KEY

👤 RESPONSIBILITY		🕐 TIMEFRAME	
All staff	Members of the cohort	Short	< 6 months
HR	Human Resources	Medium	6 - 12 months
Intranet project team	Team developing the intranet	Long	>12 months
Line managers	Line managers of cohort staff		
Grading & Remuneration Committee	Committee related to the grading and remuneration of staff		
TCIL	Technician Commitment Institute Lead		
TCSG	Technician Commitment Steering Group		

	OBJECTIVE	ACTIVITIES	RESPONSIBILITY	SUCCESS MEASURE	TIMEFRAME:
VISIBILITY	**1.Increase the visibility of the skills and expertise of the cohort**	❗ Develop TC intranet pages ❗ Promote activities in Institute newsletters, blog posts, tweets etc ❗ Exploit networking channels, such as Research Institutes Technician Group LinkedIn and Twitter feeds **LINKED TO:** Athena SWAN Action 4.26 - Improve work culture for non-academic staff	👤 TCSG	✅ Technicians have increased visibility throughout BI and feel more valued, indicated by: - intranet pages updated at the end of each month - a technician highlight post published monthly on various BI media outlets - members of cohort frequently participating in coffee trials to promote work and encourage internal networking - an increase in the number and frequency of authorship / acknowledgement on publications	🕐 Medium, Ongoing Beginning Q4 2020/21
VISIBILITY	**2.Broaden the eligibility criteria and scope of annual awards**	❗ Review the current suite of prizes and identify gaps in representation ❗ Work with HR and other stakeholders to broaden the scope of award & develop specific awards linked to HR values and competencies **LINKED TO:** HR Reward & Recognition Strategy Athena SWAN Action 4.26 - Improve work culture for non-academic staff	👤 HR 👤 TCSG 👤 TCIL	✅ Broader range of prizes available, open to a wider cohort of individuals measured by increase % of people eligible for BI awards and prizes	🕐 Long Beginning Q3 2021/22

	OBJECTIVE	ACTIVITIES	RESPONSIBILITY	SUCCESS MEASURE	TIMEFRAME:
VISIBILITY	**3. Ensure the Institute's policy on authorship and acknowledgement is followed**	❗ Ensure wide distribution of the policy for authorship and acknowledgements on research ❗ Distribute to all staff and students at induction ❗ Include policy on the induction checklist for managers ❗ Highlight as a 'high profile' policy at the policy launch event ❗ Routinely share publication data and ask researchers to consider whether they had correctly acknowledged everyone **LINKED TO:** Athena SWAN Action 4.26 - Improve work culture for non-academic staff	👤 TCSG 👤 TCIL 👤 All researchers	✅ Increase in the number and frequency of authorship/acknowledgements on publications ✅ All managers distribute Institute's policy on authorship and acknowledgments to new starters ✅ Increased discussion between about expectations around acknowledgments and authorship ✅ Include this on the induction checklist for managers	🕐 Medium, Ongoing Beginning pre-submission
VISIBILITY	**4. Solicit feedback**	❗ Encourage solicitation of feedback by positive "advertising" throughout site such as message board messages, leaflets, posters around site, etc ❗ Participation in the HR Reward and Recognition strategy development **LINKED TO:** HR Reward & Recognition Strategy Athena SWAN Action 4.26 - Improve work culture for non-academic staff	👤 TCSG	✅ Survey cohort to identify whether their perception of receiving feedback has increased;	🕐 Short, Ongoing

	OBJECTIVE	ACTIVITIES	RESPONSIBILITY	SUCCESS MEASURE	TIMEFRAME:
SUSTAINABILITY / VISIBILITY	5. Develop a skills directory to share expertise	❗ All staff should be encouraged to complete their Delve profile to include skills and expertise ❗ Develop a set of keywords that can be used to aid searching ❗ Identify essential user attributes which would be beneficial to share **LINKED TO:** HR Learning & Development Strategy	👤 TCSG 👤 Intranet project team 👤 All staff	✅ % of cohort who complete the essential attributes in their Delve profiles	🕐 Short -> Medium Beginning Q1, 2021/22
VISIBILITY	6. Increase the participation of the cohort at inter-institute activities	❗ Liaise with organisers and senior managers to identify opportunities for inclusion	👤 TCIL	✅ Increased frequency of cohort participation in inter-institute activities ✅ Presentations from Technical Specialists at Annual Lab Talks and Institute retreats	🕐 Continuing
SUSTAINABILITY	7. Robust data collection	❗ Identify which datasets are required to demonstrate impact of the Technician Commitment to internal and external stakeholders ❗ Establish mechanisms for data collection and analysis on a regular basis **LINKED TO:** Athena SWAN data collection exercise	👤 HR 👤 TCIL	✅ Data is readily available for reporting purposes	🕐 Long, ongoing Beginning Q4 2020/201

	OBJECTIVE	ACTIVITIES	RESPONSIBILITY	SUCCESS MEASURE	TIMEFRAME:
SUSTAINABILITY	**8. Develop sustainability and resilience by upskilling people**	❗ Identify the current skills and capabilities of Technicians at BI by conducting a skills audit ❗ Encourage exchange of technical skills between technicians - both within and between Institutes ❗ Development of inter-institute networks ❗ Provide straightforward and transparent access to training and personal and professional development opportunities **LINKED TO:** HR Learning & Development Strategy	👤 HR 👤 TCSG 👤 TCIL	✅ Knowledge / skills gaps are identified and considered as part of long term Institute recruitment and retention strategy ✅ Increased participation in networking activities ✅ Staff access greater range of training opportunities - measured by number of training activities	🕐 Skills audit - Long Beginning Q1 2022/23 at earliest 🕐 Other activities Short -> Medium Began pre-submission
RECOGNITION	**9. Promote the benefits of being affiliated with a professional body**	❗ Create intranet page for professional registration information ❗ Promote informative events regarding professional registration. **LINKED TO:** Athena SWAN Action 4.3 - Professional Bodies	👤 TCSG	✅ Increased awareness of the benefits of professional registration ✅ Broader range of affiliation with professional bodies ✅ Year on year increase in number of Technical Specialists affiliated with professional bodies	🕐 Short -> Medium

	OBJECTIVE	ACTIVITIES	RESPONSIBILITY	SUCCESS MEASURE	TIMEFRAME:
CAREER DEVELOPMENT	**10. Develop clearer guidelines around how staff can progress in their role**	❗ Consistently prepare clear job descriptions indicating progression targets; offer training to line managers on developing useful job descriptions ❗ Promote development opportunities i.e. seminars, training, collaborations with other establishments ❗ Continue to participate in apprenticeship schemes, where relevant ❗ Encourage discussions on progression and development and accuracy of job description during annual appraisals ❗ Contribute to the development of a new appraisal system **LINKED TO:** HR Learning & Development Strategy Athena SWAN Action 4.4 - Apprenticeships Athena SWAN Action 4.5 - Training	👤 HR 👤 TCSG 👤 Line managers	✅ Transparent guidelines in place that specify progression criteria, to identify career stepping stones within and beyond the institute ✅ Examples of technical specialists successfully applying for development roles and progressing within and beyond across the institute ✅ Development of more useful job descriptions, aligned with industry standards, and including details on roles and responsibilities ✅ Increased feedback of job descriptions during annual appraisals	🕐 Medium -> Long Some activities began pre-submission Job description training beginning Q3 2021/22 at earliest
CAREER DEVELOPMENT	**11. Investigate how we formally acknowledge experience and specialist skills**	❗ Initiate discussions around introducing changes to job titles to reflect progression and expertise with the aim of developing standardised job titles ❗ Encourage discussions on accuracy of job titles during annual appraisals ❗ Initiate discussions on how recognition progression may be compensated ❗ Provide training to managers to ensure they are skilled to handle conversations about progression and compensation ❗ Contribute to the development of a new appraisal system **LINKED TO:** HR Learning & Development Strategy	👤 HR 👤 TCSG 👤 Line managers	✅ Development of a consistent approach to recognising progression, irrespective of role or department - to be part of appraisal and subsequent review by Grading & Remuneration Committee ✅ Improved staff retention and fulfilment because their expertise are being utilised - periodic surveys to assess how staff feel their skills are being utilised	🕐 Long Beginning Q1 2022/23 at earliest

	OBJECTIVE	ACTIVITIES	RESPONSIBILITY	SUCCESS MEASURE	TIMEFRAME:
CAREER DEVELOPMENT	**12. Promote training and other personal professional development activities for cohort**	❗ Ensure all line managers discuss training and development during annual appraisals ❗ Make access to training and development transparent ❗ Create intranet content highlighting upcoming conferences and training opportunities ❗ Develop cohort mailing list share notifications about relevant events / include in newsletter ❗ Discuss the development of grant or fund that can be applied to for activities outside typical training activities **LINKED TO:** HR Learning & Development Strategy Athena SWAN Action 4.3 - Professional Bodies Athena SWAN Action 4.5 - Training	👤 HR 👤 TCSG 👤 Line managers	✅ HR to remind line managers that training and development is an essential part of appraisal process; compliance could be measured by speaking to a representative group of staff ✅ Increased numbers of cohort attending and development activities ✅ Development of intranet and newsletter content specific to the cohort ✅ Cohort members could opt in to a mailing list - success measured by increasing number of members annual	🕐 Medium Began pre-submission
CAREER DEVELOPMENT	**13. Improve communication and transparency around promotion and pay awards**	❗ Linked to previous objectives, develop clear advice regarding development in a role ❗ Improve clarity on what merits an exceptional pay award and feedback on unsuccessful nominations ❗ Ensure the Grading & Remuneration Committee consider roles holistically and do not use simple metrics of success ❗ Develop anonymous case studies of successful exceptional pay awards as guidance for staff and line managers ❗ Contribute to the development of a new appraisal system **LINKED TO:** HR Reward & Recognition Strategy Athena SWAN Action 4.17 - Promotion process for	👤 HR 👤 Grading & Remuneration Committee 👤 TCSG 👤 Line managers	✅ Following appraisal, staff are aware of what is expected of them over the next 12m and what training they are able to pursue Higher proportion of successful exceptional pay awards ✅ Development of intranet content on what constitutes a legitimate case for an exceptional pay award ✅ Grading & Remuneration Committee review job descriptions alongside bids for exceptional pay awards	🕐 Medium -> Long Beginning Q3 2021/22 at earliest