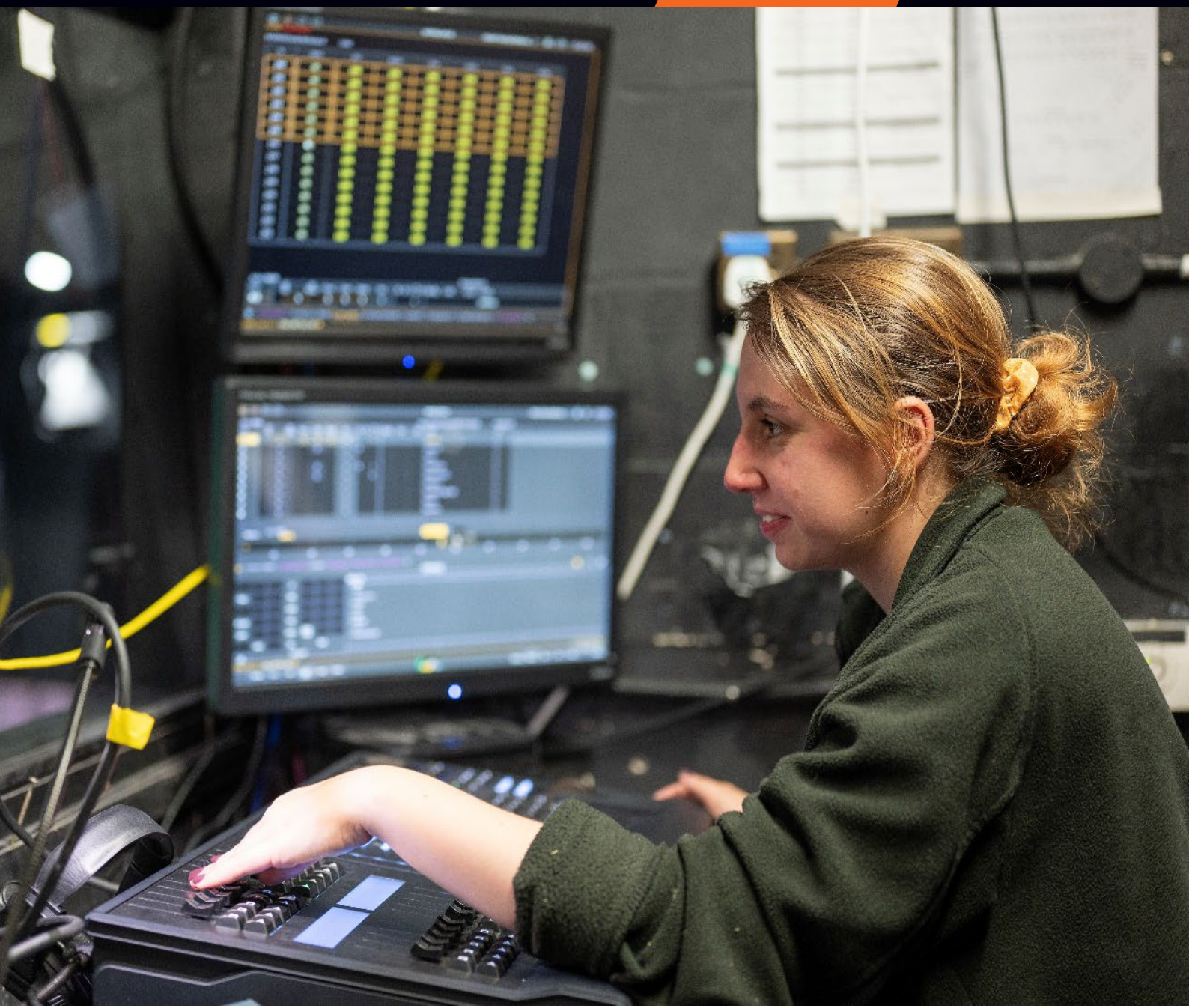


TECHNICIAN COMMITMENT STRATEGY





Contents

Introduction	4
Technician Commitment.....	5
Vision.....	6
Governance & Oversight	7
Themes & Objectives	8
ACTION PLAN.....	9
Visibility	10
Recognition.....	12
Career Development.....	15
Sustainability	18
Measures & Impact.....	22
Collaboration	22
Technical Voice	22
Resources	23

Introduction

The University of Kent's Information Technology (I.T.), Technical and Library 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 employs over 150 I.T. and Technical Services staff from a variety of backgrounds and professions. From science and laboratories, arts and theatres, our staff utilise a wide-ranging set of skills, knowledge, and experience to unlock the potential of others.

The I.T., Technical Services and Library Services community operates alongside academic colleagues and other professional service staff to create an environment where students and staff can excel. Our 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. Our technical workforce use their skills and knowledge to provide essential frontline support 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. The contributions of our technical workforce to internationally recognized research and innovation are widely acknowledged. Working with academics at all stages of the research and innovation lifecycle; from concept and planning to outputs and publications.

I.T. and Technical Services staff are not just academic in focus with colleagues working in areas such as Estates, Information Services, Finance and HR delivering critical user support, business systems and infrastructure. We recognise that the technical workforce is made up of a variety of roles that not only utilise their skills, knowledge and experience in their day-to-day activities, but also in knowledge exchange, teaching of others and equipping staff and students with essential tools, resources, and information to excel in academic and administrative activities. The University's Library Services are a crucial part of these activities and the University eco-system and as such have signed up to and are included in initiatives such as the Technician Commitment.

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.

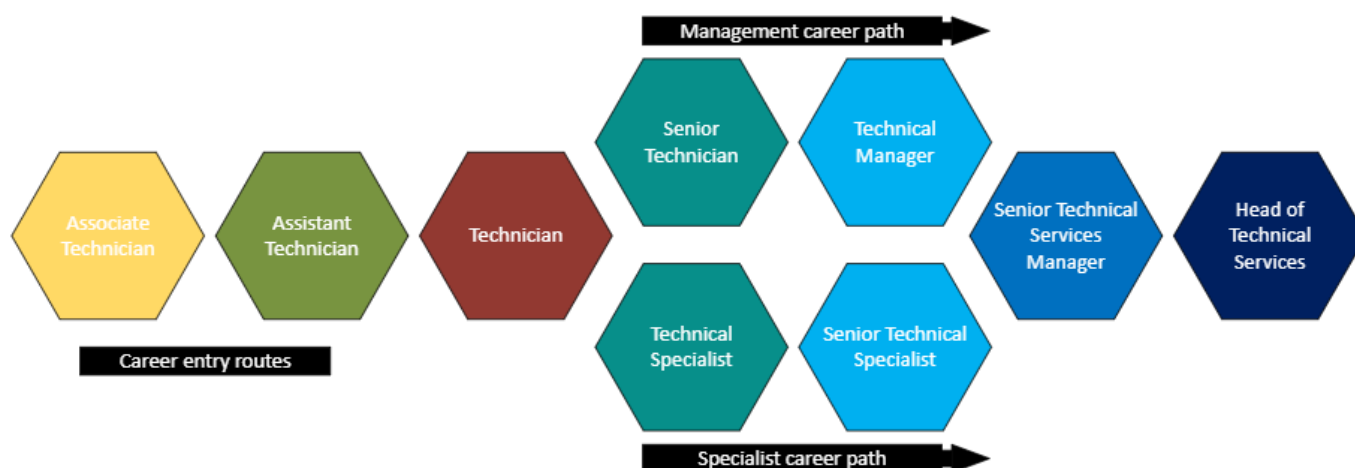


Technician Commitment

VISIBILITY Ensure all technicians within the organisation are identifiable and that the contribution of technicians is visible within and beyond the institution	RECOGNITION Support technicians to gain recognition through professional registration and external awards schemes	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
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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 university and research institution initiative, led by a steering board of sector bodies, hosted by the [UK Institute for Technical Skills & Strategy](#). and aims to address the key challenges facing technical staff. The University of Kent became a signatory in 2017 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 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 locally, 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 schools 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 and enabled, where opportunities are equal, and where the diversity of our colleagues is recognised and celebrated.
- 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.

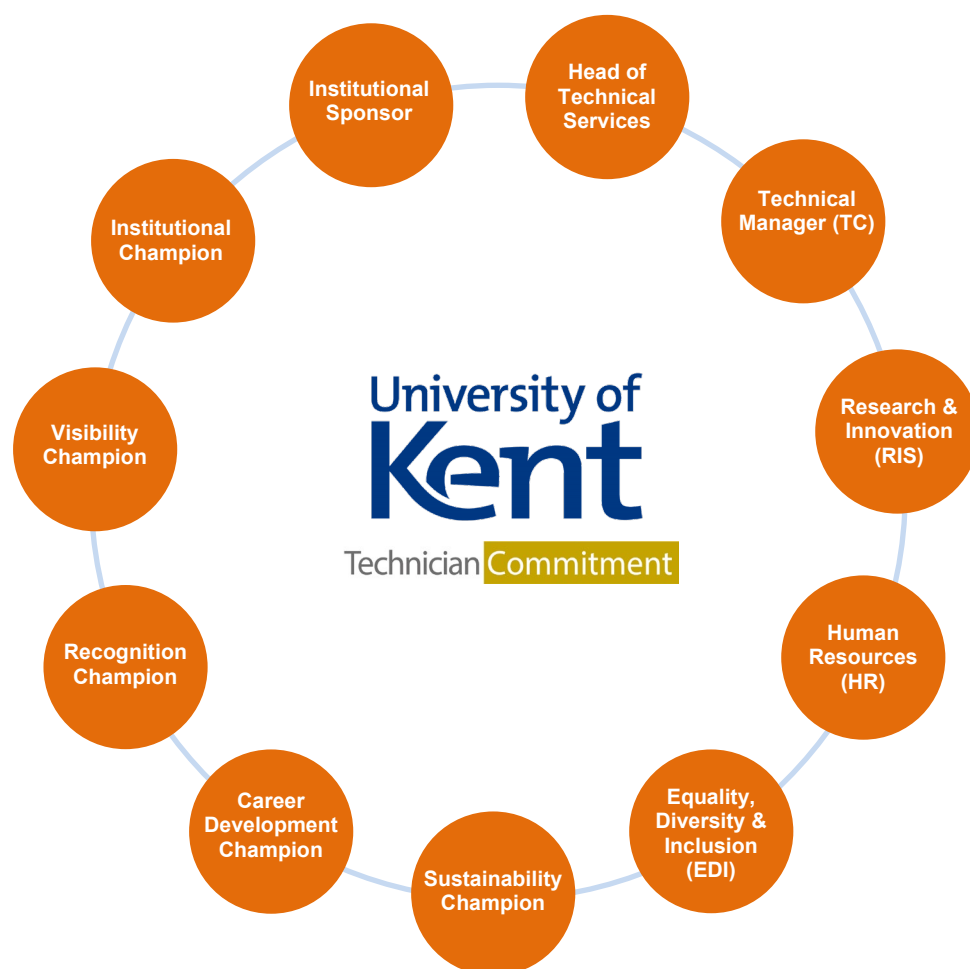


Governance & Oversight

The Technician Commitment Working Group 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 comprises of representatives from key areas across the University including schools and professional service departments including EDI, HR, Research & Innovation, Information Services (I.T.), Library 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.



IT and Technical Services Management Group

The I.T. and Technical Service Management Group provides operational oversight of the delivery of the Technician Commitment Strategy, supporting technical staff within schools and departments. The group enables a collaborative and consistent approach to both technical strategy and operation. This group will support the operational delivery of the Technician Commitment strategic objectives and actions.

Themes & Objectives

VISIBILITY

Develop a University wide I.T. 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.
Enhance the visibility of I.T. and Technical Services across the University; creating a professional, consistent, and recognisable Technical Service identity which is in line with divisional and student expectations.
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.
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 represented at all relevant levels across the University, ensuring that the views of Technical Service staff are considered in decision making processes.

CAREER DEVELOPMENT

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 for specialised training.
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.
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.

RECOGNITION

Technical Services staff are recognised for their positive impact on the operation of the University and the wider community.
Achievements of Technical Service staff are recognised and published throughout the University and to wider external audiences.
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 Services staff are recognised for their involvement and contribution to the creation and development of internationally recognised research and innovation.
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.

SUSTAINABILITY

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.
Support the development of sustainable teaching and research facilities. Champion the deployment of environmentally sustainable facilities, equipment, and processes.
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.
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.
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.

An aerial photograph of a university campus, showing various academic buildings, green spaces, and parking lots. A semi-transparent dark rectangle is overlaid on the upper left portion of the image, containing the text 'ACTION PLAN 2024-2027'.

ACTION PLAN

2024-2027

In 2021 the University of Kent set out an ambitious action plan to address the key themes of the Technician Commitment. During this period of time we faced challenges such as, COVID, institution wide structural changes and a period of time where the Head of Technical Services role was vacant. This impeded our progression with the action plan. Therefore, a lot of items from the previous action plan have been rolled over to the new action plan. Due to the amount of progress we have made on the outstanding items that were recorded as 'amber' in the RAG analysis, we feel that these can be completed without issue during the new 36-month period.

The actions highlighted in our action plan have been mapped to the TALENT Commission report recommendations with any items missing being added. There is a column called 'TCR' (TALENT Commission Report) in the action plan showing which of the 16 recommendations each action aligns to. Each recommendation is referred to as R1, R2, R3 etc. depending on which of the recommendations it aligns with.

Visibility

Objectives	Ref	Actions	Collaborators	Success Measures & Impact	TCR
Develop a university wide I.T. 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.	V03	Use social media to create wider social participation and promote technical staff to the wider community.	Head of Technical Services, Technical Manager (Technician Commitment)	Identify technical staff with an interest in social media to form a social media team. Understand social media trends and identify correct platforms for content	
	V04	Ongoing slot for technical staff at the Kent all staff conference focused on all themes of the Technician Commitment, promoting community engagement, and delivering strategic benefits to the University.	Head of Technical Services, Technical Manager (TC)	Attend and present at Kent all staff conference annual event. Bringing together the technical community and all interested staff, creating positive networks and recognising success.	R11
	V05	Encouraging technical service staff across the University to engage with the university and wider community. Supporting networking and knowledge sharing opportunities for all technical staff.	Technical Manager (TC), I.T. and Technical staff	Minimum of 3 creative outputs per academic year via various media shared within the University and wider networks. Knowledge exchange and wider recognition.	R11
Enhance the visibility of I.T. and Technical staff across the University; creating a professional, consistent, and recognisable Technical Service identity which is in line with school and student expectations.	V09	Engage with the student community to have increased awareness of technical roles at the University. Showcase the expertise of technical staff through networking events, activities, and publications.	Technical Manager (TC), I.T. and Technical staff Management Group	A presence at the careers & employability annual events, with high levels of attendance. Positive feedback from attending students and staff.	R6 R7
	V10	Publish technical staff news items to all University staff and wider stakeholders, through the website, TEAMS channels	Technical Manager (TC), Head of Technical Services, I.T.	Share news items provided by technical community editors. Create easy to use templates to submit news items. Promoted by technical leadership.	

		promoting the latest developments across the technical staff community.	and Technical staff Management Group, Corporate Communications		
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.	Technical Manager (TC), Head of Technical Services, Senior Technical Managers	Increase the efficient use of facilities and resources across Schools 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.	R3
	V12	Provide University level support in the establishment of cross departmental/school agreements for the shared use of resources, technical skills and facilities. Ensuring the relevant overheads are appropriately distributed whilst delivering the required operational benefit.	Technical Manager (TC), Head of Technical Services, Senior Technical Managers	Actively broker agreements for the shared use of equipment, resources, technical skills, and facilities. Demonstrated benefits for all parties and ensured fair distribution of costs.	R2 R3 R5
	V14	Support the creation of cross school special interest groups to raise the profile of specialist technical areas. Promote the sharing of knowledge, skills, and opportunities for collaboration.	Technical Manager (TC)	Delivered multiple technician led special interest groups across Schools supporting specialist areas, providing effective networking and knowledge transfer opportunities.	R12 R15
Represent the University of Kent and Technical staff 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/presentations series inviting presenters within both the higher education and commercial sectors.	Technical Manager (TC)	Delivered a series of guest lectures/presentations with positive uptake from internal and external communities, raising the profile of the technical service as a career.	R10 R15
	V16	Support technical staff to create internal and external publications and academic papers 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, Technical Manager (TC)	Evidence publications from technical authors	R11
Technical staff are represented at all relevant	V18	Support Schools to create a culture of inclusivity. Where the relevant subject	School Directors of Research and	Technical staff are routinely involved in areas of research discussion, including planning and	R11

levels across the University, ensuring that the views of Technical Service staff are considered in decision making processes.		specialist technical 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.	Innovation, Technical Manager (TC) Head of Technical Services	delivery. Are invited to group seminars and presentations. Are represented in the teams delivering the key research themes.	
	V18.1	Support Technical Staff and be inclusive of their considerations to contribute to and/or attend government events and initiatives to develop sector-policy.	School Directors of Research and Innovation, Technical Manager (TC) Head of Technical Services	Technical staff are made aware of opportunities to contribute to and/or attend events and initiatives to develop sector-policy. Are actively encouraged and supported to attend these events and participate in initiatives.	
	V20	Champion the inclusion of technical service colleagues on key committees and working groups (e.g. health & safety committees, school level course/ module groups, research and innovation groups etc.)	Technical Manager (TC), Head of Technical Services	Technical staff are represented on many significant decision-making committees and groups within the University. Contributing to strategic and operation discussion. The Head of Technical Services and/or the Technical Manager (Technician Commitment) represents technical staff at events and meetings across all key University strategic areas.	R12

Recognition

Objectives	Ref	Action	Collaborators	Success Measures & Impact	TCR
Technical staff are recognised for their positive impact on the operation of the University and the wider community.	R01	Create an annual University of Kent technical staff award programme. Recognise the contribution of technical staff in areas such as teaching, knowledge exchange, research, innovation, community, infrastructure, and teamwork.	Technical Manager (Technician Commitment), 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.	R11
	R02	Promote the inclusion of technical staff representatives supporting University reward and recognition processes. Where possible contributing to relevant committees and	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.	R12 R15

		groups, providing professional support in the interpretation of technical aspects of applications for awards and regrades.			
	R03	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.	Technical Manager (TC), I.T. and Technical staff 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.	R15
Achievements of Technical staff are recognised and published throughout the University and to wider external audiences.	R05	Showcase technical staff through a communication strategy which includes publicised case studies and initiatives such as Kent People profiles.	Technical Manager (TC), Corporate Communications	The profile of technical staff contribution to university operation is raised across the University. A programme of case studies and people profiles are established.	
	R06	Develop a mechanism for the marketing team to tag/categorise news stories where they relate to technical achievement. Those stories should then automatically appear on the technical staff website.	Technical Manager (TC), Information Services, Marketing, Corporate Communications	The marketing team 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.	R07	Arrange for professional membership bodies to present to technical staff and provide support and guidance on making a successful application.	Technical Manager (TC)	Professional membership bodies are actively engaged with supporting the professional registration of University of Kent Technical Staff.	R10
	R09	Create professional membership champions to give advice and guidance on the benefits of membership and how to make a successful application.	Technical Manager (TC), 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.	R10
Technical staff are recognised for their involvement and contribution to the creation and development of internationally	R10	Develop guidance on the inclusion and acknowledgement of technical staff in research outputs such as papers and journals. Work with academic colleagues to encourage the recognition of technicians and the impact they have made.	School Directors of Research and Innovation, Head of Technical Services, Technical Manager (TC)	Technical staff are frequently recognised for their contribution to research outputs. Identify examples of this practice through research publications.	R11

recognised research and innovation.	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.	School Directors of Research and Innovation, Heads of School, Head of Technical Services, Technical Manager (TC)	Technical staff 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.	R5
	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 staff. Ensure this is aligned to the strategic and operational requirements of the Schools and University.	School Directors of Research and Innovation, Heads of School, Head of Technical Services, Technical Manager (TC)	A framework in which technical staff can work with school 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.	R11 R15
	R13	Establish opportunities for technical staff to engage with commercial innovation and developing new business partner relationships for the benefit of Schools. Recognise the importance technical service innovation and commercial activities has on delivering new income streams and knowledge transfer opportunities.	School Directors of Research and Innovation, Heads of School, KEI, Head of Technical Services, Technical Manager (TC)	Technical staff can work with school leaders and the Technical Manager (Technician Commitment) 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.	R11 R15
Technical 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 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, Technical Manager (TC), Director of Education, Heads of School	Publish a definition of technical led teaching with clear and agreed guidance on the scope and responsibility of technical service staff undertaking this activity.	R2 R9 R10
	R15	Support technical staff in being on and actively contributing to school teaching and module meetings. Encourage technical staff to develop new ideas and approaches to enhance teaching, learning and the student experience.	Head of Technical Services, Technical Manager (TC) I.T. and Technical staff Management Group	Technical staff are on teaching and module related groups as standard to offer insight, knowledge and expertise and contribute to teaching related decisions and discussions, supported by senior managers.	R2 R9 R12 R15

Technical staff are recognised for their involvement and contribution to Health & Safety activities, acknowledging the positive impact technicians make across the University.	R17	Improve the recognition of the technical workforce within Health & Safety. Ensuring that their roles and contributions are visible.	Head of Technical Services, Technical Manager (TC), I.T. and Technical Management group, University's Health, Safety and Environmental Sustainability Manager	Head of Technical Services working with the University's Health, Safety and Environmental Sustainability Manager to raise the visibility of technical responsibilities and involvement.	R12
	R18	Share best practices and create a cohesive method of working and recording that can be standardised across departments and schools.	Head of Technical Services, I.T. and Technical staff Management Group, Technical Manager (TC), University's Health, Safety and Environmental Sustainability Manager	Head of Technical Services working the University's Health, Safety and Environmental Sustainability Manager to standardised H&S practice within schools and specialist facilities.	R12

Career Development

Objectives	Ref	Actions	Collaborators	Success Measures & Impact	TCR
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 staff across all specialisms. Provide routes to specialised technical	C01	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 Services, Technical Manager (Technician Commitment), 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.	R1 R10 R15
	C02	Support the professional development of technical service managers. Establish management skills training and development opportunities.	Head of Technical Services, Technical Manager (TC), 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.	R1 R10

training and develop appropriate funding streams.	C03	Promote the allocation of dedicated centralised budgets to support the training and development of technical staff.	Head of Technical Services, Technical Manager (TC), Director of University Operations	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.	R1 R10
	C03.1	Promote the allocation of dedicated centralised budgets to support technical staff to engage in knowledge exchange activities, representing the university to meet the university's education, research, innovation and community priorities.	Head of Technical Services, Technical Manager (TC), I.T. and Technical Management Group	Technical staff are supported to engage with knowledge exchange (KE) activities. This is evidenced by KE activities undertaken by technical staff. Technical staff are supported by their line managers to identify KE opportunities, e.g. through the annual RPD process.	R1 R10
	C03.2	Advertising and encouraging participation in external training and development opportunities to technical staff to support their continuing professional development.	Head of Technical Services, Technical Manager (TC), HR - Talent & Organisational Development	Promoting external training and development opportunities to technical staff. Line managers supporting applications (e.g. ITSS, HEaTED offerings etc.) and identifying opportunities, e.g. through the annual RPD process.	R1 R10
	C04	Ensure the mentoring programme supports new and existing technical service staff and recognises the specialist activities undertaken within technical roles.	Technical Manager (TC), I.T. and Technical staff Management Group, Head of Technical Services, HR - Talent & Organisational Development	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.	R1 R10 R15
	C06	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	Head of Technical Services, Technical Manager (TC), I.T. and Technical staff 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	R1 R10 R15

		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.		opportunities and providing feedback on their experiences.	
Ensure there is an effective technical staff career path which provides sustainable entry routes into the profession. Ensure continuous professional development opportunities are aligned to the career pathways.	C07	Develop a technical development framework aligned to the Kent Technical staff Career path, enabling staff to identify relevant and targeted development opportunities.	Head of Technical Services, Technical Manager (TC), HR - Talent & Organisational Development	Published development framework aligned to the technical staff career path which details specific opportunities for staff at all levels.	R9
	C08	Review the Kent Technical staff 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, Technical Manager (TC), I.T. and Technical staff Management Group, HR	An annual review of the career path is created with feedback from the I.T. and Technical staff Managers, School Senior Leadership team and technical staff. Feedback is reviewed and incorporated into changes within the career path.	R9
	C09	Support the development of other professional service career frameworks across the University. Identify relevant opportunities for synergy and provide feedback.	Head of Technical Services, Technical Manager (TC), HR	The Head of Technical Services and Technical Manager (Technician Commitment) are 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.	R12
	C10	Represent technical 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, Technical Manager (TC), HR	The Head of Technical Services and Technical Manager (Technician Commitment) are 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.	R8
	C11	Develop opportunities that provide graduates a pathway into the technical staff profession. Establish the operational needs of academic Schools. Investigate the required skills for technical roles and how these align to undergraduate and postgraduate programmes.	Careers and Employability, Head of Technical Services, I.T. and Technical staff Management Group,	Implemented a pathway for graduate students to technical staff roles.	R7

			Directors of Operation		
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.	C13	Develop a programme of technical Mental Health Allies, to support front-line technical staff to identify and support those students who might need additional help and advice.	Occupational Health, Student Support & Wellbeing technical lead, Head of Technical Services, Technical Manager (TC)	Each academic school has a least one trained mental health ally providing support to students and colleagues.	R4
	C14	Equality, diversity, and inclusivity training is undertaken by all technical staff and positive impact is recognised and supported by technical managers and senior leaders.	EDI team, Head of Technical Services, Technical Manager (TC)	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.	R4

Sustainability

Objectives	Ref	Actions	Collaborators	Success Measures & Impact	TCR
Support the creation of a technical staff community external to the University, developing areas of collaboration and partnership. Showcasing the University of Kent and promoting technical staff as a profession and career.	S01	Create partnerships with further education colleagues and secondary schools to support the sustainability of technicians across the education sector and promote technical staff as a career choice.	Head of Technical Services, Technical Manager (Technician Commitment), 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.	R6
	S02	Extend an invitation to local Universities, further education colleagues and secondary School technicians to Kent technical events and workshops.	Head of Technical Services, Technical Manager (TC)	Technicians from the further education and secondary school network attend Kent technical events and workshops.	R6
	S03	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 staff as a career.	Head of Technical Services, Technical Manager (TC), Marketing, Outreach, recruitment, and Admissions (MORA)	Technical 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.	R6

Support the develop sustainable teaching and research facilities. Champion the deployment of environmentally sustainable facilities, equipment, and processes.	S07	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 Sustainability	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.	R12
	S08	Participate in the LEAF -Laboratory Efficiency Assessment Framework, improving the long-term sustainability and efficiency of laboratories across the University.	Head of Technical Services, I.T. and Technical staff Managers Group, Safety, Health and Environment Sustainability	Implementation of the laboratory Efficiency and Assessment Framework in key laboratory environments. Sustainability working group across key Schools formed.	R12
	S09	Identify new opportunities across non-laboratory subjects to develop and/or improve environmentally sustainable practices.	Head of Technical Services, Technical Manager (TC), IT and Technical staff Managers Group, Safety, Health and Environment Sustainability	The Estates sustainability team to provide support, training, and guidance on reviewing sustainability within technical environments. Evidenced impact on reducing cost and environmental impact.	R12
Ensure the views and feedback of technical service staff are incorporated in the future strategy of the technical staff 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, I.T. and Technical staff Managers	I.T. and Technical staff 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 Schools. The Head of Technical Services and/or Technical Manager (Technician Commitment) to regularly attend school technical team meetings. Information from focus groups collated and used to support future technical strategy and operational plans.	R3
Delivering a balanced, inclusive, and diverse technical community. Working together to	S13	Promote positive action to support the recruitment of underrepresented minorities, including the use of positive action statements on advertising and reviewing where vacancies	Head of Technical Services, Technical Manager (TC), EDI Team	Increase applications from underrepresented minorities in technical support roles.	R4

deliver an environment in which everyone is valued, where opportunities are equal, and we celebrate the diversity of our colleagues.		are marketed. Review the language used within technical service job descriptions to ensure it is inclusive.			
	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 and the ITSS Herschel Programme for Women in Technical Leadership.	Head of Technical Services, Technical Manager (TC), EDI Team	Provide routes for underrepresented staff to access management positions within technical teams. Identified training opportunities for underrepresented groups.	R4
	S14.1	Encourage engagement with and participation in local and national EDI networks and groups.	Technical Manager (TC), I.T. and Technical Services Management Group, EDI Team	Increase technical staff participation in local EDI networks (e.g. women’s network, disability network etc.) and national networks (e.g. ITSS UK Technical EDI network). Increase applications and membership to networks and initiatives.	R4
Support the continuous engagement of students within the technical staff community.	S15	Support the creation of a new University wide Student Technician volunteer role, providing students exposure to the role of a technician. A flexible role designed to fit around student studies, enhance employability and develop skills. Coordinate activities of the Work Study Scheme and Schools to link technical opportunities with students.	Head of Technical Services, Technical Manager (TC), Heads of School, I.T. and Technical staff Managers, Careers and Employability	Where required Student technicians are offered placements within technical teams to support Schools and departments.	R7
Deliver a long-term sustainability plan for the creation and retention of highly skilled, specialist technical roles within the University.	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. Consideration of the inclusion of the following recruitment sites when	Head of Technical Services, Technical Manager (TC), Technical Managers, HR	When advertising technical roles technical managers can access targeted advertising and marketing options, aligned to the subject or skills area of the role. Applicants meeting essential criteria for roles increase.	R4 R8

		advertising roles externally, to attract diversity of talent: BME Jobs, Disability Jobs, LGBT Jobs, Indeed, Total Jobs.			
	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, Technical Manager (TC) 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.	
	S21	Establish the viability of delivering a Technical higher/degree apprenticeship programme within the University of Kent.	Head of Technical Services, Technical Manager (TC), Talent & Organisational Development Team	Work with academic Schools to report on the viability of delivering technical degree apprenticeships. Through market analysis establish potential areas for further development in line with university strategy.	R7



Measures & Impact

These actions, as outlined in our action plan, allow us as a University to think about the technical community in a more strategic way. The aim of the action plan is to be inclusive of the technical workforce in key areas outlined within the Technician Commitment and the University's vision. The action plan looks to have impact on I.T., Technical Services, Library Services and the wider community.

We will measure impact through evidencing technical engagement, increased collaboration, incorporating the 'Technical Voice' throughout and by embedding appropriate resources for us to achieve our goals.

Collaboration

Expanding Collaboration Through T-PIKE

Looking ahead, we're excited to continue working with the EPSRC funded Strategic Technical Platforms that Eastern ARC secured for our Technical Platform for Innovation and Knowledge Exchange (T-PIKE). This initiative will open up more opportunities for technical staff to collaborate with external partners, strengthen relationships across institutions, and exchange knowledge that benefits both individuals and the wider technical community.

Network Collaborations

Identifying and creating opportunities to share resources and collaborate with networks and across networks will build on cross-institutional activities to widen participation, engagement, collaboration and knowledge exchange. An example of this is the collaboration between the Kent Technician Network (KTN) and the EARC Technicians' Network (EARC TN) to co-create a Technical Staff Conference for all of its I.T., Technical and Library staff and extending invitations to the London and South East TCI Network and Norwich Research Park.

Technical Voice

Feedback

National and local initiatives, opportunities and activities that are linked to our action plan are shared with the wider technical community through in-person/hybrid consultations, email, dedicated Teams channel and SharePoint site. Feedback is sought from the technical community to allow us to measure short and long-term impact, successes and opportunities for improvement. We have requested feedback for initiatives such as the Knowledge Exchange Fund, HEaTED courses, technical structure changes (e.g. a call for action was sent

out to the technical community, via the Kent I.T. & Technical Services Teams channel, to obtain support for the role of Technical Manager (Technician Commitment) in the new structure) and after any event such as the Kent Technician Network and Eastern ARC Technicians' Network symposiums.

Kent Staff Conference

A Technician Commitment segment has been created for the annual Kent Staff Conference going-forward whereby we can update the technical community about the Technician Commitment (TC), our action plan and associated TC initiatives/activities and get feedback and insight from Kent's technical workforce. These are a great way for us to continue to get technical staff voices to directly contribute to and measure impact of the action plan. From these conferences we will establish a 'You Said, We Did' set of work to be communicated and shared amongst the technical and university community. The action plan is a structured set of work for us to carry out for the benefit of the technical workforce, university and wider community, but it is also something that will adapt and develop throughout depending on the needs of technical staff, wider community and the national technical landscape. The continual input and voice of the technical community is key to ensure the action plan is relevant and fit for purpose.

Increased Engagement

Incorporating technical staff representatives on local and institutional level working groups, committees and boards to enable technical input at key decision-making meetings. Expanding membership of technical staff to working groups, committees and boards external to the university to contribute to national discussions and decisions.

Resources

The University Operations teams are an integral support system and resource to the Technician Commitment activities at Kent (e.g. financial, administrative etc.).

The Technician Commitment Working Group are a valuable and necessary resource when it comes to Kent's Technician Commitment activities, initiatives and implementation of our action plan. Their knowledge, expertise and experience feed into initiatives and are key to ensuring that our plans, actions and activities are aligned with the Technician Commitment and the needs of our talented technical workforce.

The role of Technical Manager (Technician Commitment) is a welcomed and much needed dedicated resource for Kent's Technician Commitment. The activities of the Technical Manager translates Kent's action plan into reality and coordinate support for technical staff across the university, as well as manage a portfolio of projects. The Technical Manager (Technician Commitment) oversees a small technical budget that is utilised to support Kent's

Technician Commitment activities and resources (e.g. membership to the National Technician Development Centre and HEaTED).

The technical workforce across Kent (I.T., Technical Services & Library Services) and the wider university community are essential resources and sources of invaluable knowledge, expertise, skills and experience to ensure that Kent's Technician Commitment aligns with their needs and expectations under the pillars of visibility, recognition, career development and sustainability. Their engagement, feedback and voice are a critical resource to our success.

Kent's Technician Commitment and action plan have a shared institutional and community responsibility. Kent's Technician Commitment leadership team are accountable for the delivery and accessibility of our Technician Commitment action plan, initiatives and activities. Our technical community are responsible for their engagement with this initiative and related activities (internally and externally) to guarantee its success.

Local and national networks, committees and working groups are key to building strong connections and collaborations amongst the technical community and amongst signatories of the Technician Commitment. Our attendance and participation in these networks allow us to better support and connect the technical workforce, share resources and collectively promote initiatives, activities and opportunities available.





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