

Skills Training

Research Computing Training Courses may not be a familiar option to you. However, several IT-based courses are available to meet your needs, whatever your area of research.

Courses available from October to December range from Introduction to High Performance Computing, to sessions based on Matlab and Fortran, as well as Image Based Modelling. All courses are free to UoM researchers and will be taking place in Kilburn Building training rooms, typically from 10am until 5pm with a break for lunch (not provided). For up-to-date information on courses and booking forms, see www.rcs.manchester.ac.uk/education/skills

Cash for EPS Researchers to Develop

Have you ever seen an external opportunity for your development, but not had the funds to attend? Or wished for training that's not currently offered? The EPS Researcher Development team has launched two new funding schemes for EPS research staff.

The Researcher-Led Initiatives Fund will support researchers in creating their own activities to develop their careers and transferable skills (which are not research-related), to complement what is provided by the Researcher Development team. A

similar scheme has been running successfully at the University of Edinburgh, where researchers have set up societies for post-docs, held interdisciplinary networking events, and paid for training and external exams in project management (PRINCE2).

The External Training Fund aims to support individual researchers to participate in training and development activities which are not currently available within the University of Manchester, and to enable uptake of development events offered at regional or national level – for example, by Vitae. It covers travel, expenses

and event fees. There will be four funding rounds this year. Visit the EPS Researcher Development website for details, or contact Gemma Muckle: Gemma.muckle@manchester.ac.uk, 0161 306 4169.

Staff from all faculties can apply for funding from STDU towards the cost of external seminars/ workshops etc. Details and an application form are available on www.staffnet.manchester.ac.uk/employment/training/furthereducationandexternaltraining

Skills training events calendar

Faculty of Engineering and Physical Sciences	Faculty of Humanities	Faculty of Medical and Human Sciences	Faculty of Life Sciences
October 16 Lay Summary Writing Competition deadline 26 Physics & Astronomy Post-doc Lunch November 6 Public Engagement Networking Lunch 24 Starting a Business Visit our website for further events including: <ul style="list-style-type: none">Graphic Design for Research Posters and SlidesImpact at MeetingsStand and Deliver: Giving Presentations at ConferencesBeat the Time Stealers EPS website: www.manchester.ac.uk/eps/resdev	October 20 Writing Workshop – Distilling Ideas 21 Small Grants/ Early Career Funding (AHRC) 27 Managing Research Relationships November 3 Writing Workshop – Effective Introductions 4 Professional Impact for Researchers: Harnessing Collaboration 10 Coping with Academic Pressure 17 Writing Workshop – Writing for Oral Presentation 18 Managing the Early Stages of a Research Career 24 Effective Book Proposals December 1 Writing Workshop – Beating the Blocks: Sharing Good Practice 2 Research Ownership and Dissemination 8 Introduction to Alternative Funding Sources All sessions will take place in University Place, room 5.206 Humanities training website: www.humanities.manchester.ac.uk/humnet/acaserv/rsforum	October 1 Scientific Abstracts 8/12 Grantsmanship 2-day workshop 9 Research Ethics Study Day 16 Scientific Posters 19 Academic Career Planning 22 Introduction to Research Governance 22 Author Workshop 26 Communicating your Research to the Public 28 Charing and Judging at Conferences 29 CV Clinic 30 PRISM November 5/6 Vitae RS Conference (Vitae event in London) 9 How to Secure Fellowship Funding 11 Technology in Research 12 Lone Worker Training 13 Time Management 20 Research Project Planning 24 Interview Skills December 4 Effective Publications 8/9 Effective Researcher (Vitae event in Liverpool) MHS training website: www.mhs.manchester.ac.uk/trainingteam	October 7 Facilitation Opportunity (with short briefing) 8 General CV Workshop 13 Strategic Academic Career Planning 14 Facilitation Opportunity (with short briefing) 15 Putting your Creativity to Work 22 Academic CV Workshop 23 Turbocharging your Writing: Getting your Research Out There Quicker (Vitae, NW Hub) November 18 Working to your Strengths 19 Health & Safety Refresher for Researchers 24 Statistics for the Independent Scientist TBC Facilitation Skills Workshop FLS training website: http://tinyurl.com/FLSTrainingCalendar

External Courses

There are a vast array of external courses and events coming up, which may be of interest to researchers from MHS and beyond.

Practical Biobanking is a four day intensive course run by Nowgen between 26 and 29 October. The course is designed for both biobank sponsors and researchers looking to establish and maintain a successful biological sample resource. It will include talks from distinguished biobanking scientists, optional practical laboratory day on DNA extraction and quantification techniques, and discussion and networking forums. Approved by the Royal College of Pathologists and credited with 13 CPD credits, prices vary according to number of days attended.

For information on this and other courses, see www.nowgen.org.uk/stories/207

Useful Resources

The University of Manchester

Careers www.careers.manchester.ac.uk

IT training courses www.manchester.ac.uk/itservices/training/courses

Manchester Enterprise Centre www.msec.ac.uk

Staff Training and Development Unit courses www.manchester.ac.uk/training

The University of Manchester Intellectual Property Limited www.umip.com

... and beyond

FindAPostDoc.com www.findapostdoc.com

Naturejobs www.naturejobs.com

New Scientist Jobs www.newscientistjobs.com

Research Concordat www.researchconcordat.ac.uk

Research Councils UK www.rcuk.ac.uk

ResearchResearch www.researchresearch.com

United Kingdom Research Office (UKRO) www.ukro.ac.uk

Vitae www.vitae.ac.uk

Contacts

Faculty of Engineering and Physical Sciences

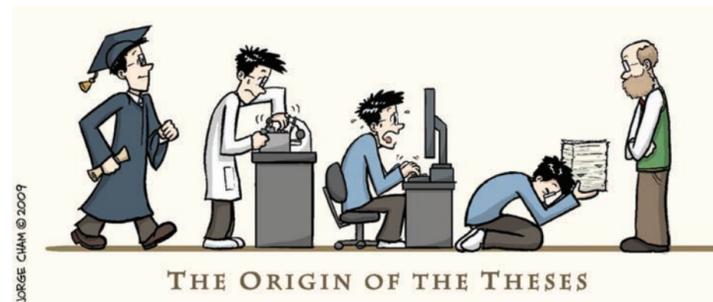
Research Staff Training Contact
Gemma Muckle: eps-researchstaff@manchester.ac.uk
tel 0161 306 4169

Human Resources
tel: 0161 306 4058
www.manchester.ac.uk/eps/servicesandresources/humanresources

Faculty of Humanities

Research Staff Training Contact
Claire Stocks: Claire.Stocks@manchester.ac.uk
tel 0161 306 1116

Human Resources
tel 0161 275 2038
www.humanities.manchester.ac.uk/humnet/facserv/humanresources



We'd like your feedback...

Are we covering the issues you want to read about?

- Who would you really like to hear from in our Q&A slot?
- Could you write a short article about your experiences or opinions to feature in *Incite*?
- Have you been to any interesting conferences or heard of any research news that you'd like to see highlighted?

Even if you don't want to write a whole article, we'd like to hear from you – send in your ideas

about what you'd like to see featured in your Research Staff Skills Training newsletter, and we'll make it our priority to follow up your leads and address the topics that are relevant to you, the reader.

The deadline for contributions to *Incite* issue 8 is 23 October 2009.

For further information about submitting contributions, to subscribe or to give us your feedback on this newsletter, please email the editor at Incite@manchester.ac.uk

Cash prize for Incite input

We are also looking to expand *Incite*, 'the research newsletter written for you, by you,' and would like to hear from you regarding issues that you'd like covering and to receive input from budding journalists wishing to gain writing experience.

The remit for input is open to experimentation as we would like *Incite* to be led by and respond to our community's needs. You may have funding issues, want to discuss managing your research manager/collaborators, comment on the dilemmas of fixed term contract research, or you may like to write a gonzo-style conference report. Any submitted articles that are included in the newsletter will receive a **£25 prize** or a **PhD comic book**, signed by Jorge Cham!

Faculty of Life Sciences

Research Staff Training Contact
Sarah Ashworth: Sarah.Ashworth@manchester.ac.uk
tel: 0161 275 1683

Human Resources
tel 0161 275 2030
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Faculty of Medical and Human Sciences

Research Staff Training Contact
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incite

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RESEARCH STAFF SKILLS TRAINING NEWSLETTER

The University of Manchester Research Staff get CROS - 2009

Did you know that *Incite* is a direct result of opinions given in the 2006 Careers in Research Online Survey (CROS)?

The new look 2009 survey maps to the Concordat to Support the Career Development of Researchers, allowing each university to chart its progress in implementing the Concordat. In 2009 a total of 280 University of Manchester research staff completed the survey. CROS was completed by 6083 research staff across the UK, which means Manchester contributed 4.6% of the overall survey responses from a total of 52 universities!

November 2006 was the date of the last CROS and the 2006 action plan triggered a range of developments directly impacting on researchers: a dedicated Research Staff Careers Consultant; bespoke training and development programmes in each faculty; the *Incite* newsletter; and an annual research staff conference. In addition, the University improved its system of contacting research staff and reviewed and changed the P&DR process.

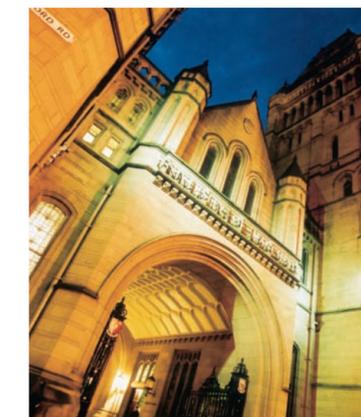
What happens next? Representatives from the Faculty Researcher Development Teams, HR, Careers and Staff Training & Development are drafting an action plan of how the key issues

from the survey can be addressed. Faculty Researcher Development Teams would like research staff to contribute to this action planning process – for details of how this will work in your faculty, contact your local team (see Contacts on back page). The CROS action plan will be discussed by the Associate Deans for Graduate Education over the coming months who will confirm the final actions and then it will be all systems go!

Incite has been given a preview of some of the initial plans for the next year or so that will be developed in response to CROS 2009.

1. An online mentoring and coaching resource to clarify how to develop a mentoring or coaching relationship and its benefits.
2. Active encouragement of research staff to input into school and faculty decision making processes.
3. Review and discuss existing HR processes, with a view to clarify and improve support for:

- Recruitment and selection – with common standards across the University
- Research Staff induction – to help people settle into new roles



- Academic promotion and progression – making it clear what is expected from Research Staff at different career stages
- Performance & Development Reviews – creating a supportive culture and useful review meetings
- End-of-contract support – explaining redeployment options.

Your opinions count – thank you very much for taking the time to complete CROS. If you didn't complete the survey but have an opinion to share, contact your Faculty Researcher Training Team – they're always pleased to hear from you!

IN THIS ISSUE...

2 Meet the Researchers

2 Top Tips

3 Q&A with Ewa Ochman

4 Enterprise

5 External and Internal courses

6 Contacts and Resources



Note from the Editor

The results of the recent CROS survey highlighted a number of issues pertinent to research staff at the University. In this issue of *Incite*, we hope to address some of these important subjects – from 'Top Tips' on how to construct a fantastic CV, to information on enterprise and a new page dedicated to external and internal training opportunities.

Kate Webster, MHS

Meet the Researchers

There are so many people involved in research throughout the University, but often we only know about those working in our own faculty. Each issue, we invite researchers from different faculties to tell us a little about their work and about themselves.



Dr Neil Dixon, EPS

I am currently employed as a research associate working in Professor Jason Micklefield's lab, housed within the MIB. I am working on a chemical biology project, attempting to re-engineer biological components to provide new cellular control elements for potential synthetic biology applications.

I trained originally as a Medicinal Chemist as an undergrad, and went on to study the biological targets involved in the bone disease osteoporosis during my PhD at the University of Leeds. After I had travelled and worked my way around Latin America for a year, I took up my current post funded by the BBSRC.

I have been very fortunate with my choice of research projects and have a reasonable track record, having published over ten peer reviewed papers to date. I would like to continue working in academia and would some day in the future like to establish my own research group. With this goal in mind I am currently applying for fellowships and also grants as a co-investigator. This way I hope to build up my kudos and independent status as quickly as possible, without having first to gain a permanent position.

With the obvious difficulties and challenges of reaching independent status, I am also not closed to the option of potential future employment within the Biotech-Pharma sector. In my increasingly rare spare-time I enjoy mountaineering and scuba diving.



Dr Lydia Castelli, FLS

I joined the Faculty of Life Sciences in 2006 as a Post-doctoral Research Scientist and am now making the transition to my second contract here. My current project is looking at how the initiation stage of protein synthesis is inhibited following glucose starvation in the brewer's yeast, *Saccharomyces cerevisiae*, establishing which

proteins continue to be made. I took on this project as it followed up my previous research looking at different steps of the gene expression pathway.

Prior to my work at the University of Manchester, I attended the University of Wales to study for a BSc in Biology, and then moved to Imperial College for my Masters. After graduating, I worked as a research assistant for two years at the Scottish Crop Research Institute and, as I realised I enjoyed the research environment and wished to work on a project that was my own, I made the decision to complete a PhD and subsequent post-doc position there.

I have taken many opportunities for skills development that the University has offered, for example attending the careers workshops, which have provided useful insights into the different career opportunities available for post-doctoral research scientists. I have also attended specific research training courses, such as the bioinformatics training course on METACORE which was very useful, to broaden my research skills-set.



Dr Vinny Pattison, Humanities

I am a geographer by training and have been at the University of Manchester since 2000, completing my BA (Hons) in 2003, MA in economic and urban geography in 2004, and my PhD in 2008. I am now a Lewis-Gluckman Post-doctoral Research Fellow at the Brooks World Poverty Institute (BWPI). BWPI is a cross-disciplinary research institute which aims to conduct and promote world-leading research on poverty in all of its manifestations in both the developed and developing world. My work focuses primarily on the multiple dynamics and experiences of poverty in the UK with much of my research based in the low income communities of Manchester. British society has its own ingrained views of poverty within its own boundaries; much of it negative. However, the dynamics of poverty are much more complicated than many media representations suggest.

My research focuses on identifying the main drivers of poverty and understanding how they are experienced amongst working households, in particular, in the UK. In doing so I hope to contribute to a more holistic understanding of poverty in the UK, feeding into both academic and public debates around poverty in order to identify possible solutions to tackle the scandal of poverty in our own country, whilst also challenging some of the negative public perceptions of the poor in the UK. In addition to writing academic articles I am keen to develop the public relevance of my research by working with trade unions and local community groups. Recently, I took part in the Researcher Showcase organised by the Humanities Skills Training and Development Team. This was a great event which allowed me to share my research findings on a research project about living wages and working poverty in Manchester with the general public. The feedback and insights I received from members of the local community were invaluable in developing my research. I was also able to discuss my work with a local MP, who I am due to meet in the near future to talk about the policy relevance of my work.

www.bwpi.manchester.ac.uk



Dr Lynn Calman, MHS

I graduated from the University of Edinburgh in 1993 with a BSc in Nursing Studies and worked as a clinical nurse in HIV/AIDS care in both the acute and hospice sector. In 1996 I completed a diploma in mental health nursing and worked in acute psychiatry. During the mental health course, rather than the usual clinical speciality option for my elective placement, I planned a research project at the National Addiction Centre, Institute of Psychiatry, London, with Professor John Strang.

It was this short but formative experience of research that stimulated me into pursuing a research career.

In 1997 I commenced a research associate post at the University of Edinburgh, on a collaborative project at Kings College London, looking at the validity and reliability of instruments to assess the competence of student nurses. After this project I won a Scholarship from the University of Edinburgh to complete a MSc in Social Research Methods and a PhD. After a brief stint as a lecturer at the University of Glasgow, I moved to Manchester in 2005, attracted by the reputation of the School of Nursing, Midwifery and Social Work. I worked on a project to identify lung cancer patients' information needs and preferred level of involvement in treatment decision-making. This was a new area of research for me but I really enjoyed working with this group of patients and the findings of the study developed into a post-doctoral fellowship application. In 2007 I was awarded an MRC Research Training Fellowship in Health Services Research/Health of the Public. The aim of the fellowship is to develop and test a new intervention for the follow-up of lung cancer patients. We currently have very little evidence about how to follow-up lung cancer patients, who have a high symptom burden and poor prognosis, and I hope this study will contribute to our understanding of this area.

Top Tips – The Dos and Don'ts of CV Writing

A recent interactive session led by Dr Sarah Ashworth gave participants the chance to consider their career aims and how these can be shown to greatest effect on their CV.

Using a CV selection exercise designed by The University of Manchester Careers Service, the group identified their 'Dos' and 'Don'ts' of CV writing:

DO:

- Make the layout clear and concise
- Tailor your CV to the job
- Make it clear how your skills meet the recruiter's requirements
- Keep it as short as possible to get your message across

DON'T:

- Put too much text together
- Use italics
- Just write three lines in a covering letter
- Include information not relevant to the position

The session then looked at how these recommendations can be put into practice when putting together a CV.

Check with your Research Staff Training Contact for upcoming dates of similar sessions run by your faculty.

Beat the Time Stealers!

Who couldn't do with a few more hours each day? There are many tools and techniques for planning and managing your time more effectively. These will work for some people, but they don't work for everyone. Sometimes things are more complex than these tools allow. When you look closely at 'time management' in practice, it usually turns out to be 'self management'.

EPS researchers took part in a workshop, Beat the Time Stealers, which considered how our personal psychologies can control our working habits and successes – or failures. Some psychological models are backed up by a weight of quality research; others aren't but are still very useful to guide our thinking and discussion. Understanding how we work is a key step towards being more effective.

Transactional Analysis suggests that we each have a different dominance of one or more working styles, or drivers: Be Perfect, Hurry Up, Please People, Be Strong, Try Hard. Which of these do you recognise strongly in yourself? How could this influence your time/self

management? What conflicts could occur? For instance, someone tending to Please People may agree to do many tasks: but if they have a strong Be Perfect driver there could be problems! Rather than trying to plan all these tasks using charts and timetables, it could be more effective to question the commitments being made.

Senior academics have suggested that most Research Staff are very capable at doing what they need to do – but they are let down by poor time management. A key attribute of successful academics is knowing when to say 'yes' and when to say 'no' to each activity. People often forget that spending plenty of time saying 'yes' to getting something perfect means saying 'no' to other things. If you think you're spending too long on something (saying 'yes' to one thing), try writing a list of everything you're saying 'no' to. Include your whole life, like social time and exercise. Keep your list visible. Then you'll have the bigger picture and be better able to make an informed choice, moment-to-moment.

Beat the Time Stealers will be back soon in EPS - check the training calendar www.manchester.ac.uk/eps/resdev

Researchers into Management – update

For those of you wondering how Researchers into Management has progressed, this nine-day training programme for Research Staff, accredited by the Institute of Leadership and Management, ran as a pilot from March to July 2009. The 21 participants were selected from 37 applicants from all disciplines, based upon contract end dates. Participants enjoyed the style and pace and

appreciated the focus on management practice and skills. A second version of Researchers into Management will run in late 2009, a third cohort will start in March 2010, then this programme will run annually. For details on the course, or to register interest in participating, visit the website:

www.manchester.ac.uk/researchersintomanagement

Q&A with Dr Ewa Ochman, RCUK Academic Fellow, Humanities

What did you do before you came to Manchester?

My PhD, which I carried out in the European Studies Research Institute at the University of Salford, supervised by Professor Vera Tolz, examined the relationship between the collective memory of Polish-Jewish relations during the Second World War and contemporary social and cultural developments in Poland. Afterwards, as a Leverhulme Early Career Research Fellow, I investigated the collective remembrance of the Red Army and the contentious liberators of Poland in 1944-45.

What is your current position at the University?

I am an RCUK Academic Fellow working in the Research Institute for Cosmopolitan Cultures and the School of Languages, Linguistics and Cultures. My five-year project, The Second World War and Commemoration in Poland's Borderlands and Diaspora Communities, extends the focus of my previous research into the remembering of the Red Army to Poland's borderlands, which show the greatest complexity and internal diversity in their commemoration of the past. I also teach a module on the remembering of the Second World War after the collapse of communism in Eastern Europe.

Could you tell me more about your research into the collective remembering of Poland's Second World War history?

Whereas most research in the field concentrates on collective memory at the level of nation states, I research collective memory at the level of municipalities. It is the fragmentation and diversification of commemorative practices at local level, such as the invention of new public ceremonies and production of new monuments, that has the most potential to challenge a nationalising version of historical past propagated by the state. Following the collapse of communism in 1989, previously suppressed communities are able to commemorate past events in their own way. It is particularly in the borderlands that collective remembering of the past is most active: this is one focus of my research.

Are you involved in any knowledge transfer activities?

My research has been reported on in the Polish press. As part of the Palaver festival in March 2008, I organised a debate about Polish migration to Great Britain, held at the Cornerhouse, and co-produced a play (The Emigrants by Sławomir Mrożek) which was performed by Polish LEAP students. In winter 2008 I was invited by the makers of Coronation



Street to advise on Polish Christmas traditions and customs for an episode of the programme.

What are your aims for your research?

I hope to influence the debate going on in Poland in terms of politics of memory and the impact of commemorations of violent conflicts on international relations. I also hope to contribute to research into Eastern Europe and, eventually, to create a centre specialising in researching collective memory in Eastern Europe.

Enterprise Events

Research to Enterprise Summit

The second Research to Enterprise summit, organised by Manchester Enterprise Centre (MEC), took place on 9 June at University Place and once again attracted a large number of students and staff. Attendees listened to some inspiring speakers and participated in a lively networking session afterwards, where all speakers were in demand for their advice.

Curtis Dobson described his path from PhD to group leader at the University of Manchester where he started his company Ai2, based on his work studying anti microbial peptides.

Jayne Lawton spotted an opportunity for selling flower bulbs and nutrients in biodegradable packaging for the "lazy gardener" from her background in horticulture. She spoke about her experiences dealing with selling to large supermarket chains and intellectual property issues she faced when developing the company.

Caroline Plumb talked about a chance meeting with Richard Branson which encouraged her to launch her Freshminds company, eventually making her one of the highest profile young entrepreneurs in the UK.

Research to Enterprise is a program of activities designed to encourage research students and staff to be more enterprising whether they intend to remain in academia, find employment in a commercial or not for profit organisation, or start their own business. MEC will again be running a series of workshops this coming year covering topics such as patent searching, finance, marketing, networking and creativity. Go to www.rte.manchester.ac.uk for details.

Enterprise School

As part of the Northern Enterprise Schools initiative, MEC ran an Enterprise School in the Lake District in July for 32 PhD students and post-docs.

Attendees from the Universities of Manchester, Durham, Liverpool and Lancaster worked in teams of mixed disciplines to produce a business pitch presentation over three days from ideas they had generated during day one. Using market research, patent information and financial information, they learned how to assess a commercial idea for viability and understand what funders such as venture capitalists would look for in an investment opportunity.

Expert tutors provided tutorials and exercises about each topic and were on hand to give advice as the ideas took shape. In addition, many intangible skills were developed such as networking and team working – several early morning walks and evening pub visits were arranged among the students and many were planning on keeping in touch on returning home. The first night's 'pub quiz' also proved to be highly popular- and competitive!

For details of the next opportunity to attend contact course director Dr Robert A. Phillips (Robert.phillips@manchester.ac.uk).



Research to Enterprise Summit speakers and organisers: Jayne Lawton, Claire Gill (MEC), Sian Jones, Robert Phillips (MEC), Caroline Plumb, Curtis Dobson

Leadership in Action

Researcher Training Programme, Brathay Hall, Windermere, 28-31 July 2009. Last week we had the opportunity to attend an exciting 3 day residential course for postgraduate researchers to explore and develop leadership skills incorporating relevant theory, leadership practice and receiving feedback.

The course, run by Vitae, was attended by 60 researchers from different locations, disciplines and career stages and was supported by a team of excellent, experienced facilitators.

Over the 3 days, teams of 6 were given a series of fun yet challenging activities such as running a meeting, leading a business task and managing a crisis. Each person took turns to be a group leader and changed teams for each activity. In addition we had a 'home' team of 6 for the entire course, where we were given a real 'Apprentice-style' challenge to raise money for charity.

Although very intensive, this course was fantastic in every respect. It helped us to build confidence in leading a team, recognising our strengths and weaknesses and our impact on the team; the 'learning by doing' approach made the course applicable to leadership positions in the future. Furthermore, the feedback from both our peers and the facilitators was invaluable in improving our performance as leaders.

In addition, the spectacular lakeside location of the venue helped us to recharge both physically and mentally, have space to consider our lives and where our careers were heading, and to form new friendships. We thoroughly recommend this course to all University of Manchester researchers at any career stage.

Anita Merritt and Tomomi Kimura, FLS



Photo (from left to right): Anita Merritt (Faculty of Life Sciences, The University of Manchester); Ian Sollow, (Department of Physics, University of Cambridge); Cindy Rajpaul-Baptiste (Department of Psychology, University of Liverpool) and Tomomi Kimura (Faculty of Life Sciences, The University of Manchester).