



Queen Margaret University  
EDINBURGH

@Home 2021

## Introduction

We are very pleased to bring you our e-learning and online delivery YourDevelopment@Home brochure.

YourDevelopment@Home has been created in light of the current situation regarding Covid-19 and in response to the postponement of our current provision of face to face training delivery. We are working with our training partners to deliver our key training online and therefore this brochure will be updated on a regular basis when more training opportunities become available.

At QMU, personal, professional and leadership development are all integral parts of who we are as a University and as individuals. We are committed to providing you with training and development opportunities that are relevant, varied and expertly delivered. The following brochure outlines the e-learning training and development opportunities that are currently on offer. The information you provide via the Performance Enhancement Review (PER) process is used to identify the training and development opportunities included in the calendar and where specific individual or team requirements have been identified HR partners will be working with line managers to take these forward.

The University offers many more opportunities for development in addition to these e-learning and online options although this provision is currently on hold at the moment. The wider YourDevelopment calendar will be updated once we return to the University Campus. We encourage you to have ongoing discussions with your line manager about your own development plans.

We welcome feedback on the selection of training and development offered in this brochure and please do let us know if you have any suggestions for future training and development, email us at [develop@qmu.ac.uk](mailto:develop@qmu.ac.uk)

We wish you every success on your development journey.

Human Resources

February 2021

# E-learning Resources

## Essential e-learning

All members of staff have access to QMU's e-learning platform where you can access a range of courses some of which are essential.

Please see further details below:

### New Staff

A number of e-learning courses are mandatory for new staff members to complete within their probation period, these courses are as follows:

- Data Protection (including GDPR)
- Equality and Diversity
- Bribery Act
- Unconscious Bias

### All Staff

The Data Protection (including GDPR) e-learning course requires annual completion by all staff. To ensure that staff are completing this training on an annual basis, our system provider will be launching a reminder email service to prompt users to re-enrol and complete the course every 12 months.

### Recruitment Panelists

It is essential that all members of staff who are involved in recruitment and selection panels undertake the unconscious bias training prior to participation on the panels.

### REF 2021 Panel Members

It is essential that all members of staff who are involved in REF 2021 decision making panels undertake the REF 2021 equality and diversity training.

## Recommended Training

In addition to the above, a number of other courses are available on the e-learning platform as set out and it is recommended that all staff complete:

- Inclusive Leadership
- Safeguarding
- Customer Service
- Environmental Sustainability
- Recruitment and Selection
- Equality and Diversity
- Bribery Act
- REF 2021 Equality and Diversity (For REF Eligible staff)

## Accessing the e-learning Platform

### How to log in

Logging into eLearning is simple. You can access the e-learning platform at the link below and this uses single sign on so this should automatically open for you. Further guidance notes on how to access and navigate e-learning [here](#)

[Click here to access eLearning](#)

### Further recommended e-learning

#### Research Integrity Training Modules

Through collaboration with the University of Dundee, training modules are available to all researchers to support understanding of research integrity and compromised integrity issues and to instil a culture of good practice . This underpins QMU's commitment to the [Concordat for](#)

Research Integrity . Responsible and Ethical Practice in Research is an online video-based training course designed to promote researcher awareness and engagement with research integrity issues. Available on the Hub the course covers:

- plagiarism and recycling of text and research outputs
- authorship and collaborative research and data management
- peer review and publication ethics and general issues such as research misconduct and questionable research practice

Additional resources are also available via QMU's membership of the UK Research Integrity Office and the QMU Research Integrity intranet page.

### Professional Development Support – Contract Research Staff

Vitae offers expertly tailored development programmes for researchers, offering flexible online solutions for delivery. In addition, Vitae also offers support for development in the form of their Researcher Development Framework and other practical resources. For more information, please see the following link – <https://www.vitae.ac.uk/researchers-professional-development>

### Finance e-learning

In addition to the courses on our e-learning platform, we also offer access to a range of Finance e-learning through BUF DG (British Universities Finance Directors Group). Some of the courses on offer are: Finance for non-finance managers and Introducing VAT in HE. To sign up for these courses please contact Ian Robertson, Head of Finance.

We hope that you find the range of course available to you useful, if you have any feedback or suggestions please email us at [develop@qmu.ac.uk](mailto:develop@qmu.ac.uk)

### ACAS e-learning Modules

ACAS offer e-learning modules that are aimed at both employees and employers and cover a wide range of employment issues.

Topics include:

- contracts, hours and pay
- dealing with workplace problems
- equality, diversity and inclusion
- health and wellbeing
- leave and time off
- managing people and performance

The modules are a mix of theory and case studies. You can assess your learning through interactive questions and tests.

To access these courses please – [click here](#) these can be accessed by anyone, learners will need to log in and will be emailed a certificate once the module is completed.

If you have any questions or queries regarding QMU's HR policies and procedures following completion of these courses then please do not hesitate to contact your HR Partner.

## Gender Based Violence

This e-learning course aims to develop understanding of the nature, extent and impact of Gender based violence. It also aims to demonstrate how Gender based violence affects staff and students within the University and offer guidance on responding sensitively to disclosures.

Access to the Gender based violence course can be found [here](#).

# **QMU Internal Resources and Access to External Memberships**



## QMU e-PgCert Professional and Higher Education

You have access to our very own e-PgCert in Professional and Higher Education – for more information please [click here](#)

## QMU Technology Enhanced Learning (TEL) Team

**The TEL (Technology Enhanced Learning) Team** provide online one-to-one support and bookable group training sessions on a range of supported technologies used for teaching and learning at QMU. This includes:

- Virtual Learning Environment – The HUB (Blackboard Learn)
- Virtual Classroom – Collaborate Ultra
- Lecture recording – Panopto

Course descriptions and available dates can be found on the TEL webpage [here](#)

Courses run throughout the year. If the available training dates are not suitable for you, or you would like to request a bespoke training session for your department or team please contact TEL via Assist to discuss options.

### **New and Returning Staff TEL Induction**

The Staff Technology Enhanced Learning (TEL) induction programme aims to welcome new staff to the University, introduce them to a contact in the TEL team and help them engage with the training we offer and learn about the routes for ongoing support.

It is open to staff who have just joined QMU or who have returned after a period of leave (e.g. Maternity/Parental leave or Research leave). This is predominantly for academic staff with a substantial teaching role but will also be relevant to professional services staff who support learning and teaching.

Please contact Assist to request a TEL induction meeting for yourself or a new colleague.

## Access to Advance HE

Queen Margaret University is a member of Advance HE. You can access a variety of resources and join as a member of the Connect Community to receive newsletters, event information and webinar details.

Advance HE can be accessed [here](#)

Forthcoming training and events details can be found [here](#)

Thousands of HE resources can be found in the Knowledge Hub [here](#)

Development programmes and events specifically for the HE sector can be found [here](#)

### [Advance HE Connect](#)

The Connect community is an online network exclusively for the HE sector. You can access member-only events, publications and resources and focuses on individual monthly themes.

Find out more information [here](#)

For Advance HE member benefits information click [here](#)

# Online Delivery

We have sourced a number of exciting, interesting and useful courses to aid your professional and personal development. These have been arranged after analysis of the 19/20 PER plans and we will add to these continuously to increase the number of courses available.

If you would like to attend any courses as detailed below please book via your Employee Self Service on iTrent (under career development tab, search courses). Please contact HR if you would like any further information

<b>Your Development Calendar 2021</b>		
<u>March 2021</u>	<u>April 2021</u>	<u>May 2021</u>
16 <sup>th</sup> AM – Mental Health in the Current Climate (ACAS)	6 <sup>th</sup> & 7 <sup>th</sup> AM – Investigations Training (Discipline and Grievance) – (ACAS – 2 ½ days attendance required)	3 <sup>rd</sup> Full Day – Excel – Beginners (Edinburgh College)
17 <sup>th</sup> AM – Equality, Diversity and Inclusion (ACAS)	13 <sup>th</sup> AM – Mental Health in the Current Climate (ACAS)	7 <sup>th</sup> Full Day – Excel – Intermediate (Edinburgh College)
24 <sup>th</sup> & 25 <sup>th</sup> – AM – Menopause Awareness (Edinburgh College - 2 x ½ days attendance required)	15 <sup>th</sup> & 16 <sup>th</sup> AM – Recruitment and Selection (ACAS – 2 x ½ days attendance required)	12 <sup>th</sup> AM – Hearings Training (Discipline and Grievance) (ACAS)
31 <sup>st</sup> AM – Managing Absence (ACAS)	22 <sup>nd</sup> AM – Stress Management Tools and Techniques (Inequilibrium)	17 <sup>th</sup> AM – Lean Awareness Training – with Ian Robertson, Head of Finance QMU
	28 <sup>th</sup> AM – Stress Management Training for Managers – (Inequilibrium)	18 <sup>th</sup> AM – Financial Management for Non-Financial Managers – Ian Robertson, Head of Finance QMU

June 2021

10<sup>th</sup> – Institute of Leadership and Management  
(ILM) Induction

23<sup>rd</sup> FULL DAY – DAY ONE - ILM Level 3  
(Understanding Leadership)

July 2021

21<sup>st</sup> FULL DAY – DAY TWO ILM Level 3  
(Understanding how to motivate and improve  
performance)

August 2021

# Course Content

# Health and Wellbeing

## Stress Management Tools and Techniques – Course run by Inequilibrium

### Key Benefits

With full participation, delegates will achieve the following:

- A greater understanding of the physical and psychological signs of stress at work and at home
- The ability to distinguish between pressures that can and cannot be controlled
- An understanding of employee and employer responsibilities under Health & Safety regulations
- Begin to develop action plans to tackle the most important and controllable sources of pressure
- An understanding of the basics of positive psychology (what causes wellbeing and happiness)
- A better awareness of what work-life balance means and how to build a more healthy balance to life.

## Managing Mental Health in the Current Climate – Course run by ACAS

Following attendance at this session you will understand mental health issues and the impact these have on employees and the organisation within the context of the Covid 19 pandemic.

Participants will be able to:

- Explain the importance of good mental wellbeing
- Identify some of the commonly held perceptions that exist about mental health
- Describe some of the common signs and symptoms of poor mental health in the workplace
- Explore strategies for early intervention and support for employees experiencing poor mental health
- Identify the legal provisions contained in the Equality Act 2010 relating to workplace adjustments to support employees experiencing mental ill health

The programme will consist of the following:

- What is mental health
- Common mental health conditions
- Current mental health issues and spotting the signs

- Managing wellbeing in a remote workforce
- Mental health management case studies
- Mental health support and additional resources
- Question and feedback

## Developing Menopause (and Perimenopause) Awareness

Workshop overview

### Ask yourself

Are you looking for ways to develop coping strategies that work for you?

Do you have an awareness of how menopause can affect people in the workplace – for example:

- What happens to our hormones during menopause and the perimenopause?
- When will the menopause end and when does the perimenopause start?
- What causes early menopause and how to manage symptoms?

- Are you aware of how the menopause can cause sleep deprivation and how this might affect your long term physical health as well as your sense of mental well-being?

Are you wanting to support colleagues going through the menopause and the perimenopause?

Are you aware of the mental health implications of the menopause and the perimenopause including anxiety, stress and reduced resilience levels?

Are you not sure what the peri-menopause is?

### Attending this workshop will help you to:

1. Identify the impact of the menopause and the perimenopause in personal, social and work situations
2. Describe the symptoms and signs of menopause and the perimenopause
3. Discuss how the menopause and the perimenopause may affect your performance at work and relationships with colleagues
4. Identify impact of menopause on resilience and ability to cope with workplace stresses
5. Identify a number of coping strategies to manage own stress level, including mindfulness
6. Use assertiveness techniques to help manage emotional response to stresses arising from menopausal symptoms
7. Participate in a range of practical mindful activities
8. Identify specific coping strategies for dealing with the effects of the menopause and the peri-menopause

**Who should attend? Example:** Team members who are affected by the menopause or the peri-menopause and their colleagues



# Manager Development

## Stress Management Training for Managers – Course run by Inequilibrium

(Mandatory for all in a Line Manager position)

### Key Benefits

- Understand how to meet the legal and HSE compliance responsibilities
- Be clear about what stress is and the risk implications for employees and the organisation
- Know how to create the right climate to encourage open discussion about stress
- Incorporate frameworks and practical approaches/tools that can be used to prevent stress
- Use extensive online resources and access relevant information and tools

## Managing Absence – Course run by ACAS

Following attendance at this session, you will be able to apply appropriate knowledge and understanding of how to tackle workplace absence in a fair and consistent manner.

Participants will be able to:

- Examine the practices surrounding attendance management within their organisation
- Describe how to deal with short-term absence, unauthorised absences and long-term sickness
- Identify different patterns of absenteeism
- Understand the best practice in relation to managing absence including return to work interviews
- Describe the benefits of having a healthy workplace and engaging with employees

The programme will consist of the following:

- Different types of absence, authorised - unauthorised
- Costs associated with absence
- The role of the manager in dealing with absence
- Benefits and conducting a return to work interview

- Legal issues associated with the different types of absence
- Dealing with the different types of absence: unauthorised, short term, long term

## Managing Mental Health in the Current Climate – Course run by ACAS

Following attendance at this session you will understand mental health issues and the impact these have on employees and the organisation within the context of the Covid 19 pandemic.

Participants will be able to:

- Explain the importance of good mental wellbeing
- Identify some of the commonly held perceptions that exist about mental health
- Describe some of the common signs and symptoms of poor mental health in the workplace
- Explore strategies for early intervention and support for employees experiencing poor mental health
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The programme will consist of the following:

- What is mental health
- Common mental health conditions
- Current mental health issues and spotting the signs
- Managing wellbeing in a remote workforce
- Mental health management case studies
- Mental health support and additional resources
- Question and feedback

## Institute of Leadership and Management – Level 3

Attendance required at a half day induction and two full days with commitment for completion of requirements of the course

### Who is this qualification for?

This qualification is ideal if you have management responsibilities but no formal training, and are serious about developing your abilities. It's particularly suited to practicing team leaders seeking to move up to the next level of management however is also suitable for aspiring managers. It will be useful for new managers in order to pick up the skills and understanding needed to deal with management responsibilities and move your career forward with confidence.

Course outline:

- Gain a range of key management skills
- Put new skills into practice
- Build leadership capabilities
- Motivate and engage teams, manage relationships confidently
- Develop leadership skills using knowledge, values and motivations.

The main topics covered for this qualification are

- Understanding Leadership
- How to motivate and improve performance

## Core Development Skills

### Equality, Diversity and Inclusion – Course run by ACAS

The aim of this course is to:

- Understand the key elements of the legislation
- Increase awareness of the legislation and the impact it might have on business.

- Understand the difference between diversity and inclusion

The programme will consist of the following:

- Background to the Equality Act
- The 9 protected characteristics
- Types of prohibited conduct including - Discrimination by association & perception and Direct & indirect discrimination
- What equality, diversity and inclusion mean in the workplace and the benefits
- Taking Action
- The benefits of an equality policy
- What to include in a policy or to refresh a policy
- Case Studies

## Disciplinary Investigations Training – Course run by ACAS

Please book into this course if you would like to become an investigator for the University's disciplinary/grievance cases. You may already be an appointed investigator and wish to attend as a refresher.

The course is intended to increase confidence in understanding and carrying out disciplinary investigations. Combining practical learning points with legislation, case law and ACAS best practice delegates will have a greater understanding of process, pitfalls and the opportunity to interact in practical exercises to aid consideration of learning.

Participants will be able to:

- Plan for an effective investigation
- Carry out successful investigatory interviews
- Describe the key components of the investigators report
- Explain the standard of proof required by an Employment Tribunal
- Discuss issues of reasonableness in relation to disciplinary investigations

The programme will consist of the following:

- The legal background and standard of proof

- Acas Code of Practice
- Purpose and stages of disciplinary procedures
- The responsibilities of the employer and rights of the employee
- The stages of an investigation
- Listening and questioning techniques
- Witnesses and witness statements
- Writing the report and presenting findings Syndicate exercise-Disciplinary Investigations

## Disciplinary Hearings – Course run by ACAS

Please book into this course if you would like to become a panel member for the University's disciplinary/grievance hearings. You may already be a panel member and wish to attend as a refresher.

The course will inform the delegates of the process that should be followed when carrying out a disciplinary hearing and the legal aspects that need to be considered. Combining practical learning points with legislation, case law and ACAS best practice delegates will have a greater understanding of process, pitfalls and the opportunity to interact in practical exercises to aid consideration of learning.

Participants will be able to:

- Understand the importance of following a proper process
- Know the key elements of case law that relates to dismissals
- Prepare and conduct the disciplinary hearing
- Making reasonable decisions and rights to appeal

The programme will consist of the following:

- The legal background and standard of proof ACAS Code of Practice
- Fair reasons for dismissal
- Purpose and stages of disciplinary procedures
- Preparing and conducting the hearing
- Considering evidence and mitigating factors
- Adjournment and decision making
- Written record

## Recruitment, Selection and Retention – Course run by ACAS

Following attendance you will be able to gain the relevant skills to recruit, select and retain the right people for your organisation.

Participants will be able to:

- State the main components of the recruitment process
- Explain what the legal requirements are
- Identify the type of management skills needed to effectively select the best candidate
- Explain how to make the best decision based on good practice
- Describe an effective induction process
- Understand why employees leave
- Identify how to retain employees

The programme will consist of the following:

- The importance of good practice
- Planning your staffing needs
- How the Equality Act affects recruitment
- Selecting the best candidate
- Unconscious bias
- Shortlisting
- Alternative methods of selection
- Preparing and conducting the interview
- Making an offer
- The recruitment process
- Developing a Job Description and Person Specification
- The application process
- Induction process
- Staff retention

## **Finance for Non-Financial Managers – Course run by Ian Robertson, Head of Finance**

Explain the basics of accounting and how it is applied within Universities, university financial statements, including budget setting, budget variance analysis, research costing and project management, and the legal accounting requirements.

## **Lean Awareness Training – Course run by external consultant with Ian Robertson, Head of Finance**

Initial introduction to the use of Lean within Universities and how QMU are approaching the adoption of Lean techniques in the continual improvement project.

# **Personal Effectiveness**

## **Improve Productivity... Reduce stress – Course run by Positive People**

The full programme is divided into 3 x 2 hour sessions:

### **Session 1 – Perspectives (2 hours)**

Strategic framework to gain clarity of a complex world

- Focus on priorities and creating the daily big 3
- Manage projects and action lists
- Use OneNote to brainstorm

### **Session 2 – Workflow (2 hours)**

Tactical (5 stage) approach to handle a busy schedule

- Setting up effective 'capture' processes
- Understanding the flow of work
- Embedding a weekly review
- Creating to do lists that we trust

### **Session 3 – Systems (2 hours)**

Setting up tools to manage a complicated workload

- Getting the best from Outlook
- Maintaining an empty inbox
- Synchronizing Outlook and OneNote
- Deciding when to use other tools such as To Do, Planner

Format

The sessions are delivered through Microsoft Teams video conference and at a pace that allows plenty of time for interaction and questions. All 3 parts of the course are designed to be live, hands-on events so that participants use the course material as they manage one of their projects, handle their live email inbox, set up tools, etc.

## IT Skills

### Introduction to Excel

Introduction to the following areas within Microsoft Excel:

- Viewing Screen Layout – Ribbon Bar
- Enter, move & clear data
- Selecting Excel Data areas
- Saving Excel
- Creating New Workbooks
- Cut, Copy & Paste
- Naming, Deleting & Working With Sheets

Data Manipulation

- Widen Rows & Columns
- Inserting Rows & Columns
- Moving Data
- Deleting Information
- Sorting Options



## Formatting

- Formatting Numbers
- Formatting Text
- Borders & Shading
- Align Data

## Formulas

- Introduction
- Order of Operations
- Add, Subtract, Multiply & Divide
- Auto Sum & Auto Average
- Percentages
- Absolute Cell Referencing

## Printing

- Print Preview
- Page Layout
- Headers & Footers and Print Areas

## Utilities

- Introduction to Charts
- Freeze Panes
- Introduction to Conditional Formatting
- Auto Fill options

## Intermediate Excel

The following areas are covered for an Intermediate level within Microsoft Excel:

### Formula

- VLookups

- IF Statements
- SumIf
- CountIf(s)
- Text Formulas
- Linking Spreadsheets
- Separating Text data

#### Data Analysis

- Advanced Sort Options
- Filters
- SubTotals
- Introduction to Pivot Tables
- Modifying Pivot Tables
- Updating Pivots
- Utilisation of Icons in Conditional Formatting
- Filter & Sort Using Colour

#### Utilities

- Protecting Data
- Hide & unhide Data
- Named Ranges
- Working With Dates
- Working With Comments
- Data Validation
- Headers & Footers

*More courses coming soon.....* The YourDevelopment Calendar will be updated throughout the year with more courses so please look out for updates on the staff news and the Develop@qmu intranet page.