



**King's College London is delighted to share  
our 2024-27 TCI Action Plan Summary**

Technician  
**Commitment**

King's College London is delighted to share our 2024-27 TCI Action Plan Summary. Consistent with our previous two TCI submissions, it is ambitious and built on very sound foundations. The landscape of the King's technical community has evolved out of all recognition since our first TCI submission in 2017. Our Tech Net and technical services professionals are now considered as the essential professionals they are.

### Key aims

- Create transparent communication and engagement activities across technical services.
- Define interactions between technical services and directorates.
- Create a technical career pathway and development programme to support opportunities for progression and achieving personal and organisational objectives.
- Create a sustainable technical service that uses continuous improvement to identify impactful and measurable changes to help King's deliver its strategic goals.
- Foster a talent pipeline to support the future of the technical workforce.

### Project Details

#### 1. Enhanced communication, engagement, and governance

There is currently a lack of clarity in communication activities and ownership across technical services. There are challenges in communicating changes in processes or opportunities, and barriers to staff providing feedback. These challenges have a wider impact across the University, as stakeholders are unclear about the best way to communicate with technical services to efficiently collaborate, seek feedback or inform the community.

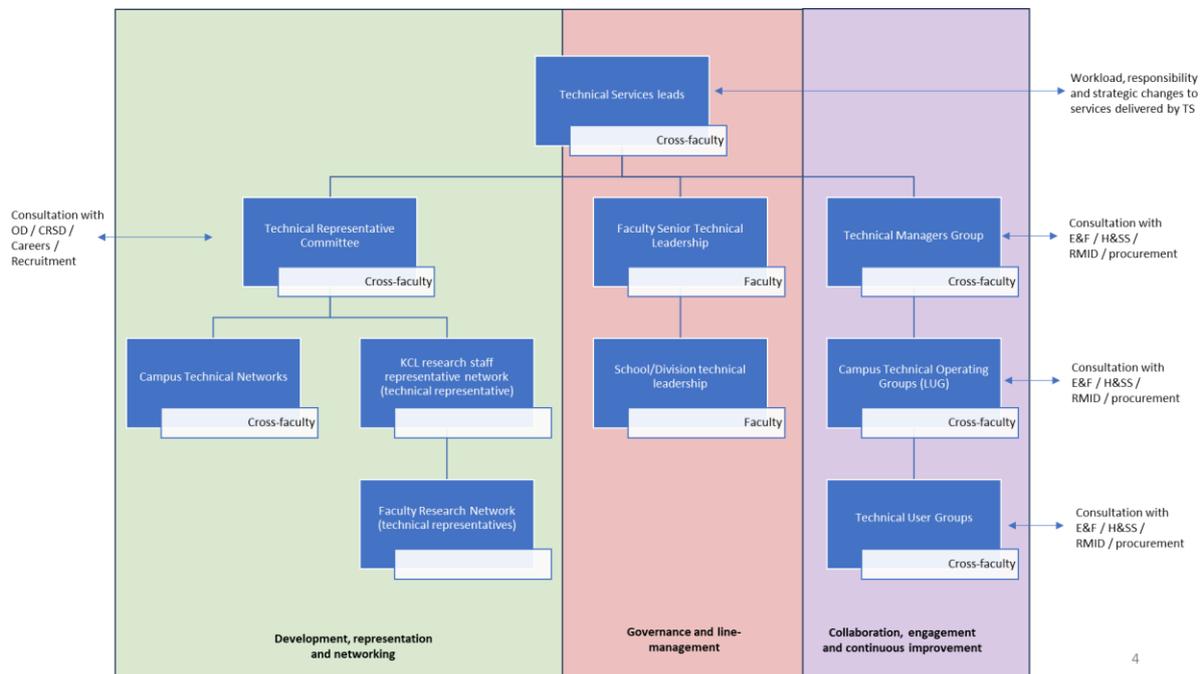
To provide clarity, reduce duplication and increase responsibility, we propose three functional groups of meetings that are brought together through the Technical Services Leadership Committee (figure 1).

- i. **Development, Representation & Networking:** This group will act to provide a single source of information on development and opportunities across technical services. Members will facilitate events to bring the community together to share best practice and provide information on developments in the sector and opportunities for grants and funding. The overall aim of the functional group will be to enable all technical staff to have the same opportunity for development and for feedback to be considered and representative.
- ii. **Line Management:** This group will act to ensure that directorates are aware that any changes to technical services that alter strategy, workload, or responsibility, must be communicated through line managers so that work can be assessed, effectively completed, and appropriately rewarded.
- iii. **Collaboration, engagement, and continuous improvement:** This group will support technical services staff to implement and embed continuous improvement activities. CI will be promoted from the 'bottom up' through the establishment of technical user groups that seek to continuously improve on existing arrangements. The formal

structure will work to support the fast adoption of good practices between buildings and campuses.

These functional groups will also provide key interactions with directorates seeking to engage with technical services and for technical services to engage as a group with stakeholders.

To increase responsibility and reduce duplication, each group will be facilitated by a consistent chair and deputy who will be responsible for reporting outcomes from their group into linked meetings and communicating outcomes from those meetings to stakeholder groups. All members will be responsible for communicating meeting outcomes to their area and gather feedback to support future discussions.



**Figure 1. Technical Services Communications & Engagement Structure.** Three functions - development, line management and collaboration - support the coordinated flow of information through Technical Services.

2. Embedding continuous improvement across technical services.

Technical staff are responsible for operational facilities and budgets which have a critical role in supporting research and education outcomes. At the same time, technical staff are not empowered to make decisions and assess the outcomes of those decisions based on holistic criteria.

Continuous improvement methods will be embedded across technical services by identifying key individuals that facilitate technical user groups and providing continuous improvement training. Technical user groups will then be empowered to deliver changes to operational activities that have measurable benefits.

The new functional meeting structure will enable these changes to be sustainable and quickly passed between areas to further increase the benefits to the University. The adoption of continuous improvement will both empower our staff and provide clear and measurable ways to recognise the impact of technical services across King's.

### 3. Streamline technical development and opportunities.

The awareness of development opportunities is inconsistent across technical services. The experience of technical staff is influenced by their line manager, faculty, source of funding, the role and who they know. It is important that clear and consistent communication is shared across all technical services staff around development and opportunities.

We propose a clarification of the role of the technical development manager and the creation of a technical representative committee.

The technical representative committee will create a defined group where technical staff of all grades and roles are represented and provide a mechanism to hold technical leaders accountable for supporting and responding to the community. This group will provide a hub for the different development and representative groups that technical staff are part of so that consistent communication of these opportunities is discussed and then shared with the community. An aligned events calendar will support a clear and effective set of networking and development events and support the excellent campus groups to continue to engage their communities. This group will be the hub through which the goals of the technical commitment at King's will be realised.

The technical development manager will facilitate and enable the above by being accountable for the groups' outcomes and maintaining communications through SharePoint and Teams. The role will work with the group to develop courses that meet the needs of the community, and hold campus technical network group events to bring our teams together. This role will be the focal point for communicating changes in technical services across the sector and opportunities for funding that impact technical services through the delivery of a newsletter and other communications activities. These assets will include leadership updates, sector developments, upcoming training, and events. This role will have a lead role in producing TCI reports demonstrating King's outcomes and plans.

### 4. Create standardised technical job descriptions, career pathways and training to support progression.

The current roles that technical services perform are inconsistent, with considerable discrepancy between faculties and directorates. We have proposed three technical career pathways to cover operations, education, and research. These pathways will bring closer alignment between technical services roles enabling individuals to identify responsibilities and career journeys. The pathways will provide visual indication of potential career pathways, but also demonstrate the flexibility of a technical career and how individuals can move into and on from technical services and other roles.

Career pathways will be supported by STAR persona maps that show skills, training, attributes, and relationships that are valued in each role, to help individuals and managers identify development routes to support everyone's career journey.

A technical training and development package that supports existing and new peer-to-peer training opportunities will be developed through collaboration between the technical development manager and the career pathways development manager. This training will match persona maps in terms of developing the skills needed across technical services and support peer-to-peer training between the community that will increase our resilience.

This programme of changes will be introduced alongside the TOM/RAM project to show alignment with other professional services roles.

#### 5. Apprenticeships.

We are developing an apprenticeship programme that seeks to provide a talent pipeline to support a sustainable technical services function at King's. In collaboration with King's Apprenticeships team, we will enable an annual intake of between 4-8 individuals who will rotate through faculties to increase the current level of support and to create a highly skilled technical team to step into future roles across technical services.

#### 6. Environmental Sustainability

1. Support staff completing LEAF with standardised resources to reduce work burden on technicians.
2. Improve educational offering in environmental sustainability by working with Centre for research staff training, which includes Technical staff, to offer 4 workshops per year on sustainable research.
3. Ensure representation of technical staff at the highest level of policy making for sustainable research by having Technical members of staff on the Sustainability in Research Committee which meets quarterly to discuss initiatives and policies at King's around Sustainable Research. The committee includes Head of Technical Services for FoLSM, Head of Technical Services for IoPPN and Education Technical Manager for FoLSM.
4. Continue to advocate for integration of environmental sustainability into Technician's job descriptions and the PDR process.
5. Have a dedicated Sustainability Technician (Research) who will work with LEAF Leads to implement LEAF and also provide educational resources and advice for environmental sustainability initiatives.

#### Indicators of Success:

Description	Measurable Outcome	Essential / Desirable
Coordinated technical services that can demonstrate positive impacts and outcomes across the University	Annual reports from campus, TRC and TM groups.	Essential
Increased representation and engagement across all technical services	Increase in numbers attending campus technical groups and training events.	Essential

Clarity in technical structure and interactions for internal and external stakeholders.	Technical communication structure created and communicated to internal and external stakeholders. Assessed through feedback.	Essential
Equality of opportunity for technical staff progression and development.	Monitor production and engagement with technical newsletter and communications (Teams / SharePoint). Staff data monitoring for diversity.	Essential
Creation of a transparent career pathway demonstrating possible routes of progression.	Identify impact through staff surveys and satisfaction	Essential
Improved effectiveness of technical services	Reduced staff turnover and measurable continuous improvement outcomes	Essential
Ensure 100% of LEAF uptake at King's	100% of lab spaces are register don the LEAF portal  100% of LEAF spaces complete Bronze by July 2024	Essential
Support staff completing LEAF with standardised resources.	100% of Bronze resources to be completed by March 2024  Silver and Gold resources to be completed by September 2024 and March 2024 respectively.	Essential
Improve educational offering for LEAF Leads and Technicians.	Design and implement courses to start September 2024. Run one session every 3 months. Record sessions for those unable to attend. Award certificates to LEAF Leads who complete the sessions. Aim for at least 10 Technical staff in first cohort.	Essential
Representation of Technical staff in the Sustainability in Research Committee	Ensure membership is via job title rather than person. Membership currently incudes 3 Technical Managers, ensure this is kept stable.	Essential
Continue to advocate for integration of environmental sustainability into Technician's job descriptions and the PDR process.	Have a generic JD criteria to be added. Ensure all new posts being advertised by 2025 have this included. Audit of job descriptions to ensure this is included, and audit of more recently hired technical staff to ensure they're given time to complete this.	Essential
Have a dedicated Sustainability Technician (Research) who will work with	Ensure a person is in the role.	Essential

<p>LEAF Leads to implement LEAF and also provide educational resources and advice for environmental sustainability initiatives.</p>	<p>Ensure the post is replaced if the person leaves. If not titles as Sustainability Technician (Research) then ensure the person is able to represent technical staff in sustainability areas.</p>	
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