Organisational & Professional Development Catalogue

The courses and programmes listed below are for staff only. We cannot offer places to students at **any** level, unless they also have an employment contract.

Classroom & Web-Based Workshops

- This list is checked and updated regularly. For a live list of upcoming courses, search on the [Course Booking System](#) for the Course Code 'PD'.
- More detailed course descriptions (including times, venues, and facilitators) are also available on the course booking site.
- Where a session is not managed by the Organisational and Professional Development (OPD) team, we recommend contacting the facilitator directly.
- While using this catalogue, you may find it easiest to use **Ctrl+F** to find the topic you're looking for.
- If you can't find a particular course, it may be available as [e-learning](#). Alternatively, you may be interested in [bespoke training](#).

Course Code	Course Title	Sessions Run Annually (Estimated)	Description & Notes
PD209	Academic Promotions Briefing	4	**Note:** This session is not managed by the OPD team. These sessions are aimed at staff applying for promotion in the annual promotions round, or considering applying for promotion in the future, who want to better understand the criteria and processes.
PD230	Active Bystander	6	This course is designed to build confidence by providing practical tools to challenge unacceptable behaviour (such as aggressive emails, offensive 'jokes' and micro-aggressions), where and when we see it.
PD180	Appraisal Training for Reviewers	3	This course is suitable for anyone, particularly line managers, with responsibility for formally appraising staff at QMUL. By the end of the workshop you will be more confident in having appraisal conversations, giving feedback, and setting objectives.

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PD156	Building Personal Resilience	6	This workshop will give you an insight into the dimensions of personal resilience – in other words, all of the things that can help us become more flexible in our thinking and more able to learn and bounce back from challenging times.
PD224	Chairing Employment Panels Training for Managers	1	**Note:** This session is run by an external facilitator and is not managed by the OPD team. This will cover the key components of a chairing a hearing and takes managers through the practicalities of managing and follow up to the hearing, to ensure the necessary elements are covered to underpin a fair and impartial decision-making process.
PD134	Data Protection & Freedom of Information	6	**Note:** This session is not managed by the OPD team. This course is intended for those members of staff who deal with personal data, with a particular focus on Professional Services and administrative staff in academic schools.
PD103	Having Difficult Conversations	6	This workshop is designed to build confidence in dealing with difficult encounters in the workplace, introducing theoretical models and applying them to lived experiences.
PD223	Disciplinary and Grievance Investigation Training for Managers	2	**Note:** This session is run by an external facilitator and is not managed by the OPD team. This will cover the key components of a disciplinary or grievance investigation and takes managers through the practicalities of writing the report at the end of an investigation process, ensuring that the outcomes are fair and are recorded as such.
PD130	Effective Time Management for Staff	3	**Note:** This session is run by an external facilitator. The course aims to help people who are always 'busy-being-busy' but who somehow fail to get results. It recognises that you cannot manage time - but that you can manage your choices about what to do and when to do it.
PD143	Exploring Your Personal Effectiveness	3	**Note:** This session is run by an external facilitator. An enjoyable, thought-provoking workshop that focuses on the core skills needed for success in today's changing working environment.

Course Code	Course Title	Sessions Run Annually (Estimated)	Description & Notes
PD222	iGrasp User Training	10	**Note:** This session is not managed by the OPD team. This is a practical session for staff using iGrasp for recruitment activities. Topics include the application journey, navigating the system, setting up position pages, inviting candidates to interview, and generating the offer of employment.
PD147	Intro to Copyright Card Game	3	**Note:** This session is not managed by the OPD team. This course will introduce you to the legal definitions of copyright, what it covers and how it is applied. It will also cover licences and exceptions allowed under the law.
PD140	Introduction to Project Management	3	This course establishes a systematic approach to project planning. It examines some of the common approaches to managing projects successfully, using appropriate levels of structure and control.
PD208	Introduction to Process Improvement	Currently on-demand only	This practical and interactive course provides participants with an introduction to process improvement techniques and an overview of 'lean thinking'. Topics include process mapping, the voice of the customer, and sources of waste in processes.
PD217	Introduction to Mentoring	2	This workshop is an introductory course aimed at discussing best practice and ethical guidelines for QMUL staff involved in mentoring. We welcome current and potential mentors and mentees, and staff with coaching and supervisory interests.
PD185	Making the most of your appraisal	2	This covers how to plan and prepare for your appraisal meetings, as well as the roles that both you and your line manager play in making sure you have a quality conversation which contributes to your work over the months (and years) to come.
PD213	Mid-Career Financial Planning	3	**Note:** This session is run by an external facilitator. This workshop aims to cover a wide range of issues relevant to planning your financial affairs, now and in the future. It includes independent advice on personal budgeting, reducing your outgoings, mortgages, taxation, making a will, and pension planning.
PD139	Mindmapping for Professional Services Staff	1	**Note:** This session is run by an external facilitator. This course teaches you how to use 'mind mapping', an easy-to-learn note making, thinking and creativity tool.

Course Code	Course Title	Sessions Run Annually (Estimated)	Description & Notes
PD169b	Recruitment & Interview Selection	12	The workshop focuses on building practical skills to recruit fairly and effectively, including writing effective interview questions, designing assessments, interviewing candidates, and making fair and robust recruitment decisions. **This is mandatory for all staff involved in recruitment.** There is e-learning which must be completed and assessed before attending.
PD218	Right to Work Training	12	**Note:** This session is not managed by the OPD team. This course focuses on how University staff should be complying with Home Office guidelines in regards to verifying new employees, to ensure they are eligible to work for the University.
PD195	Safeguarding Adults at Risk - Awareness	2	For staff in regular contact with students, this is to be attended after completing the Safeguarding Essentials e-learning. The session will help you identify the signs and signals that might indicate when a vulnerable individual is experiencing harm or abuse, and will guide you on how to act.
PD142	Speed Reading for Professional Services Staff	2	**Note:** This session is run by an external facilitator. This course will give you ideas for improving the effectiveness of your reading habits (in any language). It invites you to think about what is meant by "reading" and to develop your own strategies for tackling your reading load.
PD243	Wellbeing for Managers	3	This course will help you to develop an understanding of managers' responsibilities around wellbeing, including stress. It raises awareness of factors that affect staff wellbeing, and helps managers to recognise the signs to look for when wellbeing might be compromised.
Various	Staff Wellbeing	9	Investing in your wellbeing has proven to help reduce stress and create a more positive work-life balance. We are offering a series of interactive workshops to explore the links between work, health and mental wellbeing and your role in promoting wellbeing for yourself and others. These workshops are themed around managing stress and change, staying motivated, physical health, mental health and mindfulness among other topics, changing according to feedback and seasonal need.
PD212	Coaching as a Manager	4 – 8	This two-part workshop will guide delegates to practice the coaching methodology and equip you with the skills and knowledge to perform effectively in your role as a manager whilst adopting a coaching approach. Topics include active listening, giving feedback, coaching mindsets, and coaching models. There's also the opportunity to get some practical experience of having coaching conversations.

- These programmes of multiple sessions are run at least once per year, with additional programmes depending on demand.
- There are separate application processes and eligibility criteria, which will be explained in detail when you sign up to an Expressions of Interest list (codes below). We recommend signing up to our monthly newsletter to be informed when these Expressions of Interest lists are opened.
- The ilm (formerly Institute of Leadership & Management) qualifications involve elements of written assessment and practical work, outside of taught sessions, which will be assessed by your facilitators.

Course Code	Programme Title	Description & Notes
N/A	ILM Level 3: Leadership and Management	This qualification is ideal if you are have management responsibilities but no formal training, and are serious about developing your abilities. It's particularly suited to practising team leaders seeking to move up to the next level of management, and managers who need to lead people through organisational change, budget cuts or other pressures. **This course is currently not being offered** but may become an elective element of the Leadership and Management Development Programme, currently in development (see next page).
PD003	ILM Level 5: Coaching and Mentoring	This programme will best suit those who are outgoing, disciplined, motivated by helping others to achieve their potential, and will draw on personal qualities such as empathy, self-awareness, resilience, discretion and reflective practice. In return for funding the training, we would expect qualified practitioners to play a full part in our coaching network afterwards (and as part of their training), which is in high demand from staff.

- This suite of courses, workshops and activities will support colleagues in the development of their management skills, and leadership perspectives.
- It is designed with an incremental approach and does not necessarily reflect grade.
- It's more about the management experience of the participant to date, and/or the extent of their professional influence.
- **Coming soon: still in design and pilot phase.**

Title	Objectives: This course/session will enable the attendee to…	Format	Audience
Preparing for leadership and management	Build an awareness of the requirements of managing a team within Queen Mary, and consider routes to building the necessary experience base to become a fair and effective manager of people.	Short course, workshop; online resources	Staff expecting to move into supervision or management in the next 12 months.
Stepping into leadership and management	Understand the function and needs of the team within the organisation; clarify boundaries and accountabilities, build skills and confidence to identify and implement improvements in a changing world, and maintain a fair and supportive environment.	Short course, workshop; online resources	Staff in first line management roles
Established Managers, Emerging Leaders*	Hone skills to manage a diverse team effectively, advocate for the team whilst developing strategic vision and plans, be a positive influence on their team to bring forward change; and build confidence to challenge constructively and compassionately.	Extended course, workshops, facilitated discussion groups, masterclasses; online resources; optional self-assessment tools.	Staff in established management roles
Transition to leadership*	Influence at an organisational level, enabling others to deliver strategic aims, inspiring and enabling others to initiate and driving positive change; address the challenges to ensure Queen Mary is genuinely inclusive.	Experiential learning with some workshop elements, facilitated discussion groups, coaching, masterclasses; online resources; optional self-assessment tools.	Staff established in senior roles, with ambition to lead at a School, Institute, or Department level.
Leadership Development*	Engage with a range of audiences to build consensus on the way forward, and empower others to contribute and collaborate on a wider scale; create a positive culture to motivate deliver Strategy 2030; support the individual in their preparation to move into strategic leadership roles in the HE Sector.	Extended course, workshops, facilitated discussion groups, masterclasses, coaching; online resources; optional self-assessment tools.	Those in roles with strategic influence, aiming at Faculty/ Institutional leadership.

* These courses will require the attendee to apply for a place and/or be nominated for attendance by a colleague.

E-learning

- You will need to log into QMplus to use most e-learning. Please contact the IT Service Desk with any problems around access.
- We strongly recommend using Chrome or Firefox to access e-learning.
- E-learning marked with an asterisk (*) is mandatory for all roles.
- **Microsoft Office training:** Video playlists and Quick Start guides are available on QMplus.
- **E-learning on ILX:** A range of e-learning including PRINCE2 and Agile is available via ILX, at no cost to the user (there is a fee charged for the exam and certification). Please register an account using your QMUL e-mail address. Once you've logged into the portal, click on 'My Courses' on the upper left of the page to explore the available courses.

Title/Link	This e-learning…
Appraisal & Probation	Examines appraisal and probation skills for both appraisers and appraisees, including topics such as setting objectives and giving/receiving feedback.
Bribery Act*	Provides context on the Act, its implications, and what the University is doing to comply, as well as how the Bribery Act affects the way you need to work.
Copyright Awareness	Introduces the legal definitions of copyright, what it covers, and how it's applied. It will equip you to use copyright materials appropriately for teaching or other purposes.
Criminal Finances Act*	Defines the Criminal Finances Act, the risks of tax evasion, what the University's role in compliance is, and what you'll need to do to prevent criminal activity and avoid any potentially compromising position.
Cyber and Information Security*	Defines several forms of potential threats to information security, and how to stay safe both in the workplace and online. This e-learning is hosted externally; use your QMUL username (e.g. abc123) and password to log in.
Data Protection (GDPR)*	Explains principles of data protection under GDPR, what forms of data are subject to GDPR, and how to follow best practice to minimise the risk of any data breach. This e-learning is hosted externally; use your QMUL username (e.g. abc123) and password to log in.
Fire Safety Awareness*	Explores a number of subjects including common causes, prevention, and what to do in the event of fire.
Introduction to Minute Taking	Covers the role of a minute-taker, methods of minute-taking, and types of minutes for different meetings
Introducing Inclusion	Covers a range of topics such as: the definitions of equality, diversity and inclusion, our rights and responsibilities under the law, how unconscious bias and stereotyping form barriers to inclusion, and what we can do to create inclusive environments.
Safeguarding Essentials*	Helps you to identify who might be vulnerable or at risk, to recognise forms of abuse, and to know what to do next if you have concerns. Staff in regular contact with students should also attend PD195: Safeguarding Adults at Risk.
Staff Recruitment and Interview Selection	Will equip you to clearly define the role you're recruiting to, use the shortlisting and interview process to gather the evidence you need, and comply with the law and best practice around fair selection. **This is mandatory for all staff on staff recruitment panels**; see also PD169.