



UK Research
and Innovation

Technician Commitment UKRI Action Plan

January 2021





Vision

UKRI aims to enable a dynamic, diverse and inclusive system of research and innovation in the UK that is an integral part of society, giving everyone the opportunity to participate and to benefit. People are the heart of this system, and technicians are a key constituency that plays an integral role in the projects and the infrastructure that we fund. The success of research and innovation depends on every member of the research and innovation system, irrespective of discipline, setting or sector. UKRI is committed to ensuring that all the people whose work contributes to research and innovation are recognised, valued and supported to realise their potential. This action plan, therefore, uses the term 'technician' in its broadest sense to include the full diversity of technically skilled people and technical roles working in research teams at all career stages across our remit.

Technicians bring essential expertise, providing intellectual input and technical skills to the solving of research and innovation challenges. They support the construction, operation, maintenance and repair of advanced equipment, digital resources, world-class instrumentation and research infrastructure, conduct important research and analyses, and have key roles in inspiring, teaching and developing others.

Our vision is to recognise, celebrate and value the essential contribution that the diversity of technically skilled people make across the UK research and innovation system. This action plan lays out UKRI's work as a funder, employer and policy organisation to ensure visibility, recognition, career development and sustainability for technicians working in research and innovation organisations, across all disciplines and sectors within our remit.



As a funder, we expect the research organisations (ROs) in which we invest to recognise and value their technically skilled people and nurture them in reaching their full potential. This includes supporting their professional development as members of the research and innovation community, providing working conditions that enable them to flourish, and equipping them to use their skills across the research and innovation system, whether in the private, public or third sectors.

As an employer, our Centres, Institutes and Units (CIUs) will embody the expectations that we set for the research organisations that we fund, leading by example to ensure that those technically skilled people that we employ are visible, recognised and supported to develop their careers both within and outside of UKRI.

As a policy organisation, we will leverage our position as one of the largest public funders of research and innovation to advocate for technicians, to ensure we can inspire, develop, retain and support the best technically skilled people in research organisations, institutes, facilities, research infrastructures, policy organisations, and across businesses and the third sector. We will adopt, embed and lead on developing best practice for recognising the contribution technicians make in all aspects of research and innovation.



Ways of working

We are working collaboratively across UKRI and with other funders, research organisations, policy organisations, businesses, government departments and the third sector, influencing behaviours and attitudes to ensure our action plan delivers our vision and the aims of the Technician Commitment.

UKRI represents a diverse range of research and innovation activities, contributed to by a wide range of technically skilled people, roles and functions. We are aware of the restrictions of one-size-fits-all solutions. In light of this:

As a funder, UKRI's constituent research councils, with their deep and broad disciplinary understanding and community engagement, will develop solutions appropriate for their communities, whilst establishing an expectation of technician support and development across the sector. We will work with our councils, including Research England and Innovate UK, to facilitate the sharing of experiences and best practice in support for and engagement with our technical communities.

As an employer, UKRI's Centres, Institutes and Units (CIUs) will have the autonomy to develop action plans appropriate to the needs of their respective technical communities which support the vision, outputs and outcomes of UKRI's overarching action plan. We will work with our CIUs to facilitate the sharing of experiences and the celebration of good practice, particularly between those CIUs that already have an action plan in place and those that are more recently embarking on their action plan journey.



All Technician Commitment signatories must produce a two-year action plan setting out interventions required to achieve the principles of the Commitment. To show our determination and set a clear direction for our work we have set out both our near term (<2 years) and longer-term (>2 years) actions to drive positive change in research culture and achieve greater visibility, recognition, career development and sustainability for technicians.

UKRI's dynamic plan is a living document that will adapt as other initiatives mature and additional evidence becomes available. We will work collaboratively with other sector initiatives and build on existing good practice and resources. UKRI will regularly assess the impact of its interventions and consult with stakeholders, especially the technician community, to further develop its action plan going forward. The growth of this plan will be evidence-led, including quantitative, qualitative and narrative corroboration, that supports the identification of what works in this context. We will keep timing and implementation under review in light of the current coronavirus pandemic and the impacts this will have on technical careers, adjusting the action plan as appropriate.



Who is considered a technician within this plan?

Technician roles have a diverse range of job titles and descriptions. Our definition framework for this action plan focuses on the contributions that these roles make to research and innovation.

Technicians use their technical expertise and knowledge and their practical, analytical and management skills to make a range of vital contributions to research and innovation including, but not limited to:

- Delivering the goals of a research and innovation project.
- Maintaining and developing the environment, standards, resources, materials and facilities needed to deliver research and innovation.
- Teaching others in the design, use and analysis of research techniques and methodologies.
- Managing budgets, procurement and teams directly associated with research projects, equipment, instruments, research resources.

We recognise and encourage the porous boundaries between different role families in research and innovation, including between technicians, researchers and managers. UKRI believes that the careers of all staff involved in research and innovation should be valued and supported. Through aligning our work on the Technician Commitment, Concordat to Support the Career Development of Researchers and our wider work on Research Culture, and Equality, Diversity and Inclusion, we will ensure that there is holistic coverage of initiatives and policies. We aim to allow all those working across the research and innovation system to benefit from a research culture and environment that nurtures talent, values difference and enables research and innovation to flourish.

We recognise that research and innovation and the individuals that work within it are necessarily and brilliantly diverse. Our CIUs and councils will extend this definition framework to suit the needs of their communities.

1.

Leading and Communicating

UKRI will lead the sector in championing the Technician Commitment as part of its wider ambition to create positive change in the culture of research and innovation. We will work across UKRI and with key stakeholders including funders, research organisations and businesses to demonstrate and celebrate the importance of technicians to the UK economy and society and the benefits of a visible, well recognised and sustainable technician workforce empowered to reach its potential.

As a funder, we will be clear on our expectations for our community, embedding career development for technically skilled people into our Talent Strategy, and advocating for the importance of technicians to our research and innovation mission and the UK economy and society. We will work with our stakeholders including research organisations and business in setting out a vision to support the careers of technicians.

As an employer, we will ensure that the values of the Technician Commitment are embedded in policy and practice throughout UKRI's centres, institutes and units (CIUs) and that we build on leading approaches to recognise and celebrate the contributions of the technicians that we employ.



Intended Outcome	Action	Outline success measure	Timeline
UKRI is a champion of the technical profession as both a funder and an employer, through increasing the visibility of and advocating for the importance of technicians and technician career paths to the UK economy and society.	1.1. As a funder and an employer , we will work with stakeholders across the sector including the Science Council, research organisations (ROs), technician skills and development organisations and business to develop a communications package that articulates the benefits and opportunities of technical careers.		
	1.1.1. We will develop a communications package, targeted at technicians, research management, UKRI staff and research and innovation organisations, that supports a positive research culture and the contributions of technicians.	UKRI has developed a communications and engagement package to articulate the value of technical careers and celebrate its technicians.	Years 1-2
	1.1.2. We will work with sector initiatives, our CIUs and UKRI public engagement to raise the profile of and encourage entry into technical careers.	UKRI and its CIUs have delivered communications and engagement activities appropriate to their communities that promote the benefits of technical careers, for example through community engagement and outreach.	Years 1-2
	1.1.3. We will embed recognition for and visibility of technicians in the future development of the UKRI website showcasing the success and contributions of our technical communities.	Increased visibility for the technical communities that UKRI supports as both a funder and an employer demonstrated by engagement with content that celebrates technician contributions and highlights technician career pathways.	Year 1
The Technician Commitment action plan contributes to and is embedded in UKRI policies and strategies.	1.2. As a funder and as an employer , we will ensure that the action plan for the Technician Commitment is and will continue to be developed in alignment with UKRI and CIU HR policy, the UKRI corporate strategy, and strategies and frameworks on Talent, EDI ¹ , Research Culture and International Visas.	The aims of the Technician Commitment are embedded across relevant UKRI strategies and policies and are understood within and outside UKRI to underpin strategy and policy, relevant to technicians.	Year 1 onwards
UKRI's CIUs have embedded the principles of the Technician Commitment and are seen as examples of good practice across the R&I landscape in the UK and more broadly.	1.3. As an employer , each of UKRI's CIUs will be asked to nominate a Technician Commitment Lead to advocate for and drive forward their action plan development and implementation.	Each CIU has a nominated Technician Commitment Lead working with the Implementation Group and UKRI Talent and Skills team.	Year 1

¹ Equality, Diversity and Inclusion

Intended Outcome	Action	Outline success measure	Timeline
UKRI's CIUs have embedded the principles of the Technician Commitment and are seen as examples of good practice across the R&I landscape in the UK and more broadly.	1.4. As an employer , we will engage with our CIUs on their Technician Commitment action plans. We will support them to develop new plans or align existing plans to the corporate plan, to progress their plans, and enable development and sharing of good practice to align with the vision, outputs and outcomes of the UKRI corporate plan.	Individual CIU action plans are submitted to the Science Council. Once submitted CIU action plans are then implemented within the relevant CIU. UKRI has a forum to collaborate and share good practice across its CIUs.	Years 1-2
Shared vision and standards across the UK funding landscape to ensure that the whole technical community has access to career development support from their RO irrespective of how they are funded and that the administrative burden on ROs is reduced through aligning funder expectations.	<p>1.5. As a funder, we will collaborate with other funders to develop consistent narrative, expectations and comparable grant terms and conditions around:</p> <ul style="list-style-type: none"> • The roles of technicians within the research and innovation system, our collective vision for their career progression and the relationship between staff support and the resulting impact across the economy and society. • The scope of what we consider professional development for technicians and the level of support we expect for technicians from the research organisations that we fund. • How research organisations can support technical careers and develop technical career pathways. 	<p>Engagement with the technical community demonstrates improved access to career development support irrespective of how individuals are funded.</p> <p>Engagement with ROs demonstrates that they understand the aligned expectations across major research funders for how the career development of technicians should be supported.</p>	Year 1 onwards
UKRI has the appropriate governance and implementation structure to enable effective delivery of Technician Commitment actions and integration with cross-cutting activities including the Concordat to Support the Career Development of Researchers.	<p>1.6. As a funder and an employer, we will review and revise the Terms of Reference and membership of the UKRI Technician Commitment Steering Group to create an Implementation Group that will:</p> <ul style="list-style-type: none"> • Identify and liaise with responsible owners for Technician Commitment activity and monitor progress. • Work in partnership with CIUs to support the implementation of their CIU level action plans. • Develop actions in further detail and define success criteria/measures. • Liaise with other key partners and groups, such as the Science Council. • Provide assurance through regular reporting to Executive Committee and UKRI Board. • Provide briefing and support to UKRI Executive Chairs and their senior teams in their role as champions for the Technician Commitment in their respective disciplines. 	<p>Technician Commitment steering group Terms of Reference and membership updated as necessary to create a Technician Commitment Implementation Group.</p> <p>Successful delivery of action plan activity and submission of a revised plan at 2 year review point.</p>	<p>Months 2-3</p> <p>Year 2</p>



2.

Technician Identity and Community

Our Technician Commitment action plan aims to support the entire technical community, recognising all stages of technical careers. We will ensure that the contributions of technically skilled people are recognised through our funding, policies and processes as both a funder and an employer. UKRI will build an inclusive technical identity, aiming to empower skilled professionals from across its remit to identify with the Technician Commitment and to build their own communities for greater visibility and career development.

As a funder, we will work with the technician communities that we fund and support grassroots efforts to build communities around areas of interest. We will engage with stakeholders and analyse available data to increase our understanding of the UK technical workforce and support the building of an inclusive technical identity for the UK.

As an employer, we will support the technicians we employ to develop communities within our Centres, Institutes and Units; and across UKRI more broadly. We will collect and analyse data on the technically skilled people that we employ to build a comprehensive picture of UKRI's technical community.

Intended Outcome	Action	Outline success measure	Timeline
Strong technician voice represented in UKRI Technician Commitment activity and greater engagement with our community.	2.1. We will strengthen the voice of technicians in the development of our policies and strategies by:		
	2.1.1. As a funder , convening an external advisory group and developing methods of engaging with the diverse population of technicians, enabling them to contribute to policy and strategy development.	An external UKRI Technician Commitment Advisory Group and established mechanisms to engage with the technician community.	Years 1-2
	2.1.2 As a funder , using and/or strengthening existing research council advisory structures in the development of activity relevant to the technician community.	Efficient integration of existing research council advisory structures with future Technician Commitment implementation.	Years 1-2
	2.1.3. As an employer , ensuring the principles of the technician commitment are embedded in the development of our employee engagement strategy and ensuring the technician voice is well represented and accessible to internal stakeholders such as HR and research culture teams.	Increased participation of UKRI's technicians in employee engagement mechanisms.	Years 1-2
UKRI understands the technicians it employs and the technicians who contribute to the research it funds.	2.2. As an employer , we will collect and analyse data on the technicians employed in UKRI's CIUs, including role types, remit areas, skills and expertise areas, seniority and boundaries between different roles.	Appropriately anonymised quantitative and descriptive profile of the technical workforce within CIUs, including EDI representation, discipline areas, role types, seniority and boundaries with other roles.	Years 1-2
	2.3. As a funder , we will work with our partners to consolidate our data and gather available evidence on technicians we fund or those who are supported by but not directly employed on our funding, for example through facility charges.	Appropriately anonymised quantitative and descriptive data on the technical workforce we support within ROs.	Years 1-2
Technicians are empowered to build their own communities around professional areas of interest, including through professional registration where appropriate.	2.4. As a funder and an employer , we will engage with our technician community, employers (including our own CIUs) and professional bodies to identify routes for community building and networking across the technical community that we employ and fund, including the development of strategic interventions where communities are not well served by existing professional registration opportunities and associations across UKRI's remit.	Engagement with technicians across our remit confirms that they have the opportunity to build communities and develop their careers through participation in relevant networks either through professional registration or other routes.	Years 1-2

Intended Outcome	Action	Outline success measure	Timeline
Technicians are empowered to build their own communities around professional areas of interest, including through professional registration where appropriate.	2.5. As an employer, we will support our CIUs to develop technician communities, build collaborations, share good practice and network across UKRI.	UKRI technicians identify as part of a technical staff community within their CIU and across UKRI more broadly evidenced by more prominent technician voices in internal webinars and events, supported by a technician space on our new staff portal.	Years 1-2
Technicians are recognised for their contributions and their technical expertise is valued through our application, peer review and assessment processes, including recognition of their outputs and impacts in line with a wider shift to recognising a broader range of research outputs.	2.6. As a funder, we will amend the eligibility for our grants so that technicians contributing to the intellectual leadership and management of a project can apply for funding where they can be supported by their organisation to do so.	Technicians are eligible and apply for appropriate funding opportunities. For example, some fellowships ² and schemes such as EPSRC Strategic Equipment permit this at present and we will widen this opportunity to harmonise with other schemes where possible.	Years 1-2
	2.7. As a funder, we will review and revise, as necessary, the guidance and training for our reviewers and panel members to ensure that our grant review and assessment process can take account of technician outputs and impacts	The narrative CV framework is appropriate to capture the outputs of those not on a standard academic career pathway where relevant to the application.	Years 1-2
	2.8. As a funder, we will ensure that where we collect evidence of research outcomes we are also able to collect information on the outputs of technicians.	Researchfish and/or other UKRI research outcome collection methods can capture technician outputs.	Years 1-2
	2.9. As a funder, we will include technicians in our peer review process, including through membership of peer review colleges and participation in funding panel meetings.	Technical expertise used in peer review processes for funding opportunities that would benefit from technician assessment e.g. strategic equipment, assessing effective and sustainable resourcing and where a deep understanding of technician communities is required.	Years 1-2
	2.10. As an employer, we will support our CIUs to develop their understanding of, and a consistent framework for, the identification of and recognition of the contributions of their technicians.	CIUs have an understanding of and a consistent approach to recognising the contributions of their technicians.	Years 1-2

² E.g. UKRI Future Leaders Fellowships, EPSRC Open Fellowships



3.

Technical Careers

Attracting and retaining a skilled technical workforce requires opportunities for technicians to develop and progress their careers. A career as a technician must be recognised as a valuable and rewarding one, for which individuals have a good understanding of the potential entry points and progression pathways.

As a funder and an employer, UKRI will work with the sector to promote a framework for technical careers; articulating career stages, transition points, available support and the skills needed to progress. We will work to ensure that technicians have access to professional development opportunities and can audit their own skills, to take ownership of their careers and most importantly, be empowered to do so.

Intended Outcome	Action	Outline success measure	Timeline
Development of an evidence base to inform the development of a forward-looking technician career framework.	3.1. As a funder and an employer , we will work with stakeholders across the sector including the Science Council, research organisations, our own CIUs, technician skills and development organisations and business to gather examples of good practice, existing career pathways, transition points, support needs, barriers to implementation and key issues such as vulnerability to automation.	Evidence base of how technical careers can be supported and identified gaps for intervention.	Year 1 onwards
UKRI understands financial and non-financial barriers to technical career progression for our own employees and the research organisations we fund to support policy and strategy development.	3.2. As a funder , we will engage with research organisations to identify the barriers they face in developing and implementing career paths for technicians.	Identification of the barriers and incentives preventing ROs developing career pathways and senior technical roles.	Year 1 onwards
	3.3. As an employer , we will engage with our CIUs and technician community to identify the barriers to developing and implementing career paths for technicians, including removing barriers to technicians accessing existing progression pathways.	Identification of the barriers and incentives preventing our CIUs from developing career pathways and senior technical roles.	Year 1 onwards
UKRI has an understanding of the barriers to accessing existing support to inform future strategic interventions.	3.4. As a funder , we will investigate how technicians have used the existing provision in our grants for career development and identify the barriers that they have encountered.	Evidence of how technicians can access existing provision and identification of the barriers they face.	Year 1 onwards
As a funder , we will ensure that UKRI funding services:			
UKRI knows who is employed with funding it awards and can engage with them. UKRI better understands how it's funding directly, and indirectly supports roles in the research and innovation system.	3.5. Allow us to recognise and value directly funded staff, by knowing who our grant funding is employing; and to collect sufficient data on indirectly supported staff to inform our efforts to recognise everyone involved in the research effort.	UKRI has the name, contact details/ contact permission for staff directly employed on its grants and has access to sufficient data on indirectly employed staff to understand how it is supporting these roles in the research and innovation system.	Years 2-3
UKRI's funding services are sufficiently flexible to enable research organisations to support technical roles.	3.6. Provide flexibility in the capturing of data (e.g. staff effort, working patterns) to support research organisations in their ambitions to develop bespoke career paths for technicians.	Research organisations report that they can track and develop a range of career paths for technicians where needed.	Years 2-3

Intended Outcome	Action	Outline success measure	Timeline
Strengthened support for the technicians we fund for professional development and training, including leadership and management development for those in leadership and/or management roles.	3.7. As a funder , where there is evidenced, demonstrable need for UKRI interventions, we will use existing mechanisms or develop targeted strategic investments in professional development and training in support of staff development.	Technicians report access to the training and development funding and support they are entitled to as required. We will review this measure with time to consider both coverage and quality.	Year 2 onwards
Sustainable funding mechanisms and careers for technically skilled people in research and innovation.	3.8. As a funder , we will work with stakeholders including research organisations, technicians and other funders, to explore how technician roles are supported through research grants and/or QR and the impacts that different funding models have on the career development and sustainability of technical roles.	Understanding of the impact of fEC ³ and QR funding ⁴ structures on the structure of staff roles, including career development and sustainability.	Year 2 onwards
	3.9. As a funder , we will develop pilot schemes for sustainable funding of career paths and technical posts, for example, support for staff pools or technical fellowships, to inform future interventions.	Pilot opportunities launched to support career paths and trial more sustainable approaches to technician roles.	Year 2 onwards

³ Full Economic Costing

⁴ Quality-related research funding



4.

Research and Innovation Culture

UKRI recognises the vital contributions that technicians make to research and innovation and to society, contributions that often do not receive the visibility and recognition that they deserve. The health of the research and innovation enterprise depends on the wellbeing and diversity of the individuals who work within it. Our ambition is to drive genuine change in the culture of research, valuing, recognising and rewarding technicians not only for their many contributions to research outputs and impacts but also for the support, training and teaching they provide.

As a funder and an employer, we will ensure that the Technician Commitment is fully integrated into our efforts to develop a diverse and inclusive research culture which recognises all members of the research and innovation workforce.

Intended Outcome	Action	Outline success measure	Timeline
UKRI has an evidence base of the benefits of healthy, diverse and inclusive research and innovation cultures and well-supported research and innovation staff to support future interventions and funding bids.	4.1. As a funder and an employer , we will develop evidence for, and articulate the economic, social and cultural benefits of, healthy, diverse and inclusive research cultures and sustainable career structures.	Evidence synthesis of new and existing data.	Years 1-2
UKRI Grant review and assessment considers:	As a funder , we will review and revise as necessary the guidance and training for our reviewers and panel members to support their decision-making around:		
Non-traditional career paths and EDI friendly ways of working.	4.2. The impact on track records and ways of working of extended leave, flexible working patterns and non-traditional career paths.	Proposals with a variety of working patterns for technician members of the research team are fairly considered in the same way as more 'standard' grants.	Year 1 onwards
Workload expectations of technically skilled people.	4.3. The appropriate level of staffing and workload expectations for technically skilled people on UKRI grants.	Available survey/engagement mechanisms show appropriate working hours for technicians, including time for professional development.	Year 1 onwards
Whether applicants have given enough thought to the careers of technically skilled people associated with their UKRI grant application.	4.4. How technically skilled people associated with UKRI grants are supported to develop their professional and technical skills and how this will add value to their career.	Professional development support for technically skilled people associated with UKRI grants is considered as standard in the assessment of applications.	Year 1 onwards
Incentivise leadership and management development in research leaders, including technician research leaders.	4.5. As a funder , we will develop clear expectations for the leadership and management attributes of grant holders alongside mechanisms to efficiently integrate these into our assessment processes.	Leadership and management capabilities are considered and assessed as part of the funding application process.	Year 1 onwards
	4.6. As a funder , where there is evidenced the need for UKRI interventions, we will use existing mechanisms or new targeted strategic investments to develop and support research leadership and management.	Research leaders develop a broad understanding and acceptance of the principles of the Technician Commitment, driving increased uptake of management and leadership professional development across the research sector.	Year 2 onwards

Intended Outcome	Action	Outline success measure	Timeline
Research organisations in receipt of fEC and training grants embed the pillars of the Technician Commitment.	4.7. As a funder , we will update the terms and conditions of our fEC and training grants, to refer to the Technician Commitment and set clear expectations that the research organisations we fund embed its principles.	Research organisations in receipt of funding have embedded the pillars of the Technician Commitment through taking action to ensure the visibility, recognition, career development and sustainability of their technical communities.	Years 1-2
Research organisations in receipt of the Research England grant embed the pillars of the Technician Commitment.	4.8. As a funder , Research England will consult upon updating their terms and conditions of grant (as set out in HERA ⁵), to ensure research organisations refer to the pillars of the Technician Commitment.	Consultation on the inclusion of the Technician Commitment in Research England grant terms and conditions.	Years 1-2
Research organisations have greater financial incentive to invest in supporting the careers and development of technically skilled people in research and innovation.	4.9. As a funder , Research England, collaborating with the other UK HE Funding Bodies, will consult on strengthening the recognition for support and career development of technically skilled people, and wider research environment in the successor to REF ⁶ 2021.	Inclusion of sufficient weighting on research and innovation careers and research culture in the consultation on the successor to REF 2021 to drive change in institutional behaviour.	Year 2 onwards
UKRI has appropriate assurance of compliance with grant terms and conditions as they relate to the Technician Commitment and research culture.	4.10. As a funder , we will develop suitable processes to monitor compliance of research organisations with our terms and conditions of grants as they relate to the Technician Commitment and integrate these into a wider programme of non-financial assurance activities around research culture. These will include a set of remedies and/or sanctions where breaches of terms and conditions are identified.	We will integrate questions relevant to the pillars of the Technician Commitment into our non-financial assurance processes.	Year 2 onwards
UKRI CIUs meet the research culture expectations that UKRI holds for the organisations it funds.	4.11. As an employer , we will embed the same expectations we hold for ROs we fund into the funding review processes for our own CIUs.	CIU review processes, e.g. Quinquennial Reviews, are updated to include comparable research culture expectations and weighting as UKRI grant assessment, future assurance and future REF consultation outcomes.	Dependent on CIU review timeline
	4.12. As an employer , we will carry out an equal pay audit across our own staff population to identify disparities and develop interventions where necessary.	Pay and progression data to inform the wider workforce EDI strategy.	Year 1

⁵ Higher Education and Research Act 2017

⁶ Research Excellence Framework



5.

Rewarding and Recognising UKRI's Technicians

UKRI will embed the Technician Commitment into the HR "Reforming our Business" programme, ensuring that UKRI remains an attractive employer for technicians. We will articulate the benefits of developing a technical career at UKRI, for example, the opportunity to work in our renowned scientific facilities and contribute to world-leading research.

As an employer, we will work to better understand our own research culture and the population of technicians that we employ, identifying and removing the barriers that our employees face around visibility, recognition, career development and sustainability. We will ensure that we are providing opportunities and empowering them to take ownership of their career development. We will invest in our technicians, ensuring they can reach their potential, help us to achieve our mission and meet our future challenges.

Intended Outcome	Action	Outline success measure	Timeline
UKRI's technically skilled people have access to appropriate professional and career development opportunities.	5.1. As an employer, we will work with our technicians and CIUs to do a gap analysis of the professional and career development opportunities that are available to technicians, including identifying any barriers to accessing these opportunities.	UKRI understands the current professional and career development offering available to technical staff within its CIUs and has identified areas for specific targeted interventions and/or pilot projects to strengthen this offering.	Year 1 onwards
Management across UKRI is recognised for the support and development of their staff as a core part of their role.	5.2. As an employer, we will work with UKRI HR and our CIUs to develop clear expectations for the leadership and management attributes of research facing line managers and embed support for team development into our staff appraisal and promotions processes.	Leadership and management capabilities are considered as part of our appraisal process and embedded in promotion criteria for research facing roles.	Years 1-2
UKRI has a clear employment offer for technicians, encouraging them to develop their careers at UKRI's world-class facilities and helping UKRI champion technical careers more widely.	5.3. As an employer, we will work with our technicians and CIUs to articulate the benefits of developing a career at UKRI and communicate this to existing and prospective staff members.	A UKRI employee value proposition relevant to UKRI's technically skilled people, which can inform UKRI's activity to champion technicians and technical careers (actions 1.1.1-1.1.3). This is part of work to ensure all UKRI careers are celebrated and advertised as an overall package.	Years 1-2
UKRI can recruit to and develop its technical workforce to meet its current needs and anticipate future needs brought about by, for example, technological advances.	5.4. As an employer, we will embed the Technician Commitment in STFC's workforce planning toolkit pilot, ensuring STFC can meet its current and prospective staff needs and inform the roll-out of cross UKRI workforce planning.	UKRI technician roles are included in the UKRI Strategic Workforce Plan and the Council Workforce plans for MRC, NERC and STFC.	Years 2-3
Our technically skilled people are empowered to audit and develop their skills and competencies, knowing how they can progress their careers.	5.5. As an employer, we will develop career pathways for technically skilled roles, outlining the skills, knowledge and competencies necessary at each stage so that our staff can identify how to develop themselves and progress their careers either within or outside of UKRI.	Those working in technically skilled roles have access to appropriate information on career pathways, including the necessary skills and competencies for career progression, horizontal moves and transitions to or from a role at UKRI.	Years 2-3
UKRI recognises and rewards our technically skilled people who develop new skills and competencies and contribute to our success.	5.6. As an employer, we will work with UKRI HR and our CIUs to ensure that our Reward Strategy recognises the development of skills and competencies relevant to technician roles within the constraints of our Public Sector pay remit.	Technician skills and competencies are represented within UKRI's Reward Strategy.	Years 2-3