

# A Guide to HEaTED

The purpose of this guide is to introduce you to the HEaTED programme, 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 programme 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 programme 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.

This was followed up by a second survey of technicians in 2009 and a survey of employers in 2010. The results for both indicated the issues for technicians in HE remained. Full survey reports can be found at [http://www.heated.ac.uk/about\\_us.php](http://www.heated.ac.uk/about_us.php).

The HEaTED programme team, funded initially through HEFCE funding, and now with support from the Gatsby Foundation, is continuing to address the challenges, and to accomplish the fundamental vision that has underpinned the Programme since its inception.

## Benefits of Membership

- Discount on over 50% of the Technical Skills courses provided through HEaTED (an ever growing list of courses with more and more being offered at a discount)
- Access to an internationally accessible 'Virtual Learning Environment' populated by technicians, which aims to be a 'library of reference' containing a range of generic learning resources (e.g. protocols, H&S information, reference tables). Also includes
  - ❖ Forums
  - ❖ Tools for analysing training competencies of technical teams and individuals
  - ❖ A detailed and excellent guide to running a 'Career Planning' event for technicians
  - ❖ Access to the 'Learning and Teaching' booklet produced by the University of Exeter
  - ❖ The Personal Development Toolkit, providing a wide range of resources from Good Practice Ltd.
  - ❖ Guidance on how to publish material on the VLE

- A discount for staff who wish to undertake the newly developed Institute of Science and Technology's Continuing Professional Development Scheme
- Free access to the newly launched HEaTED mentoring scheme
- Free access to future HEaTED surveys (designed to inform staff developers about the training needs of their technicians)
- Opportunities to take part in regional events organised by the HEaTED team (with your input) - providing networking opportunities
- HEaTED HEI liaison contacts have the opportunity to attend the free events 'Nuts and Bolts - Supporting HE Technical Specialists - a programme for HEaTED HEI liaison colleagues

## Our vision

The HEaTED programme 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 programme 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 programme 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.

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## What we offer – The HEaTED 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.heated.ac.uk/courses.php> 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 programme 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. [http://www.istonline.org.uk/TSCP/train\\_technical\\_trainer.asp](http://www.istonline.org.uk/TSCP/train_technical_trainer.asp)

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### ***The Virtual Learning Environment***

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

(go to: [http://www.heated.ac.uk/join\\_us.php](http://www.heated.ac.uk/join_us.php)).

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://heated.ac.uk> for more information). Submission is easy, please see [http://www.istonline.org.uk/HEATED/heated\\_vle\\_submission.htm](http://www.istonline.org.uk/HEATED/heated_vle_submission.htm) for information on how to submit or contact Michelle Jackson ([michelle.jackson@heated.ac.uk](mailto:michelle.jackson@heated.ac.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.

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### ***CPD programme***

The 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. 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>.

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### ***Regional networking events***

In conjunction with the HEaTED [regional coordinators](#), HEaTED has been instrumental in setting up a series of regional technical managers networking forums.

The purpose of the events is to allow discussions to occur between those with responsibility for managing and developing technicians about what could be done to make development activities more effective on a regional level. Talks include discussion about cross University training events, and other regional initiatives.

Events include an update on HEaTED and talks around good practice taking place in other Universities, for example making the most of the skills sets of technicians and how this is important within the current climate, or how to set up technician's development groups. All events include a number of group exercises – designed to provoke thought and ideas about how best to tackle the issues surrounding technical skills development.

The forums formed so far were very enthusiastic to develop and share training ideas/initiatives for the future. Feedback reports were very positive.

More regional events are planned for all regions around the UK.

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## ***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 has recently been launched with a course offered by HEaTED for potential mentors '**Mentoring and Coaching Skills for Technical Specialists - an introduction to the IST/HEaTED scheme**' (see <http://www.heated.ac.uk/courses.php?id=450> )

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## ***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.

In June 2009 a second survey of technical and allied staff was conducted, which was an invaluable opportunity for TSM to make their voices heard about training and development issues in HEIs which concern them.

HEaTED also conducted an employer survey in the autumn of 2009.

Full reports on all the survey results can be viewed at <http://www.heated.ac.uk/benefits.php?id=57>

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## **HEaTED - how we are structured**

The HEaTED programme is managed through the organisation Myscience, which has in the past been primarily concerned with training those involved with teaching STEM subjects in schools, they also run the regional Science Learning Centres (see

[here](#) for more information). A new advisory board is being formed which will oversee and guide the programmes activities.

Dr Rachel Crossley is the Programme Manager with overall responsibility for delivery and development of the programme, Dr Michelle Jackson is the programme's Skills Manager, and they work closely with a team of expert consultants to provide resources for the programme.

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## Our policies (including pricing)

Beyond the funding through Gatsby, *the project must be self-sustaining*, working 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 programme 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.

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The membership fee for 2011-2012 is:

Number of technicians within the Institute	Cost per Institute
Individual membership	£100
Up to 25	£200
26-75	£300
76-125	£500
126-200	£750
201-300	£900
301-500	£1,200
501-999	£2,250
1000+	£3,300

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## How you can contribute

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

- Encourage TSM to take part in any further surveys
- 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 [info@heated.ac.uk](mailto:info@heated.ac.uk)

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## Feedback from you to us

The HEaTED programme 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 the HEaTED team at [info@heated.ac.uk](mailto:info@heated.ac.uk).

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