

## Technician Commitment: Stage Two Self-Assessment & Action Plan Guidance

Please note: This guidance and template is for institutions who have already submitted their Stage One Self-Assessment & Action Plan, 12-13 months after becoming an official signatory of the Technician Commitment. This guidance and template refers to the second stage of self-assessment and action planning to be submitted 2 years after the submission of the original submission.

The Technician Commitment aims to ensure visibility, recognition, career development and sustainability for technicians working in higher education and research, across all disciplines.

The second stage of self-assessment and action planning process asks for reflection on past action plans, progress and engagement and a further 36 month action plan. The self-assessment includes a 'RAG' analysis of previous action plans - a 'Red, Amber & Green' status report.

The Technician Commitment Steering Board does not seek to dictate how organisations promote a positive culture for the technician community. This is a matter for autonomous institutions and the technician, research and academic community to agree. It is expected that as a minimum, signatories publicly state their Technician Commitment signatory status and institutional action plans on a dedicated and discoverable webpage, along with their named point of contact. The Steering Board asks signatories to evidence that the 'technician voice' is present in the development and formation of institutional action plans. The Technician Commitment is a collaborative endeavour and the Steering Board will support and facilitate the establishment and sharing of best practice demonstrated in the self-assessments and action plans. A vibrant community of Institutional Leads tasked with implementing the Technician Commitment has developed since the Commitment's inception and the Steering Board aims to ensure a range of forums are available to enable peers to share expertise, good practice and experiences.

To continue to support institutional action planning, please see Appendix A for examples of activities and initiatives that have been successfully implemented in a range of universities and research institutes. Additional details are available on the Technician Commitment's dedicated online resource, available at <http://technicians.org.uk/techniciancommitment/>. Cross referencing to other sector institutional reviews relevant to technicians is welcomed; for example, the Steering Board are keen to learn how signatories are advancing equality, diversity and inclusion for the technical community and institutions may wish to reference Athena SWAN and Race Equality Charter submissions. The Steering Board are also keen to learn of Teaching Excellence Framework (TEF) submissions and Research Excellence Framework (REF) environment statements where technicians have been explicitly mentioned.

Please note that finalised Action Plans should be signed off at an institutional leadership level (e.g. Vice-Chancellor/President/Director level).

For any additional queries, please contact [k.verre@sciencecouncil.org](mailto:k.verre@sciencecouncil.org)

Please note that finalised 3-year Action Plans should be signed off at an institutional leadership level (e.g. Vice-Chancellor/President/Director level).

## Evaluating Impact through Self-Assessment & Future Action Planning

Organisation: University of Leeds

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**Please provide an overview of technical staff structures in your organisation.**

### **Current Technical Services Staff based in Faculties**

The University has 364 Technical Service staff across 5 academic faculties, which includes 9 Apprentice Technicians (an increase of 5 since submitting our original application in October 2018) as follows:

Faculty of Arts, Humanities & Cultures (AHC) has a technical service team of 32 across 7 schools.

Faculty of Environment (FoE) has a technical service team of 30 across 3 schools, which includes a Technical Services Manager.

Faculty of Engineering & Physical Sciences (EPS) has a technical services team of 110 across 6 schools, including 6 Apprentice Technicians and a Technical Services Manager.

Faculty of Biological Sciences (FBS) has a Technical Service team of 69 staff, including 2 Apprentice Technicians and a Technical Services Manager.

Faculty of Medicine and Health (FoMH), our largest and most complex Faculty has a technical Services team of 123 across 4 schools, including 1 Apprentice Technician. The Faculty of Medicine and Health teams work across the University and St James's Teaching Hospital sites.

The figures above do not include IT Technicians or technical roles within Professional Services or the Facilities and Support Services Directorate.

Our Technicians and Technical Service Teams support and enable research and teaching activities by utilising individual and team specialist skills and knowledge.

Classification of the technical staff vary across the institution. This is due to the size, complexity and interdisciplinary nature of the University. The broad classifications are:

Research Technicians, Teaching Technicians, Support Technicians, Laboratory Technicians, Workshop Technicians, Studio Technicians, Analytical Technicians

**Please tell us about your institution's approach to the Technician Commitment since becoming a signatory. Comments on governance and reporting lines, resources and wider community engagement are welcomed.**

### **Approach and Governance**

The Technician Commitment Steering Group (TCSG) was formed to oversee the Technician Commitment work and financial provision. The membership of the group comprises of a Chair, who is the Head of School (and Professor) for Chemical and Process Engineering in the Faculty of Engineering and Physical Sciences, technical services representatives from professional & managerial, teaching & research roles, academic representatives and representatives from Human Resources and Organisational Development and Professional Learning. The group reports into the University Executive Group (UEG). Membership of the University Executive Group (UEG) comprises the Vice-Chancellor, the Deputy Vice-Chancellors, the Executive Deans, the Chief Operating Officer, the Chief Financial Officer, the Chief Information and Digital Officer, the Marketing Director, the Director of Human Resources, the Director of Campus Development and the University Secretary. The TCSG will provide an annual report detailing progress against the Technicians Commitment action plan to the University Executive Group (UEG) and advice on the development and implementation of effective approaches that will enable the institution to positively adapt to any changing circumstances and support the future development of the Technicians' community. The group is the relationship interface with UEG and the Technician Commitment Working Group (TCWG). The group also communicates and consults with HR, Technical, Academic and Professional Services senior representatives to ensure that appropriate support, career pathways and development provisions are in place to support the institution and the Technicians to fulfil their potential. **Appendix A Terms of Reference for TCSG.**

The Technician Commitment Working Group (TCWG) are the relationship interface between the Technical services community and the Technician Commitment Steering Group. The group communicates and consults with the Technical Services Community representatives to receive ideas and feedback to support with the development and delivery of the Technician Commitment action plan, including ideas on budget allocation.

### **Appendix B Terms of Reference for TCWG**

**Appendix C details the governance and reporting lines for our approach to the Technicians Commitment in the form of a flow chart.**

### **Resources**

The TCSG is allocated an annual budget to support the work in implementing the action plan. Each participating Faculty have agreed to contribute an amount of money annually. The budget is held in the Faculty of Environment (FoE) and is managed by the TCSG. The budget holder is a Technical Services Manager and a member of the group. The TCSG do consult the TCWG for ideas on budget allocation. The budget enables the TCWG to run events, promotional activities and support training and networking, such as paying for HEaTED membership.

### **Wider Community Engagement**

One of the key means of engagement was the Technician Commitment video, which brought together technicians and University leadership to highlight the importance of the Technician Commitment to the University of Leeds. The Technician Commitment at the University of Leeds 2019-YouTube.

In December 2019, the TCWG organised the Technician Exchange (TechExchange). This was an event designed to show case the work of technicians and had interactive displays from all 5 faculties. The event was very successful, well-supported and achieved involvement and attendance from approx. 60% of the technician's community, which was our success measure. A report of the event is included on the University website, show casing the work of our Technicians:

### [Showcasing the work of our technicians | For Staff | University of Leeds](#)

Technicians at Leeds are generally well represented on committees across the University. This includes representation on Athena Swan committees at School, Faculty and ISAT (institutional self-assessment team) levels. Technicians sit on EDI committees at School and Faculty level. One member of technical staff co-chairs the School of Earth & Environment Equality & Inclusion Committee. Other opportunities where technicians play an active role are on H&S committees, Sustainability Committees, Outreach Committees, Women at Leeds Network and Faculty Boards. While many technical staff are actively encouraged to participate this is not consistent across the University and work needs to continue to ensure opportunities are available to all.

For our Technician Commitment 5-year report, we wanted to have some insight into what committees technical staff currently sit on. This will lead to a larger piece of work reviewing in detail, and ensuring opportunities are available across all faculties. This action features in our 36-month action plan.

Members of the TCSG and TCWG participate in several national events, including the Technician Commitment Working in Partnership Forum, Technician Commitment Signatory events, NTDC partner Forum and TechMeet events. They are also part of the #TechsConnect community.

The Technician Commitment progress report from October 2020 (Appendix D – Updated February 2021) was submitted to Professor Nick Plant – the Deputy Vice-Chancellor: Research and Innovation, to inform the REF submission. This was referred to by Professor Plant in a recent strategy presentation (Universal Values, Global Change: University of Leeds Strategy 2020-2030) – [https://forstaff.leeds.ac.uk/homepage/418/vision\\_and\\_strategy\\_2020-30](https://forstaff.leeds.ac.uk/homepage/418/vision_and_strategy_2020-30).

The report to support the University's REF submission in respect of the work and impact of the TCSG/TCWG and wider technical services community was produced by the TCSG and was shared with the technical services community via the TCWG. The detail of this report has been included in the REF Environment statement:

*“Technical Staff:* The University is a Member of the Science Council's Employer Champions Programme and signatory to the Technician's Commitment, supporting skills and career development of the 400+ technicians (includes some IT/Professional Services Technicians) across the University. Activities include appointment of 5 Technician Champions; a film to promote the role technicians play in University life; and multiple networking events. HEaTED”.

“Membership (2019) provides access to technician-specific training courses, with an initial cohort of eight technicians supported for professional registration. In 2020, the university became an official Partner Affiliate with the National Technician Development Centre.”

"The Technicians' Commitment and the work we do through HEaTED is really important to ensure that we help to continue our technicians and develop them across their career span"

Please provide a RAG analysis on your institutional 24-month action plan indicating which activities you have undertaken and completed (green), which are in progress (amber) and which are still to be carried out (red). Please provide an explanation for those categorised as red. This may be detailed here or attached to this document as an appendix.

As part of the original submission in 2018, a 5-year action plan had been developed, as some of the ideas we wanted to progress were more ambitious than the original 2-year plan that was required. The plan has been reviewed, in terms of progress at each TCSG meeting, which are held every 3 months. Progress against the plan is shared and discussed at the steering group meetings and then at the TCWG meeting, where the group feeds in information and ideas to support the work undertaken to meet the plan. It should be noted, that COVID has led to delays with progressing some actions of the plan

**Appendix D** highlights the progress made in the first 2 years against the original 5-year action plan up to 28th February 2021. The document shows the progress made against the 4 themes, indicating the activities we have undertaken and completed (Green), those, which are in the pipeline (Amber), and those which are still to be carried out (Red). The document also provides more detail in respect of our key achievements during the first 2 years.

The 5-year action plan has been a working document. A number of actions are currently ongoing and feed into our 36-month draft plan. During the last 2 years certain elements of the plan have been prioritised

#### **Actions Categorised Red**

##### **Career Development (CD1, CD6 and CD11)**

The **realignment of Technical services** across the University is at different stages in terms of progress. Timescales are currently under review due to the current situation and changing priorities due to COVID. This element features in our 36-month plan **(CD5)**. Timescales are still to be agreed.

##### **Career Development (CD7)**

Standardised job descriptions for all technical roles. This element of the action plan has not been progressed due to the current situation and impact of COVID on priorities. This action features in our 36-month plan **(CD5)**.

##### **Recognition (R6 and R7)**

Technician participation in open days and student induction **(R6)** and technician attendance at Graduation ceremonies **(R7)**. These elements of the original plan have not been progressed due to the impact of COVID. Both actions feature in our 36 months plan **(R5 and V8, R6 and V9)**

##### **Development of a Technicians internal award/recognition scheme (R5)**

This action has been discussed in depth at the TCWG and a decision was made by the group that they would rather concentrate on ensuring people were nominated for current awards, rather than setting up an awards scheme specifically for Technicians.

## Please tell us how you evidence that your action plan has had/is having impact?

### Technician Champions

The original Action Plan introduced the role of **Technician Champion (V2)**. In September 2018, each Faculty was asked to appoint a Champion to represent their technical staff. The role is funded for one day per month by the faculties, giving the Champions time to fully engage with work connected to the Technician Commitment. The Champions all sit on the TCWG and are represented on the TCSG. The TCWG works as a team, with individual Champions taking responsibility for different areas. This includes:

- Creating and maintaining an email distribution list specifically for all technical staff.
- Producing the Technician Commitment video.
- Organising the Technician Exchange Event.
- Providing a specific website for technicians (in progress- delays due to industrial action and Covid).
- Communicating with technicians and the wider community through “Friday Digest” emails, the “Technically Speaking” newsletter and the “Technically Speaking” twitter account.
- Promoting opportunities for recognition and engagement both within the University and nationally

### Investment

The provision of a budget allowed the TCWG to fund the projects mentioned above along with some other important activities. This includes paying for HEaTED membership. During lockdown, 33 Technicians took advantage of free content offered worth £4075.

A key area the TCWG wanted to focus on was providing assistance to technical staff applying for Professional Registration (**R1 & CD2**). The budget enabled us to offer £150 towards the costs of registration and membership of a professional body for the first year of registration. In addition, courses were provided to help with the registration process, and there is an active channel within the Technicians’ Network MS Teams site with additional resources, plus a chat group for people who require help and encouragement. Three members of the technical community are also assessors for professional registration and actively offer help and support. We are currently trailing “writing retreats” to offer a dedicated space for people to work on their applications.

Pre-Covid the TCWG had agreed to send a coach of technicians to the Technician Partnership Conference hosted by Newcastle University in June 2020 (**CD5 & S4**). This would have been far greater participation than we would normally have at a conference. The event was hosted online and 35 technicians attended.

The University now pays for partnership with the NTDC and the TCWG have received training about CPD central with a view to piloting this in the Faculty of Biological Sciences before rolling out across the University.

### Improved communication

Opportunities for awards are promoted within the technical community (**R4**). This has led to 3 nominations for the Papin prizes in 2019, with further nominations planned for this year. Amelia Lesiuk received the Science Council CPD Award for RSCi in 2019. Technicians have also been successful in gaining internal awards such as for Water Women for Research Support (Helena

Brown), Health and Safety Champion Award (Carsten Zothner) and Sustainability Award for Collaboration (Laura Wilkinson-Hewitt).

The opportunity to work on the Royal Institution Christmas lectures was advertised to technical staff via email and TEAMS and we were delighted when Helena Brown was successful in gaining a placement to work on the 2020 Christmas Lectures. She shared her experience in this article [Royal Institution Christmas Lecture Placement 2020 | For Staff | University of Leeds](#). Since October 2018, Technically Speaking has published 18 articles on the University of Leeds News pages. These are publicly viewable and raise the visibility of technical staff to all **(R4 & V7)**. Articles cover a range of topics such as reporting from conferences, involvement in public engagement events and case studies. Here are a few examples:

- [Light Night 2019 - It's a Jungle Out there! | For Staff | University of Leeds](#)
- [Faculty of Biological Sciences Away Day was a Tour de Force | For Staff | University of Leeds](#)
- [The practical aspects of The Practical Essays | For Staff | University of Leeds](#)
- [Gareth Griffiths: A Steely Technician | For Staff | University of Leeds](#)

### Training

Collaboration with Organisational Development and Professional learning has given the opportunity to identify training and development that is particularly useful to technical staff **(CD8 & CD10)**. The technicians asked to re-join HEaTED in 2019 as membership had lapsed, and participation has been high.

A successful "Job Crafting" workshop **(CD3)** was held and the intention was to hold a further workshop (postponed due to Covid). Work is ongoing into reviewing content and targeting particular groups of technical staff.

### Management Information Data Reports

The TCSG now monitors and reviews management information data (Promotions, Reward and Recognition awards and staff turnover and profiles). This supports the TCSG to assess impact of actions from the plan.

From analysing the data sets, the TCSG can see evidence that the action plan is having impact as follows

In terms of **career development**, promotions data shows that the numbers of staff promoted has steadily increased since 2015/16 from 20 staff to 23 in 2017/18. There was a slight dip last year in numbers being promoted (16), in part due to the pandemic and a decision to pause promotions. It should be noted that all applications submitted by technical service staff were successful **(CD8 & CD10)**.

In terms of **recognition**, there is evidence to demonstrate that managers are using the Reward Portal and 36 awards have been made through the Portal in the last 18 months **(R2)**.

The data shows that there has been impact on the themes of **Visibility and Sustainability**, we can now identify who are our Technician Community and can see that of the 364 Technicians 153 are female (42%). There has also been an increase in the number of technicians. Data shows that in 2013/14, the University employed 333 Technicians out in Faculties and this increased to 354 in 2019/20 and as at February 2021 to 364 technical staff. This represents a headcount increase of 9.3% over this period. There has also been an increase in Apprenticeships since our submission in 2018, taking the total number from 4 to 9, an increase of 56% **(S5)**. This demonstrates that we

making impact in working towards building a sustainable pipeline for attracting Technicians **(S6)**. Increasing further the number of Apprenticeships features in our 36- month plan **(S3)**.

**Please provide details of any additional initiatives/programmes/activities aligned to your Technician Commitment that are not covered in your original action plan.**

### **Budget and control of spend**

As evidenced above the provision of a specific Technician Commitment budget was the key factor in enabling many of the projects instigated by the TCWG to take place. This was not part of the original Action Plan but enabled the Technician Champions to drive much of the activity with the “for technicians, by technicians” ethos that was part of the original Technicians’ Network. This includes production of the video, financial support for professional registration, membership of HEaTED and exploring CPD central with NTDC.

### **Technicians’ Network MS TEAMS**

One of the impacts of Covid was the need to find different methods of communicating with staff as formal networking meetings were not possible. The Technicians’ Network TEAM was created at the end of March 2020, and has been a very successful means of communicating with 148 members. The TEAM has specific channels:

- Collaborate – Online events to network remotely *advertising opportunities such as NTDC TechMeet events, online workshops and networking events.*
- CPD – Online development opportunities *HEaTED courses, LinkedIn Learning, webinars*
- Fun Stuff *quizzes, cartoons, photos from campus*
- Introduce Yourself to the Network *opportunity to introduce yourself*
- Lost and Found *with less staff on campus many items are being delivered to the wrong areas such as laundered labcoats*
- Network News – be in the know! *Celebrating success, advertising opportunities, internal and external awards*
- Our news stories from the fight against C19 *work on Covid projects, and celebrating technicians working in testing laboratories*
- Professional Registration Resources *case studies, training, chat groups, financial support*
- Technicians – Your pets at home *photos of pets*
- 5 private channels (one for each Faculty) *a private space for each faculty to have their own discussions and communications*

### **Updating Governance**

We have reviewed the terms of reference for the TCSG and TCWG, which has introduced a greater level of clarity and transparency into the reporting structure and has developed a route for feeding into UEG that was not part of the original plan.

Please provide a 36-month action plan; detailing plans to ensure your organisation continues to address the themes of the Technician Commitment and details of how impact will be evidenced: (this may be detailed here or attached to this document as an appendix). Please evidence how the 'technician voice' was present in the development and formation of the 36-month action plan.

**Attached (Appendix E)** is the University's 36 months draft action plan, which details the key actions linked to the four themes of the Technician Commitment. It clearly outlines; key outputs, success measures, timescale and who is responsible for ensuring delivery against the plan, is underpinned by our values and commitment to Equality, Diversity and Inclusion and is aligned to the new academic strategy, which is based on three over-arching themes – Community, Culture and Impact. The plan is a working document and will be monitored every 3 months by our TCSG. Some of the actions in the draft plan have been developed following feedback from the technical community to previous progress reports. The draft document has been developed by the TCSG, shared with the Technician Champions and amended to reflect their feedback and will be circulated via the TCWG to the technical services community and where appropriate revised in line with any further feedback.

The document will be regularly updated following consultation with the technical services community so that it delivers impact to the profession. A report will be produced detailing progress against the plan, shared and discussed with UEG on an annual basis.

Please confirm that your Technician Commitment status and 3-year action plan is published on your organisation's website and provide the relevant URL here:

  
Signed: (Technician Commitment Nominated Institutional Lead)  
Date: 31<sup>st</sup> March 2021

  
Signed: (Technician Commitment Signatory – Leader of Institution)  
Date: 31<sup>st</sup> March 2021



## Appendix A

### Technician Commitment Steering Group

#### Purpose

The remit of the University Technician Commitment Steering Group (TCSG) is defined as to review progress with the development and delivery of the Technician Commitment plan across the four key elements:

- Visibility (events, promotional materials, communication, network)
- Career Development (continuous professional development, career-pathways)
- Recognition (reward and recognition schemes)
- Sustainability (skills matrix for future work, standardisation, apprenticeships)

The TCSG is required to meet, review and report on agreed actions against the Technician Commitment plan on a quarterly basis.

#### Terms of Reference

- Maintain oversight of the Technician Commitment 5-Year plan and financial provisions at the University of Leeds and provide a progress report on an annual basis to the University Executive Group (UEG).
- Be the relationship interface with UEG and the Technician's Commitment Working Group (TCWG)
- Communicate and consult with HR, Technical, Academic and Professional Services senior representatives to ensure that appropriate support, career pathways and development provisions are in place to support the institution and the Technicians to fulfil their potential.
- Provide advice, guidance and feedback to inform continuous improvement of the visibility and recognition of Technicians to UEG and the Technical Services community.
- Advise UEG on the development and implementation of effective approaches that will enable the institution to positively adapt to any changing circumstances and support the future development of the Technicians' community.

#### Membership

The TCSG is made up of representatives from the technical, academic and professional managerial communities across the University. These are as follows;

- Professor Elaine Martin: Head of School of Chemical and Process Engineering, Faculty of Engineering and Physical Sciences (Chair)
- Jo Westerman: Organisational Learning Partner, OD&PL
- Emily Webb: Learning and Development Administrator, OD&PL
- Michelle Nettleton: Head of HR (AHC, ESSL, LUBS), (Trade Union conduit)
- Robert Finch: Technical Services Manager, FoE



## Technician **Commitment**

- Jacqueline Goodall: Senior Services Technical Manager, FBS
- Dr Stephen Griffin, Associate Professor, Academic Lead for Laboratories, FoMH
- Jennifer Hibbard: Technician Champion Representative, FBS
- Angela Beddows: Technician Representative, School of Physics and Astronomy, EPS

The TCSG should be quorate where decisions need to be made, however If a member is unable to attend the scheduled meeting they can provide feedback and input via e-mail. This will support timely decision making.

The membership will be reviewed on an annual basis in line with the new academic year in September.

### **Meeting Frequency**

The Committee meets approximately every 3 months to review progress against the University's Technician Commitment plan. However, specific issues, or decisions, which arise outside of the timescales for scheduled Steering Group meetings that cannot be addressed by email or informal consultations, may require an additional meeting.

### **Steering Group Administration**

Group meeting minutes and actions will be undertaken by the OD&PL representative and circulated to all TCSG members within 5 working days of the meeting. Members are required to inform of any amendments to the records within 5 working days of circulation. Any actions are not expected to have occurred until after this time has lapsed for clarification and accountability purposes.



## Appendix B

### Technician Commitment Working Group (TCWG)

#### Purpose

The remit of the Technician Commitment Working Group (TCWG) is to represent the technical community and receive updates on progress with the development and delivery of the Technician Commitment action plan across the four key elements outlined below and to discuss and share ideas to feedback to the Technician Commitment Steering Group (TCSG).

- Visibility (events, promotional materials, communication, network)
- Career Development (continuous professional development, career-pathways)
- Recognition (reward and recognition schemes)
- Sustainability (skills matrix for future work, standardisation, apprenticeships)

#### Terms of Reference

- Be the relationship interface between the Technical services community and the Technician Commitment Steering Group
- Communicate and consult with the Technical Services Community representatives to receive ideas and feedback to support with the development and delivery of the Technician Commitment action plan
- Advise the Technicians' Commitment Steering Group, through gaining feedback and ideas from the Technicians on the development and implementation of effective approaches that will enable the institution to positively adapt to any changing circumstances and support the future development of the Technicians' community.
- Members of the TCWG should hold ownership of communication channels with members of technical staff e.g. technician commitment email distribution list, Technician Network MS Team, Technically Speaking website and Twitter. The group is responsible for maintaining up to date contact details for all technical staff through the Technician Champions for each faculty.
- Plan allocation of the budget for submission to the Technician Commitment Steering Group
- Co-ordination of any networking activities, maintaining a "for technicians, by technicians" ethos.

#### Membership

The TCWG is made up of representatives from the technical services community. These are as follows;

- Jennie Hibbard – Technician Champion Faculty of Biological Sciences (FBS) (Chair)
- Michael Brookes – Technician Champion Arts, Humanities & Cultures (AHC)
- Dave Elliott – Technician Champion Engineering & Physical Sciences (EPS)
- Miles Ratcliffe – Technician Champion Faculty of Environment (FoE)
- Lubna Shafi – Technician Champion Faculty of medicine and Health (FoMH)



## Technician **Commitment**

- Bob Finch – Faculty Technical Services Manager/ Faculty Facilities Manager Faculty of Environment (FoE) (Budget holder)
- Jackie Goodall – Senior Technical Services Manager Faculty of Biological Sciences (FBS)
- Jo Westerman – Organisational Learning Partner OD+PL
- Emily Webb – Learning and Development Administrator OD+PL
- Angela Beddows – Technical representative/ Twitter

The TCWG should be quorate where decisions need to be made, however If a member is unable to attend the scheduled meeting they can provide feedback and input via e-mail. This will support timely decision-making.

The membership including the role of Chair will be reviewed on an annual basis in line with the new academic year in September.

### **Meeting Frequency**

It is proposed that the working group meets approximately every 2 months to ensure that issues and ideas are discussed and then shared in a timely manner with the Technicians' Commitment Steering group via the Technician Champion Chair of the Working Group.

### **Working Group Administration**

Working Group meeting minutes and actions will be undertaken by the OD&PL representative and circulated to all Group members within 5 working days of the meeting. Members are required to inform of any amendments to the records within 5 working days of circulation. Any actions are not expected to have occurred until after this time has lapsed for clarification and accountability purposes.

**University Executive Group (UEG)**

**Technician Commitment Steering Group (TCSG)**

- Reviews progress with the development and delivery of the Technician Commitment plan on a quarterly basis
  - Is the interface with UEG and the Technician Commitment Working group (TCWG).
- Provides a progress report on an annual basis to the University Executive Group (UEG).

**Technician Commitment Working Group (TCWG)**

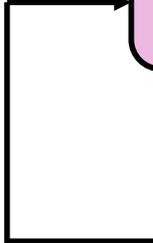
- Is the relationship interface between the Technical services community and the Technician Commitment Steering Group and Communicates
- Consults the Technical Services Community representatives (via Champions and networks) to receive ideas and feedback to support with the development and delivery of the Technician Commitment action plan
  - Own communication channels with members of technical staff
- Responsible for maintaining up to date contact details for all technical staff through the Technician Champions for each faculty.

**Technician Champions and Networks**

- Represents the Technical Services staff
- Consults the Technical services community to receive ideas and feedback to support with the development and delivery of the Technician Commitment action plan

**Technical Services Community**

- Provides ideas and feedback to inform the development and delivery of the action plan
- Engages with network/development activities to maintain the “for technicians, by technicians “ ethos



**VISIBILITY**

6-12 months	V1 Expand Network	●
	V2 Technician Champions	●
	V3 University web page	●
	V4 Network of Technical Managers	●
	V5 Technicians Skills Matrix (FMH, EPS, FBS)	●
1-2 years	V6 Committee Representation	●
	V7 Create outward facing profiles	●
	V8 Technicians Skills Matrix (AHC, FoE)	●
2-5 years	V9 Report on REF 2021 Technician contributions	●
	V10 Report on TEF & NSS Technician contributions	●
	V11 Report on how Technicians support strategy 2020-25	●

**CAREER DEVELOPMENT**

6-12 months	CD1 Realign structures, clear transparent pathways (FBS, EPS)	●
	CD2 Promote Professional Registration	●
	CD3 Explore Technician skill sets (Job Crafting)	●
	CD4 Promote career pathways case studies (web)	●
	CD5 Attendance in NE and Yorkshire University group meetings	●
1-2 years	CD6 Full realignment – focussed structures (AHC, FoE)	●
	CD7 Standardised Job descriptions for all Technical Roles	●
	CD8 Encourage Technician mentorships	●
	CD9 Include Professional Registration on job adverts	●
	CD10 Focussed SRDS support to encourage CPD & career development	●
2-5 years	CD11 Full realignment – focussed structures (FMH)	●
	CD12 Clear promotion structure encouraging cross-faculty movement	●
	CD13 Promote HEA associate/fellowship opportunities	●
	CD14 Transparent training/development budgets in each faculty	●
	CD15 Cross faculty mentoring, job shadowing, job exchange	●



**RECOGNITION**

6-12 months	R1 Wider recognition for Professional Registered	●
	R2 Promote reward and recognition scheme	●
	R3 Career pathway case studies	●
1-2 years	R4 Communicate Technician contribution to university profile	●
	R5 Development of a Technicians internal award/recognition scheme	●
2-5 years	R6 Technician participation in open days and student induction	●
	R7 Technicians attended student graduation	●
	R8 Students have increased awareness of Technician communication	●

**SUSTAINABILITY**

6-12 months	S1 Follow-up on Technicians survey	●
	S2 Athena Swan	●
	S3 Enhance opportunities to network and engage with national bodies	●
1-2 years	S4 Allow Technicians opportunity to attend conferences	●
	S5 Fully utilise the apprenticeship levy	●
2-5 years	S6 Work towards building sustainable pipeline for attracting technicians	●
	S7 Identify EDI priority areas for Technicians	●
	S8 Each Faculty to have 1-5 apprenticeships	●

Oct-2018

Oct-2019

Oct-2020



Oct-2021

Oct-2022

Oct-2023

## VISIBILITY

### Achievements

- Technician Partnership Conference 24 June 2020 – Feedback suggests that a high number of Technicians from Leeds attended the virtual event including 4 of the TCWG. Group divided between all sessions to cover as much content as possible.
- The TechExchange event was very successful and well supported and achieved involvement and attendance from 60% of the technicians community
- Tech Meet Forum – online meetings hosted by NTDC. Advertised to all technical staff at Leeds. Topics include “What makes a successful network & opportunities of networking after Covid”.
- Identified and communicated how Technicians contribute to our strategy and REF
- IST Good Practice sessions – virtual sessions.
- HEaTED – Leeds consistently among the highest percentage of bookings for LEAF events. Pre-lockdown 3<sup>rd</sup> with 6.1% emerging from lockdown at 5<sup>th</sup> with 4.6% attendance. 33 Technicians took advantage of free content offered.
- Technician Champions appointed and established across all Faculties
- Created a dedicated MS Team for all Technicians with currently 147 members
- Sharing success stories via Technicians MS Teams Channel highlighting technicians working in Lighthouse testing facilities, those in projects improving breathing aids and collecting supplies for NHS.
- Friday Techs Connect – weekly virtual coffee with technicians around the country.

## RECOGNITION

### Achievements

- Encouraged staff to participate in reward schemes and funding opportunities, Highlighted opportunities and supported applications.
- UoL Sustainability awards July 2020 – Laura Wilkinson Hewitt, joint winner of the Sustainability award for collaboration for finding innovative ways to reduce single use plastics in labs.
- NTDC photo competition – Deborah Clarke, UoL Senior research technician shortlisted.
- RSC grant for technicians (up to £7000 available). The grant has been promoted amongst the community
- NTDC Technician Development Fund - funding available and promoted.
- Progress report submitted to inform the REF submission
- Promoted Reward and Recognition scheme to managers

## CAREER DEVELOPMENT

### Achievements

- HEaTED Membership obtained in August-19 providing access to Technician specific development and skills training courses.
- Professional Registration - We have supported 10 technicians with professional registration 2019/20 and working on providing more support in 2020/21.
- 2018/19 - 379 Technicians participated in ODPL Training events, in 2019/20, 232 Technicians participated .
- 2018/19 – 559 Technicians attended IT training events, in 2019/20, 509 attended.
- OD&PL to offer a briefing on HEA Fellowship for Teaching Technicians: Professional Recognition in Student Enterprise (PRiSE). A number of technicians have already expressed their interest in learning more about this.
- TCWG looking to gather ideas for a programme of training to equip technicians for working in the post Covid era.
- 13 Technicians participated in the University’s Leadership Development provisions as well as those who have expressed an interest in becoming mentors.



## SUSTAINABILITY

### Achievements

- Support from the Faculties has been invaluable in enabling HEaTED and NTDC membership to be maintained as well as paying the costs of the first application for Professional Registration. In the current situation faculties are being asked to budget £2000 each to the TC budget 50% of the previous amount.
- Technician event sparked interest among final year students who attended who were then keen to learn more about Technician roles.
- Use Technician film footage and stills to promote Technician career options to Graduates and others on the website.
- Opportunities to attract 16-18 year olds to apprenticeships through social media. Joined the N8 partnership campaign “Tweet T for Technician”
- Technicians are identifying equality and diversity priority areas within technical areas and are contributing to E&I strategies.

Oct-2018

Oct-2019

Oct-2020



Oct-2021

Oct-2022

Oct-2023

PROUD SUPPORTER OF THE

Technician Commitment

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**Appendix E**

Action	Link to TC	Key Outputs	Timeframe	Person Responsible	Success Measures
Increase use of MS Teams to share information and network	Visibility (V1)	Increase engagement and knowledge sharing. Encourage more technical owners/ leads for the different channels.	Continuing action	TCWG and Technician Champions	Increase membership from 148 members by 20% over 3 years
Website	Visibility (V2)	Continue to develop website to highlight case studies or technical teams. Recruit volunteers from the technical community to update/ manage the website (provide training)	Continuing action	TCWG University's Communications team	4 new case studies per year. Technically Speaking articles to migrate from News pages to dedicated site. Monitor engagement statistics.
Increase participation at Northern Partnership events	Visibility (V3)	Include HR and OD representatives in these meetings.	Continuing action	TCSG & TCWG	Wider participation at external events leading to better networks. Ensures that contribution from Leeds is visible and supports the wider community.
Technical staff are represented on key University/faculty/School/Institute committees and groups	Visibility (V4)	Undertake a review of which committees technical staff currently have positions on. Targets areas where participation is low. Look for examples of good practice and share across faculties.	Continuing action	HR and Champions	Faculties to produce a list annually of committees which have specific technical involvement e.g. H&S, Athena SWAN, EDI, equipment & resourcing committees

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Annual networking event	<p>Visibility (V5)</p> <p>Sustainability (S1)</p>	Determine most suitable event(s) to meet current requirements each year. This could be a conference, TechExchange or local Away Days	TBD	TCWG	Events that encourage wide scale participation (>50%)
Celebrate good news and achievements via social media and website	Recognition (R1)	Identify further ways to share and celebrate good news stories. Continue to build on success of the Twitter account	Continuing	TCWG- Technically Speaking/ twitter account	Reaching a wider audience – determine success through Twitter and website engagement statistics.
	Visibility (V6)				
Fair Attribution policy- recognising contribution to papers either by authorship or acknowledgement	Recognition (R2)	Creation of a university wide policy defining when contribution to academic papers merits acknowledgement or authorship	Feb 2022 - 2024	TCSG in partnership with DVC for Research and Innovation	A policy in place that is accessible to everyone
	Visibility (V7)				
Identify and support applications for external awards	Recognition (R3)	Recognise the contribution of technical staff at Leeds. Currently these are publicised to technical staff. Find mechanisms for sharing with other categories of staff who may wish to nominate their technicians	Continuing action	TCWG	3 external nominations per year. Opportunities for application visible on website to all staff
Review internal University awards	Recognition (R4)	Ensure there are categories that technical staff are eligible to apply for. Ask organisers for feedback about numbers of	TBD	TCWG	Identify numbers of current nominations and look to maintain or improve annually.

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		nominations received for technical staff			
Technicians participation in open days and student induction	Recognition (R5) Visibility (V8)	Ensure Technical staff have an opportunity to participate in open days and student induction to showcase their expertise	From Academic year 21/22	Faculties/Student Education Service	Technical staff are recognised as an integral part of the research community, student experience, and achievement/contribution to the success of the University strategy
Technicians attending Graduation ceremonies	Recognition (R6) Visibility (V9)	Arrange for Technicians to attend graduation ceremonies	From Academic year 21/22	Faculties/Student Education Service	Students have an increased awareness and appreciation of the roles and contributions Technicians make
Support for Professional Registration	Recognition (R7)	Determine the support required by applicants to progress/ maintain Professional Registration. E.g. financial support for initial application, training to complete application, mentors, CPD provision	Continuing action	TCWG and OD+PL	Increased numbers of applicants Technicians progressing through the different categories of registration (e.g. from RSciTech to RSci)
	Career Development (CD1)				
Support for HEA Fellowship Applications	Recognition (R8)	Targeted support for technical staff applying for HEA Fellowships including mentors.	Continuing action	TCWG and OD+PL	4 applicants per year, or current holders progressing through the different categories of registration.
	Career Development (CD2)	Provide case studies showing how technicians have progressed into teaching roles.			

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Review support for continued membership of Professional Bodies	Career Development (CD3)	Determine current support for funding different categories of staff across different Faculties and put in place a standardised policy	Continuing action	TCSG	A single document ensuring technical staff have same access to support as other categories of staff and this is consistent across the University
Review internal training provision including opportunities for in-house shadowing and secondment opportunities between faculties	Career development (CD4)	Reviewed and refreshed training provision for all grades. Provide shadowing and secondment opportunities where applicable.	Start April 2021 then reviewed annually	OD+PL	Clear development plans discussed, agreed and reviewed at SRDS. An increase in Technicians engaging in training, in house shadowing and secondment opportunities
Clearly define technical structures in each Faculty, including where appropriate commonality of job roles	Career development (CD5)	A clear understanding of technical roles and structures. Define technical job titles consistent with grade. Define management structures	Continuing action to be completed by 2024	Deans/Heads of Schools/HR	Clearly defined structures in place, which promote clear, transparent career pathways.
Start to develop CPD central and incorporate as part of the SRDS process	Career development (CD6)	Consistent approach to CPD throughout University. Aids technicians who are renewing Professional Registration	Start January 2022 for inclusion in 2022 SRDS in FBS as pilot. Roll out across University 2023	HR, OD+PL, Faculty Deans/representatives	All Technicians to outline their CPD achievements via the SRDS process and form
Promote opportunities for internal leadership training	Sustainability (S2)	Increased uptake of internal Leadership training. Review other opportunities such as apprenticeship management degrees.	Start April 2021	OD+PL / Website/TCSG	Able to demonstrate links to apprenticeship management degree options. Collect and analyse statistics from leadership training uptake.
	Career Development (CD7)				

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Grow apprenticeship training including internal apprenticeships schemes for people already in role etc. including fully utilising the apprenticeship levy	Sustainability (S3)	Increase numbers enrolled in apprenticeship schemes	September 2022 with recruitment for Sept 2023	HR & OD+PL	Co-ordinated approach to apprenticeships across the university. Increase in the number of apprenticeships from 9 to 14 by 2023
Links to UKRI	Sustainability (S4)	Investigate building links with UKRI to find best ways to support research-funded staff.	TBD	TCSG in partnership with DVC Research and Innovation	Develop contacts with UKRI and engage with appropriate events.
Budget	All (A1)	All faculties contribute equally to the budget for the Technician Commitment. This gives autonomy for the TCWG to decide where financial support is best placed	Continuing action	Budget holder from TCWG	Funding received from Faculties, and budget for spend determined by the TCWG. Budget report provided to UEG detailing spend and impact
Full review of progress against plan	All (A2)	Identify whether progress is being made on actions, and amend plan accordingly. Ensure additional resource is made available where required, or that adequate reason is provided if actions not complete.	Continuing action. Reviewed every 3 months	TCSG	Progress report circulated to all technical staff via TCWG, and an annual report provided to UEG. Progress against plan to be included in future REF and TEF returns.
Appoint a new Institutional Lead	All (A3)	Identify a key member of the University Executive Group (UEG) to Champion technical	April 2021	TCSG Chair	Appoint a new Institutional Lead, who actively promotes the Technician Commitment

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		staff and the Commitment			
Support participation at national events such as conferences and networking events	All (A4)	Increased networking, greater understanding of national picture. Increased opportunity for sharing good practice. Widen participation to offer opportunity to more staff.	Continuing action.	TCWG	Record numbers attending external events such as HETS and Technician Partnership Conference (35 attended this last year). Increased numbers attending to >70 over the 3 year period (25% of technical services community). Increased contacts between other Universities for sharing good practice.
Broaden participation of TCWG to offer more opportunity, in particular targeting unrepresented areas of the University	All (A5)	Review the areas where additional volunteers could support the TCWG and appoint volunteers.	Continuing action	TCWG	Increased membership of the TCWG (currently 10) to 15 by 2024
Communications from Champions	All (A6)	Identify the most effective routes for Champions to communicate with their teams. Determine minimum communication requirements and feedback routes	April 2021	TCWG	Regular two-way communication with all technical staff.
Review how additional activities are recognised	All (A7)	Review how activities such as public engagement, citizenship, participation on committees etc. are recognised (reward, promotion, time buy-out) in different	TBD	TCWG & HR	Consistent approach to recognising additional activities, where best practice is adopted throughout the University.

		faculties and compare how this is recognised for other categories of staff.			
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