



University  
of Exeter

Technical Strategy  
& Operations

# Exe-Tech Strategy 2030:

Innovate,

Sustain,

and Nurture

A year in review: 2023-2024



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## Exe-Tech Strategy 2030:

### Innovate, Sustain, and Nurture

#### Our Purpose

To provide expertise, equipment, facilities, and spaces that optimise the power of our education and research, through adaptable and sustainable technical capability and capacity.

#### Our Vision

To achieve this, we will build on our foundations of technical expertise and capacity across the University and within faculties to deliver as the service group “Technical Strategy & Operations” in partnership with academics and relevant professional services teams.

# Annual review 2024: Year one

In early 2024, the University of Exeter launched its inaugural technical strategy: Exe-Tech Strategy 2030; Innovate Sustain and Nurture. The Strategy builds on our foundations across the University to deliver expertise, equipment, facilities and spaces that optimise the power of our education and research through adaptable and sustainable technical capability and capacity.

## Review Process

Progress against the Strategy is reviewed by the senior management team every six months through a structured process that reviews each objective critically looking at achievements, successes, and gaps in delivery against the [implementation plan](#). This allows us to celebrate what progress has been made, as well as consider what areas need further refocus and adaptation because of external factors. This report provides a summary of this review providing colleagues with an update on progress for year one (following two reviews).

## Exe-Tech Strategy 2030:

### Innovate

Lead on managing and developing **innovative technical environments** adaptive to digital and technical growth



### Nurture

Nurture communities of experts to thrive through teaching and skills development



### Sustain

Future proofed solutions for growth and maintenance of **sustainable facilities and equipment** that delivers for teaching and research



We will deliver this vision to support education and research by working in **partnership** with academics, professional services and external partners, guided by the university values of **Community, Inclusion, Discovery, Excellence and Respect**. Cross-cutting across the delivery of our vision, we commit to working collaboratively, sustainably, and digitally.

## Objective One:



**Strategic efficient technical roadmaps and action plans (for education and research) which are adaptable and aligned to need.**

### Progress & Success

Successful <b>prioritisation process for infrastructure</b> in ESE looking to develop in other faculties	Forward thinking <b>strategic planning of lab spaces</b> at local and institutional levels	Leadership in planning specialist spaces with <b>TSO involvement in c.15-20 major infrastructure projects at institutional level</b>	Leveraged <b>£5.3M</b> directly from UKRI for equipment (BBSRC ALERT and EPSRC Strategic equipment)
Expert <b>support for over 430 dedicated technical spaces</b> including laboratories, workshops and studios	<b>Institutional mapping of major technologies</b> such as mass spec, cryo-EM and rodent facilities with further plans underway		
Capital Equipment fund (CEF) fully deployed all its fund (c.£3.5M) entirely strategically as a result of road mapping. It funded <b>14 projects across all 3 faculties</b> either directly because there was a strategic need or providing matched funding. <b>This attracted £10M of external funding</b>		Established <b>Institutional Capital Infrastructure Award Funds (I-CAF) group</b> for forward facing oversight of large external capital funding	
<b>Offset capital funding with external funding of £3M</b> from Research England funds (Research Capital Investment Fund (RCIF) and Regional Innovation Funds (RIF)		<b>70 specialist research technicians</b> supporting the live research portfolio	
		<b>Data driven decision making</b> on resourcing across TS&O and faculties	

### Where is the (re)focus for next year?

- Continued **development of pipeline for equipment and capital** for strategic and prioritised use (at local, department, faculty and institutional level)
- **Prioritisation process for infrastructure** in HLS and at TSO level
- Continued **development of lab and specialist spaces** business plans where there is need in line with faculties and department plans
- Reporting of **cost recovery for technicians at department level** to inform policy and practice
- Development of **business model for a 'pool' of Research technicians** for more stable funding for externally funded staff
- **Annual planning aligned with faculty growth** and reprioritisation plans
- Lab managers to develop **mechanisms for locally developed lab plans** in partnership with academics
- Strategic reviews on technical areas such as **drones, insects and aquatic species**
- **Improved processes** for better outcomes associated with capital and infrastructure projects
- Continued **efficient and effective delivery of technical** support institutionally linked to faculty need in line with current funding landscape

# Case Studies

## Strategic Equipment purchases to revolutionize Spatial Transcriptomics and Proteomics in the South West

This year the Exeter Centre for Cytomics (EXCC) **acquired the MACSima Tissue Cytomics System**. This was an investment leveraged by the Capital Equipment Fund (CEF) with contributions from Research England's Regional Innovation Fund, led entirely by TSO. The equipment expands the capability of the facility by enabling simultaneous mapping of hundreds of proteins and RNA targets within tissue samples.

The MACSima Imaging Cytometry system addresses **growing demands in fields such as oncology, immunology, infection and neurobiology, supporting both academic and industrial collaborations**. It creates significant opportunities for regional and national researchers to advance their projects using cutting-edge spatial imaging technologies, while fostering engagement with industry to drive innovation and translate research into practical applications.

This purchase of the MACSima system exemplifies how the Exe-Tech Strategy has driven leveraging internal and external funds (through mapping against institutional awards) creatively for strategic forward thinking planning and road-mapping of technologies to **foster research excellence, enabling interdisciplinary collaboration, and addressing critical health challenges through innovative technologies**.

## Prioritising Infrastructure funding in ESE to ensure effective use of budgets

TS&O have led the development and implementation of an innovative process for prioritising funding for infrastructure across Faculty of Environment, Science, and Economy lab spaces which allows for a **more prioritised and effective use of valuable budget**. The process builds a bottom-up approach **built on the knowledge and expertise of TSO staff** who provide details of the actual costs for running the space which are then prioritised at a faculty level in partnership with the academic community.

Laboratory infrastructural costs have historically developed in an 'ad-hoc' manner and often changes in space use are not considered when the budget for a space or department is confirmed. This process allows the department to have **genuine oversight of the costs** required to run these spaces, ensuring that funds are allocated appropriately. It also means that new purchases are to be justified with long term financial sustainability in mind. This process gives the ability for those budgets to be accessed by all departments, facilities and specialist spaces to take forward work but with assurance by the faculty that this is prioritised based on need. This exemplifies TSO's vital leadership in supporting infrastructure as well as demonstrating **strategic use of budgets, that are based on real need**.

## Technical Experts at the heart of new infrastructure

To **contribute to providing an outstanding student experience** for a growing student body in the HASS faculty, TSO have been critical in designing and installing new facilities. The Technical Team in the Dept of Communications, Drama and Film have designed and installed a new 50 seat screening room into a formerly under-used teaching room at Thornlea. The lighting, sound and projection systems were specified by the team following discussions with Dolby and alumni at Fox Searchlight films, and were installed by them, led by Technical Manager Chris Mearing, with infrastructure and building works from the Estates team. It's a hugely impressive space with 8K projection and a Dolby Atmos sound system, along with an in-room lighting system which is easily reprogrammable and can also be controlled by theatre lighting systems. The room is heavily used by the Film Studies programme for lectures and screenings, and has also been used as an event space, and for live performances.

This projects exemplifies TS&O contribution to enhancing the student experience and the University's NSS scores. By supporting new facilities and infrastructure **TSO leads the roadmap for new facilities in education** as part of the Exe-Tech strategy delivery.

## Objective Two:



Readiness to adopt, develop and share expertise on new technologies and digital laboratory and workshop spaces.

### Progress & Success

Continued support of the **Technical Lunch Seminar Series**, a monthly grassroots led networking event which shares best practice across the service. This year's sessions have focused on pipette calibration, waste management, PCR, electron microscopy, technical management and more

**Review of H&S training** availability, requirements and processes to ensure compliance and expertise

A full **review and refresh of LabCup** Training and Guidance

Delivery of the NTDC **technical skills survey with responses from 70% of the service** providing a good overview of expertise and gaps to support across the institution

Introduction of a **new temperature monitoring system** including detailed training sessions and guidance to support the embedding of the system

Facility Managers leading on the **training of hundreds of undergraduate and postgraduate students** in specialised technologies

**Delivery of new Director Training Sessions** for all staff as well as dedicated line manager sessions

### Where is the (re)focus for next year?

- **Effective use of the skills survey results** to provide support and resilience across the institution to develop a full competency matrix
- A complete **refocus on designing digital skills programme** aligned with the digital strategy with mechanisms to horizon scan new technologies globally
- Establish new technical **teaching insights champions**
- **Review of training opportunities** so training budget can be effectively leveraged to fully upskill TSO
- Effective and efficient **delivery of Health & Safety skills** and training and embedding responsibilities across the institution appropriately for different aspects of H&S delivery



# Case Studies

## Sharing best practice and improving skills through Technical Lunch Seminar Series

Built on previous success, The Technical Lunch Seminar Series continued throughout 2024 with refreshed funding and support from the Technician Commitment. The series is designed to **build the skills of TSO by experts from within TSO**. It was relaunched and developed this year by attendees driving themes and topics ensuring that the skills being shared supported the whole community.

**Sessions have been varied** with skills shared through best practice learned over a 45 year career as a technician; an introduction to the university's Mass Spectrometry Facility; pipette calibration training; droplet digital PCR; electron microscopy applications in the Bioimaging Centre; and lab waste management.

Each session attracts up to 30 attendees and is also seen as a **valuable networking opportunity creating a community for everyone** in TSO. In addition, this year sessions have been held in new spaces across campus including the new Creative Quadrant and Sky Deck; open and collaborative technical spaces which many staff may not have the opportunity to see and visit, expanding knowledge of the infrastructure and capability available across the University.

This commitment to knowledge sharing leverages our in-house expertise to ensure the whole community has **greater knowledge and readiness to adopt new technologies and capabilities** as part of delivering Exe-Tech Strategy 2030. This successful programme will continue to harness our internal expertise for the benefit of the whole community next year.

## A full picture of Technical Skills across TS&O

The NTDC Technical Skills Survey was undertaken and completed by 70% of Technical Strategy & Operations staff throughout summer 2024. The survey results provide **comprehensive data on the skills, experience, and expertise of our staff** including an understanding of what they have, use, and teach.

The survey project, led by Annie Knight, Technical Manager, as part of a level 5 apprenticeship project, required close working with colleagues from across the 5 services involved in the Technician Commitment (TSO, IT Services, Digital, the Library, and Research Software & Analytics and received nearly 400 responses overall.

The outcome of the survey can be used by individuals themselves to help navigate conversations with their line manager about their skills, experience, and requirements; but has also been developed into a working report which allows the service to deep dive into the skills available across TSO.

This helps support the goals of Exe-Tech Strategy ensuring we are able to support, in an informed way, **succession planning, skill development, and team resilience**. Next steps are to begin to harness the value of this data to develop an action plan moving forward to further build resilience to further enhance that readiness to adapt.

## Objective Three:



Improvements in cost recovery, commercialisation of facilities and financial sustainability of equipment

### Progress & Success

ISO 9001 accreditation for 4 facilities to demonstrated industry quality standardisation

Unified branding for 7 facilities

Annual facility approval process in place with 10 business cases reviewed and rates approved aligned with faculties

Development of the Contract Research Organisation (CRO) model

Robust governance in place to support research facilities through the Research Facilities Advisory Committee (RF-AC) and the Management Committee (RF-MC)

Implementation of the cost allocation policy for transparent financial transactions

Research Facility criteria in place with defined group of facilities

Agreement for centralisation of research facilities within TS&O (with one exception) from 24/25 onwards

Defined roles and responsibilities for facility leadership

### Where is the (re)focus for next year?

- **Embedding** the work to date from policy to practice
- Continued **specialist facility reviews** with the next focus on aquatics
- **Development of a commercial programme** including the employing of a Commercial Manager for 3 Facilities
- Further **policy development** to support the next stages of the facility governance
- The **creation and delivery of consistent comms, events, and marketing** across the Facilities





# Case Studies

## Facilities working together at Industry standards

Last year the facilities strategy supported the development of a Contract Research Organisation (CRO) type model for a cluster of life sciences research facilities. Now that this model has been developed it will be implemented throughout next year to **enhance the commercialisation of research facilities**. This initiative clusters Cytomics, Mass Spectrometry, Bioimaging, and Sequencing into a cohesive package offering, positioning the university as a key partner for industrial and academic clients while optimizing the use of its research infrastructure.

The CRO model is designed to **foster greater external engagement and ensure financial sustainability by leveraging underused facility capacity**. A critical milestone supporting this vision was achieving ISO 9001 accreditation for these facilities, a **globally recognised standard, and importantly expected industry standard, for quality management**. This certification demonstrates Exeter's commitment to delivering consistent, high-quality services, strengthening its appeal to commercial clients.

This initiative, while in its planning and development stage, represents a forward-thinking approach to maximizing the potential of Exeter's research facilities. With ISO accreditation already in place, the university is well-positioned to transition to this model, **unlocking opportunities for impactful industry collaborations and enhancing its global competitiveness**.

This is one example of a suite of activity that the Exe-Tech Strategy is implementing to **drive improvements in cost recovery, commercialisation of facilities for the future financial sustainability** of equipment and infrastructure

## Expanding capacity and capability in facilities with Financial Sustainability

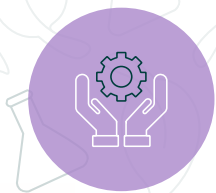
As part of our commitment to enhancing financial sustainability and facility commercialisation we have been **developing a strategic approach to capital equipment**. One example is in the last year we were able to underwrite a state-of-the-art cryo-TEM system which leveraged external funding of £1M awarded to Dr Vicki Gold through a successful BBSRC ALERT equipment bid. TSO Bioimaging Centre Facility Manager and Director, Dr Christian Hacker, closely supported the application as Co-I. This versatile electron microscope will expand our capacity and capability by providing both cryogenic and room-temperature high resolution imaging, introducing advanced capabilities such as electron tomography—functionality previously unavailable at the Bioimaging Centre.

To ensure the sustainability of the new system, a comprehensive review was conducted to determine its optimal operational context. The analysis highlighted the **strategic advantages of integrating the system into the Bioimaging Centre**, aligning with its established expertise in system management and user support. As a result, the new cryo-TEM system, affiliated sample processing equipment, and a dedicated Experimental Officer for cryo-EM will be fully integrated into the Facility. The Bioimaging Centre's established infrastructure **will facilitate the system's promotion, integration into teaching curricula, and engagement with commercial clients**. This integration not only supports current TEM users with enhanced functionality but also positions the Centre as a hub for advanced microscopy services.

The adoption of the cryo-TEM system represents a significant step towards **ensuring financial sustainability, expanding research capabilities, and fostering collaborations, thereby reinforcing the Bioimaging Centre's role as a leader in imaging technologies**.

The Exe-Tech strategy continues to develop strategic mechanisms for support capital equipment review different capabilities and capacities across the institution so that we can build effective support including reviews of mass spectrometry, insects and aquatics.

## Objective Four:



**Contributing to University NetZero targets and sector leading in lab sustainability**

### Progress & Success

The new **CheckIt temperature monitoring system** has been successfully implemented to monitor issues, failures, and temperature, enhancing our lab's operational efficiency.

Since the inception of the Laboratory Efficiency Assessment Framework (LEAF) in 2021, we have awarded **85 bronze, 35 silver, and 22 gold awards** across 81 lab spaces, recognising significant strides in sustainability.

**A £40,000 investment was allocated to three technician led Sustainable Research Pilot Projects**, fostering innovation in sustainable research practices.

The **quality of data in LabCup** has been improved, supporting more efficient reporting and data analysis.

Through the embedding of the Controlled Temperature Management Policy, first published in November 2023, with the aim to optimise capacity, ensure safety, and promote sustainability, **less than 12% of the University's ULT freezers are now held at -80°C**, with ongoing efforts to further reduce this percentage.

### Where is the (re)focus for next year?

- Developing and utilising a **Stakeholder Engagement Plan** to identify priority areas for delivery, aligning with the environmental sustainability concordat.
- The **implementation of sustainability inductions** for all lab users to foster a culture of environmental responsibility.
- **LabCup 2.0**: Continue improvements with a focus on ease of use, clear guidance, and structured processes to support reliable data gathering.
- Embedding the **Controlled Temperature Monitoring Policy** and engage with the Annual Freezer Review process to ensure compliance and efficiency.
- **Develop and implement a ventilation management policy** to complement the controlled temperature management policy.
- **Roll out updated criteria for LEAF accreditations** across all wet lab spaces starting in January.
- Conduct **pilot studies for green-accredited dry and digital lab spaces** through the Green DiSCs initiative.

# Case Studies

## Driving lab sustainability initiatives through funded Pilot Projects

In the last 2 years TSO have leveraged £66k of internal funding to **deliver lab sustainability initiatives across nine pilot projects**, each led by a technician or early career researcher. The outcome of this work estimates, along with cost savings, over 3 tonnes of CO2 were prevented from being produced per year due to these projects, with wider impacts anticipated where successful pilots are now being incorporated into business as usual.

Project examples include:

- Installation of sustainable water equipment in Biophysics saving 23,520 litres of potable water annually
- Upgrading lighting in 10 growth cabinets in the plant growth Lab replacing 142 tubes with eco-LED models, resulting in a 75% energy saving
- Replacing aging lighting systems and AC pumps in our Penryn Fish Labs reducing energy usage by 30-50% per unit
- Sustainable Labs conducted a waste audit in Bioscience labs, leading to a trial scheme for recycling decontaminated plastics. In the first month alone, Biosciences, LSI, and Geoffrey Pope 4th floor labs produced 84kg of decontaminated plastics for recycling.
- An audit by Green Light Laboratories gathering extensive data on cold storage, lab equipment, and fume cupboards across four buildings, providing valuable insights for future audits.

This demonstrates the Exe-Tech Strategy commitment to, and **TSO's leadership in lab sustainability across the institution (and sector leading)** contributing to the University's NetZero targets. This work will extend further taking these initiatives through to business as usual, growing further initiatives and ideas as well as working in partnership with users to embed better practices.

## Institutional Controlled Temperature Monitoring of Freezers

The University has enough freezers to fill the Great Hall 3 times over. In November 2023, the university launched the inaugural Freezer Management Policy to **optimise capacity and space management, improve resilience and H&S, and support environmental sustainability.**

A key aspect of this policy was the decision to implement a '-70 first' expectation; that all ULT freezers should be held at -70c unless there is a truly scientific justification for them to be held at a lower temperature. This was supported by the publication of a TSO detailed Literature Review which pulled together existing scientific resources to **reassure our community of the safe storage temperatures of different types of samples.**

This policy led to at least a **50% reduction in units being held at -80c; leaving only 12% of the university's ULT freezers still at temperatures below -70c.** More work is being undertaken to review these decisions and to understand if any of those which are still held at -80 could also be reduced.

**Exe-Tech Strategy has driven this sector leading institutional approach** and following a further review in November 2024 we will focus on the new expanded in scope to support all controlled temperature storage going forward.

## Objective Five:



Increase Regional, National and International reputation for technicians

### Progress & Success

Held our **5th annual conference** to increase the development of internal networks

**Undertaken collaborative research** with MIT, Virginia Commonwealth, Oxford, Cambridge, the Roscoff Institute, Gebze Technic University and more

Engagement with the **Strategic Technical Leadership network** to recognise strategic leads nationally

Supported the attendance of staff at **over 27 conferences and networking events**

**Presented at and hosted conferences** including the EPSRC Supergen Webinar, ASME International Offshore Wind Technical Conference, and a Zebrafish Husbandry symposium.

**Leading GW4 Research and Infrastructure & Sustainability Steering group** to regionally map our expertise. Mapping complete for Cytomics and under way for Bioimaging and Whole Body Imaging

### Where is the (re)focus for next year?

- Extend **mapping of technologies across GW4** in physical imaging capabilities in sequencing/omics and physical imaging capabilities
- Maintain presence at the **Strategic Technical Leadership Network** nationally
- Engagement with the next phase of the **Technician Commitment and the UK Institute for Technical Skills and Strategy (UKITSS)**
- Systematic tracking and attendance of appropriate **national and international specialist networks**
- More systematic approach to **public engagement and outreach** regionally
- Wider leverage of **Apprenticeships and T-Levels schemes** across TSO



# Case Studies

## Regional Leadership in Advanced Imaging Technologies

The director of TSO is chairing the GW4 Research Infrastructure and Sustainability Steering group which is taking forward a strategic mapping exercise of infrastructure capacity and capability for the region, mapped against the GW4 strategy, to ensure greater collaboration and cohesion for the regions research infrastructure.

As part of this, **imaging has been identified as a key enabler for collaboration in the region.** This has led to the GW4 Imaging Network, under the leadership of Dr. Christian Hacker, Director of Exeter's Bioimaging Centre which exemplifies the power of regional collaboration. This brings together experts in Bath, Bristol, Cardiff, and Exeter as a network that addresses the growing need for advanced imaging technologies to support interdisciplinary research in biology, medicine, and materials science now and into the future. It will also allow us to be much more strategic moving forward as a region for leveraging investments in future technologies.

The network **prioritises shared access to cutting-edge imaging systems**, such as light-sheet microscopy, super-resolution imaging, and cryo-electron microscopy (Cryo-EM). These facilities enable researchers to investigate molecular and cellular structures with unprecedented precision.

Exeter's leadership within this network has **helped streamline access to expertise, foster joint training programs, and align strategic resource planning across GW4 institutions** and through the Exe-Tech Strategy will start to horizon scan future needs as a region.

## Exeter exemplifies Strategic Technical Leadership

Strategic Technical Leadership has been identified nationally as a real need for the sector. This year, UKITSS commissioned a national report Strategic Technical Leadership: Advocacy, Empowerment and Transformation. Dr Charlotte Murphy and Drs Astrid Wissenburg were interviewed as a case study for the report as an example of where **business need has driven investment in technical leadership.**

The report emphasises the crucial and emerging role of Strategic Technical Leaders in changing the higher education and research landscape. It made a number of recommendations including the appointment of a senior strategic leader, the inclusion of the strategic technical leader in institutional decision making, and the provision of dedicated training and mentoring for technical leaders. The Exe-Tech strategy has really enabled Exeter to deliver nationally on those recommendations.

In addition to this, Charlotte also led development sessions as a guest speaker at the Strategic Technical Leadership training course developed by the ITSS. This, and the case study, has allowed **Exeter to stand out as an industry leader with regards to strategic technical leadership.** Only 45% of higher education institutions have a strategic leadership role, and fewer of these are recognised as having strategic development as a specific aspect of the position.

## Objective Six:



Improvements in staff well-being, culture, retention of skills and expertise, EDI, recognition and reputation for high quality output

### Progress & Success

Delivery of **First Aid Mental Health** training to individuals across the service

Successful submission of Stage 3 **Technician Commitment self-assessment and action plan** and winning of an Impact award

Awarding of **197 Bronze and 29 Silver Above and Beyond Awards**

Publication of new **standardised job descriptions** to support career pathways

Development of a new Technical Strategy & Operations **brand and style** to raise the visibility of the service

Production of a **TSO SharePoint induction** to ensure easily accessible information for all staff on key processes and systems covering wellbeing, campus information, health & safety, and more

**84% of staff on Fixed Term, Permanent contracts** and work continuing to ensure Fair Employment for All

### Where is the (re)focus for next year?

- Continued roll out of **standardised job descriptions**, and review of specialist roles
- **Reviewing and redefining staffing structures** and management where needed to support teams
- Roll out of the piloted **TSO Director Training** in Cornwall
- Delivery of the university's first **Technical Showcase** event
- **Greater management support** for research techs as a core component of TSO



# Case Studies

## Effective Induction through shared resources

New starters who join TSO have a lot of information to take in: new people, places, structures, procedures, not to mention the acronyms that many of the established staff might be taking for granted. The experience of some colleagues joining the university and TSO from other organisations inspired the TSO led Wellbeing Working Group (WWG) to **expand our existing induction materials**. To this end, the WWG have launched the updated induction site, to be used by new starters, line managers, existing members of staff, or anyone else adjacent to the service who may find the information useful!

It covers a wide range of topics, from the TSO structure and a service overview, to pooling important HR information processes and links, to covering key health and safety topics, information about the spaces we work in across all campuses, sustainability and waste, emergency information, how to make purchases and get help for broken items, wellbeing and community information, and a jargon buster. The site was soft launched in November '24, with feedback received saying, **“It was comprehensive and gave me a lot of guidance to start my role off on the right foot. I keep going back to it to find more useful information...”**

This is a real example of improvements that TSO are committed to through the Strategy to **improve wellbeing, culture which will enable the service and the community to grow and nurture skills and expertise**.

## Standardised job descriptions to support career progression

In May, we launched a set of new standardised job descriptions for TSO staff along our Technical Managerial Pathway **to enable development of our Technical Career Pathways**. These job descriptions was spearheaded by the Technician Commitment working group and developed through reviewing hundreds of existing JDs, discussion and consultation with colleagues from across the service and other institutions.

They were developed with a few principles in mind:

- Bring ‘technical’ back into job titles - this shows we are proud of what we do, and it also allows us to be more inclusive across disciplines with our titles
- Focus on competencies, not specific experience - this showcases how many of our technical roles, particularly those on the Technical Managerial Pathway, are very transferable and required a broad range of skills and expertise which can be gained through various routes, both educational and vocational.
- Clearly define expectations at each grade - The JDs ensure that the responsibilities expected of colleagues across the same grade are the same, while still providing room for colleagues to develop their experience.
- The language used clearly shows progressive responsibilities, and is more inclusive and accessible to those from minority backgrounds.

This Exe-Tech Strategy driven work has **generated more diverse applicant pools for vacancies, and clearly defined responsibilities gives individuals a much more transparent career pathway which gives a clear framework to develop themselves**. This work will be embedded more broadly in the next year with a greater focus on research technical roles going forward.

# Technical Strategy & Operations

## A word from the Director of Technical Strategy & Operations, Dr Charlotte Murphy

This annual review demonstrates, without a doubt, a huge amount of progress in the first year of the Strategy. One of the aims of the Strategy achieved, with the University core values at its heart, was that the outstanding expertise, leadership and responsibilities of TSO is much more embedded to accelerate the delivery of the University's Strategy 2030. This year has shown real partnership working in partnership with academics and faculties to Innovate, Sustain and Nurture. We are incredibly proud that this builds on the foundations of excellent technical community and every member of the TSO team has contributed to its delivery.

The review concluded that the objectives we set 12 months ago still remain relevant and appropriate and so the report's (re)focus reflects the exciting next stages of delivery against the original objectives. The financial landscape of higher education remains challenging, which has meant that our vision going forward will best deliver where we prioritise activities of highest added value. The (re)focus, working with other divisions, aims to help the Exe-Tech Strategy to continue to thrive despite the external challenges and is something that the service will be able to proudly contribute to.



Technical Conference 2024, Penryn Campus



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