University of **Kent**

UNIVERSITY OF KENT/
TECHNICIAN COMMITMENT STRATEGY

2021 to 2024

INTRODUCTION

The University of Kent's IT and Technical teams are essential in the delivery of world class teaching, research, innovation, and civic activities.

Engaged across all areas of the University operations, the University of Kent employ over 150 IT and technical staff from a variety of backgrounds and professions. From science and laboratories, arts and theatres technical staff utilise a wide-ranging set of skills, knowledge, and experience to unlock the potential of others.

The IT and technical services community operate alongside academic colleagues and professional service staff to create an environment where students and staff can excel. IT and Technical staff deliver the oversight and management of the University's state of the art technical facilities, systems and resources. Providing a forward-looking approach, utilising the very latest technology.

Through the practical application of skills and knowledge IT and Technical staff are relied on to deliver front line specialist assistance to students and staff. They are also pivotal in the delivery of in class learning, coaching and instructing, as well as providing independent technical led teaching.

IT and Technical staff are widely recognised for their involvement in supporting the delivery of internationally recognised research and innovation. Working with academics at all stages of the research and innovation lifecycle; from concept and planning to outputs and publications.

IT and Technical staff are not just academic in focus with colleagues in areas such as Estates, Information Services, Finance and HR delivering critical user support, business systems and infrastructure.

This Technical Commitment strategy sets out to create a sustainable technical profession that is recognised for its contribution and achievements. Creating an empowered technical community which supports the delivery of one of the best education and student experiences, enhanced by a research rich environment that enables and inspires our students.
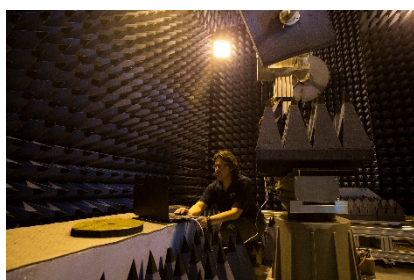
TECHNICIAN COMMITMENT

VISIBILITY

Ensure that all technicians within the organisation are identifiable and that the contribution of technicians is visible within and beyond the institution

CAREER DEVELOPMENT

Enable career progression opportunities for technicians through the provision of clear, documented career pathways

SUSTAINABILITY

Ensure the future sustainability of technical skills across the organisation and that technical expertise is fully utilised

RECOGNITION

Support technicians to gain recognition through professional registration and external awards schemes

The University of Kent is a proud signatory of the Technician Commitment.

The Technician commitment is a national initiative which aims to ensure visibility, recognition, career development and sustainability for technicians working in higher education and research, across all disciplines. The Technician commitment is a sector wide initiative led by the Science Council and supported by the Gatsby Foundation and aims to address the key challenges facing technical staff.

The University of Kent became a signatory in 2018 joining more than 90 Universities from across the UK. To date the University has delivered fundamental changes to the leadership, structure, and visibility of technical staff across all areas of the University. These have included: -

- The design and implementation of the first Kent Technical Service Career Path. Offering greater visibility of opportunities, sustainability of roles, and alignment of continuous professional development.
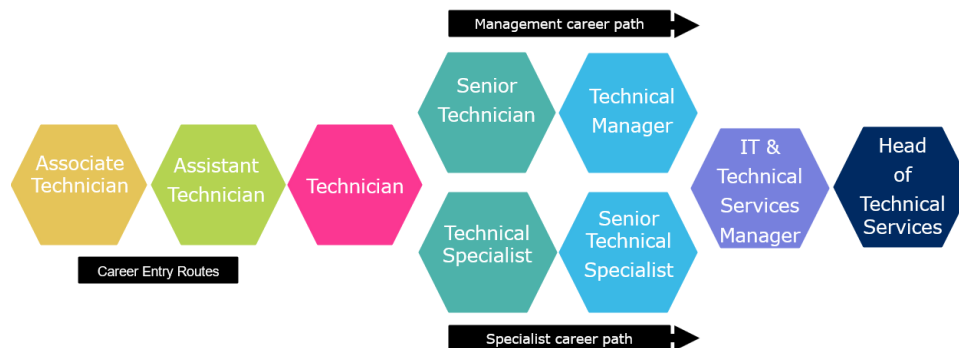
- The creation of the Kent Divisional IT and Technical Services Management Group. Providing support and guidance to IT and Technical leaders in divisions, supporting the implementation of strategy, sharing of best practice, and delivering a consistent experience for students and staff.

- The full restructure of IT and Technical Services staff across the six academic divisions of the University. Providing a new sustainable divisional structure of specialist subject teams and delivering new technical management oversight and visibility.

The Technician Commitment remains at the heart of the Kent Technical Services strategy. Through the continuous development of the core themes; visibility, recognition, career development and sustainability, technical service colleagues are empowered to deliver the very best education, research, and student experience.

VISION

The Technician Commitment will support the delivery of a truly customer-focused, innovative, and internationally recognised professional service at the University of Kent. Fulfilled by highly skilled, diverse technical experts and utilising leading technology, equipment, and facilities, providing the very best experience to our students and staff.

- Technical staff will be nationally and internationally recognised for their contribution to transformative teaching, specialist business systems and world class research and innovation. Embracing the very latest technology and practice, technical staff will be at the forefront of future technical developments.

- Technical staff will work collaboratively with divisions and professional service departments to enhance the delivery of social, educational, cultural, public, and economic benefits. Raising the profile of the University as well as championing the benefits of technical professions and career choices.

- The University of Kent will attract, develop, and retain the very best and highly skilled technical talent. The Kent technical career pathway will deliver greater visibility of opportunities for staff across the University whilst setting out an aligned programme of career development.

- The University of Kent is committed to working with the next generation of technical talent, delivering a sustainable future workforce in a profession that staff aspire to be part of.

- Technical staff will be represented across the University at all levels, ensuring visibility of technical staff and their vital impact on the organisations mission.

- The University of Kent is committed to delivering a balanced, inclusive, and diverse technical community. Working together to deliver an environment in which everyone is valued, where opportunities are equal, and we celebrate the diversity of our colleagues.

- Technical staff will operate in collaboration with all professions across the University to deliver a consistent, effective, and sustainable service, enabling the very best customer experience and research impact.

GOVERNANCE AND OVERSIGHT

The Technician Commitment Working Group and the Divisional IT and Technical Services Management Group will jointly oversee the implementation of the Technician Commitment strategy. The Head of Technical Services will lead the delivery of the Technical Commitment strategy, reporting directly to the Director of University operations.
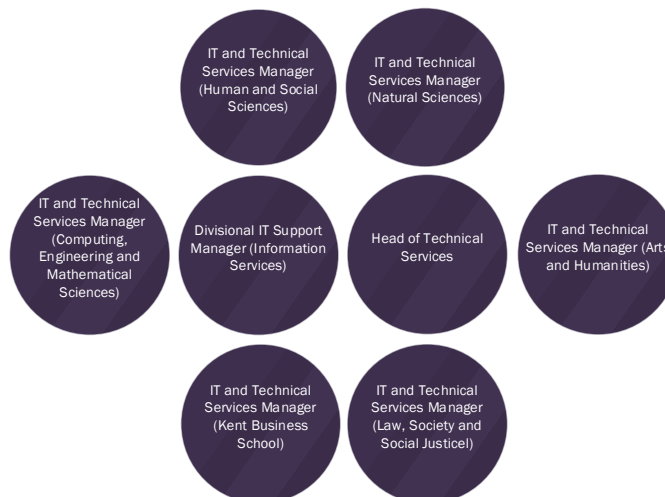
Technician Commitment Working Group

The Technician Commitment Working group will comprise of representatives from key areas across the University including divisions and professional service departments including EDI, HR, Information Services and technical services. Each strategic theme will be allocated representatives who will act as champions and provide key oversight for the overarching objectives and operational actions of that theme.

Head of Technical Services

Visibility Champion | Career Development Champion | Recognition Champion | Sustainability Champion

Divisional IT and Technical Services Management Group

The Divisional IT and Technical Service Management Group will provide operational oversight of the delivery of the Technician Commitment Strategy, supporting the IT and Technical service staff within each division. The group enables a collaborative and consistent approach to both divisional technical strategy and operation. This group will support the operational delivery of the technician commitment strategic objectives and actions.

IT and Technical Services Manager (Human and Social Sciences)

IT and Technical Services Manager (Natural Sciences)

IT and Technical Services Manager (Computing, Engineering and Mathematical Sciences)

Divisional IT Support Manager (Information Services)

Head of Technical Services

IT and Technical Services Manager (Arts and Humanities)

IT and Technical Services Manager (Kent Business School)

IT and Technical Services Manager (Law, Society and Social Justice)

THEMES AND OBJECTIVES

Visibility	Recognition	Career Development	Sustainability
Develop a University wide IT and Technical Service community enabling all staff to contribute, collaborate and share knowledge and best practice. Develop closer synergies between technical professions across the University.	Technical Services staff are recognised for their positive impact on the operation of the University and the wider community.	Maintain and develop a highly skilled technical workforce, ensuring knowledge and experience is relevant and aligned to current and future advances. Develop internal and external training and development opportunities for Technical Services staff across all specialisms. Provide routes to specialised technical training and develop appropriate funding streams.	Support the creation of a technical services community external to the University, developing areas of collaboration and partnership. Showcasing the University of Kent and promoting Technical Services as a profession and career.
Enhance the visibility of IT and Technical Services across the University; creating a professional, consistent, and recognisable Technical Service identity which is in line with divisional and student expectations.	Achievements of Technical Service staff are recognised and published throughout the University and to wider external audiences.	Ensure there is an effective technical services career path which provides sustainable entry routes into the profession. Ensure continuous professional development opportunities are aligned to the career pathways.	Support the development of sustainable teaching and research facilities. Champion the deployment of environmentally sustainable facilities, equipment, and processes.
Provide greater visibility of Technical Service facilities, resources and skills to all staff and students. Increase the sharing of resources, facilities, and specialist skills across University structures.	Promote the benefits of professional membership registration in the specialist subject areas of technical service staff and provide support for membership applications. Increase the number of staff recognised externally by professional bodies.	Technical staff have the awareness, knowledge, and skills to provide front line support in areas such as, health and safety, mental health and wellbeing, equality, diversity, and inclusivity to enhance the support for students and colleagues.	Ensure the views and feedback of technical service staff are incorporated in the future strategy of the technical services profession. Develop a greater understanding of the skills and diversity of the technical community within the University.
Represent the University of Kent and Technical Services both nationally and international across all areas of strategic importance. Proactively support the Technician Commitment initiative, supporting best practice and collaboration.	Technical Services staff are recognised for their involvement and contribution to the creation and development of internationally recognised research and innovation.		Delivering a balanced, inclusive, and diverse technical community. Working together to deliver an environment in which everyone is valued, where opportunities are equal, and we celebrate the diversity of our colleagues.
Technical Services staff are represented at all relevant levels across the University, ensuring that the views of Technical Service staff are considered in decision making processes.	Technical Services staff are recognised for their involvement and contribution to the delivery of the very best teaching and educational activities, acknowledging the positive impact technicians make on the experience of students across the University.		Support the continuous engagement of students within the Technical Services community.
			Deliver a long-term sustainability plan for the creation and retention of highly skilled, specialist technical roles within the University.

ACTION PLAN

Visibility

Objectives	Ref	Actions	Collaborators	Success Measures & Impact
Develop a University wide IT and Technical Service community enabling all staff to contribute, collaborate and share knowledge and best practice. Develop closer synergies between technical professions across the University.	V1	Create an online Microsoft Teams presence for the technical service and IT community to collaborate. Create an extended community of both technical services and IT colleagues, with a collaborative focus on delivering an excellent experience for students and staff.	Head of Technical Services	The creation of an online environment where communication leads to strategic and operation benefits.
	V2	Develop an intranet web presence for Technical Service staff including information on career development, professional registration, rewards, and recognition. Continue to enhance the external internet presence for technical service staff.	Project Management Office, Head of Technical Services	Web site analytics support high levels of interaction. Feedback from staff allows for the continuous review of content.
	V3	Use social media to create wider social participation and promote technical services to the wider community.	Head of Technical Services	Developed a significant base of followers including influential organisations and individuals. Provide frequent publications which enhance the profile of University and Technical Services.
	V4	Hold an annual Technical Service conference focused on all themes of the technician commitment, promoting community engagement, and delivering strategic benefits to the University.	IT and Technical Services Management Group	Create an annual event which is recognised by attendees for bringing together the technical community, creating positive networks and recognising success.
	V5	Support the current Kent TechTalk events hosted by Information services, encouraging technical service staff across the University engage. Through the event support networking and knowledge sharing opportunities for both technical services and information services staff.	IT and Technical Services	Technical Staff attend and present at the University TechTalk events. The Head of Technical Services delivers a Technician commitment TechTalk.

	V6	Promote the technician commitment to non-divisional technical staff. Provide greater clarity of the non-divisional structures and alignment against the technician commitment principles.	Head of Technical Services, PSD's	Broaden the engagement of non-divisional staff with the technician commitment.
Enhance the visibility of IT and Technical Services across the University; creating a professional, consistent, and recognisable Technical Service identity which is in line with divisional and student expectations.	V7	Support the provision of IT and Technical Services branded clothing to all relevant Technical Service staff. Providing an operational identity and enabling greater visibility of front-line technical staff for students and staff.	IT and Technical Services Management Group	Significant uptake from Technical Services staff across divisions and supported by senior divisional leaders. A positive impact on the visibility of technical staff by students and staff.
	V8	Provide University of Kent IT and Technical Services branded lanyards for all technical services staff.	IT and Technical Services Management Group	Significant uptake from Technical Services staff across divisions. Increase brand awareness and visibility
	V9	Engage with the student community to have increased awareness of Technical Service roles at the University. Showcase the expertise of Technical Service staff through networking events, activities, and publications.	IT and Technical Services Management Group	The delivery of key events, with high levels of attendance. Positive feedback from attending students and staff.
	V10	Publish a Technical Services newsletter to all University staff and wider stakeholders, promoting the latest developments across the Technical Services community.	Head of Technical Services, Head of Communications	Provide a content rich newsletter, supported by community editors. Received by both the technical community and University staff.
Provide greater visibility of Technical Service facilities, resources and skills to all staff and students. Increase the sharing of resources, facilities, and specialist skills across University structures.	V11	Create and publicise an online directory detailing the technical resources, facilities, and skills available across all subject areas of the University, supporting the more efficient use of University technical resources.	Head of Technical Services	Increase the efficient use of facilities and resources across divisions and departments. Reduce the replication of facilities and resources. Reduce unnecessary expenditure. Provide greater visibility of technical assets to the wider University, improving decision making.
	V12	Provide University level support in the establishment of cross departmental/divisional agreements for the shared use of resources, technical skills and facilities. Ensuring the relevant overheads are appropriately distributed whilst delivering the required operational benefit.	Head of Technical Services	Actively brokered agreements for the shared use of equipment, resources, technical skills, and facilities. Demonstrated benefits for all parties and ensured fair distribution of costs.

	V13	Ensure the relevant Technical Service oversight of major University projects where there are significant technical service elements. Establish a framework with professional service departments to ensure Technical oversight is included in the planning, design and implementation stages of a project.	Head of Technical Services	Successfully delivered technically significant projects enabling appropriate oversight of decision making and specialist technical knowledge.
	V14	Support the creation of cross divisional special interest groups to raise the profile of specialist technical areas. Promote the sharing of knowledge, skills, and opportunities for collaboration.	Head of Technical Services	Delivered multiple technician led special interest groups across divisions supporting specialist areas, providing effective networking and knowledge transfer opportunities.
Represent the University of Kent and Technical Services both nationally and international across all areas of strategic importance. Proactively support the Technician Commitment initiative, supporting best practice and collaboration.	V15	Create a new lecture series inviting presentations from prestigious and esteemed technicians within both the higher education and commercial sectors.	Head of Technical Services	Delivered a series of guest lectures with positive uptake from internal and external communities, raising the profile of the technical service as a career.
	V16	Support technical staff to create internal and external publications which are aligned to the themes of the technician commitment, demonstrating the impact of technicians across all areas of the University.	Head of Technical Services	Evidence publications from technical authors
	V17	Create technician commitment champions, providing governance and oversight of promoting engagement in the key themes across the University.	Head of Technical Services	Technician Commitment Champions are at the forefront of providing oversight and governance of the delivery and forward momentum of the Technical Commitment action plan.
Technical Services staff are represented at all relevant levels across the University, ensuring that the views of Technical Service staff are considered in decision making processes.	V18	Support Divisions to create a culture of inclusivity. Where the relevant subject specialist technical service staff are included in research activities such as the attendance at research seminars and included in the distribution of information. Technical staff are active in the delivery of the University's key strategic research themes.	Divisional Directors of Research and Innovation, Head of Technical Services	Technical staff are routinely involved in areas of research discussion, including planning and delivery. Are invited to group seminars and presentations. Are represented in the teams delivering the key research themes.
	V19	Champion the inclusion of technical staff in the recruitment of new technical service colleagues.	Head of Technical Services,	Technical services are represented on all recruitment process for technical service staff. Head of Technical Services is present at the recruitment of all senior technical service staff.

	V20	Champion the inclusion of technical service colleagues on key committees and work groups.	Head of Technical Services	Technical staff are represented on many significant committees and groups within the University. Contributing to strategic and operation discussion. The Head of Technical Services represents technical staff at events and meetings across all key University strategic areas.

Recognition

Objectives	Ref	Action	Collaborators	Success Measures & Impact
Technical Services staff are recognised for their positive impact on the operation of the University and the wider community.	R1	Create an annual University of Kent technical service award programme. Recognise the contribution of technical service staff in areas such as teaching, research, community, infrastructure, and teamwork.	Head of Technical Services,	Multiple Technical staff are recognised for the contribution they have made to key strategic areas. Awards are linked to an increase in engagement, attainment, and career development.
	R2	Promote the inclusion of Technical Service representatives supporting University reward and recognition processes. Where possible contributing to relevant committees and groups, providing professional support in the interpretation of technical aspects of applications for awards and regrades.	Head of Technical Services, HR	Head of Technical Services provides support to HR colleagues in assessing applications made by technical staff, providing guidance around technical language and relevance.
	R3	Increase the number of applications for national technician recognition awards, including nominations to the Papin Prizes and The Times Higher awards. Ensure technical managers are recognising staff, identifying external recognition opportunities, and submitting applications.	IT and Technical Services Management Group, Head of Technical Services	To have achieved nationally recognised awards for the impact and contribution of technical staff. To encourage increased engagement through success.
	R4	Disseminate details of the awards and prizes available for application by technical staff. Publish these on the internal Technical Services website. Provide guidance to staff on how to make an application.	Head of Technical Services	Details of technical award nominations and applications are visible to all technical staff. Increase in applications from staff and support from managers.
Achievements of Technical Service staff are recognised and published throughout the University and to wider external audiences.	R5	Showcase technical service staff through a communication strategy which includes publicised case studies and initiatives such as Kent People profiles.	Head of Technical Services, Corporate Communications	The profile of technical services contribution to University operation is raised across the University. A programme of case studies and people profiles are established.
	R6	Develop a mechanism for divisional and departmental marketing teams to tag/categorise news stories where they relate to technical achievement. Those stories should then automatically appear on the technical services website.	Head of Technical Services	Divisional and departmental marketing teams are actively recognising the impact of technical staff in news stories.

Promote the benefits of professional membership registration in the specialist subject areas of technical service staff and provide support for membership applications. Increase the number of staff recognised externally by professional bodies.	R7	Arrange for professional membership bodies to present to Technical Service staff and provide support and guidance on making a successful application.	Head of Technical Services	Professional membership bodies are actively engaged with supporting the professional registration of University of Kent Technical Staff.
	R8	Ensure that professional membership is a desirable personal specification on all Technical Services roles and recognised by recruiting panels. Encourage the importance of professional recognition of skills and experience.	Head of Technical Services, HR	Job descriptions have professional membership as a desirable personal specification item. Interview panels support the importance of professional recognition in technical staff.
	R9	Create professional membership champions to give advice and guidance on the benefits of membership and how to make a successful application.	Head of Technical Services, Professional membership holders	Technical staff have access to colleagues to support the process of obtaining professional registration; the benefits and how to make an application.
Technical Services staff are recognised for their involvement and contribution to the creation and development of internationally recognised research and innovation.	R10	Develop guidance on the inclusion and acknowledgement of technical service staff in research outputs such as papers and journals. Work with academic colleagues to encourage the recognition technicians and the impact they have made.	Divisional Directors of Research and Innovation, Head of Technical Services	Technical staff are frequently recognised for their contribution to research outputs. Identify examples of this practice through research publications.
	R11	Introduce a framework to support academic staff in appropriately costing technical service staff time, the use of facilities, and the use of equipment in research applications. Promote the inclusion of technical staff in the process of accurately identifying the technical requirements for a given proposal at an early stage.	Divisional Directors of Research and Innovation, Directors of Operation, Head of Technical Services	Technical service time, facilities and equipment are appropriately costed in research and innovation applications. Increase of funding to support the appointment of specialist technical staff, the maintenance and renewal of equipment and the ongoing support of specialist facilities.
	R12	Establish support for the engagement of technical staff in the application of research opportunities which are aligned to their specialist area and/or in the broader area of technical services. Ensure this is aligned to the strategic and operational requirements of the division and University.	Divisional Directors of Research and Innovation, Directors of Operation, Head of Technical Services	A framework in which Technical staff can work with divisional leaders to pitch and gain support for research publication ideas. A robust process to identify benefits of the research and how time and resources would be allocated.

	R13	Establish opportunities for Technical Services staff to engage with commercial innovation and developing new business partner relationships for the benefit of divisions. Recognise the importance technical service innovation and commercial activities has on delivering new income streams and knowledge transfer opportunities.	Divisional Directors of Research and Innovation, Directors of Operation, KEI, Head of Technical Services	Technical staff can work with divisional leaders to pitch and gain support for innovation and business partnering. A robust process to identify benefits of initiatives and how time and resources would be allocated.
Technical Services staff are recognised for their involvement and contribution to the delivery of the very best teaching and educational activities, acknowledging the positive impact technicians make on the experience of students across the University.	R14	Develop clear guidance on the scope and responsibilities of technical service staff when undertaking technician led teaching. Work with technical managers and academics to establish a clear definition of technical led teaching and the expectations of technical staff.	Head of Technical Services, Director of Education, Directors of Operation	Publish a definition of technical led teaching with clear and agreed guidance on the scope and responsibility of technical service staff undertaking this activity.
	R15	Support technical staff in the application for the University Teaching Small Support Awards. Encourage technical staff to develop new ideas and approaches to enhance teaching, learning and the student experience.	Head of Technical Services, IT and Technical Services Management Group	Awards received delivering positive impact on student experience and teaching operation. Increased applications from technical staff supported by senior managers.
	R16	Through HEA Fellowships recognise the contribution Technicians make to teaching and supporting students.	Head of Technical Services	Supported the successful HEA fellowship applications of Technical staff.

Career development

Objective	Ref	Actions	Collaborators	Success Measures & Impact
Maintain and develop a highly skilled technical workforce, ensuring knowledge and experience is relevant and aligned to current and future advances. Develop internal and external training and development opportunities for Technical Services staff across all specialisms. Provide routes to specialised technical training and develop appropriate funding streams.	C1	Develop technical led teacher training and development opportunities. Providing technical staff engaged with teaching the appropriate skills and experience to deliver the very best experience to students.	Head of Technical Support, HR - Talent & Organisational Development	There are recognised teacher training and development opportunities for technical staff. Technical staff are actively engaged with these opportunities and this is supported by senior management.
	C2	Support the professional development of technical service managers. Establish management skills training and development opportunities.	Head of Technical Support, HR - Talent & Organisational Development	There is a clear framework of management training opportunities for technical managers across the University. All IT and Technical Service Managers and Technical Manager roles have been supported to undertake relevant training opportunities.
	C3	Promote the allocation of budgets in academic divisions to support the training and development of Technical Service staff.	Head of Technical Services, Directors of Operation	Technical staff are supported to undertake necessary and relevant training. This is evidenced by development activities undertaken by technical staff. Technical staff are supported by their line managers to identify training and development opportunities, e.g. through the annual RPD process.
	C4	Ensure the mentoring programme supports new and existing technical service staff and recognises the specialist activities undertaken within technical roles.	IT and Technical Services Management Group, Head of Technical Support, HR	All new technical staff are allocated a mentor on starting with the University. Clear guidance and support are available for technical staff to become both a mentor to others and request a mentor to support themselves.

	C5	Promote awareness and uptake of apprenticeship training programmes for existing technical staff. Support technical line managers to identify opportunities for staff and make the appropriate business case to senior managers.	Apprenticeship Manager Head of Technical Services	IT and Technical Service Managers have received guidance on apprenticeships for existing staff. Technical staff are undertaking apprenticeship training which is aligned to divisional and departmental needs.
	C6	Introduce a new "technician to technician" training and development scheme. Support the creation of specialist training events run by technicians for technicians. Enable the transfer of specialist knowledge to support the development of staff and enhancement of the student and staff experience. Enable one to one opportunities for technical staff through job shadowing initiatives embedded across all subject areas and at all levels.	IT and Technical Services Management Group	A programme of technician-to-technician training events is created across multiple subject areas. A job shadowing programme is developed with supporting documentation. Technicians are actively undertaking job shadowing opportunities and providing feedback on their experiences.
Ensure there is an effective technical services career path which provides sustainable entry routes into the profession. Ensure continuous professional development opportunities are aligned to the career pathways.	C7	Develop a technical development framework aligned to the Kent Technical Services Career path, enabling staff to identify relevant and targeted development opportunities.	Head of Technical Services, HR - Talent & Organisational Development	Published development framework aligned to the technical services career path which details specific opportunities for staff at all levels.
	C8	Review the Kent Technical Services Career Path and associated job descriptions to ensure roles remain fit for purpose and align to need. Establish a process to gain feedback from staff and recruiting managers. Develop new roles within the career path where appropriate.	Head of Technical Services, IT and Technical Services Management Group, HR	An annual review of the career path is created with feedback from the IT and Technical Services Managers, Divisional Senior Leadership team and technical staff. Feedback is reviewed and incorporated into changes within the career path.
	C9	Support the development of other professional service career frameworks across the University. Identify relevant opportunities for synergy and provide feedback.	Head of Technical Services, HR	The Head of Technical Service is actively involved in the creation of a new professional service career framework. Recognised synergies are embedded in the new framework and where beneficial changes are made to align both pathways.

	C10	Represent technical services staff in the review of the Reflect, Plan, Development (RPD) staff appraisal programme within the University and, where possible, develop links to the Technical Career path and technical development framework.	Head of Technical Services, HR	The Head of Technical Service is actively involved in the review the RPD process. The principles of the technician commitment are embedded in the RPD process for technical staff. Guidance is aligned to technical service line managers.
	C11	Develop opportunities that provide graduates a pathway into the technical services profession. Establish the operational needs of academic divisions. Investigate the required skills required for technical roles and how these align to undergraduate and postgraduate programmes.	Careers and Employability, Head of Technical Services, IT and Technical Services Management Group, Directors of Operation	Implemented a pathway for graduate students to technical services roles.
	C12	Support an inclusive recruitment process for Technical Services staff ensuring vacancies are promoted to all technical service staff.	Head of Technical Services, HR	New and vacant technical roles are promoted to all technical staff within the divisions. Divisions and departments are supported to establish whether vacant roles can be advertised to internal applicants prior to external candidates.
Technical staff have the awareness, knowledge and skills to provide front line support in areas such as, health and safety, mental health and wellbeing, equality, diversity and inclusivity in order to enhance the support for students and colleagues.	C13	Develop a programme of Technical Service Mental Health Allies, to support those front-line technical staff to identify and support those students who might need additional help and advice.	Occupational Health, Student Support And Wellbeing technical lead, Head of Technical Services	Each academic division has a least one trained mental health ally providing support to students and colleagues.
	C14	Equality, diversity, and inclusivity training is undertaken by all technical services staff and positive impact is recognised and supported by technical managers and senior leaders.	EDI team, Head of Technical Services	All technical staff have undertaken EDI awareness training and have access to additional training and development opportunities. All recruiting technical managers will undertake unconscious bias training.

Sustainability

Objective	Ref	Actions	Collaborators	Success Measures & Impact
Support the creation of a technical services community external to the University, developing areas of collaboration and partnership. Showcasing the University of Kent and promoting Technical Services as a profession and career.	S1	Create partnerships with further education colleagues and secondary schools to support the sustainability of technicians across the education sector and promote technical services as a career choice.	Head of Technical Services, Marketing, Outreach, recruitment, and Admissions (MORA)	Successfully create a technical network of further education and secondary Schools in the local community. Technicians visit network members and promote both their specialist subject area as well as the technician commitment. Identifying synergies and opportunities for collaboration are explored further.
	S2	Extend an innovation to local Universities, further education colleagues and secondary School technicians to the annual Kent Technical Services conference.	Head of Technical Services	Technicians from the further education and secondary school network attend the Kent Technical Services Conference.
	S3	Promote the inclusion of technicians in the development and implementation of University outreach activities. Raise the visibility of technical staff to outreach partners increasing the profile of technicians, and technical services as a career.	Head of Technical Services, Marketing, Outreach, recruitment, and Admissions (MORA)	Technical Service staff are represented in University outreach activities. The work of the Technician commitment at the University of Kent is promoted by technicians both directly and indirectly through outreach activities.
	S4	Be an active partner in national technical services networks. Represent the University of Kent at Technician Commitment events, supporting high impact initiatives. Increase the participation of Kent Technical Service staff on national committees, working groups and advisory boards.	Head of Technical Services, All Technical Staff	The University of Kent is represented at all major Technician commitment events. Technician commitment events are publicised to all technical staff across the University.
	S5	Be an active member of the South East Technician Network and the Kent Technician Network. Continue to support the Kent Technician Symposium in partnership with the University Greenwich and Canterbury Christ Church University.	Head of Technical Services, All Technical Staff	The University of Kent is represented at all major Technician commitment events. Technician commitment events are publicised to all technical staff across the University. University of Kent continues to support local HE Technician commitment partnerships and events.

	S6	Review and develop sector memberships. For example, HEATED and the affiliate membership of the National Technician Development Centre (NTDC).	Head of Technical Services	Funding is established to continue the association with leading sector groups. Impact of membership is reviewed annually.
Support the develop sustainable teaching and research facilities. Champion the deployment of environmentally sustainable facilities, equipment, and processes.	S7	Work with the University sustainability and procurement team to establish environmental sustainability as a factor when selecting specialist technical equipment, suppliers, and services.	Head of Technical Services, Procurement, Safety, Health and Environment Unit (SHE)	Environmental impact and sustainability are actively considered when purchasing all science and technology equipment and services. Energy consumption and long-term costing data of new services and equipment provides evidence of positive change.
	S8	Participate in the LEAF -Laboratory Efficiency Assessment Framework, improving the long-term sustainability and efficiency of laboratories across the University.	Head of Technical Services IT and Technical Services Managers Group, Safety, Health and Environment Unit (SHE)	Implementation of the laboratory Efficiency and Assessment Framework in key laboratory environments. Sustainability working group across key divisions formed.
	S9	Identify new opportunities across non-laboratory subjects to develop and/or improve environmentally sustainable practices.	Head of Technical Services, IT and Technical Services Managers Group, Safety, Health and Environment Unit (SHE)	The Estates sustainability team to provide support, training, and guidance on reviewing sustainability within technical environments. Evidenced impact on reducing cost and environmental impact.

Ensure the views and feedback of technical service staff are incorporated in the future strategy of the technical services profession. Develop a greater understanding of the skills and diversity of the technical community within the University.	S10	Undertake a series of focus groups to gain feedback on the views of technical service staff.	Head of Technical Services, IT and Technical Services Managers	IT and Technical Services Managers to facilitate all staff team focus groups based on the technician commitment themes. Feedback used in improve the day-to-day operation of technical service activities in divisions. The Head of Technical Services to regularly attend divisional technical team meetings. Information from focus groups collated and used to support future technical strategy and operational plans.
	S11	Undertake a skills survey to capture the technical skills, future career plans and development needs of technical service staff across the University.	Head of Technical Services, HR	A skills survey is undertaken across all areas of the University. Results from the survey provide advanced knowledge of the skills and diversity of technical services staff, informing future strategic plans. Areas of interest include skills gap analysis, staff development planning, diversity, and inclusivity.
Delivering a balanced, inclusive, and diverse technical community. Working together to deliver an environment in which everyone is valued, where opportunities are equal, and we celebrate the diversity of our colleagues.	S12	Create EDI technical services champions to raise the profile of EDI across the technical community. Technical staff are represented on EDI committees across the University	Head of Technical Services, EDI team	A Technical Services champion is appointed in each division to represent technical services. Technical Services EDI champions contribute to the University EDI strategic plan.
	S13	Promote positive action to support the recruitment of underrepresented minorities, including the use of positive action statements on advertising and reviewing where vacancies are marketed. Review the language used within technical service job descriptions to ensure it is inclusive.	Head of Technical Services, EDI Team	Increase applications from underrepresented minorities in technical support roles.

	S14	Promote positive action to encourage participation in training, development, and mentoring opportunities to address under-representation in certain groups. e.g Promote and support the application of female technical service managers to development initiatives such as the Advanced HE "Aurora" programme.	Head of Technical Services, EDI Team	Provide routes for underrepresented staff to access management positions within technical teams. Identified training opportunities for underrepresented groups.
Support the continuous engagement of students within the Technical Services community.	S15	Support the creation of a new University wide Student Technician role, providing students exposure to the role of a technician. A fixed term flexible role designed to fit around student studies, enhance employability and develop skills. Coordinate activities of the Work Study Scheme and divisions to link technical opportunities with students.	Head of Technical Services, Director of Divisions, IT and Technical Services Managers, Careers and Employability	Where required Student technicians are employed on fixed term contracts to support divisions and departments.
	S16	Work with the Employability Points Scheme to offer technical work experience placements across specialist technical areas.	Head of Technical Services, Careers and Employability	Technical service teams within academic divisions provide work experience opportunities for students engaged in the employability points scheme.
Deliver a long-term sustainability plan for the creation and retention of highly skilled, specialist technical roles within the University.	S17	Support divisions and departments to create new apprenticeship roles within their technical services teams. Through apprenticeships provide long term sustainability planning for highly technical, specialist areas.	Head of Technical Services HR - Apprenticeship	Technical apprenticeship roles are embedded across academic divisions. Apprenticeship case studies are developed to demonstrate the positive impact of these roles.
	S18	Increase the number of applications to technical vacancies by providing guidance to recruiting managers on the most appropriate methods of marketing roles. Create a directory of advertising and recruitment providers for technical posts.	Head of Technical Services, HR	When advertising technical roles academic divisions are able to access targeted advertising and marketing options, aligned to the subject or skills area of the role. Applicants meeting essential criteria for roles increase.

	S19	Technical staff across all subject areas are visible in the marketing and publications of the University. The diversity of Technical staff is represented in areas such as video, photo, and web. Technical staff are visible in materials such as course prospectuses.	Head of Technical Services, Marketing, Outreach and Admissions	Technical staff are represented across publications, demonstrating the breadth of activities and positive impact on student experience and staff. A campaign to capture professional quality photos and video of technical staff in their roles has been commissioned.
	S20	Promote new vacancies to Technical Service staff through internal communication channels such as Microsoft teams, email, and social media.	Head of Technical Services	All new technical vacancies are communicated to the technical service staff via community channels.
	S21	Establish the viability of delivering a Technical higher/degree apprenticeship programme within the University of Kent.	Head of Technical Services, Digital and Lifelong learning team	Work with academic divisions to report on the viability of delivering Technical degree apprenticeships. Through market analysis establish potential areas for further development in line with University strategy.