invitation to HR team to report relevant content in writing and/or face-to-face.**	Sep 2022	HR, RDAG	See ECI2.	On hold pending reporting review			P1.3 P2.1 P2.2
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	Ensure there is representation across the research communities in Divisional R&I committees, including ECRs and PDRAs (see also ECm5.)	Divisional monitoring undertaken and annual reports containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	Divisions	See ECI2.	On hold pending reporting review			P3.13
		Run interim surveys or focus groups for specific groups of staff or issues.	**At least one shorter survey or focus group run in 2022.**	Dec 2022	GRC	See ECI6.	Part completed			
Funders must:										
EF1	Include requirements which support the improvement of working conditions for researchers, in relevant funding calls, terms and conditions, grant reporting, and policies									P2.4

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Code	Description	Action	Success measure	Date	Responsibility	Progress	Status		Ref
EF2	Review the impact of relevant funding call requirements on researchers' employment, particularly in relation to career progression and lack of job security								New
EF3	Support institutions to develop policies and frameworks to promote sustainable employment arrangements and enhance job security, and provide opportunities for career progression								P2.4
EF4	Consider the balance of their relevant funding streams in providing access to research funding and its impact at all career levels								New
Managers of researchers must:									
EM1	Undertake relevant training and development opportunities so that they can manage researchers effectively and fulfil their duty of care	Motivate and encourage all research managers to undertake relevant training, especially mandatory courses.	Mandatory training undertaken measured via GRC/Divisional reports: take-up to increase by 10% compared with June 2021 report.	Sep 2022	Divisions, HR, T&OD	Take-up of mandatory training increased by 49% between June 2021 and June 2022.	Completed		P2.3
		Review Divisional application processes for external training and simplify where appropriate.	Processes reviewed and simplified where appropriate.	Sep 2022	Divisions, HR, T&OD	In most areas, requests will now go through the local HR teams - TBC	TBC		
EM2	Familiarise themselves, and work in accordance with, relevant employment legislation and codes of practice, institutional policies, and the terms and conditions of grant funding	Incorporate links to mandatory training and relevant policies in RPDs for research managers. (See EM1.)	Links to relevant content included in RPDs for research managers.	Sep 2022 or earlier	HR, T&OD	Links to mandatory training are part of the new Induction checklist and will be added to the Staff Development policy rather than central RPD documentation, although Divisions may wish to include them in local documentation.	In progress/pending		P2.2
		Incorporate links to relevant content into PDF handbook for research managers.	Links to relevant content included in PDF handbook for research managers.	Jun 2022	GRC, T&OD, RIS, Divisions	See ECI1.	No longer applicable		
		For large projects: new PIs to invite researcher(s) to accompany them to RIS kick-off meeting (if researcher(s) in post at this stage).	Attendance at kick-off meetings recorded by RIS and passed to Divisions for inclusion in annual report to RDAG.	Sep 2022	Divisions, RIS	TBC	TBC		
		For smaller projects (i.e. those which will not have a RIS kick-off meeting): produce a digital introductory briefing.	Digital briefing published and communicated via appropriate channels, including RIS and the Divisions. Views recorded by RIS and passed to Divisions for inclusion in annual report to RDAG.	Sep 2022	RIS, Divisions	TBC	TBC		
EM3	Commit to, and evidence, the inclusive, equitable and transparent recruitment, promotion and reward of researchers	Incorporate links to relevant content into PDF handbook for research managers.	Links to relevant content included in PDF handbook for research managers.	Jun 2022	GRC, T&OD, EDI	See ECI1.	No longer applicable		P6.3
		Expand communications activity on promotion to include all Divisions.	Promotions activity (including briefings) undertaken in all Divisions and attendance (especially amongst PDRAs) at relevant sessions measured.	Jun 2022	Divisions, T&OD	Relevant activity undertaken including briefings in most/all Divisions (TBC) and/or support by the Deputy Directors.	In progress		
						T&OD working to improve and ensure consistency of support for promotion across all Divisions Phased project consists of new Stonefish approach in October, Promotions Panel training in Jan and further support in April/May.	In progress/pending		
EM4	Actively engage in regular constructive performance management with their researchers	Monitor the timely submission of RPD paperwork/dates to ensure RPD completion and include data in annual report to RDAG (see ECi6).	Annual reports containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	Divisions, HR, T&OD, RDAG	See ECI2.	Pending/on hold pending reporting review		P2.3
		Incorporate links to RPD guidance into PDF handbook for research managers.	Links to relevant content included in PDF handbook for research managers.	Jun 2022	GRC, T&OD, HR, Divisions	See ECI1.	No longer applicable		
EM5	Engage with opportunities to contribute to relevant policy development within their institution	Ensure there is engagement across the research communities in Divisional R&I committees (see ECi6).	Annual reports containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	Divisions, RDAG	See ECI2.	On hold pending reporting review		New
		Investigate academic citizenship award for staff separate from the 2021 Kent Research and Innovation Community Prize.	Research undertaken and award proposed or idea rejected.	Jan 2022	GRC	TBC	TBC		
Researchers must:									
ER1	Ensure that they work in accordance with, institutional policies, procedures and employment legislation, as well as the requirements of their funder	Incorporate links to relevant content into PDF handbook for researchers.	Links to relevant content included in PDF handbook for researchers.	Jun 2022	GRC, T&OD, HR, Divisions	See ECI1.	No longer applicable		New

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ER2	Understand their reporting obligations and responsibilities	Incorporate links to relevant content into PDF handbook for researchers.	Links to relevant content included in PDF handbook for researchers.	Jun 2022	RIS, GRC	See ECI1.	No longer applicable		New
		For large projects: new researchers to accompany PI to RIS kick-off meeting (if in post at this stage).	Attendance at kick-off meetings recorded by RIS and passed to Divisions for inclusion in annual report to RDAG.	Sep 2022	Divisions, RIS	TBC	TBC		
		For smaller projects (i.e. those which will not have a RIS kick-off meeting): new researchers (and PIs) to view the digital introductory briefing.	Digital briefing published and communicated via appropriate channels, including RIS and the Divisions. Views recorded by RIS and passed to Divisions for inclusion in annual report to RDAG.	Sep 2022	RIS, Divisions	TBC	TBC		
ER3	Positively engage with performance management discussions and reviews with their managers	Incorporate links to appraisal guidance (include RDP and IRPs) into PDF handbook for researchers, as per Athena Swan action point 40.	Links to relevant content included in PDF handbook for researchers.	Jun 2022	T&OD, GRC, Divisions	See ECI1.	No longer applicable		P5.6
		Pilot and launch revised appraisal/RPD process.	Process piloted and launched, and relevant content communicated via central communication channels, including T&OD and the GRC.	Sep 2022	T&OD	Awaiting confirmation of the go-ahead for the academic pilot as the PSD pilot ends.	In progress/pending		
ER4	Recognise and act on their role as key stakeholders within their institution and the wider academic community	Organise focus groups, CEDARS and any relevant staff-specific or issues-focused surveys.	At least one shorter survey run in 2022, CEDARS run biannually (next due in Apr/May 2023): completion of both by 15% of academic and research staff.	Dec 2022/ May 2023	GRC	See ECI6.	Part completed		P5.2
		Organise more informal Divisional and central researcher gatherings to reinforce the sense of researcher community, value and empowerment.	Relevant events organised, participation measured and feedback gathered.	Sep 2022 or earlier	Divisions, GRC, T&OD, RIS	TBC	TBC		
		Organise a forum on how to establish and benefit from researcher networks.	Forum organised and participation measured.	Jun 2022	GRC, Divisions	Postponed to enable further progress on networks to be made first.	Postponed		
Professional and Career Development									
Institutions must:									
PCDI1	Provide opportunities, structured support, encouragement and time for researchers to engage in a minimum of 10 days professional development pro rata per year, recognising that researchers will pursue careers across a wide range of employment sectors	**Submit paper to EG re incorporating a 10-day requirement into all new contracts and issuing contract variations for existing staff.**	**Paper submitted for consideration.**	**Spring 2022**	**RDAG, GRC, Divisions, T&OD, HR, RIS**	Paper submitted to EEG meeting on 14 March 2022.	Completed		P3.1 P3.3 P5.5
		Incorporate 10-day requirement in RPDs for all academic and research staff	Requirement incorporated and communicated via central communication channels, including the GRC.	Sep 2022 or earlier	HR, T&OD, GRC	Requirement has been added to the revised templates for the new approach to RPD. Communication pending once formal approval to continue with the academic pilot has been received.	Part-completed/pending		
		Launch a digital mentoring platform and introductory e-learning module to support central and Divisional mentoring activity, and update information on mentoring.	Platform launched on a phased basis, module launched and information updated and details communicated via central communication channels, including T&OD and the GRC.	Dec 2021	T&OD, Divisions, GRC	Configuration of the mentoring platform (likely to be known as the Kent Community Builder) is complete. Customisation and admin user training to follow in Autumn 2022. A soft launch will enable one or two Divisions to host their ECR mentoring on the platform. 'Introduction to Mentoring' module now available.	In progress		
PCDI2	Provide training, structured support, and time for managers to engage in meaningful career development reviews with their researchers	Incorporate links to information about development reviews (and more generally re line management) into PDF handbook for research managers.	Links to relevant content included in PDF handbook for research managers.	Jun 2022	T&OD, Divisions, GRC	See ECI1.	No longer applicable		P3.10

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PCDI3	Ensure that researchers have access to professional advice on career management, across a breadth of careers	Apply for central funding to expand coaching to ECRs and mid-career researchers.	Funding application(s) submitted to Finance in annual funding bid.	Sep 2022	GRC	Decision taken not to expand provision as insufficient demand identified.	No longer applicable		P3.1
		Incorporate basic information related to career management including progression, career mobility, changing sector and/or discipline in the GRC web and SP pages.	Relevant information included in GRC web and SP pages.	Jan 2022 or earlier	GRC, CES	Relevant web and KentNet/SP content published in January 2022.	Completed		
		Incorporate links to and/or specialist information related to career management including in PDF handbooks for researchers and research managers.	Links to relevant content included in PDF handbooks for researchers and research managers.	Jun 2022	CES, GRC	See ECI1.	No longer applicable		
PCDI4	Provide researchers with opportunities, and time, to develop their research identity and broader leadership skills	Incorporate links to information about development reviews into PDF handbook for researchers.	Links to relevant content included in PDF handbook for researchers.	Jun 2022	GRC, Divisions, T&OD	See ECI1.	No longer applicable		P3.11 P3.14
		Incorporate links to information about Horizons and Foundations of Management programmes into PDF handbook for researchers, as per Athena Swan action point 37.	Links to relevant content included in PDF handbook for researchers.	Jun 2022	GRC, T&OD	See ECI1.	No longer applicable		
		Create a Moodle module covering skills training for researchers	Module published and engagement measured: 10% of academic and research staff to have completed it by Dec 2023.	Dec 2022/ Dec 2023	IS Research Support	Decision taken not to create module as low user engagement anticipated (based in part on usage of other modules for researchers).	No longer applicable		
		Create a Moodle module covering skills training for PSD R&I staff	Module published and engagement measured: 50% of PSD R&I staff to have completed it by Dec 2022.	Dec 2021/ Dec 2022	IS Research Support	Module published in December 2021. Usage assessed by page views (inconclusive) rather than 50% of PSD R&I staff completions, further analysis required.	Part completed		
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	Incorporate information related to career stories/case studies/alumni mentors in the GRC web and SP pages.	Relevant information included in GRC web and SP pages.	Jun 2022 or earlier	GRC, T&OD, CES	Content being incorporated into relevant case studies where possible.	In progress		P3.2 P3.4
		Incorporate basic information related to career mobility, changing sector and/or discipline in the GRC web and SP pages.	Relevant information included in GRC web and SP pages.	Jan 2022 or earlier	GRC, CES	Relevant web and KentNet/SP content published in January 2022.	Completed		
PCDI6	Monitor, and report on, the engagement of researchers and their managers with professional development activities, and researcher career development reviews	Set up reports on mandatory training undertaken by researchers to be accessible by GRC staff via Staff Connect.	Reports created and accessible.	Sep 2021	HRS&P, GRC	Reports accessible on Staff Connect from October 2021.	Completed		New
		Investigate whether Target Connect and Staff Connect could share information about an individual's training.	Research undertaken and recommendation made.	Sep 2022	GRC, IS Requirements, HRS&P, User Platforms, IS Operations	Integration between the two systems not possible at this time and unlikely in the future. However, single sign-on to Target Connect (i.e. using a Kent staff login) will be launched in Sep 2022.	Completed		
		RDAG to request that data on Divisional mentoring and training attended by researchers should be included in annual Divisional reports (see ECi6).	Annual reports containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	Divisions, RDAG	Divisional reports to RDAG in production for Sep 2022 submission to include this data.	Pending		
Funders must:									
PCDF1	Incorporate specific professional development requirements in relevant funding calls, terms and conditions, grant reporting, and policies. This should include researchers' engagement in a minimum of 10 days' professional development pro rata per year, and evidence of effective career development planning								P3.7 P3.9
PCDF2	Embed the Concordat Principles and researcher development into research assessment strategies and processes								New
PCDF3	Acknowledge that a large proportion of the researchers they fund will move on to careers beyond academia, and consider how they can encourage and support this within their remit								New
Managers of researchers must:									

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	Action		Output	Date	Responsibility	Update 14/09/2022	Status			Ref
PCDM1	Engage in regular career development discussions with their researchers, including holding a career development review at least annually	Incorporate links to information about development reviews (and more generally re line management) in PDF handbook for research managers.	Links to relevant content included in PDF handbook for research managers.	Jun 2022	GRC, T&OD, Divisions	See ECI1.	No longer applicable	`````		P2.3
		HR to monitor uptake of annual appraisals by researchers and to provide an annual report to RDAG (see also ECi6).	Annual report containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	HR, RDAG	See ECI2 and EM4.	On hold pending reporting review			
PCDM2	Support researchers in exploring and preparing for a diversity of careers, for example, through the use of mentors and careers professionals, training, and secondments	Ensure that GRC communications activity covers relevant themes including encouraging PIs to support their researchers in applying for academic posts at Kent.	Range of communication activities undertaken to promote relevant content including emails, blogposts and web and SP pages.	Jan 2022	GRC	TBC	TBC			P3.4 P3.8 P5.5
		Incorporate basic information (including career planning, training and mentoring) in the GRC web and SP pages.	Relevant information included in GRC web and SP pages.	Jan 2022 or earlier	GRC, CES	Relevant web and KentNet/SP content published in January 2022.	Completed			
		Incorporate links to all relevant information (including career planning, training and mentoring) in PDF handbook for research managers.	Links to relevant content included in PDF handbook for research managers.	Jun 2022	GRC	See ECI1.	No longer applicable			
PCDM3	Allocate a minimum of 10 days pro rata, per year, for their researchers to engage with professional development, supporting researchers to balance the delivery of their research and their own professional development	**Ensure that GRC communications activity covers the 10-day expectation.**	**Range of communication activities undertaken to promote relevant content including emails, blogposts and web and SP pages.**	**Jan 2022 or earlier**	**GRC**	Information included in the Central Researcher induction module, new KentNet careers content, emails and blogposts.	Completed			New
		Incorporate basic information about the 10-day expectation in the GRC web and SP pages.	**Relevant information included in GRC web and SP pages.**	**Jan 2022 or earlier**	**GRC, CES**	Relevant web and KentNet/SP content published in January 2022.	Completed			
		Incorporate links to information about the 10-day expectation in PDF handbook for research managers.	**Links to relevant content included in PDF handbook for research managers.**	**Jun 2022**	**GRC**	See ECI1.	No longer applicable			
PCDM4	Identify opportunities, and allow time (in addition to the 10 days professional development allowance), for their researchers to develop their research identity and broader leadership skills, and provide appropriate credit and recognition for their endeavours	Incorporate information about relevant opportunities in the GRC web and SP pages.	Relevant information included in GRC web and SP pages.	Jan 2022 or earlier	GRC, CES	Relevant web and KentNet/SP content published in January 2022.	Completed			P3.6 P3.9 P5.5
		Incorporate links to information about relevant opportunities in PDF handbook for research managers to encourage them to have development conversations with researchers.	Links to relevant content included in PDF handbook for research managers.	Jun 2022	GRC	See ECI1.	No longer applicable			
PCDM5	Engage in leadership and management training to enhance their personal effectiveness, and to promote a positive attitude to professional development	HR/T&OD to monitor uptake of leadership and management training by research managers (with assistance from Divisions and GRC/RIS to identify them) and to provide an annual report to RDAG.	Annual report containing relevant and/or requested content submitted to RDAG for consideration.	Sep 2022	HR, T&OD, GRC, RIS, RDAG	See ECI2.	On hold pending reporting review			New
Researchers must:										
PCDR1	Take ownership of their career, identifying opportunities to work towards career goals, including engaging in a minimum of 10 days professional development pro rata per year	Incorporate information related to career ownership in the GRC web and SP pages, including encouraging researchers to sign up to internal vacancies alerts for lecturer positions on the recruitment system as per Athena Swan action point 28.	Relevant information included in GRC web and SP pages.	Jan 2022 or earlier	GRC, CES	Relevant web and KentNet/SP content published in January 2022.	Completed			P5.5
		Encourage PDRAs and other groups of researchers to use the GRC digital content and to read relevant communications sent out them via multiple channels so that they can take advantage of the opportunities available.	Consider utilising Mailchimp analytics/ similar software or email read receipts to assess engagement with communications.	Mar 2022	GRC, Divisions	Mailchimp bulletins now utilised with relevant Sympa mailing lists but unable to measure engagement with these as technology incompatible. Now investigating alternative action(s).	Part completed			
PCDR2	Explore and prepare for a range of employment options across different sectors, such as by making use of mentors, careers professionals, training and secondments	Incorporate information related to professional and career development in the GRC web and SP pages.	Relevant information included in GRC web and SP pages.	Jan 2022 or earlier	GRC, CES	Relevant web and KentNet/SP content published in January 2022.	Completed			P3.8
		Encourage PDRAs and other groups of researchers to use the GRC digital content and to read relevant communications sent out them via multiple channels so that they can take advantage of the opportunities available.	Consider utilising Mailchimp analytics/ similar software or email read receipts to assess engagement with communications.	Mar 2022	GRC, Divisions, RIS, CES	Mailchimp bulletins now utilised with relevant Sympa mailing lists but unable to measure engagement with these as technology incompatible. Now investigating alternative action(s).	Part completed			

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PCDR3	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	Incorporate information related to maintaining an up-to date professional career development plan and building a portfolio of evidence in the GRC web and SP pages.	Relevant information included in GRC web and SP pages.	Jan 2022 or earlier	GRC, CES	Relevant web and KentNet/SP content published in January 2022.	Completed			P5.5
		Incorporate links to and/or information related to career development plans and T&OD guidance on RPDs and IRPs etc. in the PDF handbook for researchers.	Links to relevant content included in PDF handbook for researchers.	Jun 2022	GRC, T&OD, CES, Divisions	See ECI1.	No longer applicable			
PCDR4	Positively engage in career development reviews with their managers	Incorporate positive feedback from/information for researchers about the RPD/IRP process in the GRC web and SP pages, e.g. through case studies.	Case studies created and relevant information included in GRC web and SP pages.	Jun 2022 or earlier	GRC, T&OD, CES, Divisions	Content to be incorporated into relevant case studies where possible.	Pending/in progress			P3.10
PCDR5	Seek out, and engage with, opportunities to develop their research identity and broader leadership skills	Encourage postdocs and other groups of researchers to use the GRC digital content and to read relevant communications sent out to them via multiple channels so that they can take advantage of the opportunities available.	Consider utilising Mailchimp analytics/ similar software or email read receipts to assess engagement with communications.	Mar 2022	GRC, Divisions, RIS, CES	Relevant web and KentNet/SP content published in January 2022.	Completed			P5.5
		Incorporate career stories/case studies in the GRC web and SP pages to emphasize the benefits of such opportunities for researchers.	Case studies created and relevant information included in GRC web and SP pages.	Jun 2022 or earlier	GRC, T&OD, CES, Divisions	Content being incorporated into relevant case studies where possible.	In progress			
PCDR6	Consider opportunities to develop their awareness and experience of the wider research system through, for example, knowledge exchange, policy development, public engagement and commercialisation	Encourage postdocs and other groups of researchers to use the GRC digital content and to read relevant communications sent out to them via multiple channels so that they can take advantage of the opportunities available, including Grants Factory and other training sessions.	Consider utilising Mailchimp analytics/ similar software or email read receipts to assess engagement with communications.	Mar 2022	GRC, Divisions, RIS, CES	Relevant web and KentNet/SP content published in January 2022.	Completed			P5.2
		Incorporate career stories/case studies in the GRC web and SP pages to emphasize the benefits of such opportunities for researchers.	Case studies created and relevant information included in GRC web and SP pages.	Jun 2022 or earlier	GRC, T&OD, CES, Divisions	Content being incorporated into relevant case studies where possible.	In progress			

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

Text colour coding:

Critical
Highly desirable
Desirable
Amendment since original publication - 10/12/2021
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Abbreviations:

CEDARS	Culture, Employment and Development in Academic Research Survey
CES	Careers and Employability Service
CR	Challenging Racism
DHRMs	Divisional Human Resources Managers
ECR	Early Career Researcher
EDI	Equality, Diversity and Inclusivity
E&D	Equality & Diversity
EG	Executive Group
ES&P	Education, Scholarship and Professional Practice
GFWG	Grants Factory Working Group
GRC	Graduate and Researcher College
HR	Human Resources
HRS&P	Human Resources Systems & Planning
IRP	Individual Research Plan
IS	Information Services
KAR	Kent Academic Repository
KLS	Kent Law School
LASR	Leadership for Areas of Significant Responsibility
LSSJ	Division of Law, Society & Social Justice
O4S	Organising for Success
PDRA	Postdoctoral Research Associate
PI	Principal Investigator
PSD	Professional Services Department
REC	Race Equality Charter
R&I	Research and Innovation
RDAG	Researcher Development Advisory Group

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RIS	Research and Innovation Services
RPD	Reflect, Plan, Develop
T&OD	Talent & Organisational Development

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