Welcome to the academic year 2018–19 brochure for staff development at the University of Birmingham. This year sees a new format for our offerings with three new brochures which we feel will make it easier for you to focus on your specific needs. This brochure outlines the open programmes available to all staff for the next 12 months, to help support your own personal development and performance conversations with your line manager. We have some new and exciting courses this year, including mindfulness, coaching skills for managers and facilitation skills.
This brochure also includes additional training activities offered by other parts of the University, for example; HEFI, HAS, Library Services, Procurement, Research and Innovation Services, the Teaching Academy, The Project Office and Workplace Wellbeing.

The second brochure focuses specifically on our Coaching Academy and the support you can receive on a one-to-one or team basis.

The third brochure focuses on our leadership development options available to all staff in managerial or leadership roles, to help support personal, team and organisational development across the University.

If you would like tailored organisational development support for your team then more information can be found on page 7 in this brochure.

Please visit the POD intranet page for further details on the specific programmes we offer.

I hope you find the brochure a useful resource in planning your own personal development for the next 12 months, and that of your teams.

Best Regards,
Andrew and Kate

Andrew Ktoris
Assistant Director of HR
People and Organisational Development

Kate Crane
Head of HR
People and Organisational Development
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### The Learning and Development Portfolio

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### Developing as a Researcher

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Tailored organisational development support for your team

In the People and Organisational Development (POD) team, our aim is to work in partnership with leaders and managers across the University to improve the University’s overall effectiveness. This is achieved by developing the individual, team and organisational wide skills, capabilities and behaviours required to successfully deliver the University’s strategic framework.

As well as offering a range of open training programmes, leadership development programmes and one-to-one coaching and mentoring support detailed within our three new brochures, POD consultants and trainers are also available (on request) to provide more tailored development to leaders, managers and their teams, in the context of improving both performance and engagement across the University.

Examples of the tailored work POD has undertaken during the academic year 2017–18 on behalf of UEB, College Boards and Senior Officers within Professional Services has included the following:

- Facilitating College Board/School/Professional Services away days
- Delivering team development workshops, using for example, MBTI and other psychometric tools
- Supporting leaders, managers and their teams during periods of significant change
- Facilitating action learning sets and creating communities of practice for particular grades/roles
- Facilitating workshops on a team’s vision, values and behaviours
- Designing and conducting diagnostics interviews/focus groups
- Supporting interview panels and recruitment events

LEARN MORE

What to do if you are a University leader/manager who is interested in finding out more?

For further information on how the POD team could support you, please contact either
Kate Crane (x43690) k.crane@bham.ac.uk or Andrew Ktoris (x48949) a.ktoris@bham.ac.uk
Psychometric and behavioural tools available via POD

POD consultants are qualified in and have access to a variety of specialist questionnaires and inventories that can support individuals and teams with their development. Below is a summary of those we use regularly. Please contact pod@contacts.bham.ac.uk if you wish to discuss how these might be used in your specific context. All tools incur an external cost that will normally be transferred to the commissioning department.

Belbin®
Knowing the strengths and potential weakness of individuals, and seeing how people will work together as a team offers many advantages for both the team and the individuals of which it comprises. It is easier to work effectively with people when you are given some expectations of their tendencies and preferences. People are also more engaged and productive when they play to their key strengths.

Using self and observer feedback, individuals identify which two or three out of nine possible Team Roles, they are most comfortable with, which they can manage to cover if they need to, and, finally the ones that they prefer not to adopt at all. Facilitated discussions will help teams explore how they can best apply individual and collective strengths and support associated weaknesses.

Fundamental Interpersonal Relations Orientation™ (FIRO®)
The Fundamental Interpersonal Relations Orientation™ (FIRO®) instruments help people understand their interpersonal needs and how those needs influence their communication style and behaviour, and, in the process, improve their personal relationships and professional performance. These tools have helped individuals, teams and organisations around the world grow and succeed by serving as a catalyst for positive behavioural change.

The FIRO assessments are based on social need theory – all living things seek equilibrium between their basic needs and getting those needs met. They address, gather and present critical insights around these fundamental areas:
- How you tend to behave towards others
- How you want others to behave toward you

Hay Leadership Styles and Climate
The climate created by a leader has a significant impact on team performance and a leader’s behaviour is the biggest factor in creating the right climate for their team. The best leaders create a climate that motivates their team. Research shows that the world’s top leaders draw on a repertoire of six different leadership styles. They change their approach according to the situation, the challenge and the person they’re dealing with at any given time.

Leadership Styles and Climate online tools provide an accurate picture of the leadership styles leaders use, and the impact they have on their teams. These tools, combined with one-to-one feedback, will help leaders:
- Gauge the impact they have on their teams’ motivation
- Create climates that bring out the best in their team members
- Understand and use the six styles of leadership that will help them become more effective

MBTI®
The Myers Briggs Type Indicator (MBTI) profile identifies personality type, made up of four basic preferences. It provides a positive framework to explain how we interact with the world and each other and gives insight into our motivation and the motivation of others. This provides a strong foundation for personal growth and development, underpinning enhanced personal effectiveness. Working in collaboration with POD you can create a more productive working culture with a simple, accessible framework for identifying personality differences and similarities. Applications include team development, leadership development, communication, conflict management, decision-making, stress management, career development, supporting change and coaching.
OPQ
Occupational Personality Questionnaires (OPQ or OPQ32) are widely used occupational personality questionnaires. The questionnaire provides an indication of an individual's preferred behavioural style at work, to help employers gauge how a candidate will fit into certain work environments, how they will work with other people and how they will cope with different job requirements. The OPQ32 is used in selection, development, team-building, succession planning and organisational change.

SDI
The Strength Deployment Inventory (SDI) helps people understand themselves by helping them understand the motives that drive their behaviour in two different conditions — when things are going well and when they face conflict. The tool includes a Strengths Portrait which ranks how a person values and uses 28 unique behaviours to produce a picture of how they choose certain behaviours when working with people. The SDI also provides an Overdone Strengths Portrait which ranks how frequently a person may overdo their strengths, providing insight into the costs of overdone strengths and sources of preventable conflict.

The SDI is a powerful and effective tool for understanding the motives and values that drive your own, and others’, behaviour. By increasing self-awareness and an awareness of relationships with others, the SDI can increase personal effectiveness and help individuals and teams more effectively navigate conflict.

Team Management Systems (TMS)
Developed by Margerison-McCann, their approach to high performance stems from ongoing research into how people work together in a team.

The Team Management Profile is a unique management and team development tool that gives you more perspectives on individual performance, high energy teamworking and organisational culture.

It is designed to help you gain a greater appreciation of how other people see the world of work and how they prefer to operate. This enables teams to value difference and see the benefits of multiple and complementary approaches.

The Team Management Wheel lies at the heart of the Team Management Systems approach. It gives individuals, teams and leaders a vivid, easy-to-use model showing how people work together to deliver results.
The Learning and Development Portfolio

To book a place on this programme, please click on the link below:

Assertiveness for Maximum Impact

- **Key contact:** Contact POD  
  (x44606; x43693; pod@contacts.bham.ac.uk)  
- **Duration:** One day  
- **Delivery method:** Classroom-based at Park House Annexe  
  (Situated at G19 in the green zone on the campus map)

- **Who it is suitable for**  
  You will be a member of Academic, Academic-Related or Support staff who would like to communicate more confidently, effectively and assertively with others.

- **What you will be able to do after the course**  
  You will be better able to confidently express your ideas, opinions, wants and needs while building productive workplace relationships.

---

To book a place on this programme, please click on the link below:

Becoming an Effective Interviewer

- **Note:** The workshop does not replace the mandatory Recruitment and selection training, but builds on it helping you develop your interviewing skills.

- **Key contact:** Contact POD  
  (x44606; x43693; pod@contacts.bham.ac.uk)  
- **Duration:** One day  
- **Delivery method:** Classroom-based at Park House Annexe  
  (Situated at G19 in the green zone on the campus map)

- **Who it is suitable for**  
  You will be a member of Academic, Academic-Related or Support Staff who is responsible for the recruitment of new staff into your department/team and is involved in the preparation of materials and questions to use during the interview.

- **What you will be able to do after the course**  
  You will be able to apply your knowledge so that you can prepare effective questions to use during the interview, along with the critical questioning techniques which will support you, in compliance with legislation, in selecting the best candidate with the required skills and motivation for the vacancy.

---

The role play was really useful (even though I was dreading it!)  
The way it was done, in small groups, and a focus on gaining feedback from your interview technique was really helpful

Becoming an Effective Interviewer
Becoming an Effective Mentor

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: One day
Delivery method: Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

Who it is suitable for
This course is available to anyone who wishes to become a mentor at the University, whatever your role. Mentoring is a partnership between two people which offers ongoing support and development opportunities to a mentee, with both parties sharing a common purpose of developing a relationship built on trust and confidentiality.

What you will be able to do after the course
At the end of the workshop you will have the confidence to take on the role of mentor and will understand how valuable a mentoring relationship is to all concerned.
The Learning and Development Portfolio (cont)

To book a place on this programme, please click on the link below:

**Budgetary Planning and Control**

**Key contact:** Contact POD  
(x44606; x43693; pod@contacts.bham.ac.uk)

**Duration:** One day

**Delivery method:** Classroom-based at Park House Annexe  
(Situated at G19 in the green zone on the campus map)

**Who it is suitable for**

You will be responsible for leading teams of Academic, Academic-Related or Support staff as well as have responsibility for managing your team’s budget. It is more than likely that you are a middle manager and responsible for improving organisational and individual performance of your work team.

**What you will be able to do after the course**

You will know how the proper construction and controls of budgets is used by the university and other organisations to manage performance and meet financial and strategic budgets.

---

To book a place on this programme, please click on the link below:

**Career Development Workshops**

**Key contact:** Contact POD  
(x44606; x43693; pod@contacts.bham.ac.uk)

**Duration:** Various

**Delivery method:** Classroom-based at Park House Annexe  
(Situated at G19 in the green zone on the campus map)

**Who it is suitable for**

You will be a member of Academic, Academic-Related or Support staff, looking to develop your career. The workshop will examine how you can prepare and position yourself for the next step on your career ladder, whatever that may be.

**What you will be able to do after the course**

You will have a better understanding of the capability framework; you will have examined job roles and have had the opportunity to discuss what options are available to you to help you develop. You will have explored your strengths and you will know what you need to do to market yourself for future roles.
Central Induction and related support

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: Half-day run every month
Delivery method: Centrally via presentation, various locations

Who it is suitable for
All new members of University staff, as soon as possible after joining. This is the ideal opportunity to gain a greater awareness of the University; its history, research, alumni, community engagement and plans for the future, in addition to an introduction to the numerous support services available to all employees.

This event builds from your local induction, which should take place in your first few weeks, and will reinforce your welcome to the University.

What you will be able to do after the event
You will have a better view of how your role contributes to the success of the University and will have developed knowledge that will build on and support relevant local induction activities.

New member of staff
For new members of staff, we would suggest that, as well as your local induction options, you select the following:
- Data protection and the Freedom of Information
- Office health and safety
- Fire safety training
- Central induction (see left)
- Online equality and diversity training

This training is mandatory for all staff. New members of staff will automatically be sent the link to the training as part of their induction. From January 2015, staff will only be able to sit on recruitment and promotion panels if they have completed the online training and the Recruitment and selection workshop.

- Recruitment and selection workshop (both the online equality and diversity training and workshop are mandatory before you can sit on a recruitment or promotion panel from 2015)

Furthermore, if you are a member of the academic staff we would suggest that you also select the following:
- Postgraduate Certificate in Higher Education (probationary requirement for lecturers)
The Learning and Development Portfolio (cont)

To book a place on this programme, please click on the link below:

Committee Servicing

Key contact: Contact POD (x44606; x43693; pod@contacts.bham.ac.uk)
Duration: Half day
Delivery method: Classroom based in Aston Webb – room to be confirmed.

Who it is suitable for
You will be a member of Academic, Academic-Related or Support staff who is taking on the role of Secretary to a University committee or working group, or who wishes to refresh their knowledge of this role. *Please note, practical skills of minute writing are taught in the separate ‘Writing business necessary minutes and notes’ course.

Content
There will be a strong focus on discussing good practice in committee servicing, in particular:

- Different types of University committees, their role and purpose
- Characteristics of effective, and less effective, committees
- The complementary roles and responsibilities of the Chair and Secretary
- Supporting committees effectively before, during and after meetings

What you will be able to do after the course
You will understand the role and responsibilities of the chair, secretary and members of committees and how you, as secretary, can support the effective and efficient running of University committees. This includes the actions needed to service a committee before, during and after the meeting, the formation of an effective agenda, and supporting the chair.

So what’s distinctive?
The opportunity to review good practice in committee servicing and identify how you can best support your committee so that it functions efficiently and effectively.

CV Writing and Interview Skills

Key contact: Contact POD (x44606; x43693; pod@contacts.bham.ac.uk)
Duration: One day
Delivery method: Classroom-based at Park House Annexe (Situated at G19 in the green zone on the campus map)

Who it is suitable for
You will be a member of Academic, Academic-Related or Support staff who is seeking a change in role either through promotion or following redeployment and who wants to self-present in the most positive manner possible, via both your CV and at interview.

What you will be able to do after the course
You will be able to apply your learning to better develop your CV so that it highlights your key skills, attributes and achievements. You will also be able to identify the ways in which you can prepare for interview by considering your body language, motivation and response to questions.
Developing Resilience

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: One day
Delivery method: Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

Who it is suitable for
You will be a member of Academic, Academic-Related or Support staff facing a change in your working life in the near future. This could be a change in role or a new project. Alternatively, you may wish to develop skills, attitudes and tactics to help you deal with an increasingly demanding workload and/or more effectively manage your responses.

What you will be able to do after the course
You will be able to draw on techniques you learn during the workshop to help you meet any challenges and surprises at work pro-actively and positively. You will be more consciously aware of and be better able to manage your emotions.

Excellent Customer Service

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: One day
Delivery method: Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

Who it is suitable for
You will be a member of Academic, Academic-Related or Support staff who works with customers.

What you will be able to do after the course
You will be able to better understand and anticipate your customer’s needs. In addition, you’ll learn to identify the underlying drivers of customer behaviour.
The Learning and Development Portfolio (cont)

Facilitation Skills

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: Half-day
Delivery method: Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

Who it is suitable for
This course is suitable for Academic, Academic-Related and Support Staff wanting to enhance their understanding of the key techniques and skills required to be a proficient facilitator.

What you will be able to do after the course
After attending this course you will have gained the confidence and knowledge required to facilitate meetings, away days and events in your own department. This is a hands-on and experiential course that contains lots of practice facilitation with other delegates throughout the half day.
To book a place on this programme, please click on the link below:

**Hands-on Financial Management**

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: One day
Delivery method: Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

Who it is suitable for
You will be a member of Academic, Academic-Related or Support staff, responsible for putting budgets together, monitoring and reporting on them and taking necessary corrective action during the year.

What you will be able to do after the course
You will be able to produce a simple budget, quickly resolve monitoring problems and talk confidently to your colleagues about relevant financial matters.

To book a place on this programme, please click on the link below:

**Having Challenging Conversations**

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: One day
Delivery method: Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

Who it is suitable for
This course is suitable for Academic, Academic-Related or Support Staff who manage or supervise the work of others and who need to address issues with their performance or behaviour. These may include issues such as time keeping, low motivation, interpersonal skills, poor performance, bullying or harassment.

What you will be able to do after the course
You will have the confidence and techniques to successfully hold a challenging conversation.
The Learning and Development Portfolio (cont)

**Introduction to the PDR Process for Reviewers of Academic and Academic-Related Staff**

**Key contact:** Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)

**Duration:** Two hours

**Delivery method:** Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

**Who it is suitable for**
You will be a line manager or nominated PDR reviewer undertaking the annual Performance and Development Reviews (PDRs) of Academic or Academic-Related staff (Grades 6 to 10) for the first time. PDRs are a vital part of ensuring that individuals are clear as to what is expected of them, receive feedback on their performance and are supported to develop to their full potential. It is a University requirement that all reviewers of academic, or academic related staff, attend this briefing before carrying out a PDR.

**What you will be able to do after the course**
You will understand the benefits of PDRs for individuals and the University, the key stages in the PDR process, the role of reviewers and the essential elements of an effective review.
Leading Change

Key contact: Contact POD (x44606; x43693; pod@contacts.bham.ac.uk)

Duration: One day

Delivery method: Classroom-based at Park House Annexe (Situated at G19 in the green zone on the campus map).

Who it is suitable for
You will be a manager who is either about to introduce a change or is already managing a change programme. You will also benefit if you are likely to manage people during change in the future.

What you will be able to do after the course
You will be able to plan a change initiative to maximise its likelihood of success and respond effectively to the reactions of colleagues going through the change process.

To book a place on this programme, please click on the link below:
The Learning and Development Portfolio (cont)

Managing Projects in the Organisation

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: One day
Delivery method: Interactive classroom-based at Park House Annexe (Situated at G19 in the green zone on the campus map)

Who it is suitable for
You will be responsible for leading teams of Academic, Academic-Related or Support staff as well as have responsibility for managing a project budget. It is more than likely that you have experience in managing medium to large projects and would like to explore university project management techniques and approaches in order to deliver successful project outcomes.

Content
- Work as a team to ensure time, cost and quality are kept within tolerance
- Communicate effectively both with your team and with key stakeholders
- Understand the importance of requirements gathering
- Practice scheduling techniques such as developing a Work Break Down Structure and Resource Smoothing
- Monitor and communicate key information about the performance of your project
- Record pertinent lessons learned to help ensure the success of future projects

What you will be able to do after the course
You will be able to apply a range of project management tools and techniques to effectively manage projects. Further to evaluating your own ability to manage a project, you will be able to identify personal areas for improvement which will support you in delivering successful project outcomes.

Mindfulness in the Workplace

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: Half day
Delivery method: Classroom based at Park House Annexe (Situated at G19 in the green zone on the campus map)

Who it is suitable for
You will be a member of Academic, Academic-Related or Support staff who wishes to explore how you can use mindfulness tools and techniques to assist you in becoming more effective in the workplace.

Content
The workshop will give you the opportunity to discuss the features and benefits of mindfulness in the workplace and to experience and practice some guided mindfulness exercises. There will be group discussions and opportunities for personal reflection, with an emphasis on providing you with insights into how mindfulness can improve your focus, awareness and wellbeing at work.

What you will be able to do after the course
You will be able to use the techniques you learn during the workshop to help manage your response to demands and pressures and improve your working relationships. You will also be more aware of how to integrate the '7 attitudes of mindfulness' into your daily routine, and be able to plan how to develop your own personalised mindfulness practice.

So what’s distinctive?
You will leave with mindfulness tools that you can use in everyday life as well as in the workplace, and an understanding of how mindfulness can be tailored to suit your own individual needs.

HOW TO BOOK
To check dates and book a place, please visit the POD website.
Planning for Life After Work

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: One day
Delivery method: Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

Who it is suitable for
The workshop is suitable for anyone considering retirement – including early retirement – within the next 12 months. Partners and spouses are most welcome and are encouraged to attend (please fill in the required details on the booking form to register your partner’s or spouse’s attendance).

What you will be able to do after the course
You will be able to identify areas where forward planning will enhance your retirement. You will have the opportunity to reflect on any potential changes you might want to make to your lifestyle and finances based on the expert advice provided by the retirement specialist leading the workshop.

Presenting with Impact

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: Two days
Delivery method: Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

Who it is suitable for
You will be a member of Academic, Academic-Related or Support staff who needs to present yourself and/or your ideas influentially and with impact, in a variety of face to face situations. This could include team briefings, a business case to senior managers, research at a conference or in a one to one situation. Alternatively you may want to refresh your approach to lecturing or presenting to an interview panel. There are many other examples and this list is not exhaustive.

What you will be able to do after the course
You will know how to deliver meaningful, interesting and engaging presentations to meet the needs of your anticipated audiences. You will understand the steps you can take to ensure you deliver each presentation with maximum confidence and impact.
The Learning and Development Portfolio (cont)

To book a place on this programme, please click on the link below:
Principles of Project Management

Key contact: Contact POD  
(x44604; x43693; pod@contacts.bham.ac.uk)  
Duration: One day  
Delivery method: Classroom-based at Park House Annexe  
(Situated at G19 in the green zone on the campus map)

Who it is suitable for  
You will be a member of Academic, Academic-Related or Support staff who manages small projects. You are likely to be new to project management and require an understanding of the University of Birmingham project management methodology.

What you will be able to do after the course  
You will be able to explain the purpose of various project stages and relevant documentation, project success criteria, benefits management, the purpose of a business case, stakeholder analysis and risk management.

To book a place on this programme, please click on the link below:
Recruitment and Selection Training

This training is mandatory for all staff undertaking recruitment and selection activities or who sit on promotion panels. Staff are only able to sit on recruitment and promotion panels if they have completed both the online E&D training and the recruitment workshop described below:

1. Online Equality and Diversity training  
You will need to complete the University’s online training package on Equality and Diversity, if you have not already done so. This can be accessed via the Equality and Diversity training page. If you have any queries regarding the training, please contact Gill Newis.

2. Recruitment and Selection Workshop (right)
Key contact: POD (x44606; x43693; pod@contacts.bham.ac.uk)
Duration: 1.5 hours
Delivery method: Large-scale presentations, with the opportunity for questions, at different venues around campus

Dates and locations
The Recruitment and Selection Workshop runs monthly, with the exception of August, in a variety of different venues across campus.

Each workshop can accommodate 40 people and you do not need to sign up in advance. You will be asked to sign in at the start of the workshop so that we can record your participation centrally.

Please bring your staff ID card for this purpose.

Each workshop runs from 12.15–1.45pm. We would be grateful if you could arrive ten minutes before the start time to ensure that we complete registration in good time and get your attendance accurately recorded.

The sessions will start promptly and we will cover critical information right from the outset. Therefore, unfortunately, we cannot admit you if you are late.

What will you be able to do after the workshop
At the end of the session you will have a greater appreciation of the legal and good practice standards that need to be applied at key stages of the recruitment and selection process.

The session will not cover interviewing skills, but you can develop these by attending the one day POD course 'Becoming an effective interviewer'.

To book a place on this programme, please click on the link below:

Time Management Skills

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: Half-day
Delivery method: Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

Who it is suitable for
All members of University staff, who are looking to develop their effective planning, prioritising and efficiency skills to ensure they make the most of their time. The workshops will examine how you can efficiently and effectively manage your daily work and activities in order to increase your productivity.

What you will be able to do after the course
You will have a better understanding of practical tools and tips to manage yourself and your time; you will analyse your daily work and activities allowing you to focus and prioritise.
Unconscious Bias

Key contact: Contact POD
(phone: 044606; pod@contacts.bham.ac.uk)
Duration: Half-day
Delivery method: Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

Who it is suitable for
This workshop is for all University staff who wish to increase their awareness of the unconscious influences on their behaviour and take steps to ensure that they value diversity among staff and students in the University.

What you will be able to do after the course
At the end of the workshop you will understand how the ways in which the brain takes shortcuts can lead to unconscious bias in our interactions with others and have strategies for managing these.

Understanding the University Procurement Procedures

Key contact: Teisha Ravenscroft (T.Ravenscroft@bham.ac.uk)
Duration: Estimated 2.5 hours (1.30−3.30pm)
Delivery method: Presentations and questions

Who it is suitable for
Understanding all of the various University procurement procedures may seem daunting at times, this workshop will take you through all the key things you need to know and provide you with a good workable understanding of what all the key rules are, why they are there and how to make sure you don’t fall foul of them.

Also there are some live case study examples, a quiz at the end and sweets for the highest scorers.

LEARN MORE

This workshop is currently scheduled to be held on Tuesday 11 December 2018. For further information and details on how to book, please contact Teisha Ravenscroft.
To book a place on this programme, please click on the link below:

Writing Business Necessary Minutes and Notes

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: Half-day
Delivery method: Classroom-based at Park House Annexe
(Situated at G19 in the green zone on the campus map)

Who it is suitable for
You will be a member of Academic-Related or Support staff who
takes minutes or notes from committee or departmental meetings
regularly and who feels that you would benefit from having a more
structured approach.

What you will be able to do after the course
Work with increased confidence to take even more relevant notes
and to produce even more appropriate and well-structured minutes.
Developing as a Researcher

BEAR training courses

The Birmingham Environment for Academic Research (BEAR), provided by Advanced Research Computing, supports researchers across the University with their data storage and computing needs. We currently offer training for researchers who will be using the Linux High Performance Computing (HPC) service, known as BlueBEAR. Soon we will also be offering Software Carpentry courses giving an introduction to scientific computing and reproducible research using Python or R. The team has plans to expand our training provision over the next year, so please check our website for updates, new courses and dates – http://intranet.birmingham.ac.uk/bear

Introduction to Linux (for using BlueBEAR or BEAR Virtual Machines)

Getting started with the Linux command line can be a daunting task for some. This course is designed to get researchers started with using the command line Linux available on BlueBEAR or BEAR Cloud and CaStLeS Virtual Machines.

Key contact: Contact BEAR team (x47181; bearinfo@contacts.bham.ac.uk)
Duration: Three hours
Delivery method: Classroom-based at venues on campus, including Murray Learning Centre

Who it is suitable for
This course is suitable for Academic, Academic-Related or Support Staff who are engaged in research or support the research process and wish to learn the Linux command line necessary to use BlueBEAR or BEAR VMs.

What you will be able to do after the course
You will have the knowledge to log in to BlueBEAR or BEAR VMs and understand how to utilise the Linux command line interface for issuing commands. You will be given an introduction to file management, including creating directories and files, setting file permissions, file editing, and writing and running a simple program.

BEAR Necessities

Research Software Group, Advanced Research Computing

Using BlueBEAR, the High Performance Computing system for the University, can be a daunting experience. On this course, we will introduce you to batch computing and how you can get your computational research jobs running on BlueBEAR. You must have attended the Introduction to Linux or have prior experience in using command line Linux to attend this course.

Key contact: Contact BEAR team (x47181; bearinfo@contacts.bham.ac.uk)
Duration: Three hours
Delivery method: Classroom-based at venues on campus, including Murray Learning Centre

Who it is suitable for
This course is suitable for Academic, Academic-Related or Support Staff who are engaged in research or support the research process and wish to use the BlueBEAR High Performance Computing service.

What you will be able to do after the course
You will have an understanding of scheduling and batch processing concepts, experience of writing job scripts, and BlueBEAR job submission. You will also be able to manage your jobs and understand job output.

intranet.birmingham.ac.uk/staff/development
Career Planning for Researchers

**Key contact:** Contact POD  
(x44606; x43693; pod@contacts.bham.ac.uk)  
**Duration:** One day  
**Delivery method:** Classroom-based at Park House Annexe  
(Situated at G19 in the green zone on the campus map)

**Who it is suitable for**  
You are a researcher at an early stage of your academic career and are looking ahead to your future career opportunities, whether these are in academia or elsewhere.

**What you will be able to do after the course**  
You will be able to engage proactively with your own career development. You will have a clearer understanding of your career motivations and aspirations. You will be able to develop your plans to continue your career journey in a positive direction.

It gave some good concrete ways of thinking, practical advice and set ongoing activities to improve ourselves.

Career Planning for Researchers

Developing as an Academic Team Leader

**Key contact:** Vincent O’Grady  
(x46050; v.c.ogrady@bham.ac.uk)  
**Duration:** Five days spread across six months  
**Delivery method:** Classroom-based on and off campus

**Who it is suitable for**  
You are an academic who considers yourself to be in the early stages of your research career, who has aspirations and potential to lead in your academic field and to be an effective team leader. To be awarded a place on the programme you will also need the explicit support from your Head of School.

**What you will be able to do after the course**  
You will be able to adapt your leadership style to motivate and support your team members, manage change within your working environment, plan your ongoing academic and leadership development and build your research network across both institutions.
Developing as a Researcher (cont)

To book a place on this programme, please click on the link below:

**Developing as a Research Team Leader**

**Key contact:** Vincent O’Grady (x46050 v.c.ogrady@bham.ac.uk)
**Duration:** Five days spread across six months
**Delivery method:** This established collaboration with the University of Nottingham is, and takes place at locations on and off campus.

**Who it is suitable for**
You are researcher who considers yourself to be in the early stages of your research career, who has aspirations and potential to lead in your academic field and to be an effective team leader. To be awarded a place on the programme you will also need the explicit support from your Head of School.

**What you will be able to do after the course**
You will be able to adapt your leadership style to motivate and support your team members, manage change within your working environment, plan your ongoing academic and leadership development and build your research network across both institutions.

**What you will be able to do after the course**
Through a combination of collaborative working, case studies and relevant input this programme is designed to provide an introduction to leadership and management skills in the context of an academic career. Specifically:
- The key differences between leadership and management
- The roles and responsibilities of a leader in the academic context
- Leadership styles and their likely impact
- Workplace communication
- Motivating the team to perform
- Dealing with change in the workplace
- Next steps in managing your career and future development

As part of the programme you will have the opportunity to use peer coaching to explore the key topics and how these might influence your approach to leading and managing in an academic context.

**So what’s distinctive?**
An opportunity, tailored for early career research staff, to develop an understanding of core leadership and management skills through collaboration with peers from across the University.

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To book a place on this programme, please click on the link below:

**Grant Writing**

**Key contact:** Contact POD (x44606; x43693; pod@contacts.bham.ac.uk)
**Duration:** One day
**Delivery method:** Classroom-based at Park House Annexe (Situated at G19 in the green zone on the campus map)

**Who it is suitable for**
You are a member of staff who is required to write research proposals to secure funding.

*Please note you are asked not to register for both this course and Journal Article Writing. The principles and skills covered in both are the same. We strongly suggest that you select the one that best meets your current requirements.*

**What will you be able to do after the course**
You will be able to write with clarity and accuracy and avoid common errors in grant writing. You will be able to improve your writing style and keep your grant funders interested.
Introduction to Endnote (bibliographic software)

Key contact: Research Skills Team
(libraryresearchskills@contacts.bham.ac.uk)
Duration: 2.5 hours
Delivery method: Involves face-to-face teaching, and includes ‘hands-on’ time on workshop computers to allow participants to begin building their own library of references. Please note: Endnote courses are taught on PC computers.

Who it is suitable for
All researchers and the staff who support them.

Content
This course introduces the Endnote software package, a product designed to help researchers input, store, organise, retrieve and format lists of references in a variety of discipline-specific styles.

What you will be able to do after the course
- Manage and create a library of references
- Personalise the library using a variety of features (e.g., make notes, annotate PDFs)
- Attach full text to references and manage PDFs
- Use Term Lists
- ‘Cite as you write’
- Create ‘stand-alone’ biographies
- Create Subject Bibliographies
- Edit Citations and output Styles
- Add citations and references to PowerPoint

Introduction into Impact and Engagement

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)
Duration: One day
Delivery method: Classroom-based at Park House Annexe (Situated at G19 in the green zone on the campus map)

Who it is suitable for
You are a researcher looking to develop your skills in engaging with all those connected to your research and enhancing the impact that you and your research can have.

What will you be able to do after the course
You will be able to promote yourself and your work in your current research context and to contribute to the ongoing Impact Agenda. This course does not specifically deal with formal REF Impact Statements.
Developing as a Researcher (cont)

Journal Article Writing

Key contact: Contact POD  
(x44606; x43693; pod@contacts.bham.ac.uk)  
Duration: One day  
Delivery method: Classroom-based at Park House Annexe  
(Situated at G19 in the green zone on the campus map)

Who it is suitable for  
You are a member of staff who is expected to write journal articles as part of ongoing academic activity.

Please note you are asked not to register for both this course and Grant Writing. The principles and skills covered in both are the same. We strongly suggest that you select the one that best meets your current requirements.

What will you be able to do after the course  
You will be able to write for academic journals and overcome common barriers to publication. You will be able to write with greater clarity and accuracy.

The Medici Enterprise Training Programme

Key contact: Sofia Hansrod (x46539, s.hansrod@bham.ac.uk)  
Duration: The programme consists of seven days training delivered over four months.

We are now recruiting for the next programme that will run from January to April 2019.

Please contact Sofia for an application form.

Delivery method: Classroom-based in Birmingham, the programme is delivered through a combination of seminars and interactive group work sessions.

To book a place on this programme, please click on the link below:
Raising your research profile: ‘Showcase’ and bespoke training

Key contact: Judith Hegenbarth
Duration: One-hour lunchtime session (or bespoke training to suit group)
Delivery method: The Showcase session incorporates an introduction to each topic and a ‘World Café’ style session to give you a chance to talk to an expert in each area. Or, you can follow the link below to set up bespoke training for your research group.

Who is it suitable for
All researchers and staff who support them.

What you will be able to do after the course
1. Open Access
   - Understand open access publishing
   - Find out about key open access policies
   - Understand how the institutional repository supports open access
   - Discover how to search effectively for open access materials

2. Research Data Management
   - Identify the types of data you generate in your projects
   - Find information on funder and publisher requirements pertinent to you
   - Construct a data management plan for your research development and an action plan for managing research data that is pertinent to your current research stage

3. Research Indicators
   - Understand citation metrics
   - Measure and maximise the impact of your research
   - Use author and journal metrics
   - Understand how to use metrics responsibly

4. Social Media
   - Identify appropriate tools and understand how to use the time you have for social media effectively
   - Use social media to send updates on your projects and follow like-minded researchers
   - Use academic networks and raise the profile of your work through them
   - Use altmetrics to understand how social media is benefitting you
   - Avoid the pitfalls of social media

5. Copyright
   - Become familiar with recent changes in copyright law
   - Understand how the Fair Dealing exceptions can be used
   - Learn about the use of images
   - Understand your own copyright

6. Managing Your Online Profile
   - Identifying your published assets
   - Creating an Orcid in PURE
   - Curating your online profile through Scopus, ResearcherID and Google Scholar
   - Getting credit by ‘claiming’ all your publications

Researcher development training and support
In addition to support delivered directly through POD, there is a range of researcher development support and training provided by colleagues across the Professional Services teams that support research. Training and events range from those open to all academic staff (eg, PURE training) to targeted events (eg, researchers seeking advice in applying for a particular funding scheme, or funder).

The offer includes:
Enterprise Acceleration
The Enterprise Skills Seminar Series runs during term time. Seminars are informal, they take place over lunchtimes and they cover a rolling programme of topics. Seminars are delivered by internal and external trainers, and provide an opportunity to question experts and network with researchers, entrepreneurs and local businesses.

The Medici Enterprise Training Programme is a flagship course delivered over seven days, at monthly intervals. The main aims of the course are to develop the business skills of researchers and to help them progress the commercial potential of their research. The programme covers topics including transitioning from researcher to entrepreneur, IPR and exploitation, business planning, marketing and finance, and relevant interpersonal skills.

The Enterprising Birmingham Innovation Competition is open to academics who want to commercialise their research. All entrants are provided with free training on how to build a commercial development plan and how to deliver the perfect pitch to external investors or potential development partners. The competition runs every two years.

For more information contact Sofia Hansrod at s.hansrod@bham.ac.uk or call 0121 414 6539.
Developing as a Researcher (cont)

Raising your research profile: ‘Showcase’ and bespoke training (cont)

Intellectual property
Bespoke workshops designed to meet specific needs of a School, Department, Institute or Centre can be delivered as stand-alone events or as part of away-days or continuing professional development events. Bespoke workshops are designed in consultation with academic colleagues to deliver agreed needs. Generally these are designed to raise awareness and equip researchers with enough knowledge to recognise potential commercial opportunities and to know when to seek support from specialist staff. These workshops can be designed and delivered in conjunction with the Enterprise Acceleration team and College Research Support Teams in order to give a more complete picture of the support available within the University for the commercialisation of research outputs to achieve impact.

For more information contact Jonathan Watkins at j.watkins.1@bham.ac.uk or call 0121 414 9090.

External Research Funding Workshops
Funding workshops aimed at providing an overview of specific funding opportunities and insights into good practice are offered regularly for most major UK and EU funding sources. These are usually an hour in duration.

Funder study days aimed at providing a deeper insight in funder expectations and requirements are offered periodically. These are usually one-day in duration.

Bespoke workshops designed to meet specific needs of a School, Department, Institute or Centre, which can be delivered as stand-alone events, as part of away-days or continuing professional development events. Bespoke workshops are designed in consultation with academic colleagues to deliver agreed needs. Examples include proposal development workshops, providing colleagues with the opportunity to present and shape proposal ideas with input from peers and research support facilitators, and bespoke presentations on the current funding landscape, eg, a presentation of the opportunities available under the Global Challenges Research Fund, targeted to a disciplinary area.

Mock interviews aimed at providing coaching and feedback to individuals or teams who will be interviewed as part of the funder selection process.

Impact
A rolling schedule of Impact workshops will be offered in response to the needs of the academic community and emerging requirements for the next REF. A range of impact support resources are available at: https://intranet.birmingham.ac.uk/planning/Impact/Resources/Impact-workshops.aspx

Public Engagement with Research
The Public Engagement with Research Committee (PERC) periodically offers free workshops covering a variety of pertinent public engagement themes. On-demand sessions are available where sufficient demand exists. Specialised training programmes run annually, however allocations are based on candidate suitability and approval from an applicant’s Head of School or supervisor, dependent on career stage. Informal monthly drop-in support is available to all via ‘Breakfast Brainstorm’ sessions.

For further information: www.thinkpe.wordpress.com/perform/public-engagement-workshops

Research Ethics and Integrity
Regular one-hour training sessions on the Central University Ethics Review Process covering the requirement, timing and process for ethical review including:

- How to do an Ethics Review – helping researchers to identify ethical issues in their own research, write more successful applications for ethics review and take a proactive approach to research ethics.
- Research Permissions in NHS and Social Care Contexts – covering all the things researchers need to do in order to get research up and running in the NHS, including finding a Sponsor, completing the ‘IRAS’ form, getting a favourable ethical opinion from a research ethics committee, and getting HRA and site approval.
- Online Research Integrity modules aimed at assisting new researcher staff in meeting their responsibilities when conducting research are available via Canvas.
Research Information Systems
Drop-in clinics on the use of PURE are run on a monthly basis throughout the year to give staff a chance to talk to experts who will be on hand to answer questions.

Bespoke training on a range of topics such as Managing REF with Pure, Using Pure to record impact evidence and Open access, Pure and the REF are also available for groups.

Online PURE support resources are available at www.intranet.birmingham.ac.uk/collaboration/pure/using-pure

Drop-in clinics for Researchfish (for external research outcomes and impact reporting) and other research reporting systems are arranged periodically, often ahead of reporting deadlines.

Online support Researchfish resources are available at www.intranet.birmingham.ac.uk/planning/rpt/ResearchFish

Bespoke training on research reporting is also available for groups.

Researcher Profile
Awareness raising sessions are offered for researchers at all career stages covering Research Data Management, Research Indicators, Copyright, Social Media, Open Access, Managing Your Online Profile, Advanced Literature Searching and Publishing Strategies. Showcase sessions are usually held over a lunchtime period. More detailed information on any of the topics can be incorporated into a bespoke training programme to meet the needs of a School, Department, Institute or Centre. Colleagues can create their own bespoke session via a request form available on the website.

More information is available at www.intranet.birmingham.ac.uk/as/libraryservices/library/skills/research-profile/index.aspx

The first point of contact for research support is your local College research support office.

Enhancing your teaching
The aim of the new Higher Education Futures institute is to support staff to deliver effective and innovative teaching throughout their careers. The HEFi portfolio of professional development opportunities includes the Postgraduate Certificate in Higher Education, supported routes to HEA Fellowship, academic practice groups, and digital support and leadership through Birmingham Digital Education.
Enhancing your Teaching

Postgraduate Certificate in Higher Education (PGCHE)

Key contact: run by HEFi (pgcertenquiries@contacts.bham.ac.uk)
Duration: The expected period of registration for the PGCHE programme is 18 months. The programme consists of an induction workshop followed by two modules: Introduction to Teaching and Supporting Learning, which comprises two full-day face-to-face sessions and Developing and Enhancing Your Professional Practice, which includes one full-day session and 12 half-day sessions.
Delivery method: All face-to-face sessions will be held centrally

Who it is suitable for
To apply for the PGCHE you must be involved in the following activities:
- Designing, planning and delivering no fewer than 30 hours of undergraduate and/or postgraduate teaching, learning development and support interactions with learners per academic year. Some of these should be linked (eg, teaching on the same module or to the same group of students) and must be taking place at the same time as the programme is studied.
- Employing a variety of teaching and/or supporting learning methods and providing a range of learning experiences.
- A substantive role involving assessment and feedback practices and an understanding of how these practices contribute to effective approaches to teaching, learning development and/or learning support.
- Developing effective learning environments and approaches to student support and guidance.

What is distinctive?
Completion of the full PGCHE programme meets part of the probationary requirement for new academic staff. In addition:
- Successful completion of the programme confers professional recognition as Fellow of the Higher Education Academy (HEA)
- Successful completion of the programme confers a SEDA Learning, Teaching and Assessing Award under SEDA Professional Development Framework

Introduction to Teaching and Supporting Learning

Introduction to Teaching and Supporting Learning (ITSL), which is the first module of the PGCHE, is also offered as a standalone professional development opportunity for academic and professional staff who have a student-facing element to their work. This might be, for example, research staff who have occasional lecturing commitments, or professional staff who work with students on a small group or one-to-one basis.

ITSL is delivered as a two-day block (10.00am–4.00pm) with additional blended learning activities that take place online. It begins by exploring the national and University of Birmingham contexts, before turning attention to teaching in small and large group (lecturing) settings. Approaches to assessment and feedback are studied before examining how we might collect meaningful information about our effectiveness as a teacher. Inclusive practice and the potential role of technology enhanced learning are themes embedded across the three days. Throughout there is a concern with providing practical advice and developing your confidence when working with students.

ITSL is non-credit bearing but there is the opportunity for participants to pursue a teaching qualification after completing the module. Two options are available: applying for Associate Fellowship of the HEA through the University’s Beacon scheme or completing a structured assessment exercise leading to the SEDA Supporting Learning award. Both are likely to be completed within 12 months of participation in the module and you will be advised on which option would be most appropriate for you.

intranet.birmingham.ac.uk/staff/development
Beacon Professional Recognition Framework: recognition for teaching and the support of learning

Key contact: Run by HEFi – beacon@contacts.bham.ac.uk
Duration and delivery method: Applying for recognition involves mandatory attendance at two workshops (two x three hours) and the completion of a set of forms. The workshops are:
- **Orientation workshop**: we will discuss what is meant by engagement with the UK professional standards framework (UKPSF) and how you might demonstrate this, what is meant by critically reflective writing and what we mean by continuing professional development in the context of your application.
- **Writing workshop**: this opportunity will provide space and time to write parts of your submission, to receive feedback from peers and to explore any gaps in pedagogic knowledge that have become apparent in working to construct your submission.

The forms are constructed to facilitate the creation of a critically reflective account of practice and on continuing professional development (around 5,000 words). This is currently estimated at 50 hours of work as it usually involves several drafts and revisions, meetings with mentors and discussions with referees. Actual hours taken will depend on familiarity with the UK Professional Standards Framework and critically reflective writing, as well as with the scholarship and research that underpins your teaching and learning practice.

Who it is suitable for
HEFi offers an institutional route to professional recognition by Advance HE (formerly the Higher Education Academy, HEA). This scheme is for all those who teach and support learning whether you are academic or professional services staff. We are particularly keen to hear from those colleagues who have teaching-focused positions and who lead and mentor colleagues in teaching and learning, as well as those who are involved with any of the HEFi programmes/courses who do not yet have professional recognition.

We have approval to grant professional recognition against descriptors 1–3 of the UK Professional Standards Framework (UKPSF). Successful Beacon applicants will apply for and be awarded either Associate Fellow, Fellow or Senior Fellow of the Higher Education Academy. The categories of fellowship correspond to types of role and experience applicants have in teaching and supporting learning. These are labelled descriptors in the UKPSF.

This scheme is about building recognition for and collegial discussions about teaching and the support of learning in the University. Therefore, it is expected that those applying for professional recognition will be willing to help with future applications. You might be asked to help as a disciplinary mentor or as a member of an assessment panel (development to fulfil this role will be provided); in this way we hope to build institutional capacity to support more colleagues through this scheme.

If you are interested in taking part, please contact beacon@contacts.bham.ac.uk. We will put you on our notification list and invite you to enrol on the Beacon workshops as they become available.

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**People and Organisational Development (POD)**

**Key contact:** Run by HEFi – beacon@contacts.bham.ac.uk

**Duration and delivery method:** Applying for recognition involves mandatory attendance at two workshops (two x three hours) and the completion of a set of forms. The workshops are:

- **Orientation workshop:** we will discuss what is meant by engagement with the UK professional standards framework (UKPSF) and how you might demonstrate this, what is meant by critically reflective writing and what we mean by continuing professional development in the context of your application.
- **Writing workshop:** this opportunity will provide space and time to write parts of your submission, to receive feedback from peers and to explore any gaps in pedagogic knowledge that have become apparent in working to construct your submission.

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If you are interested in taking part, please contact beacon@contacts.bham.ac.uk. We will put you on our notification list and invite you to enrol on the Beacon workshops as they become available.
Supervising Students

Key contact: Karen Skinazi
(pgcertenquiries@contacts.bham.ac.uk)
Duration: Half-day
Delivery method: Run centrally and classroom-based

Who it is suitable for
Any academic member of staff supervising research projects and dissertations, typically but not exclusively, at postgraduate level. The course is mandatory for all staff new to supervision at Birmingham.

What is distinctive?
This is an opportunity to find out what happens elsewhere in the University and to share practice with colleagues tackling similar conundrums. You will learn how to develop a good working research relationship, find practical strategies for dealing with problems, and relate these principles to supervision at all levels. You will find out more about the support and development processes available to students.
HEFi Academic Practice Groups

HEFi convenes a series of groups and events, which have as their main focus the scholarship of teaching and learning (SoTL). These events are open to all staff, but may be particularly useful as professional development opportunities for staff enrolled on CPD programmes such as the PGCHE or staff applying for professional recognition through the Beacon Scheme.

The three main groups outlined below (Reading, Research, Writing) represent a holistic offering which enables colleagues to progress from discussions of readings and their research ideas all the way to writing for publication.

**Academic Practice Reading Group**

The Academic Practice Reading Group meets regularly to discuss texts relating to a wide range of topics on academic practice. Readings range from core texts of teaching and learning practice to philosophy of education. The Reading Group is a space away from our routine where we can explore these topics and argue, agree or disagree, but ultimately think about our work in a scholarly and evidence-based way.

The Reading Group is intended to engage and support those involved in professional development, such as the PGCert, IAP and Beacon programmes offered by our team. It is also open to anyone interested.

For further information and a copy of the programme please contact Marios Hadjianastasis (m.hadjianastasis@bham.ac.uk).

**Academic Practice Research Group**

The Academic Practice Research Group is open to anyone (regardless of type and nature of their role) interested in researching and evaluating aspects of their academic practice and/or conducting research into any topics related to higher education. It meets regularly to offer a forum where group participants can offer and receive support relating to the design, implementation and write up of research and evaluation studies.

More specifically the group will offer opportunities for:
- Research planning
- Research progress
- Publishing research
- Research methods

For further information and a copy of the programme please contact pgcertenquiries@contacts.bham.ac.uk.

**Academic Practice Writing Group**

The Academic Practice Writing Group is a regular opportunity to focus on writing away from distractions, in the company of others. We welcome colleagues from across the University of Birmingham, regardless of the nature of your contracts and level of employment. The group welcomes in particular colleagues writing on topics related to higher education. This can include, but is not limited to, writing for publication, writing up BEACON applications, EEF project applications/reports and PGCert assignments.

For further information and dates please contact pgcertenquiries@contacts.bham.ac.uk.

**Other events**

HEFi hosts events throughout the year, including the annual HEFi Conference. To find out more about current HEFi activity visit the website: www.birmingham.ac.uk/university/hefi/index.aspx Or contact HEFi at: HEFi@contacts.bham.ac.uk
Develop your skills; develop in your role

Apprenticeship training for existing staff

Existing staff apprenticeship training provides a unique opportunity to gain professional qualifications right up to Masters level while learning new knowledge and skills.

- Achieve qualifications that can support your CV
- Work towards professional registration in your area
- Learn new knowledge and skills that will support your professional development
- No changes to your salary or terms and conditions – you will remain on your current pay grade and your terms and conditions remain the same
- No financial cost to you, fees for the training to be covered centrally through the apprenticeship levy

An apprenticeship is a genuine job with an accompanying skills development programme. Through an apprenticeship you should gain the technical knowledge, practical experience and wider skills needed for your immediate job and future career. The apprentice gains this through a wide mix of learning in the workplace, formal off-the-job training and the opportunity to practise new skills in a real work environment.

Apprenticeship Levels

<table>
<thead>
<tr>
<th>Name</th>
<th>Level</th>
<th>Equivalent educational level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermediate</td>
<td>2</td>
<td>GCSE</td>
</tr>
<tr>
<td>Advanced</td>
<td>3</td>
<td>A level</td>
</tr>
<tr>
<td>Higher</td>
<td>4 and 5</td>
<td>Foundation degree</td>
</tr>
<tr>
<td>Degree</td>
<td>6 and 7</td>
<td>Bachelors or Masters degree</td>
</tr>
</tbody>
</table>

Examples of apprenticeship training for existing staff
- Chartered Manager Degree Apprenticeship (Level 6)
- Senior Leader Master Degree Apprenticeship (Level 7)
- Accountancy/Taxation Professional (Level 7)
- Data analyst (Level 4)
- Digital Marketer (Level 3)
- Hospitality Manager (Level 4)
- HR Consultant / Partner (Level 5)
- Laboratory Scientist (Level 5 and Degree level)
- Operations/departmental manager (Level 5)

All apprenticeship standards are government approved and can be found at: [www.instituteforapprenticeships.org/apprenticeship-standards](http://www.instituteforapprenticeships.org/apprenticeship-standards)

Eligibility for undertaking apprenticeship training

- Meet minimum entry level qualifications
- Have a current contract of employment that covers the duration of the apprenticeship programme
- You must be in a role where you will be able to learn the relevant knowledge and skills to pass the apprenticeship
- Senior manager approval

If you already have a degree or postgraduate qualification you are still able to undertake apprenticeship training as long as it is in an area that is different to your degree or qualification. The apprenticeship must demonstrate the learning of new knowledge and skills.

Duration: Course duration will depend on the apprenticeship standard you are undertaking

For more information: Contact Caleb Wright, Apprenticeship Coordinator at c.wright.2@bham.ac.uk

People and Organisational Development (POD)
Online/eLearning
Training Courses

Birmingham Digital Education within HEFi

Birmingham Digital Education facilitates the sharing of good practice in the use of digital tools across the University and offers training and support to embed their use to enhance the student experience.

Staff and students engaged in a Big Conversation over the last academic year. One of the major themes in the discussion was the need to develop a new focus on 'Birmingham Digital Education' for staff, students and curriculum. Issues raised by staff and students led to important questions about the digital skills and critical digital literacy that students will need for their futures, and the support staff will need to ensure that in the digital space, no one is 'left behind'.

In order to create, develop and deliver a distinctive 'Birmingham Digital Education' service, HEFi will be offering new forms of support for staff to help everyone to feel confident in embedding digital tools and strategies into their teaching. HEFi colleagues will work collaboratively with staff across the University to help with the development of new digital skills and ensure staff are able to make informed choices about the best use of digital tools to enhance student learning – on and off campus. See below for additional forms of support and remember, your local College-based digital support staff will remain in place.

This Gateway offers a suite of online professional development modules to support academic staff in their use of innovative teaching, learning and assessment strategies for on and off campus programme delivery.

The modules currently available are:
- Introduction to Canvas
- How to build a Canvas Module
- How to use online marking in Canvas
- How to use quizzes in Canvas
- How to use Event Capture with Panopto
- How to use interactive voting tools
- How to use Resource lists
- How to use media in Canvas
- How to use Conference tools

Birmingham Digital Education offers online training courses through the Learning and Teaching Gateway
www.birmingham.ac.uk/university/professional-development-gateway/index.aspx
Face-to-Face Training

**Key contact:** Each of the college partnership managers has oversight of the training for their college
please contact:

- **College of Arts and Law**
  Email: caldigitaleducation@contacts.bham.ac.uk

- **College of Medical and Dental Sciences**
  Email: telmds@contacts.bham.ac.uk

- **College of Social Sciences**
  Email: cosselearning@contacts.bham.ac.uk

- **College of Engineering and Physical Sciences**
  Email: tel-eps@contacts.bham.ac.uk

- **College of Life and Environmental Sciences**
  Email: tel-les@contacts.bham.ac.uk

**Duration:** Bespoke to individual needs

**Who is it suitable for?**
All staff who will be working with Canvas, Online Marking in Canvas, Quizzes in Canvas, Interactive Voting Tools, or Event Capture with Panopto.

**What you will be able to do after the training?**
After completing each unit, you will have a greater understanding of the subject area and how you can put this skill into action in the workplace.

For any further information regarding online or face to face training, please contact: bde@contacts.bham.ac.uk or extension: 58585

**Digital Skills Training**
The Digital Skills Team, based in Library Services offer an extensive programme of free courses, both face-to-face and online.

Software applications covered include: NVivo, SPSS, MS Office, Photoshop and TurningPoint.

Courses are open to all University staff. Most face-to-face courses are conducted in our dedicated training suite in the Nuffield building.

Full details of courses, our location, links to online resources and our self-service booking system are available at: www.intranet.birmingham.ac.uk/itskills
Online/eLearning Training Courses (cont)

General Data Protection Regulations (GDPR) online

Key contact: Legal Services (legalservices@contacts.bham.ac.uk)
Duration: Estimated 20-30 minutes
Delivery method: Online via Canvas

Who it is suitable for
This course will give you an overview of the basic principles of data protection which you can apply to your role at the University of Birmingham. It is a mandatory course for all staff members.

By the end of this course you will:
- have an understanding of the data protection principles and data protection law and how these apply to you and your workplace
- be able to deal correctly and appropriately with data subject requests and personal data breaches.

Online Equality and Diversity Training

Duration: 45 minutes
Delivery method: E-learning

Who it is suitable for
This training method is mandatory for all staff. New members of staff will automatically be sent the link to the training as part of their induction.

What you will be able to do after the course
You will be able to apply a clear understanding of your responsibilities after working through this overview of equalities legislation, case studies and relevant links to University policies and procedures.

Please note that you can only sit on a recruitment and selection panel if you have completed the online E and D training and attended the Recruitment and Selection Workshop.
Online PDR for Support Staff Reviewee

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)

Duration: 17 minutes
Delivery method: Online via the link below

Who it is suitable for
You are a member of Support staff who is required to participate in and contribute to their Performance and Development Review (PDR).

What you will be able to do after the course
You will be able to prepare effectively for your PDR, contribute to a performance and development focused conversation that is useful to you and that enables you to review your performance against objectives, establish the priorities in your role and identify and agree your training and development needs.

Pearls of Wisdom – Online tutorials

Key contact: Contact POD
(x44606; x43693; pod@contacts.bham.ac.uk)

Duration: Each video lasts between three to four minutes
Delivery method: All online material that is accessible from the POD web pages can be viewed on a desktop, tablet or smartphone. There are currently 60 Pearls of Wisdom subjects to choose from.

Who it is suitable for
The videos are relevant to all line managers across the University. The videos can be selected to suit your needs, and you can mix and match as many as you want. To help you select, we have put them in categories to match those in our brochure:
- Change and transition
- Managing performance
- Personal effectiveness
- Leadership and management
- Coaching and mentoring

What you will be able to do after the videos
After completing each video, you will have a greater understanding of the subject area and how you can put this skill into action in the workplace.
Workplace Wellbeing

Basic Radiation Awareness

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Three hours
Delivery method: Classroom-based run by the Radiation Protection Adviser. Delivered termly.

Who is it suitable for
This course is mandatory for all staff undertaking work with radiation and all staff and researchers using open and closed sources.

What you will be able to do after the workshop
You will understand:
- Basic properties of ionising radiation
- Effects of radiation exposure and why doses must be kept as low as reasonably practicable
- Practical aspects of radiation protection
- Legal requirements
- The University’s radiation protection arrangements

Laser Safety Awareness

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: One day
Delivery method: Classroom-based run by the Laser Protection Adviser. Delivered termly.

Who it is suitable for
The course is mandatory for all staff and researchers using laser/optical safety.

What you will be able to do after the workshop
You will understand:
- Laser basics
- Laser beam hazards
- Laser classification
- Associated hazards
- Legal requirements, standards and guidance
- University procedures
- Practical control measures
Laser Safety Officer’s Training

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Two days
Delivery method: Classroom-based including practical exercises run by the University’s Laser Protection Advisor (Public Health England)

Who it is suitable for
This course is aimed at staff members who are Laser Safety Officers.

What you will be able to do after the workshop
You will understand and be assessed on through an end of course test:
- Laser beam hazards
- Health and safety legislation relevant to work with lasers
- Putting numbers to laser beam hazards
- Using ELVs in practice – calculation exercises
- Laser beam measurement
- Product legislation and standards
- BS EN 60825-1 and the laser classification scheme
- Laser risk assessment
- Practical laser safety – engineering controls
- Practical laser safety – administrative
- Practical laser safety – personal protective equipment
- Selecting PPE in practice – calculation exercises
- Non-beam hazards
Workplace Wellbeing (cont)

Radiation Protection Supervisor (RPS) Training

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Two days
Delivery method: Classroom-based including practical exercises run by the University’s Radiation Protection Advisor (Public Health England)

Who it is suitable for
This course is intended for supervisors of staff and postgraduates working with sources of ionising radiation, both radiation generators and radioactive materials.

What you will be able to do after the workshop
You will understand and be assessed through an end of course test:
- Know the nature of the radiations emitted by radioactive materials
- Be aware of the hazards from ionising radiation and the importance of keeping radiation doses “as low as reasonably practicable” (ALARP)
- Understand how ALARP is achieved in practice.
- Appreciate the main legal requirements for keeping and working with sources of ionising radiation
- Understand the use of both dose rate and contamination monitors and understand how to interpret measurements
- Understand the importance of following safety procedures and know how to access further information on both the University arrangements and the relevant local procedures
- Know what your responsibilities as RPS are

Chemical and Laboratory Safety

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: 1.5 hours
Delivery method: This course is run each term for Colleges. To nominate yourself, please contact your School’s health and safety coordinator.

Who it is suitable for
You will be a member of staff (or PhD/postgraduate research student) who handles chemicals in a laboratory.

What you will be able to do after this course
You will understand the University’s policy, the different types of chemical hazard, exposure routes and safe working practices.
Chemical Risk Assessment (COSHH)

**Key contact:** Workplace Wellbeing – trainingww@contacts.bham.ac.uk  
**Duration:** 30 minutes  
**Delivery method:** This course is run each term for Colleges and can also be run on demand. To nominate yourself please contact your School’s health and safety coordinator. It can be combined with the Chemical and laboratory safety course, or run separately.

**Who it is suitable for**  
This course is aimed at staff members (and PhD/postgraduate research students) handling chemicals and hazardous substances.

**What you will be able to do after the course**  
You will understand the University’s policy on hazard and risk and how to complete the chemical hazard and risk assessment performance.

Compressed Gas Safety

**Key contact:** Workplace Wellbeing – trainingww@contacts.bham.ac.uk  
**Duration:** 15 minutes  
**Delivery method:** Online course

**Who it is suitable for**  
You will be a member of staff (or postgraduate student) who handles and uses compressed gases.

**What you will be able to do after the course**  
You will understand how to safely store, transport and use compressed gas cylinders.
Workplace Wellbeing (cont)

Introduction to Biological Safety

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Two hours
Delivery method: This course is arranged and advertised through individual Colleges. Anyone required to attend outside of these scheduled courses should contact trainingww@contacts.bham.ac.uk

Who it is suitable for
This course is mandatory for staff (and new postgraduates) who will be working with biological agents and materials: ie, microorganisms, blood, tissue, cells, and also potentially infectious materials such as sewage and environmental samples.

What you will be able to do after the course
You will understand the following:
- Hazardous properties of biological materials
- Applicable legislation
- Risk assessment
- Routes of exposure
- Principles of safe working

Fire Safety Training

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: One hour
Delivery method: Classroom-based, at 54 Pritchatts Road

Who it is suitable for
All staff members and PhD/postgraduate research students, every two years.

What you will be able to do after the workshop
You will be able to apply what you have learned to reduce fire risks and false alarms, to identify obvious fire risks and know who to report them to, to respond to fire alarms and to know what to do if you suspect a fire.

Online Fire Safety refresher course

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk

Online training is also available for those who have attended a classroom session but require a refresher.
Fire Warden Training

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Two hours
Delivery method: Classroom- and practical-based, at 54 Pritchatts Road

Who it is suitable for
You will be a member of Academic, Academic-Related or Support staff who has fire warden responsibilities. You should attend this training every two years.

What you will be able to do after the workshop
You will be able to ensure colleagues and visitors evacuate the building safely and efficiently in case of an emergency.

intranet.birmingham.ac.uk/staff/development
Workplace Wellbeing (cont)

**IOSH Managing Safely**

*Key contact:* Workplace Wellbeing – trainingww@contacts.bham.ac.uk

*Duration:* Four-day modular course

**Who it is suitable for**
Managing safely is for health and safety co-ordinators, managers and supervisors in the University.

**What you will be able to do after the course**
- Identify and understand hazards
- Assess risks
- Identify control measures
- Understand yours and others responsibilities for health and safety
- Investigate incidents
- Learn how to develop basic performance indicators, and get to grips with auditing and proactive and reactive measuring.

**IOSH Managing Safely refresher training**

*Key contact:* Workplace Wellbeing – trainingww@contacts.bham.ac.uk

Face-to-face, every three years.

**Health and Safety Co-ordinators Course**

*Key contact:* Workplace Wellbeing – trainingww@contacts.bham.ac.uk

*Duration:* Two-day modular course

*Delivery method:* Classroom-based at 54 Pritchatts Road

**Who it is suitable for**
You will be a health and safety co-ordinator or other staff member who has health and safety responsibilities.

**What you will be able to do after this workshop**
You will be able to assist with health and safety issues, based on your understanding of the health and safety legislation applicable to the University. You will understand the University’s management arrangements for health and safety including the University’s Health and Safety Policy and roles and responsibilities.
Developing a Risk Assessment and Risk Mitigation Plan in Advance of Ethics Approval (RAMP)

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Two half-day sessions to be held on separate days
Delivery Method: Classroom-based, with facilitated workshops in part two

Who it is suitable for
This course is suitable for Principle Investigators (PIs), researchers and the health and safety role holders who support them.

What you will be able to do after the workshop
You will be able to develop a Risk Assessment and Mitigation Plan (RAMP) in preparation for a research proposal being submitted for ethics approval.
Workplace Wellbeing (cont)

Risk Assessment

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Half-day
Delivery method: Classroom-based at 54 Pritchatts Road
Practical-based at 54 Pritchatts Road

Who it is suitable for
You will be a member of Academic, Academic-Related or Support staff who has to carry out risk assessments personally or supervise those who do.

What you will be able to do after the workshop
- Understand the importance of risk assessments
- Understand the principles involved in risk assessments
- Apply the hierarchy of controls to control risk to an acceptable level
- Understand how a risk assessment is undertaken

Display Screen Equipment (DSE) Assessor Course

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: 2.5 hours
Delivery method: Classroom-based at 54 Pritchatts Road
Practical session at 13 Pritchatts Road

Who it is suitable for
You will be a member of Academic, Academic-Related or Support staff with an interest in DSE.

What you will be able to do after the workshop
Undertake DSE assessment of employees within their designated area following the completion of a DSE checklist.
Principles and Practice of Manual Handling

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: One day
Delivery method: Classroom-based at 54 Pritchatts Road or delivered on location

Who it is suitable for
This course is suitable for staff members who carry out manual handling activities or a large amount of manual handling activities at work.

What you will be able to do after the course
- Understand the reasons for safe manual handling
- Understand how manual handling risk assessments contribute to improving health and safety
- Understand the principles, types and testing requirements associated with manual handling safety
- Be able to apply safe manual handling principles
- A practical-based course to understand safe manual handling techniques

Health and Safety in the Office and General Areas

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Approximately 20 minutes
Delivery method: Online course, link will be sent via email upon request

Who it is suitable for
All staff who work in offices and similar workplaces that need an appreciation of the risks that may be present and want to know how these risks might be controlled.

What you will be able to do after the course
Apply your knowledge of risks, precautions and procedures to ensure your own health and safety and that of colleagues.
Workplace Wellbeing (cont)

Mental Health Awareness

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Two or three hours
Delivery method: Classroom-based courses will run when sufficient nominations received via trainingww@contacts.bham.ac.uk
Courses will take place on a Monday, Wednesday or Friday.

Who is it suitable for
All University of Birmingham staff.

What you will be able to do after the course
- Have a clearer understanding of mental illness and coping strategies
- Recognise the main categories of mental disorders
- Understand how mental disorders are treated
- Understand where to find the best support

Supporting Wellbeing in the Workplace for Managers

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Two or three hours
Delivery method: Classroom-based courses will run when sufficient nominations received via trainingww@contacts.bham.ac.uk
Courses will take place on a Monday, Wednesday or Friday.

Who is it suitable for
Line managers, department managers and anyone who supervises or manages staff.

What you will be able to do after this course
- Explore fears in respect of managing people when their mental health is compromised
- Discuss some of the common mental health issues that arise in the workplace
- Build confidence in your role as a manager when supporting staff
- Understand your role in promoting positive mental health and wellbeing in the workplace

intranet.birmingham.ac.uk/staff/development
First Aid Courses

Emergency First Aid at Work

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: One day (on an ad hoc basis)
Delivery method: Classroom-based

Who it is suitable for
Staff who express an interest in becoming an emergency first aider once a risk assessment has identified a need in the College.

Please discuss with your area First Aid Coordinator before seeking permission to attend.

What you will be able to do after the programme
You will be able to work with confidence and knowledge to deal with situations where emergency first aid is required.

Additional information
The cost of the training is £120 including VAT (details of payment provided at times of booking). The cost of the course includes two mandatory half-day annual updates, e-learning and training in the use of Automated External Defibrillators (AEDs).

First Aid at Work

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Three consecutive days, usually run once a month
Delivery method: Classroom-based

Who it is suitable for
Staff who express an interest in becoming a First Aider once a risk assessment has identified a need in the College. Please discuss this with your area First Aid Co-ordinator before seeking permission to attend.

What you will be able to do after the programme
You will be able to work with confidence and knowledge to deal with any first aid incidents and any incidents that may occur that are specific to risks in your workplace.

Additional Information
The cost of the training is £234 including VAT (details of payment provided at times of booking). The cost of the course includes two mandatory half-day annual updates, e-learning and training in the use of Automated External Defibrillators (AEDs).
First Aid Update

Key contact: Workplace Wellbeing – trainingww@contacts.bham.ac.uk
Duration: Half-day run mornings and afternoons on a regular basis
Delivery method: Classroom-based

Who it is suitable for
You will be a practising First Aider who requires an annual update and this is an opportunity to practise and refresh your first aid skills.

Please note it is mandatory to attend two half-day annual updates during your three-year certification period, ideally at 12 monthly intervals.

What you will be able to do after the programme
You will be able to work with confidence, and your knowledge and skills will be refreshed.
Hospitality and Accommodation Services (HAS)

All of the courses and other interventions outlined in this guide are available to staff working in Hospitality and Accommodation Services (HAS). In addition, HAS run courses specifically tailored to the needs of their staff.

Courses available are:
Level 2 food hygiene
Level 3 food hygiene
Level 4 food hygiene

For more information on these courses and initial booking enquiries contact Joy Sayer (x51027).