



The Institute of Science
and Technology

A Guide to HEaTED

The purpose of this guide is to introduce you to the HEaTED project, and its various services.

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Introduction to HEaTED

Nb Throughout this guide the term **TSM** will refer to Higher Education technical staff, allied specialists and technical resource managers

The HEaTED project arises from the following important premises, that:-

- TSM play a vital and direct role in teaching and research in HE
- they also provide an extensive infrastructure for wide ranging services that support the above indirectly

It follows that it is in the interest of universities to ensure and to develop high quality technical services. Against this there has been a widely held perception that

1. There is a serious shortage of training that is relevant to their duties and responsibilities
2. An ageing workforce with little attention to succession planning
3. The gradual erosion of essential skills and knowledge associated with these issues

The Leadership Foundation for Higher Education set up a scoping project to consider these issues. The HEaTED project emerged from this. One of its early tasks was to organise a nationwide survey to investigate issues related to the training and career prospects and training needs of TSM. Over 300 responded from 44 institutions responded.

The findings were reported in 2006. These confirmed the three perceptions above, thus revealing a potential risk to the quality of the primary teaching, research and support functions in HE.

The HEaTED project team, funded through the initial HEFCE funding, is continuing to address the challenges, and to accomplish the fundamental vision that has underpinned the Project since its inception.

Our vision

The HEaTED project is focused on creating resources for the education, training, and development of TSM in Higher Education. HEaTED aims, through various initiatives, to bring the TSM community together across the whole of the UK.

The project aims

- To create a representative body for the sector
- To identify the TSM training and development needs across the sector
- To fill the gap in the provision of training courses, seminars and materials relevant to the professional needs of TSM
- To provide an infrastructure aimed at the enhancement of career opportunities for TSM
- To address the gradual loss of skills inherent in an aging workforce
- To review issues related to recruitment and retention
- To create and disseminate a practicable strategy for change

TSM are the beneficiary's from HEaTED, but for the project to realise its potential they must also become substantial contributors. The HEaTED project team is in the process of

- co-ordinating and administering the creation of resources
- communicating and consulting with employers
- working with TSM to drive the focus and content of our activities
- advising member institutes on engaging their technical workforce in these development activities.

The HEaTED project will enable the development of resources that will go beyond the **generic topics** that usually form the main menu of training programmes offered by UK university Staff Development departments. The net result will be a menu of technical and specialist resources.

What we offer – The HEaTED / IST services

Training events

Short courses, seminars, conferences and specially convened meetings, these are offered locally, regionally and nationally.

The accent is on technical and specialist topics, and the project team is constantly working to expand the course portfolio (please see http://www.istonline.org.uk/TSCP/technical_skills_courses.asp for a full current listing of courses).

The courses are grouped by subject area (e.g. Biological, Managerial, Safety). There are a number of different providers.

The purpose of the project is to provide, relevant, affordable courses in all areas around the UK. Bearing in mind that a vast range of knowledge and skills already resides within the HE technical community, it is hoped that the HEaTED project can facilitate and co-ordinate courses run by the technicians themselves in their areas of expertise. Many of the courses listed on the site are currently provided by technicians. There are also courses listed which are provided by commercial enterprises and organised within University Departments.

To encourage technicians to participate and lead courses, by helping them to overcome any reservations they may have (e.g. lack of confidence or presentation skills), HEaTED is offering highly subsidised 'Train the Technical Trainer' courses. The first 3 pilot courses will be offered free during 2009, but following this a charge will be made to cover running costs of the course. see http://www.istonline.org.uk/TSCP/train_technical_trainer.asp

The Virtual Learning Environment

Once signed up, staff from member institutes can individually register on the HEaTED Virtual Learning Environment (VLE)

(go to: <http://member.goodpractice.net/heated-technicians-resource-centre/Login.gp>).

The VLE is an exciting initiative that may be accessed from anywhere in the world.

The VLE provides a number of resources to TSM, including material relevant to their area of work.

In the 'Role Specific Resources' part of the site there are a number of generic role profiles that should broadly cover the majority of TSM within HEIs (*NB these are generic profiles for the purpose of training and development ONLY and in no way impinge upon individual institutes pay and grading structures*).

Within these role profiles TSM can offer written materials based *on what they do in their day-to-day work*. These will be published on the VLE website. In this sense, the TSM will take ownership of this resource and become the core contributors to the VLE - the HEaTED Resource Centre that will provide *specialised resources*, thus extending the customary generic materials highlighted by TSMs as very limited in the 2006 HEaTED survey.

All contributors, whether individuals or groups, get full recognition as authors (please go to <http://member.goodpractice.net/HEaTED-information/Welcome.gp> for more information). Submission is easy, please see http://www.istonline.org.uk/HEATED/heated_vle_submission.htm for information on how to submit or contact Ken Bromfield (Heatedtechkb@aol.com) or Michelle Jackson (michellejackson@istonline.org.uk).

There are a number of other useful resources within the VLE including the Personal Development Resources, which provides a huge amount of information relevant to the majority of all technicians on subject areas such as change management and team-working.

The VLE is also the home to a number of different forums or discussion groups, the purpose of these are to try to bring the wider TSM community together as a whole to share good practice and information. This has the potential to become an extremely valuable resource for TSM but is solely dependent on their engagement with, and contribution to the site.

CPD programme

The HEaTED / IST **CPD scheme** is already underway. As part of the project which aims to 'professionalise' a career as a TSM (one of the major concerns for TSM in the 2006 survey was one of professional standing) a new CPD programme has been developed which is accredited by the IST. Although only recently launched it is hoped that the IST CPD programme will eventually be fully recognised as a valuable 'qualification' and evidence to prospective employers, of the TSM professional standing.

This new inclusive (in that it is designed to cater for TSM at all levels) programme is based on job profiles, and involves candidates using real work based evidence and experiential learning. The programme is designed to help TSM address their

personal and professional development (another important issue from the 2006 survey).

By providing a mechanism to keep pace with issues surrounding a changing role, and by developing transferable skills that can apply to other technical roles, the programme can help TSM to develop both within their current role, and into new roles either above or sideways into another specialist area. Once signed up to the programme candidates can enjoy easy on line access to fully resourced and mapped learning materials.

To find out more visit the IST website, <http://www.istonline.org.uk/CPD/CPD.htm>.

Mentoring and coaching

Mentoring within the work place has been shown to be of huge benefit to both mentee and mentor. TSM can benefit from impartial and experienced guidance in situations where an unbiased viewpoint can help in furthering their career or with dealing with challenges they face in their work environment. Mentors often find that supporting an individual when dealing with a variety of issues brings into focus new ways of thinking and problem solving.

HEaTED is launching a new mentoring scheme which aims to offer mentoring services to TSM from member institutes. HEaTED already has experienced technicians and managers willing to offer their services as mentors, with the hope that we will be able to recruit further experienced staff in the future.

The scheme although currently under development is soon to be launched with a course offered by HEaTED for potential mentors '**Mentoring and Coaching Skills for Technical Specialists - an introduction to the IST/HEaTED scheme**'

Surveys

One of the recommendations from the LFHE report was that there should be regular surveys of HEI TSMs, to mirror the one run in 2006. This will allow the project to monitor changes within the sector, address any new issues as they arise and assess the success of the project in tackling these issues.

After lengthy consultation the next survey was launched in June of this year, see <http://www.istonline.org.uk/HEATED/heated-survey-2009.htm> for further information. The survey is an invaluable opportunity for TSM to make their voices heard about training and development issues in HEIs which concern them. The first HEaTED surveys were very well received by technical staff across the UK and has already lead to some tangible and positive changes. Please encourage your TSM to complete the survey – every submission is important.

HEaTED aims to follow up the June survey, with an employer survey, and a more detailed survey of specific discipline groups across the sector.

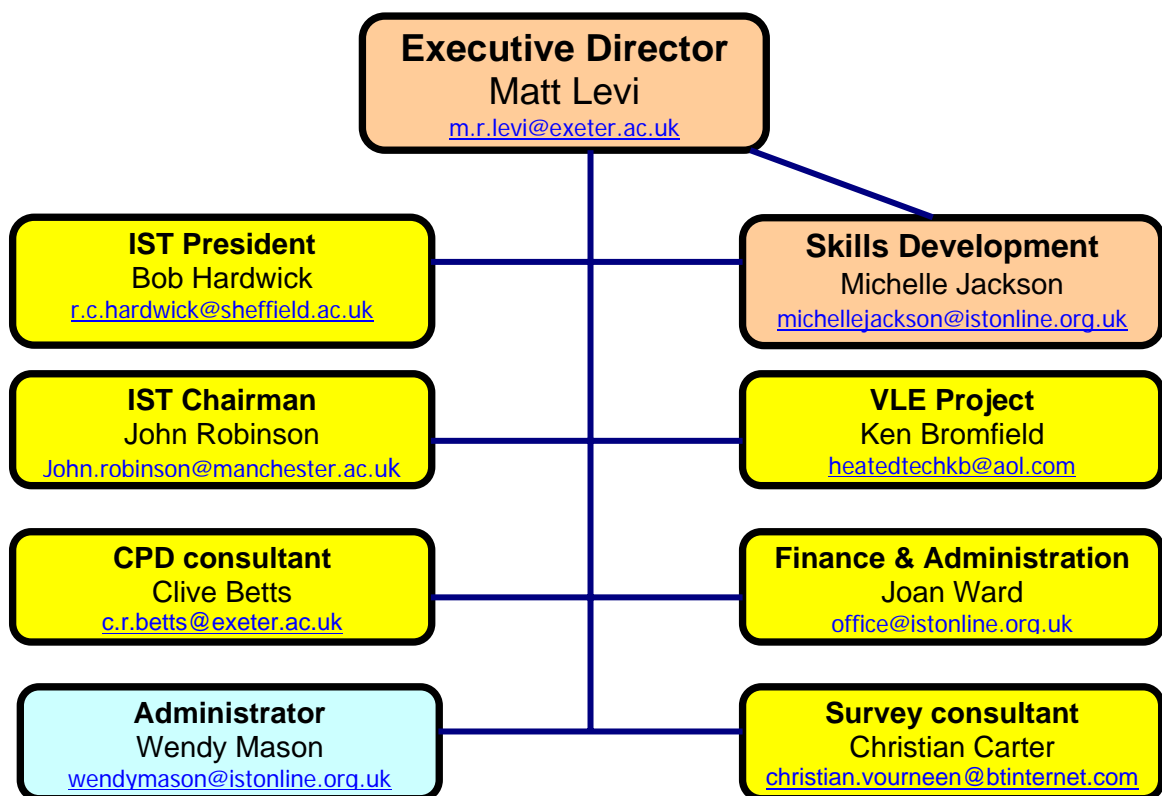
IST/HEaTED - how we are structured

The HEaTED project has been overseen, since it began, by a group of people from a diverse set of roles within HEIs (HR managers, Staff Developers, technicians and technical managers), the LFHE, trade unions and HEFCE. This Management Group, headed by Professor Keith Burnett (Vice Chancellor, The University of Sheffield) serves to advise and guide the project. HEFCE provided vital funding to enable the project to buy in services from consultants (the HEaTED project team) and, crucially, to employ an Executive Director (Matt Levi) and Skills Development Manager (Michelle Jackson).

In order to co-ordinate and administer the project, HEaTED required an administrative home. After considerable consultation it was decided by the *Project Management Group* that *The Institute of Science and Technology* would be best placed to form a partnership with HEaTED. For decades the IST has been involved in the organisation of training and development issues relevant to TSM. Now, the IST tenets have become embedded as key HEaTED aims and objectives, particularly for training and CPD. Essentially HEaTED has become a body to represent TSM within Higher Education under the umbrella organisation of the IST. The Institute administers the project and provides essential support. Its experienced officers are part of the project team.

Who's who at HEaTED – contacts

The **project team** is comprised of individuals who have in depth experience as technicians, managers of technical resources and professional trainers.



Nb: The yellow boxes denote individuals assigned to consultancy roles.

Their professional background and its relevance to the HEaTED project is summarised in individual résumés;

see http://www.istonline.org.uk/HEATED/heated_project_team.htm

The activities of the project team are carried out in consultation with the HEaTED Management Group.

Our policies (including pricing)

The funding through HEFCE is initially for 3 years. Beyond that *the project must be self-sustaining*. It works on a non-profit basis. This is built into its schedule of membership contributions from HEIs.

The fees are graded according to the number of TSM within the institution. For this, members get the benefit of discounts on

- technical skills courses offered through the project,
- access to the Virtual Learning Environment,
- a discount on staff taking part in the Continuing Professional Development programme,
- access to the HEaTED mailing list and support and advice from the HEaTED project team.

The range of member services will continue to grow.

Member institutions will have become visible supporters of a developing national association that will influence the nature and quality of HE technical services. The underlying operational principles of HEaTED mean that they, de facto, will have signed up to a process of encouragement and contribution to this vital project.

The membership fee for 2009-2010 is:

Type of Institute	Cost per Institute
250 Technical staff or more	£1800.00
Between 50 and 250	£900.00
Less than 50	£300.00

How you can contribute

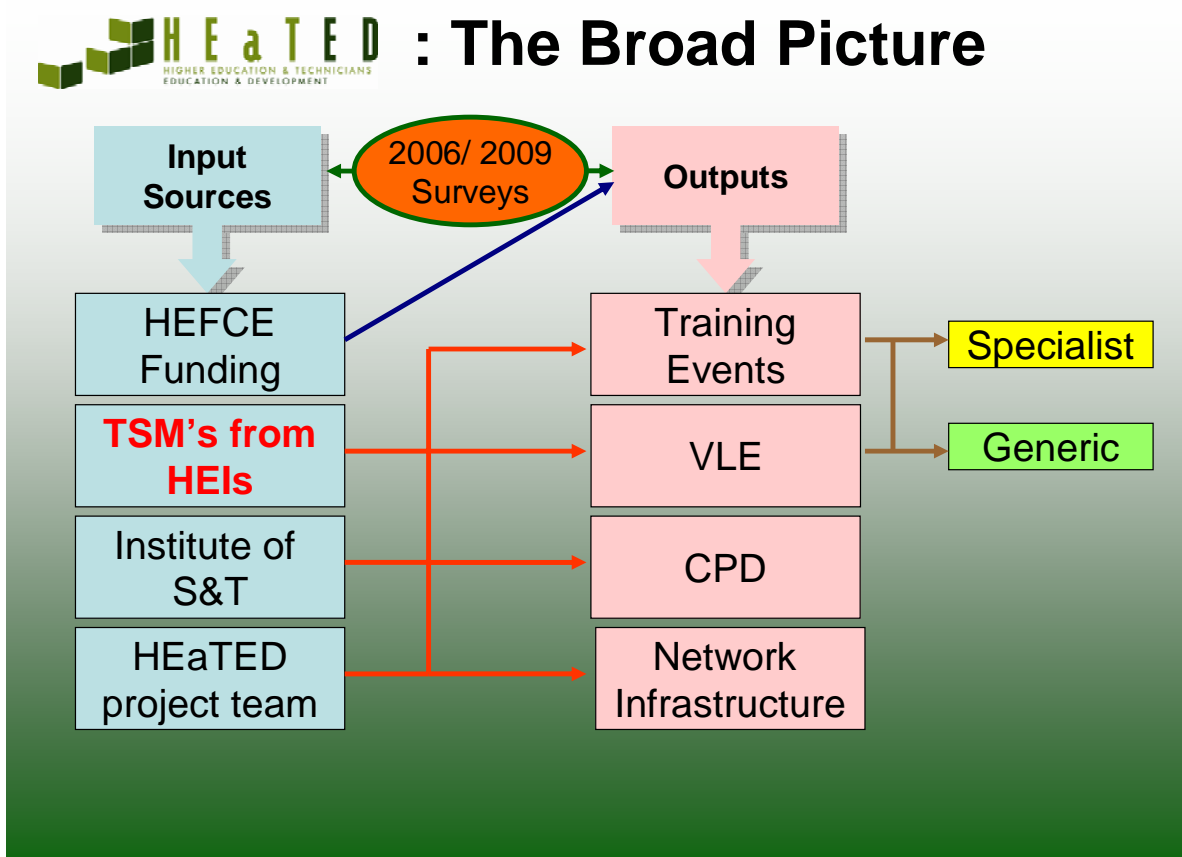
There are numerous ways that you can contribute to the HEaTED project.

- Encourage TSM to complete the 2009 June survey
- Consult with your Technical Managers (TM) about their TSM training needs, and tell us about it
- Inform staff about the courses running and how they might contribute
- Communicate information about the VLE and the benefits for TSM in contributing to the site

- Join the HEaTED mailing list
- Ask HEaTED to run a 'Train the Technical Trainer' event at your institution
- Contact the HEaTED team if you are interested in, or have questions about any of the resources we are offering
- Consider hosting a regional technical conference to raise the profile of HEaTED
- Ask TM if they would be willing to be involved with regional TM forums
- Tell us what you think TSM within your institute would benefit from

If you are interested in contributing in this way, or in any other capacity please contact Wendy Mason (wendymason@istonline.org.uk)

Putting it all together



The above diagram summarises the key elements that encompass the HEaTED project, and the major contributors to its services, development and vision.

Without doubt the core factor is the contribution of the technical, allied specialists and resource managers..

The foundation and on-going impetus is derived from:-

- a dedicated steering group
- the experience drawn from the IST
- the current project team that is currently carrying the baton
- the essential funding from HEFCE

The significance of HEFCE support can not be overestimated. It is the first time in the history of UK universities that such funding has focused on technical and allied services.

The direction of the project is founded on in depth research and analysis rooted in the 2006 survey. This is currently being updated by thousands of responses to the 2009 survey.

The overall picture is that of a project that is probing, responsive and dynamic.

Feedback from you to us

The HEaTED project team is keen to receive feedback from everyone involved in TSM training, education and development. We rely on you for your views on how to make this project of inherent value to TSM. Please contact Wendy Mason (wendymason@istonline.org.uk).