



Learning &
Organisational
Development
—
Training
Catalogue

The following is an overview of some of the training and development resources available to staff and students at the ICR. These are developed and delivered by a range of teams including Learning & Organisational Development (L&OD), the Post Doc and Scientific Officers Associations, Human Resources, Registry and the Academic Dean's team, Health and Safety, members of faculty, internal experts and experienced freelance trainers. The training website and newsletters provide additional information and dates of courses. The website also details external training providers that may be of interest such as Imperial College, UCL and other London universities.

Visit the Learning & Development website
<http://training.icr.ac.uk>.

Please contact the Learning & Organisational Development team (see page 33 for details) if you require any additional information on the contents of this brochure or other training and development issues.

Introduction

Part 1

Technical Courses

- 05 General researcher development
- 06 Technical Skills for Researchers
- 08 Statistics support
- 09 Advanced computing skills
- 11 Science communication skills
- 13 Enterprise and intellectual property
- 15 Training for PhD supervisors

Part 2

Career Development

- 17 Career development for all
- 17 Career development for all researchers
- 18 Career development for students
- 19 Career development for postdocs
- 20 Career development for clinicians
- 20 Career development for non-research staff
- 20 Online resources

Part 3

Professional Development

- 22 Personal effectiveness
- 23 IT Skills
- 24 Leadership development
- 25 Managing team effectiveness
- 27 Administrative and support staff
- 28 Staff associations and groups
- 29 Mandatory training
- 30 Health, safety & the environment
- 33 Learning & Organisational Development team
- 35 External resources

Technical Courses



GENERAL RESEARCHER DEVELOPMENT

Research Integrity

Looking at the issues and practicalities involved in ensuring that your research meets the highest ethical standards. This session is highly interactive and includes discussion of ethical situations that could come up in the course of a research career, with advice from a panel of scientists.

This course is mandatory for research degrees students and is recommended to other research staff.

Audience: Researchers, particularly PhD students, junior SO grades and Post Docs.

Learning & Organisational Development, Faculty and experienced Post Docs

Introductory podcast on Scientific Fraud and Whistleblowing can be found on the intranet.

Accessing Library Resources

Delivered by ICR library staff, this training looks at techniques of planning a literature search, available tools for searching, how to find full text material, how to access articles when off-site and how to request articles/books that are not part of the ICR's collection. It also gives a brief introduction on how to manage references and materials you have collected including the use of Endnote.

Delivered by ICR Library staff

Good Laboratory practice (GLP)

Exploring the importance of GLP compliance, its relevance to clinical research, and how to apply the requirements of GLP into everyday work in clinical or other laboratories.

Audience: Priority given to researchers whose current role requires knowledge of adherence to GLP guidelines.

Tower Mains Quality Assurance consultant Dr Andrew Wadell

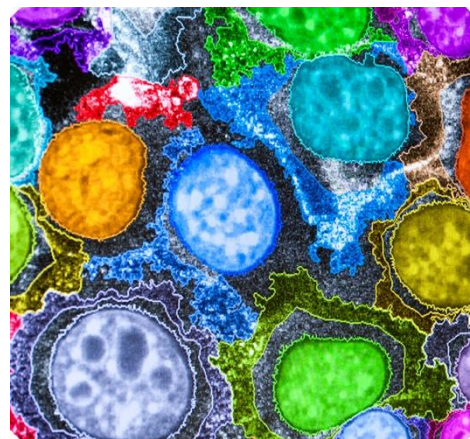
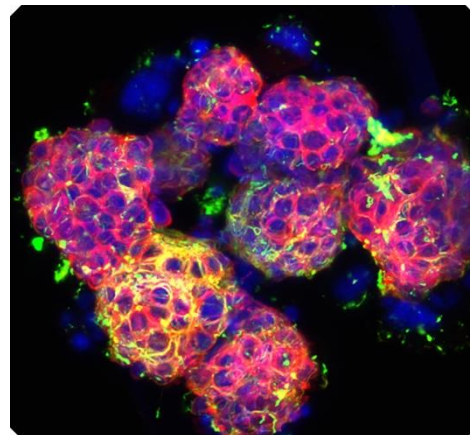
Good Clinical Practice (GCP) Full Day Introduction

The one day course is for all new staff without formal GCP training and includes, Doctors, Research Nurses, Health Professionals, Scientists, Trial Co-ordinators and Data Managers who have day-to-day involvement in clinical trials.

A half day refresher course is also available for those who've previously attended GCP training.

- Introduction to GCP and the fundamentals of the EU Clinical trials Directive and the implementing Regulations.
- Strategies for incorporating the principles of GCP at the trial site.
- Definitions and responsibilities of the Sponsor and Investigator.
- Requirements for informed consent and safety reporting.
- Requirements for clinical trials documentation and data quality at the trial site.
- Understand what an auditor / MHRA inspector will look for when visiting a site.

This is run by The Royal Marsden, email AskHR@rmh.nhs.uk or call 020 8915 6600 to book a place.



"The open discussion format of the afternoon was really good, it encouraged debate and was really interesting. Particularly with the panel of experienced scientists."

3rd year PhD student,
Research Integrity course



Learning & Organisational Development (L&OD) work with the Post Doc and Scientific Officers Associations to develop a series of introductory technical seminars to support students and staff in the use of core techniques. These are delivered by ICR experts and are normally run once every two years.

TECHNICAL SKILLS FOR RESEARCHERS

The training programme covering technical skills for researchers examines theory and application of a variety of techniques and disciplines. These courses are delivered by ICR experts, identifying the facilities and expertise available in-house.

Audience: Research staff and students who want to know more about theory and application of various techniques and disciplines, as well as meet ICR experts to discuss specific issues or collaborative projects.

Examples of past topics include:

Sequencing

A classroom overview on sequencing and a recorded talk on Technologies and Applications of High Throughput Sequencing are available. The recorded talk, delivered by Dr Iwanka Kozarewa (Senior Scientific Officer) and Dr Konstantinos Mitsopoulos (Staff Scientist) is accessible on the intranet.

RNA Interference Screens – Introduction

High-throughput RNAi screens using siRNA and shRNA libraries.

This seminar gives a broad overview of RNA interference (RNAi) technology and applications. It will:

- Illustrate RNAi potential using examples of real screens.
- Explore the broad range of scientific questions that RNAi can address.
- Emphasise strengths and weaknesses of RNAi, including dealing with caveats.

Real-Time PCR – Introduction

An overview of quantitative real-time PCR, considerations for designing and analysing experiments, and applications of the technique in research and diagnostics.

BioAssays in Drug Development

This course illustrates the role of biochemical and cellular assays commonly used e.g. in the drug development programmes at the ICR.

Chemical Structure and Reactivity

This course will build an understanding of how structure relates to drug properties, in particular, metabolism & toxicity.

The course will last about 45 minutes including 3 exercises for the audience to work on.

The session will cover the basis for chemical reactions, irreversible enzyme inhibition, why molecules get metabolised, major metabolic pathways and CYP450.

Pharmacokinetics Seminar

This course will provide an introduction to pharmacokinetics covering the main in vitro assays used in drug discovery: microsomal metabolism, PAMPA and CaCo-2 permeability, plasma protein binding, CYP450 inhibition and induction as well as in vivo pharmacokinetics. There will be opportunity for questions and discussion afterwards.

Chemistry for Non Chemists

Chemistry plays an important part of designing drugs in terms of how the molecule interacts with its target protein, but also that it has the properties that make it drug-like. Understanding the basics of chemistry helps with the interpretation of the biological effects a molecule has.

This course is aimed at everyone who works with chemists, but is not a chemist by training and would like to have a better understanding of chemistry. The topics that will be covered include: basic types of interactions, tautomers, stereochemistry, properties of molecules and naming of functional groups.

The course will focus on the chemistry that is relevant for interpretation of biological results in drug discovery projects, but will not focus on the synthesis.

Practical Flow Cytometry

Part 1: Introduction
Part 2: Lab-based tutorial

Practical demonstration of cell cycle analysis, fluorescence, compensation software and immunophenotyping. This course is designed for scientists with some experience in Flow Cytometry, who are either using the technique or planning to use it in the near future.

Interested in running a technical seminar and gaining some teaching experience?

The technical seminars are run by ICR scientists to give a basic introduction to key techniques. They also provide an opportunity to practice your teaching skills to a broad scientific audience. If you are interested in running your own seminar on a topic of your choice, contact training@icr.ac.uk. Full support will be provided by the L&OD team.



STATISTICS SUPPORT

Statistics for Researchers

This course consists of 4 modules which all have a distinct focus covering many of the major statistical techniques. **Register for modules as required.**

Modules covered:

1) Summarising and presenting data sampling

Topics covered

- Types of data
- Descriptive statistics
- Charts & Graphs
- The normal distribution
- Sample estimates of population values, bias and precision
- Sampling distributions
- Standard error
- Confidence intervals

2) Significance Tests and p-values

Topics covered

- Statistical significance test
- p-value
- Non-normal data and transformations
- Non-parametric tests
- Choosing the appropriate test for categorical and continuous data

3) Measuring the association between variables & regression

Topics covered

- Correlation of 2 continuous variables
- Contingency tables and measures of association (OR,RR...)
- Sensitivity & Specificity
- Regression - Linear regression
- Multiple regression
- Logistic regression

4) Survival analysis and study designs

Topics covered

- Survival probabilities and Kaplan-Meier Survival curves
- Logrank test to compare Survival curves
- Cox regression
- Different study designs, strengths and limitations
- Clinical trial
- Sample size calculation, alpha, power

ICR-CTSU staff

Statistical Analysis using GraphPad Prism

This half-day course is an introduction to statistics with GraphPad Prism to generate high quality graphs. It provides a refresher of statistical techniques and how they can be applied using Prism software.

It includes:

- Basic structure of a GraphPad.
- Prism project.
- Qualitative data.
- Quantitative Data.

Dr Anne Segonds-Pichon from the Babraham Bioinformatics Department

“A very helpful course that was delivered very well – I can now attempt to do my own stats.”

—
Clinical Research Fellow, Cancer Therapeutics
GraphPad Prism



ADVANCED COMPUTING SKILLS

Please refer to page 23 for general IT courses.

Bioinformatics – Introduction

A 3 day course covering the basics of Bioinformatics, including: available online tools, analysis of NGS data, copy number analysis, prioritization and in silico validation, protein annotation, the reactome, introduction to R for bioinformatics analyses, microarray and RNA Seq data analyses including plotting your data using R, RNAi data analyses, gene/variant to drug and target synopsis.

Audience: The course level has been designed with 1st year PhD students in mind but anyone with little or no knowledge of Bioinformatics is welcome.

ICR trainers led by Prof Bissan Al-Lazikani

Python – Introduction

An introduction to Python from zero level spread over three consecutive full-day sessions. By the end of the course, students should be able to understand Python code and how it works, troubleshoot simple problems and start writing their own scripts.

Audience: Anyone welcome with no prior knowledge of Python needed.

Scientific Computing team

R – An Introduction

R is a popular language and environment that allows powerful and fast manipulation of data, offering many statistical and graphical options. This course aims to introduce R as a tool for statistics and graphics, with the main aim being to become comfortable with the R environment. It will focus on entering and manipulating data in R and producing simple graphs. A few functions for basic statistics will be briefly introduced, but statistical functions will not be covered in detail.

Course Content:

- What is R?
- Getting familiar with the R console.
- Entering Data.
- Manipulating data.
- Importing data files.
- Creating Graphs (boxplots, barplots, scatterplots, line graphs).

Dr Simon Andrews, Babraham Bioinformatics Training Department

R – Advanced

This course follows on from the introductory course. It goes into more detail on practical guides to filtering and combining complex data sets. It also looks at other core R concepts such as looping with apply statements, using packages and advanced graphing. Finally it looks at how to document your R analyses and generate complete analysis reports.

Dr Simon Andrews, Babraham Bioinformatics Training Department

Introduction and Advanced R with Tidyverse mini bootcamp

This course covers an Introduction and more Advanced R and Tidyverse packages and concepts. Looking at entering and manipulating data in R, how to load, restructure, filter and summarise datasets and data visualisation. A few functions for basic statistics will be briefly introduced, but statistical functions will not be covered in detail.

Dr Simon Andrews, Babraham Bioinformatics Training Department

Genomics with R and Bioconductor

This course will train participants in the use of R to analyse genomic data including gene expression, DNA copy number and data from microarrays and sequencing. The course will cover how to produce basic plotting such as heatmaps, clustering, class prediction, annotation and the retrieval of data from GEO, arrayExpress, COSMIC, biomart and cBioPortal.

Audience: Previous knowledge of the basic R syntax is needed.

Alan Mackay, Molecular Pathology

10wk step-by-step R programming

This is a 10 week hands on course with an aim to develop your R programming skills. You may already do analysis using tools like Excel and Prism. These are powerful and easily accessible but have serious limitations and drawbacks that make them less suitable for scientific data analysis.

Dr James Campbell, Alan Mackay, George Seed

LaTeX – Introduction

The course will include:

- An outline of the advantages and disadvantages of LaTeX over other word-processing tools.
- A description of the software needed to use LaTeX.
- An overview of the document preparation process.
- How to set up a document; document types and packages.
- How to format titles, sections, author names, etc.
- Basic text formatting.
- Mathematical typesetting.
- Including figures and tables.
- Working with long documents.
- Bibliographies.

Audience: Researchers looking to prepare scientific documents in LaTeX, including publications and theses.

Dr Matt Blackledge, Team Leader

Word for Thesis Writing

This course will enhance your skills in MS Word to make you more efficient and accurate when using Word to write your reports during your PhD and your thesis at the end. Covering topics such as creating sections, applying styles, outlines, headers and footers, document maps, table of content, inserting graphics, captions, lists of figures and tables.

Please note this course will be delivered on a PC.

Audience: Students looking to find efficient ways of formatting and preparing their reports and thesis on MS Word.

Marion Moore, IT Trainer

Adobe Illustrator for scientists

This hands-on course will cover the basics of using Illustrator including:

- Manipulating simple shapes.
- Freehand drawing and using the pathfinder tool.
- Colours and gradients.
- Different file formats.
- Vector and raster graphics.
- How to create multi-panel figures from imported images/graphs.
- Saving and exporting files.
- Basics of clear and concise visuals.

Once the basics are covered, participants will recreate published illustrations and pathway diagrams using the skills learned.

There will be an opportunity to create your own diagrams and illustrations so participants are encouraged to bring their own sketches and image/figure files to the course.

Audience: staff and students wishing to prepare diagrams, illustrations or figures for papers, posters, presentations, grant applications and theses.

Dr Alex Greenhough, Postdoctoral researcher at Bristol University

Adobe Photoshop: Processing Scientific Images with Integrity

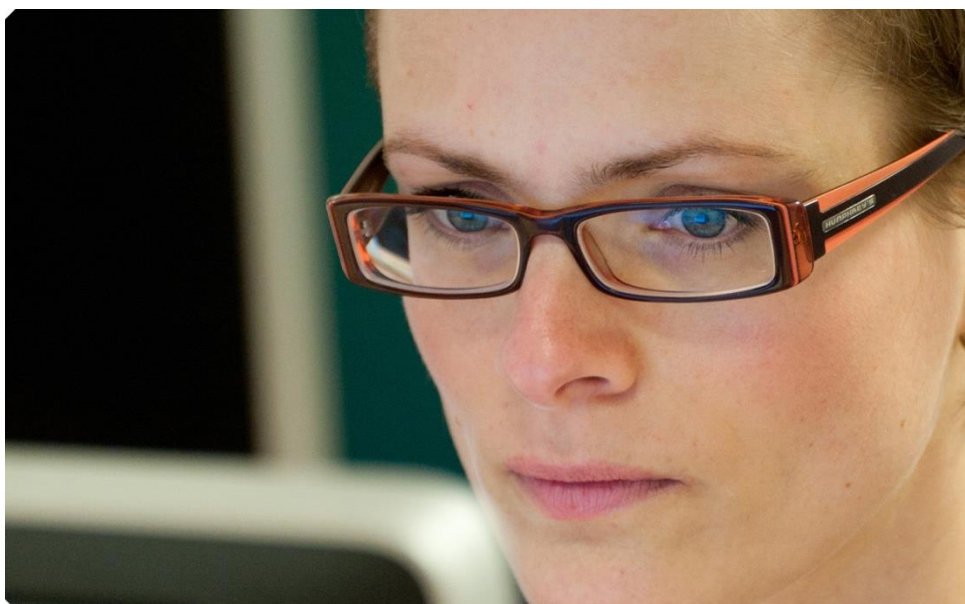
This course provides an introduction to Adobe Photoshop software and explores how you can use it appropriately to prepare high quality scientific figures for publications or for your thesis.

The course includes:

- Image size and resolution.
- Colour and colour modes.
- Layers.
- Image adjustments.
- Selections and their uses.
- Adding text to images.
- Saving images in the appropriate format.

Audience: staff and students wishing to prepare diagrams, illustrations or figures for papers, posters, presentations, grant applications and theses.

Dr Alex Greenhough, Postdoctoral researcher at Bristol University



SCIENCE COMMUNICATION SKILLS

Presenting at a Research Conference

Develop your presentations skills and enhance your ability to communicate your research to internal and external audiences. Explore the basic components of communication including the effective use of your voice and the power of body language. Also covers planning for your meeting, structuring the content and preparing to deal with questions.

Audience: PhD students or early career researchers who want to enhance the effectiveness of their presentation skills, specifically focused on presenting at conferences.

Dr Margaret Collins,
Research Consultant/Trainer



Science Communication

A series of workshops delivered by the communications team on a range of science communication techniques. This includes working with the media, public engagement, social media and blogging.

Audience: All researchers.

ICR Communications Directorate

Creating prize-winning scientific posters

A popular short course that provides practical advice and discussion on how to create eye-catching, informative and effective posters for conferences.

The course includes the analysis of several scientific poster examples based on the criteria used for judging posters at the ICR Conference.

The Learning & Organisational Development team

Writing and Publishing a Research Paper

This course is aimed at researchers at the early stages of the publication process.

This course will help you identify suitable journals for your research, understand the structure of research papers and how to present results and discussions, enable you to draft an outline of a research paper and prepare a suitable abstract and help you analyse and respond to critical review of your manuscripts. There will also be time to discuss your own writing approach, strategies to become a productive academic writer and to develop an action plan for your writing.

Dr Anna Sharman, funder of
scientific writing consultancy
CoFactor

Insight into Peer Review of Journal Articles

Aimed at PhD students and postdocs with little or no experience of how the peer review process works. This course will also cover how to put yourself 'in the shoes' of the reviewer to help you in the preparation of a manuscript as well as tips on how to critically read papers as quickly, efficiently and accurately as possible to provide a grounding in how to be a peer-reviewer.

Dr David T Jones, independent
consultant with input from a variety
of journal editors.

Writing Skills for the PhD and Beyond

A one-day workshop designed for early PhD students (1st & 2nd year). The focus of this course is to help embed writing into research so that transfer reports and theses are produced efficiently and in a timely way.

We will consider ways to make writing productive and approaches to conceiving, planning and drafting the thesis as well as how to read it critically. It will also cover the small and large structure of writing, hooking your reader, the argument, planning and writing a research paper, how to write an abstract, describing your research and a personal action plan.

Mrs Katie D’Arcy, independent consultant

Teaching Scientific techniques (formerly Train the Trainer)

This course, provided by Learning & Organisational Development and experienced senior ICR technical researchers, will help you train other members of your laboratory in scientific techniques. It will help you feel more confident in effectively communicating and demonstrating complex technical protocols, and help you manage your own work load whilst taking on responsibility for teaching others.

Audience: Researchers who are involved in training other ICR researchers in scientific techniques, including SOs, HSOs, SSOs and Post Docs.

Dr Elise Glen and senior technical grade researchers

English Language Training

Refer to page 23 for details on English Language Training.

Presentation Skills (general)

Refer to page 23 for details on the general Presentation Skills course suitable for scientific and corporate staff.

“An insight into the peer review process, how it should work and what the editors want from young researchers.”

PhD student, Cancer Therapeutics
Insight into Peer Review of Journal Articles



ENTERPRISE AND INTELLECTUAL PROPERTY SKILLS

ENTERPRISE LUNCHTIME SERIES

Collaboration Agreements

This session will provide an overview of on collaboration agreements. It will cover what a collaboration agreement is designed to achieve and how it differs from other types of agreement. Alan will then go through the elements of a collaboration agreement focussing on the specific clauses which can be problematic and often need negotiation (with worked examples).

Although the presentation is on collaboration agreements some of the examples will be applicable to legal agreements generally.

Dr Alan Stuttle, Enterprise Unit

Material Transfer Agreements

The session will cover; what are material transfer agreements, why we use them and what the process is for sending or receiving material. Jennifer will also have an example MTA for people to go through.

Jennifer Hodgson, Enterprise Unit

Patents

The session will include the following: what is a patent, the criteria required for securing a patent, what a granted patent allows you to do and (perhaps more importantly) what is doesn't allow you to do.

Dr Alan Stuttle, Enterprise Unit

Accessing and transferring human tissue and clinical data for research purposes

This session will cover various aspects involved in 'Accessing and transferring human tissue and clinical data, such as:

- Governance
- Practical considerations
- Agreements
- Intellectual Property considerations

This session will be from an Enterprise Unit perspective to share the knowledge and experiences on the subject matter.

Gillian Hynes and Carina Blythe, Enterprise Unit

Influencing & Negotiations Skills Training

See page 24 for full details.

ICR <> Imperial young researchers Enterprise training

Imperial Enterprise Lab has prepared a two-day intensive programme to support postgraduate students and early career researchers at ICR to develop their entrepreneurial skills.

This course introduces postgraduate students to the fundamentals of innovation and entrepreneurship. It provides a snapshot view of how to take an idea from the Lab, make it commercially viable and introduce it to industry. Speakers and case studies are identified working with the ICR. Role models that are relatable to the cohort are highlighted throughout the course.

Data for patent application

This interactive lunchtime session by Marks & Clerk will focus on the impact of good quality data (or otherwise) on patents and how it can affect their ultimate commercial value.

ENTERPRISE MASTERCLASSES FROM HGF LTD

Biologics, Diagnostics, Personalised Medicine & Medical Devices

This session covers:

- Overview of what can be protected in key jurisdictions – biologics, cell therapies, antibodies, targets, diagnostics, and medical devices
- Data requirements
- Filing strategy
- Overview of the regulatory requirements

Freedom to Operate

Session covers:

- What is freedom-to-operate?
- How is it assessed?
- What information is required?
- FTO searching
- Analysing the results
- Managing FTO issues
- Mitigating FTO risks

Getting it right from the outset IP filing & Prosecution Strategies

Session covers:

- Inventorship and ownership
- Patent drafting – avoiding the pitfalls
- What information is needed?
- What input do we require from the scientists
- Data requirements
- When to file?
- How broad to file?
- The role of selection inventions
- Patent prosecution strategy
- Minimising risks
- What input might be required from the scientists/CRUK

Intellectual property: are you infringing?

The seminar will cover:

- patent infringement ("freedom-to-operate") and how is it assessed
- how to interpret patent claims, including recent developments concerning "equivalents"
- relevant exemptions to patent infringement

IP Due Diligence

This session covers:

- Scope of assessment
- Data room – what information is required?
- How to present the information
- Inventorship / chain of title issues
- IP protection
- How enforceable is the IP?
- How does it relate to the product?
- Is the protection valid?
- Freedom-to-operate
- Identifying potential third party risks
- Mitigating third party risks

Lifecycle Management

Session includes:

- Strategies for extending exclusivity
- Overview of different types of pharmaceutical “life cycle” cases and the data requirements, including:
- Different physicals forms of drugs, e.g. salts, polymorphs, solvates etc.
- Formulation protection
- Combination therapies
- Dosage regimens
- Patient sub-populations
- New therapeutics uses
- Drug re-purposing

“Presentation was great. Very clear for such a complex subject.”

Higher Scientific Officer,
Material Transfer Agreements



Patent Term Extensions & Data Exclusivity

Session covers:

- Overview of supplementary protection certificates (SPCs) in Europe and patent term extension (PTE) provisions in other key jurisdictions, e.g. US and Japan.
- The scope of protection conferred
- The application process
- Deadlines for filing SPC/PTE applications
- How to calculate the additional term
- SPC/PTE strategy – which case to protect
- Overview of data exclusivity for new therapeutics
- Orphan drug exclusivity

TRAINING FOR PHD SUPERVISORS

Effective Research Degree Supervision

The objectives of this one-day introductory workshop are to:

- Review the world of doctoral supervision.
- Examine the roles and responsibilities of supervisors.
- Raise awareness of what students expect of their supervisors.
- Share ideas and practices on the management of research degree projects and students.
- Refresh understanding of the skills needed for effective supervision.
- Exchange ideas and practices on dealing with common problems in supervision.

The workshop will be interactive, looking at both national and ICR policies and their practical application.

There will be the opportunity to share best practice and discuss common challenges, with additional input from ICR staff.

Audience: This is a mandatory one-day workshop for all ICR registered supervisors i.e. all primary and back-up supervisors at the ICR. It may also be useful career development training for associate supervisors subject to available spaces. If you have received equivalent training elsewhere you should ensure Registry are informed of this and you should attend the Effective Research Degrees Supervision Refresher training every 5 years.

Dr Kate Exley, Staff Development Consultant



Effective Research Degree Supervision – Refresher

This includes an update on policy, additional topics identified in advance by supervisors, and the identification and sharing of best practice.

Audience: All PhD supervisors must attend at least one refresher session every 5 years.

Registry, The Academic Dean's Team, Supervisors, Learning & Organisational Development

“Hearing the experiences and opinions of other supervisors is always of use. Also, being alerted to developments in the ICR student system is obviously valuable.”

Senior Scientific Officer,
Effective Research Degree Supervision



Career Development



As a college of the University of London (UoL), impartial careers support is provided to ICR staff and students through The Careers Group, the consultancy arm of UoL Careers Service.

The Learning & Organisational Development Team are also trained in careers guidance and can offer one-to-one support, mock interviews and CV advice. Contact training@icr.ac.uk

CAREER DEVELOPMENT FOR ALL

One-to-ones

One-to-one sessions offer the chance to talk and be listened to by a skilled and impartial careers consultant. The sessions can be used for discussing career options or applications, including reviewing your CV or job application forms.

Consultants from The Careers Group, the University of London's Careers Service, attend both ICR sites on a regular basis to provide workshops and one-to-ones – check the training website for details on how to book a one-to-one session.

Those unable to attend one-to-ones in person can arrange to have a Skype or telephone one-to-one. For details, please contact training@icr.ac.uk.

The Learning & Organisational Development team are also trained in giving careers one-to-ones and can provide ongoing support and coaching for staff and students. To enquire about this, contact training@icr.ac.uk.

Careers Group advisors

CAREER DEVELOPMENT FOR ALL RESEARCHERS

Networking for scientists

This interactive workshop will address the following issues:

- What makes networking awkward and intimidating?
- Do you have unhelpful ideas about what networking is?
- What are the potential benefits of networking?
- Who could you be networking with?
- How to avoid having to talk to complete strangers.
- How to build your confidence if you do have to talk to complete strangers.
- Do you have to be a pushy extrovert to be able to network?
- How to find people to talk to.
- How to approach people and build mutually beneficial relationships.
- Tips and tricks to take more pain and effort out of networking.

"It raised my awareness of my attributes and gave me more confidence about moving my career forward."

Postdoctoral Training Fellow,
Career Health Check for
Researchers



Maintaining momentum during a research project

In this course we will identify some of the internal and external causes of a dip in momentum as a researcher and help you to think about strategies for addressing them.

The workshop will be interactive and will include the following elements:

1. The difficulties of a research project: What are the typical factors that can make research projects challenging? What can you control? What can you influence? What can you accommodate?
2. Dealing with your own expectations: What images and perceptions did you have of research before you started? What are the realities of doing academic research? How can you best deal with failure? What are the characteristics of the perfect researcher? Who are you comparing yourself with? How can you set realistic goals?
3. Dealing with other people's expectations: What is expected of you? How can you get useful feedback? How can you deal with unrealistic demands? How can you influence people?
4. Rebuilding your motivation: What are your core values and how can they help you to motivate yourself? What motivational orientation do you have? What have you learnt already? Are your attitudes and beliefs getting in your way? How can I deal with deadlines and procrastination?

Audience: This course is aimed at students during the middle stage of their PhD.



CAREER DEVELOPMENT FOR STUDENTS

Taking the fear out of vivas

This is an interactive session exploring the viva process aimed at students at all stages of their PhD. Crucial for those preparing their final PhD submission as well as those facing their first year transfer viva. The session will cover a number of topics including:

- Exploring what examiners are looking for.
- Preparing for the viva – including questions to be asking yourself about your research and some practical tips and advice to help you prepare.
- Doing the viva – dealing with nerves and how to handle difficult questions.

Led by a careers advisor with input from ICR team leaders

CAREER DEVELOPMENT FOR POST DOCS

Pathway to Independence; Developing Future Scientific Leaders

This is a prestigious programme developed by the ICR's Learning & Organisational Development team in collaboration with the BBSRC, The Wellcome Trust Sanger Institute and The Leadership Foundation. The course covers the challenges and skills needed to become a successful independent academic.

Attendance to this 2.5 days residential programme is through a competitive process. Further information of the programme can be found on <https://training.icr.ac.uk/pathway/>

Participants will have the opportunity to apply for small 'Pathway to Independence Dean's Awards' of up to £5000.

Audience: Post Docs starting to consider their transition to team leader.

From Post Doc to PI

This joined event between ICR and Imperial College is aimed at Post Docs who want to find out about making the transition from Post Doc to independent team leader (PI). The programme includes a mixture of speakers including a number of junior team leaders who recently started their teams either at the ICR or at Imperial College.

Topics include:

- Developing your Research Strategy.
- Finding your scientific niche.
- Obtaining and negotiating a PI position in a research institute versus a university.
- Setting up a team in a university.
- Setting up a team in a research institute.
- A panel Q&A for current PIs and funders.

Research Proposals Workshop

A half day workshop on writing fellowship research proposals. You will learn what selectors look for and how this works in practice by reviewing successful proposals. During the mock panel exercise, you will have the opportunity to review and rank a series of proposals. Your own sample proposal will be reviewed by other Post Docs attending and you will receive feedback from participants and from the facilitator.

Learning & Organisational Development

Post Doc careers – what next?

This session will explore career options for Post Docs, particularly focusing on careers outside academia. We will explore the different pathways that Post Docs have taken outside of academia through case studies, examine how to work out what kind of job you'd suit, how to know what employers are looking for and how to tailor your applications so that your skills and experience are recognised.

Fellowship applications – Introduction

This session will consist of a series of short talks followed by Q&A session.

Talks will consist of:

- 1 Writing a proposal – the applicant's perspective (current Post Doc on fellowship funding).
- 2 Hints and tips from a Grant reviewer.
- 3 Essentials when making an application – Research Support Office, ICR.

Audience: Researchers including PhD students and Post Docs who are interested in finding out how to successfully apply for research funding.



CAREER DEVELOPMENT FOR CLINICIANS

Pathway to Independence – future clinical academic leaders in cancer research

An intensive career development and leadership programme aimed at early-career clinical academics from across the BRC network. This biennial programme provides advice and coaching on successfully transitioning to an independent clinical academic researcher, including advice on fellowship applications, mock panel interviews, interactive peer review and abstract writing. It includes insight from industry, funding bodies and a session on inspiring and influencing colleagues and collaborators.

Clinician Researcher Careers talks and webinars

A series of talks and panel discussions focussing on sustaining a successful clinical academic career.

Topics have included:

- Focus on funding
- Managing dual careers webinar

Meet the funders (for Clinicians)

An opportunity for Clinicians to hear from and meet representatives of various funding bodies.

Previous talks have included:

- Cancer Research UK
- NIHR
- The Wellcome Trust

ONLINE RESOURCES

Careers-related

Scientific and non-scientific:

- Academic Career paths in the UK
- Career Options for Life Science PhD students
- Effective networking at conferences
- Getting the Most out of LinkedIn
- How to find a Postdoc
- Making the most of career conferences
- Time management
- Killer CVs for Life Scientists
- Academic interviews

Student-specific:

- The good viva video
- The good supervision video
- The good presentation video

History, philosophy and politics of science

A series of seminars and workshops initiated by the Research Degrees Committee, examining the fundamental questions regarding the pursuit of scientific knowledge, and the role of science in today's society. Recordings of these talks are on the intranet:

- **Hasok Chang** – 'What does it mean to be 'Scientific'?'
- **Mike Partridge** – 'Robert Hooke – the First Professional Scientist?'
- **Mike Partridge** – 'Ada Lovelace, The Enchantress Of Numbers'
- **Imran Khan and Jenny Rohn** – 'The politics of science and what it means to you'

"A fantastic inspirational day with a lot of questions answered. Well done to the ICR for opening up such a session to non-scientific ICR Staff."

Administrator attending the Career Development day for non-scientific staff



Professional Development



Professional development at the ICR encompasses a wide range of training resources and opportunities that may be of interest to scientific and non-scientific staff alike.

PERSONAL EFFECTIVENESS

Communicating Assertively – full day

This one day training course aims to give participants some powerful, practical tools to help them make changes to the way that they communicate with others.

By the end of the day you will:

- Have discussed and identified what assertive communication is (and isn't)
- Have learnt and practised a range of assertiveness techniques
- Have identified what might be triggering non-assertive communication in themselves and others, and how to manage that
- Have planned the transfer and implementation of some of the techniques into key areas of their work

Ruth Webster, Louise Shepherd Associates

Influencing and Negotiation Skills

This programme is designed for any member of staff who would like to improve their ability to influence others and conduct negotiations.

This is a practical workshop which will help you manage your relationships at work, with partners and commercial organisations.

John Dennis, Magpie Inspiring Development

Introduction to Project Management

This introductory course will cover:

- principles, tools and techniques.
- developing, planning and organising projects.
- managing expectations and the importance of people in delivering outputs.
- project management for change.
- managing risks.
- implementation, monitoring and control.
- project closure and review.

If you would like training on specific project management software, please contact the L&OD team.

“An extremely valuable session which looked at techniques that are easily translatable to the workplace”

Corporate staff member,
Communicating Assertively



Committee Meetings – Effective Participation

This course will provide guidelines in how to effectively prepare for meetings, gather information and draft papers, give you confidence in contributing to discussions and address some of the issues you might face as a committee member.

It will also explore how committees are structured and run, provide real examples of experiences from current committee members and give you an overview of some of the governance and formal committees that exist at the ICR.

Audience: aimed at students joining the student committee but relevant to anyone that regularly attends committee meetings and would like to improve their productivity

Stress, resilience and wellbeing

The ICR recognises the importance of staff wellbeing and managing stress and resilience skills. As part of this, the ICR has developed an Online Stress Awareness training module.

This short module will help you identify symptoms and potential causes of workplace stress in yourself and others, it also introduces the topic of 'resilience' - the ability to bounce back from adversity.

To access this training module, please contact the Health & Safety team for login details.

Presentation Skills (general)

This half-day course covers many aspects of presenting both in business and scientific forums, as such it may be useful both to corporate and research staff. It does not cover the specific requirements of presenting at scientific conferences (see 'Presenting at a Research Conference' course instead). Content will include preparation, structure, 'selling' ideas, delivery styles, materials, visual aids and presenting with confidence.

Participants will be required to present a short 5 minute presentation and receive feedback from each other and the tutor. There is also the opportunity to be filmed so that participants can review their presentation at a later date.

Audience: Staff from research or corporate services sections.

The Learning & Organisational Development team

English Language Training

Weekly courses are delivered after the working day, on ICR premises, one evening per week. They are led by an external language tutor and last 2 hours. There is a pre-course assessment for potential participants to complete to ensure that the participants are at a similar level of competence, therefore we cannot guarantee places to everyone.

Audience: Students and staff with English as a second language.

Roger Townsend, a language teacher from UCL

Contact training@icr.ac.uk for information and to organise an assessment

IT SKILLS

All Microsoft courses are delivered by Marion Moore (external consultant)

MS Access – an Introduction

Independent short modules covering various aspects of using MS Access. Topics include:

1. Creating and navigating your database
2. Table modification and navigation
3. Field properties, validation and input masks
4. Loop files, manipulating records and tables and primary keys
5. Access forms & importing data from Excel
6. Relationships, Indexing and Queries
7. Access reports and printing

MS Excel

Courses at beginner, intermediate and advance level available, check the website for details.

Endnote

For guidance on using EndNote, including video content, full courses and regular webinars, please visit: <http://endnote.com/training>. If you require additional training or support, please contact the Library Team.

"The IT trainer was great, very patient and went through things at just the right pace, answering questions as we went"

Previous delegate,
MS Excel course



LEADERSHIP DEVELOPMENT

EMBO – Laboratory Management Course

The ICR fully funds Career Development Faculty (CDF) and equivalent roles to attend this residential course delivered by EMBO. The course is aimed at those starting to manage a group and covers aspects of communicating effectively with staff, managing and getting the best out of your staff, managing your work and managing a team.

A version for Post Docs is also available (see EMBO website). This course is not funded by the ICR but may be of interest to senior Post Docs.

AURORA

Women are under-represented in senior levels within Higher Education. AURORA is a national women-only leadership development program run by The Leadership Foundation and aims to reduce this gender gap. The programme is advertised annually at the ICR with a competitive selection process for ICR-funded places.

The programme combines education, mentoring and online resources to encourage women in academic and professional roles to develop leadership skills and consists of four development sessions and one action learning set.

The course is suitable for both corporate and research staff.

Future Leaders

Future Leaders is an internal leadership development program aimed at those in their early career who are capable of taking a future leadership role, including staff management. It comprises a series of on-site workshops delivered at the ICR by external consultants, and supported by 360-degree feedback and informal 'action learning' meetings, where participants meet to discuss and tackle common challenges.

Pathway to Independence; Developing Future Scientific Leaders

Refer to p.19 for details of this competitive Post Doc leadership development programme.

Pathway to Independence – future clinical academic leaders in cancer research

Refer to p.20 for details of this leadership development programme for early-career clinical academics.



MANAGING TEAM EFFECTIVENESS

Becoming a Manager – 2 day course

This two day programme is for staff who are relatively new to managing people and want to build their understanding as to what is expected from them and how they can ensure that they have the requisite skills, knowledge and attitude to perform their role effectively.

Peter Storr, an experienced Management Development Consultant and Chartered Psychologist

Managing Conflict and Difficult Conversations

Know how to approach conflict effectively as a manager and understand and deploy a range of techniques for dealing with difficult conversations. Feel confident as a manager using conflict management/mediation skills with employees;

- Identifying conflict and its effects
- Understanding conflict in the workplace
- Skills for having difficult conversations as a manager
- Overview to mediated conversations
- Using mediation skills as a manager
- Apply the learning to real life scenarios and case studies

ACAS

Recruitment Essentials

All recruiting managers are required to complete recruitment and interview training.

This short interactive workshop will serve as a refresher for experienced interviewers and an introduction for new ones

Human Resources Recruitment and Operations Teams

Employment Law

Via real-life case studies, participants will gain a practical understanding of the legal principles which govern everyday work issues such as: management of staff, equal opportunities, adjusting contracts, dealing with ill-health, requests for part-time working etc., and will be able to identify when they need to take further advice.

Audience: team leaders, managers, and team administrators that are heavily involved in staffing issues.

Philip Lott, Solicitor with Higher Education, management and union experience and full-time practitioner in employment law.

Appraisal Training

Part A: Carrying out an appraisal
Part B: Sending the appraisal for approval via Docusign

These workshops are run back to back. It is recommended that all new managers and appraising managers seeking refresher training attend both parts of the workshop. It is recommended that all those responsible for sending appraisals for approval (either appraising managers or their delegates) attend Part B. Part A is not suitable for those who do not manage staff.

Human Resources Operations Team

“This course was excellent - I should have done it years ago”

Senior Scientific Officer,
Becoming a Manager



Myers Briggs Personality Types

Being aware of your and your staff's preferred ways of operating can help manage team and staff effectiveness.

The Myers Briggs Type Instrument (MBTI) is a widely used psychometric tool that helps explore personality preferences. It aims to explore how different people communicate, what information they like to receive, how they make decisions and their preferred way of working. By completing a questionnaire and attending the workshop participants will gain insight into their personality preferences and what helps and hinders them achieving their goals.

Mentoring – An Introduction

- What is mentoring?
- Roles of mentor, mentee, and line manager.
- The potential advantages and pitfalls.
- Some useful tools and techniques.
- Getting started.
- Support available at the ICR.

Managing Your People Series – Selecting new staff, induction and probation

The Managing Your People Series is a new series of workshops, designed to develop the knowledge and capability of line managers to proactively manage common people matters effectively. This workshop builds on the Recruitment Essentials workshop (which participants should also attend) and, using case study scenarios, will cover:

- Selecting new staff – how to evaluate candidates' capability and motivation to make "the right appointment"
- Induction – how to plan an effective induction
- Probation – how to effectively manage a new employee and resolve any issues during the probationary period

Audience: This workshop is aimed at any ICR staff with line management responsibility.

Human Resources Operations staff

ADMINISTRATIVE AND SUPPORT STAFF

Committee Servicing and Minute Taking

This participative workshop is designed for staff that have some or no experience of servicing committees. The course is structured round practical exercises, bringing out points about structuring of the agenda, preparation of papers, and briefing the chair. Participants then 'attend' a meeting by seeing it on video and analyse it using minutes already written for that meeting.

Learning outcomes

- To understand the role of the committee secretary.
- To gain an appreciation of the function and dynamics of different committees.
- To practise setting an agenda.
- To develop an understanding of minuting styles and techniques.
- To improve confidence.

Audience: Anyone who currently or will be responsible for servicing committees and writing minutes.

Delivered by Jean Grier

"The trainer was very friendly yet professional; she clearly knows what she is talking about! I would thoroughly recommend the course to others"

Clinical Data Manager,



STAFF ASSOCIATIONS AND INTEREST GROUPS

Post Doc Association

Meeting every month, the Post Doc Association provides a forum for Post Docs to be heard at the ICR and to improve networks across divisions.

The PDA also initiate technical seminars to aid the sharing of expertise across the ICR, take an active role in supporting women in science (Athena SWAN), help to design training courses, organise social events and act as Post Doc reps on various ICR committees.

Postdoc Association initiatives also include the Postdoc Careers Conference, the Postdoc Away Day, Expanding Networks and the Post Doc travel/training bursary scheme.

To find out more visit the intranet web pages or come along to the next meeting (dates on the intranet).

Scientific Officers Association

The Scientific Officers Association is aims to support scientific officers (SOs) at all grades in their career development at the ICR.

The committee meets on a monthly basis and is involved in developing training sessions, supporting the career progression of SO grades (e.g. promotions support) and running networking events and conferences for SOs.

Two major initiatives from the SO Association include the SO Lunch and Learn series and the SO Annual Technical Conference.

SO Lunch and Learn

A seminar series designed by the SOA committee and Learning & Organisational Development specifically for scientific officer-grade

staff and held over lunch time. See the Learning & Organisational Development website for more details on topics and to book a place.

SO Technical Conference and Development Day

An annual event where SO grades present their research, network with other SOs and think about career development opportunities

Scientific Computing User Forum

This multidisciplinary network provides researchers with the opportunity to meet others across the ICR in the scientific computing field. The group meets bi-monthly to discuss projects and share queries, expertise, tools and knowledge.

Audience: This initiative welcomes scientists of all abilities and levels of scientific computing. Example fields include bioinformatics, next generation sequencing, programming, database developers, wet lab scientists, chemists, protein modellers, physicists.

For more information contact
SCUF_committee@icr.ac.uk

Career Development Faculty (CDF) and Fellows Network

This group meets every 6 months to discuss science and career matters such as grant funding and securing tenure. New CDF are also funded to attend the EMBO Laboratory Management for new Team Leaders course. Contact hrtraining@icr.ac.uk to enquire.

AdminNet - The Network for PAs, EAs and Administrative Staff

AdminNet is open to all corporate and research PAs, EAs and administrative staff.

The Group was formed in 2002 when responses to the ICR Staff Attitude Survey highlighted a feeling of isolation amongst secretarial and administrative staff.

The aims of the group are:

- Improve ways of working and dissemination of information
- Share best practice, resources and skills
- Be a voice for change across the ICR, ensuring that our views are represented and taken into account in key decision-making
- Increase the sense of community/reducing isolation among PAs and admin staff
- Increase access to training and opportunities for self-development

If you are interested in setting up new special interests groups contact Learning & Organisational Development.

“The ICR is committed to the development of technicians and has recently joined The Technician Commitment initiative, which ensures visibility, recognition, career development and sustainability for technicians working in higher education and research.”



Mandatory Training

The training courses on this page must be completed in the first six months of your time at the ICR.

“Thought-provoking and enjoyable”

Team Leader
A Supportive Workplace



A Supportive Workplace

We are One ICR and contribute to the culture of the organisation. It is important that we can all work together to achieve our mission to defeat cancer. This course is therefore mandatory for all new staff and students to attend. Participants should attend within the first six months of starting. This workshop includes the one hour active bystander training.

Vanessa McKean, Equality, Diversity & Inclusion Manager

ICR Induction Day inc. HS&E induction

You will hear from one of our Corporate Services Directors about their ICR journey, and from representatives from Corporate Services about the role each Directorate plays. You'll also have the opportunity to find out more about the ICR Strategy and its Values and to hear from senior scientists in the organisation about the impact our research has on people affected by cancer.

HS&E Training for Line Managers

Team leaders are required to attend the 'HS&E Training for Team Leaders' (see page 31).

Recruitment Essentials

Mandatory for all recruiting managers. See page 25 for full details.

Mandatory Online training modules

The following courses can be found on the homepage of the Learning & Organisational Development website: <http://training.icr.ac.uk/>

- Risk Management
- Information Management
- Information Security Awareness
- Data Protection Training 2018
- Freedom of Information Act 2000
- Display Screen Equipment (DSE)

If relevant to your role:

- Human Tissue Act



HEALTH, SAFETY & THE ENVIRONMENT

Please see the HS&E Training matrix on the Learning & Development website for a full list of training provided by HS&E:

<http://training.icr.ac.uk>.

Health, Safety & Environment Induction

This mandatory training is incorporated as part of the HR Induction Day, which you will be invited to attend by your HR representative during your probationary period.

The course provides an overview of The ICR's Health and Safety Policy to all new staff and students, and information on how staff can co-operate in the implementation of it.

Simplified COSHH

This training is mandatory for any new staff or student working in a laboratory and is incorporated as part of the HR Induction Day.

This training session will help those working with hazardous substances or with responsibility of completing risk assessments for the use of hazardous chemicals and biological agents (excluding GMOs). The training will provide an overview of how to implement the simplified COSHH assessments to the particular hazards of their activities.

Cryogen Safety Awareness

This course is an introduction to cryogenic liquids and solids and aimed at those who transport, handle or use these substances. The course will explain the hazards involved when using these materials and help you understand and implement the controls required to effectively manage those hazards. This course is an interactive, classroom-based, small group session.

Display Screen Equipment (DSE)

This mandatory training is available as an on-line course for all staff, which can be completed on your computer at your regular workplace.

If you have recently joined ICR, log in details will have been sent to your email for you to access the DSE training via the following link.

<https://icr.awaken-be.com/>

If you have not received this information, please contact the HSEQ team using the address below.

Please direct any queries regarding this training to safety@icr.ac.uk

HS&E Training for Team Leaders

The ICR Health, Safety & Environment Committee is sponsoring the HS&E training course for ICR Team Leaders. This mandatory training is for both scientific and corporate line managers.

The purpose of the training is to raise understanding of their role and responsibilities regarding HS&E matters, and how they can influence and drive HS&E success within their team(s).

The training runs as a highly interactive 2-hour workshop tailored to ICR needs. Attendees will be able to discuss their HS&E responsibilities in practice, the impact on their team of their behaviour towards HS&E as well as the important contribution they play in ICR safety culture.

Stress Management Awareness

Mandatory for all line managers, and highly recommended for all staff and students, this online course can be completed at your desk. If you have recently joined ICR, log in details will have been sent for you to access the training via the following link:

<https://icr.awaken-be.com/>

Authorisation to Work & Permit to Work

This training workshop is required for any ICR staff who manage contractors in laboratories and office areas. It aims to improve the understanding of the importance of managing contractors, and the effects of getting it wrong; provide understanding of the ICR contractor Authorisation-to-Work process and the Permit to Work Process.

Gas Safety Awareness

This course is aimed for those who transport, handle and/or are involved in the set up and operation of gas cylinders and gas regulators.

An introduction to working with or around compressed gases. The course will explain the hazards involved when using these gases as well as the associated equipment. The course will help you understand and implement the controls required to effectively manage those hazards. This course is an interactive, classroom-based, small group session. Note: this course does not cover work with the fixed gas piped systems

Introduction to Radiation Safety

This is a mandatory course for those working with sources of radiation.

The course topics include the statutory requirements, physics of radiation, units of measure, radiation safety, ordering of radioisotopes, working with radioisotopes, security and safe storage of radioisotopes, disposal of radioisotopes, monitoring and emergency procedures.

The attendee as part of this course will read and understand the ICR 'Guidance Working with Unsealed Sources'.

Radiation Protection Supervisor Training

Please note this is a two-day course. Please book yourself onto BOTH days.

The workshop will explain and discuss the principles of radioisotope counting using Liquid Scintillation Counters including how to develop protocols to maximise efficiency of results. This will be followed by a practical demonstration of how to edit protocols to maximise efficiency of results.

Please contact the HSE Team safety@icr.ac.uk for further details prior to registering.

Manual Handling Risk Assessment Training

This training enables staff who undertake significant manual handling activities to conduct them in a safe manner.

The following areas will be covered as part of the training module:

- Human capabilities and individual responsibility
- Nature of Manual Handling operations they could encounter
- How to handle correctly and effectively / conduct lifting operations in a safe controlled manner

This is a face-to-face delivery with a practical assessment on competence.

Evaluation Methods: Lifting of loads on course in a safe manner



Environmental Awareness

A half-day workshop to raise the awareness of participants to the potential impact of aspects of the ICR activities that may have consequences on the environment.

The workshop will aim to provide the fundamental principles of Environmental Management Systems and the terminology used therein as well as explaining how the ICR intends to use the related processes to reduce its impact on the environment.

Risk Assessment Training

The course will cover the legal requirements and theory of risk assessment. Key topics will include identification of workplace hazards and implementing control measures.

The session will include practical exercises to demonstrate the logical steps to take to complete a suitable and sufficient risk assessment.

The training is intended to be interactive and participants are encouraged to bring existing risk assessments to review or complete. The training will also cover risk assessment documentation (Alcumus).

First Aid Training

First aid training is extremely popular at ICR therefore we have a waiting list for training.

As a first aider position becomes available in your building/area, those that are on the waiting list will be contacted.

To add yourself to the waiting list, please visit the L&D training website:

<http://training.icr.ac.uk>.



LEARNING & ORGANISATIONAL DEVELOPMENT TEAM AT THE INSTITUTE OF CANCER RESEARCH

Our team leads organisational development projects such as Athena SWAN, the Attitude Survey, and all centrally-delivered training and careers support.

We often work with managers to design and deliver bespoke training and team building activities. To discuss this further, contact hrtraining@icr.ac.uk.



1



2



3



4



5



6

(1) Neil Walford

Head of Organisational Development

Neil established the ICR Learning & Organisational Development function. Previous roles include career development, talent management and recruitment at BT, Learning and Organisational Development at CDC Capital Partners, as well as developing the MBA Career Development programmes. He graduated from the University of London (Birkbeck College) with an MSc in Organisational Behaviour, and additional accreditations include psychometric testing (BPS), coaching (ILM) and mediation (ACAS). Neil is a member of the Chartered Institute of Personnel and Development (CIPD) Advisory Faculty, a Visiting Lecturer in Strategic Human Resources and partner in a HR consultancy organisation.

(2) Elise Glen

Researcher Development Manager

Elise joined the ICR in February 2013 having been a Post Doc at Newcastle University working on a number of exome sequencing projects. Before that she completed her PhD in pharmacogenetics in collaboration with AstraZeneca. During her time in Newcastle Elise was involved in leading seminars and lectures for undergraduate medical and pharmacology students and was involved in her institute's public engagement committee. In her role at the ICR, Elise leads the Researcher Development programme and works with staff associations to create tailored development programmes for researchers. She regularly delivers training, provides individual careers advice, and is the main point of contact for the development of postdocs and clinical researchers.

(3) Celia Monteiro Domingues

Researcher Development Coordinator

Celia joined the ICR as a postdoc in Pascal Meier's lab in 2012 to study cell death and inflammation. During that period, she joined the Postdoc Association, where she became involved in organizing career events and supporting the ICR's Postdoc community. Before that, Celia was a postdoc at NYU, and a PhD student at Gulbenkian Institute. Celia joined the Learning and Development Team in 2017. In her current role, Celia works predominantly with the students and scientific officers to coordinate and develop the training offered.

(4) Barbara Villarejo

Researcher Development Coordinator

Barbara joined the ICR as a PhD student in 2005. After completing her PhD under Prof. Peter Rigby's supervision, she continued as an HSO in Janet Shipley's lab. She joined the Scientific Officers Association Committee (SOAC) when it was first formed in 2010 and later became its chair and worked with Learning & Organisational Development to develop a training programme tailored to scientific officers, including the yearly SO conference. In 2012 she took a career break and returned to the ICR in 2015 as a Researcher Development Coordinator within the Learning & Organisational Development Team. Barbara works predominantly with the Scientific Computing community and Clinicians to identify training needs and coordinate and develop training opportunities for these groups. She also delivers training workshops within the ICR, provides 1-2-1 careers support to staff and students and works on organisational development projects such as the ICR attitude survey.

(5) Vanessa McKean

Equality, Diversity and Inclusion
Manager

Vanessa studied Psychology in the University of Warwick and later went onto complete an MSc in Science and Technology Policy Studies in the University of Sussex. There she continued her research in social studies and completed a PhD in environmental policy surrounding the UK Air Quality Strategy. She joined the ICR in 2013 when she took the position of Athena SWAN Coordinator. In this role she successfully coordinated the efforts that led to the ICR being awarded Silver Athena SWAN status. Currently she is working with staff at the ICR and the Royal Marsden Hospital to prepare the application for a Gold Athena SWAN award.

(6) Hilary Taylor

Learning & Development Programme
Coordinator

Hilary Taylor joined the ICR in September 2017 as the Learning and Development Programme Coordinator. Previously working in grant management for 10 years, Hilary has successfully managed a series of programmes distributing government funding to a variety of groups.

**THE UNIVERSITY OF LONDON
CAREERS SERVICE – THE
CAREERS GROUP**

As a college of the University of London, ICR staff and students are able to access careers support from The Careers Group. Students can also access the careers library in Russell Square, attend drop-in sessions, request practice interviews, and organise telephone consultations with careers advisors on an ad hoc basis. These services are available to students for up to 12 months after they finish.

Don't forget, if you are unable to arrange a convenient time to meet with a Careers Group advisor, the Learning & Organisational Development team have experience and are trained in providing careers consultations, CV and application feedback, conducting mock interviews.

EXTERNAL COURSES

ICR staff and students can access external courses running throughout London, often for a reduced fee. UCL, Kings College and Imperial College all run a large number of training courses for both researchers and non-research staff. Further information can be found on their websites:

Imperial College:
<http://www3.imperial.ac.uk/staffdevelopment/ldc>

Kings College:
<http://www.kcl.ac.uk/study/pg/school/training/index.aspx>

UCL: <http://www.ucl.ac.uk/hr/osd/>

The Royal Marsden

ICR staff can access RMH training courses free of charge. For enquiries contact askHR@rmh.nhs.uk or call ex 716660.

Commercial providers of training

The ICR receives a charity discount from commercial training providers such as Reed Learning, Hemsley Fraser, Kaplan Hawksmere and GBS. Visit their websites for further information.

Below are a few external courses that may be of specific interest to ICR researchers.

Introduction to Teaching for Post Docs

This workshop provides an opportunity for staff inexperienced in teaching to consider the factors that influence the manner in which students learn, and how teachers can best facilitate that learning across a number of areas of their work. This workshop provides an introduction to teaching assessment and evaluation and is a good starting point for the new or inexperienced teacher

Audience: Postdoctoral staff who are new or relatively new to teaching in Higher Education. There may also be other staff who have a role in supporting learning but do not carry out full teaching duties for whom this workshop may be suitable - please enquire if you think it may suit you.

This training is provided by Imperial College

<http://www.imperial.ac.uk/staff/educational-development/workshops/introduction-to/teaching-for-learning/>

Time Management and Personal Organisation for Post Docs

- Identify your own time management problems and personal goals.
- Learn to prioritise and keep to objectives.
- Develop a realistic and disciplined approach to research and working effectively.
- Identify your sources of stress and learn ways to cope with and minimise, stress.

Audience: This course is for Post Docs who would like to become more effective practitioners of time management and personal organisation.

The course is run by Imperial College.

<http://www.imperial.ac.uk/postdoc-development-centre/courses/time-management/>

Effective Networking and Personal Impact – 1 day

The impact of 'how others see you' is key to your effectiveness in research. Whether communicating with colleagues, PIs or potential employers, personal confidence is an invaluable asset. This session looks at making the most of your interpersonal skills: developing, listening, rapport, presence and a positive personal style.

- Develop your confidence.
- Prepare for informal networking opportunities.
- Communicate more effectively.

Imperial Staff Development Centre – External Trainer

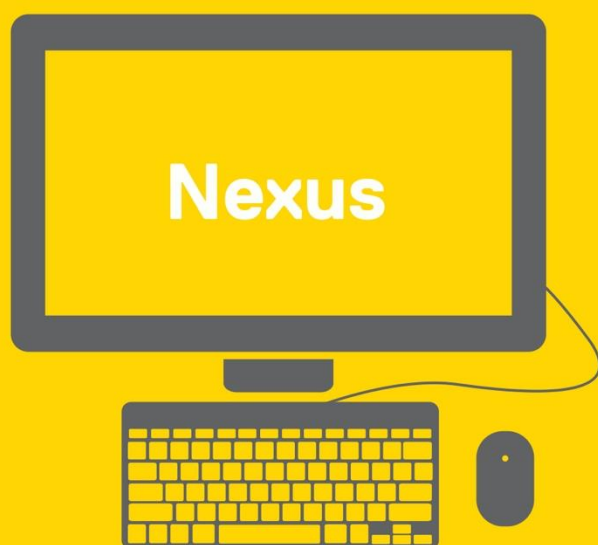
<http://www3.imperial.ac.uk/staffdevelopment/PostDocs1/workshops/networking1>

Preparing Successful Fellowship Applications

- Finding suitable funding.
- What funders are looking for.
- Factors which contribute to success.
- An exercise in writing a research proposal.
- A 'grant funding review panel' exercise.

Audience: This course introduces Post Docs to grant writing and the process of making an application to a funding body. Successful applicants from Imperial will share their experience in a question and answer session.

<http://www.imperial.ac.uk/postdoc-development-centre/courses/fellowship-applications/>



LEARNING & ORGANISATIONAL DEVELOPMENT ON THE INTRANET

The Learning & Organisational Development intranet pages hold a number of useful resources on careers such as presentations from previous talks and workshops, podcasts (video and audio) from careers conferences, and links to other externally hosted careers websites.

Don't forget to check out the Post Doc Association, SO Association and student intranet pages for information on how these groups can help support your career development.

<https://nexus.icr.ac.uk/directorates/Human%20Resources/LD/Pages/default.aspx>

