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NUMBER 1 FOR STEM

HEaTED MAGAZINE

What does it take to be a great technical leader?

STEM LEARNING

Welcome

You spoke, we listened. Now is the time to engage, develop and have an impact on your technical service.

For the last six months we've visited universities up and down the country listening to technicians across Britain. We've heard your successes and your concerns, your development wants and needs, and we've dedicated this magazine to giving the technical workforce a voice.

In this issue of the HEaTED magazine, you'll hear from technicians at all stages of their career. Read about the fantastic contribution apprentices make and how they are continuing the success of technicians. Discover what laboratory sustainability looks like, why it matters and what you can do to improve your own lab's impact on the environment. Get an insight into the life of a head of technical support and what being part of the technical service means to them. Hear from technical resource managers around the UK on what they think future technical leaders will need to focus on and the skills they'll need to develop to become successful.

Not only have we dedicated this magazine to voicing the technical workforce, we've listened to what you have to say and developed new CPD to help technical professionals. We've focused on student-centered customer services for technicians and leadership skills to help you move to the next level.

Why not let your voice be heard and take advantage of the development opportunities that are available to technicians with our Facilitation and advisory service? We're on hand to develop CPD that boosts your skills and maximises the effectiveness of the technical workforce.

To request support from our Facilitation and advisory service, please contact us at **heated@stem.org.uk**. We hope you enjoy this edition of our magazine and we look forward to meeting you in the future.

Suhel Miah

SUHEL MIAH, HEaTED PROGRAMME MANAGER

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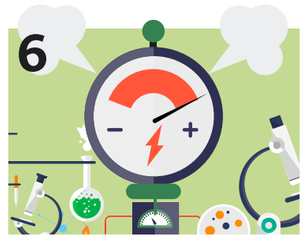

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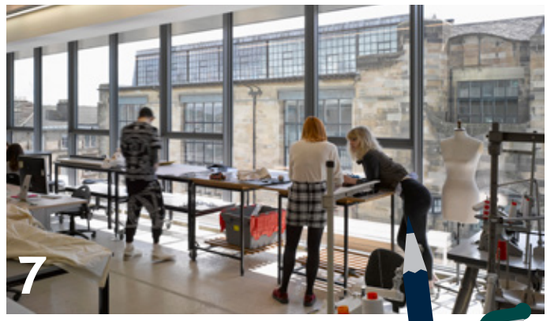

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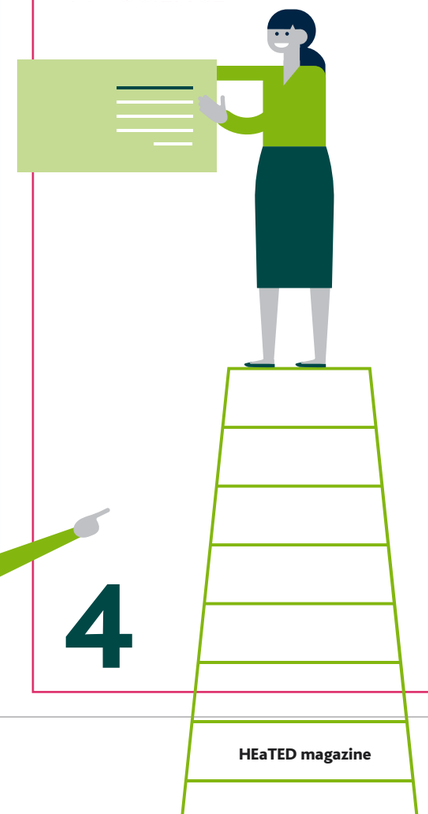
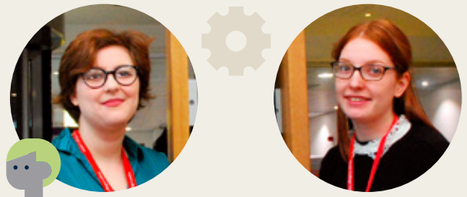


Never a dull moment: life as an apprentice

by RACHEL DENNEY and CHANTELLE GRIFFIN
Apprentices, Faculty of Life Sciences and Medicine, Guy's Hospital Campus, King's College London



We were surprised to find the variety of tasks that an apprentice technician undertakes and the array of opportunities offered to us. Every three months, we rotate around different fields with different experts, to give us a broad knowledge of the inner workings of the Facility of Life Sciences and Medicine at King's College.

Opportunities have been given to us in undergraduate teaching and research. Teaching has offered us the basic understanding of practical techniques that can be applied in research.

To further improve our learning, we go to a local FE college once a week to study BTEC Level 3 Applied Sciences. This qualification is assessed with exams, write-ups and presentations, improving our academic skills. It also gives us greater knowledge in chemistry, biology and physics, as well as basic practical techniques we can further develop in the workplace.

An important part of our role within King's College London is having an active part in the education of the next generation of doctors, dentists, physiotherapists and biomedical scientists. We support their life aspirations and educational goals.

The best part of our job is knowing that no day is the same, so there is never a dull moment. Everybody at Kings College London, has been very inviting, nice and has wanted to help train us to be the best technicians we can be. We are proud to be trainee laboratory technicians!

DISCOVER HOW TO SUPPORT APPRENTICES IN YOUR WORKPLACE

Supporting apprentices - a guide for technical staff
www.stem.org.uk/hc005

A DAY IN THE LIFE...

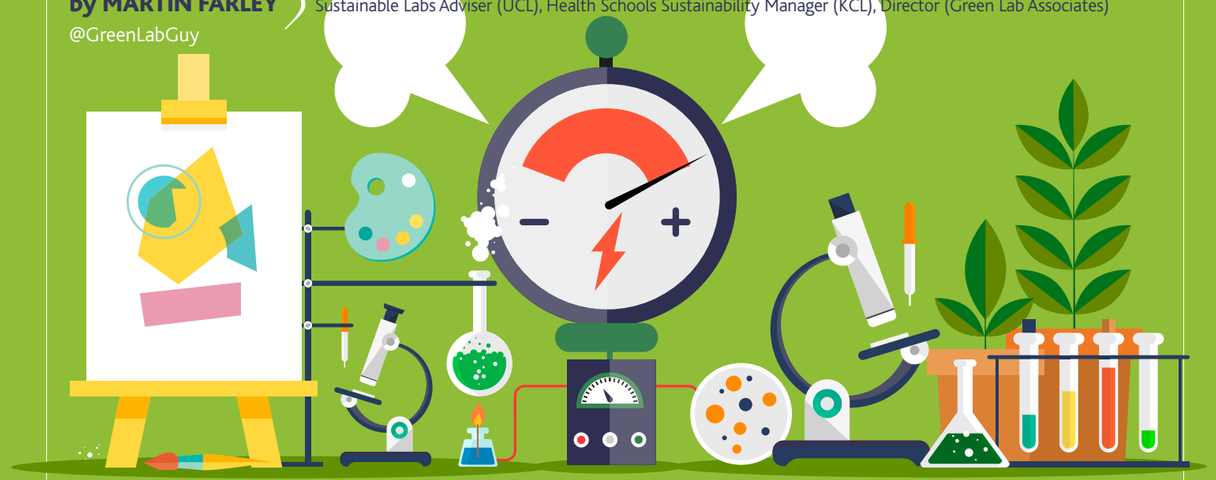
One of our favourite procedures to work on and support students with is in pharmacology, in particular, looking at the complex workings of an organ bath. To be able to support the students properly, we had to understand the procedure ourselves. We learned about how agonist and antagonist muscles respond in different solutions when under a 1g force, with or without electoral simulation. We also observed animal dissections to help us understand the origin of where the tissue has come from, and we have learned how to make up drug solutions.

Once we fully understood the procedure, we were then able to support students with their own research. To start with, we calibrated the laptops which are connected to the organ baths. This is done by using a 1g weight on the transducer, ensuring that any responses the tissue makes whilst it is under force will be picked up correctly, allowing a response curve to be produced. We then set up the organ baths by filling them with Krebs solution and turned on the oxygen to keep the tissue responsive. Once this was completed, animal tissue was strung up in the organ baths and put under the appropriate tension to maximise the response.

After the students arrived, we observed their techniques, provided technical and pastoral support and assisted when needed. Once the practical was finished we flushed the organ baths through with HCl and deionised water to clean them. This ensures there are no agonist or antagonist residues left in the system which could interfere with future procedures. All clinical waste, drugs and chemicals were disposed in the appropriate manner, surfaces wiped down, the apparatus put away, and leftover drug solutions stored in a secure chiller.

Sustainability in the laboratory – technicians on the forefront of improvement

by MARTIN FARLEY Sustainable Labs Adviser (UCL), Health Schools Sustainability Manager (KCL), Director (Green Lab Associates)
@GreenLabGuy



For the UK to meet its climate targets (or approach them), all facets of society need to look inward at their operations. UK higher education institutions (HEIs), with their growing intake of students from home and abroad, are no different. HEIs though face particular challenges of housing a variety of building and environment types, including accommodation, food preparation, and most energy intensive of all – research laboratories of all sorts.

If you've worked within a research laboratory, it's likely that you're familiar with the amount of waste they produce as well as the energy they consume. Research-intensive HEIs will commonly report that up to two thirds or more of their electricity is for laboratory spaces, whilst expenditure on clinical waste will cost up to five times more than general recycling. In recognition of the high energy consumption in laboratories, HEIs have started to target such spaces for energy reductions and improvements. Science is a complicated landscape though, and requires a variety of specially-trained staff who can operate such facilities. As such, achieving sustainable laboratories requires the input and engagement of the technical staff who manage and operate them.

HEaTED, along with most major organisations with close relations to those who operate in laboratory spaces, has acknowledged the importance of being on the forefront in terms of integrating sustainable practices. HEaTED has now started to offer courses to support and educate technicians interested in pioneering this new area. Courses include expertise on equipment (purchasing, operating, disposal, and more), energy consumption and utilisation of consumables, how to best engage fellow staff and students, and more. Understanding how to improve the sustainability of the laboratory can cascade into many benefits for all, including financial savings for the accountants, time-efficiency for technical staff, enhanced technical methods for the researchers, and an improved environment for all. As sustainability grows in importance, why not consider differentiating your role and laboratory by incorporating it and associated benefits early?

Technical staff are knowledgeable experts concerning their relevant domain, and will often outlast researchers and students utilising such spaces. They truly are on the forefront of implementing sustainable practices. More and more institutions now have 'laboratory sustainability' specialists, like myself, who can assist, or point you in the right direction.

HELP MAKE YOUR LAB MORE SUSTAINABLE

Green labs and you, an introduction
■ www.stem.org.uk/hc015

Behind the scenes with...

NAME: John Ayers
ROLE: Head of Technical Support
PLACE OF WORK: Glasgow School of Art (GSA)

When did you decide to follow your profession?
I've always enjoyed collaboration and supporting others from playing in bands as a teenager. As I got older my focus shifted from wanting to be at the front of the stage to working in the background, supporting the creative process with and for others. This transformed through music degrees and working in sound engineering, editing and studio fit-out roles. During this time a job came up at an FE college as a technician. I discovered the satisfaction of sharing skills and supporting others' learning. Seeing the process of students tentatively experimenting with a process and within a few years performing at a high level continues to inspire me.

What did you want to be when you were little?
A musician, but I soon became more interested in exploring the technology around music-making than in practising my scales…

What is the main focus of your work?
My main focus is working with people: supporting my team to do the best they can to ensure that students get the best experience within our resources; ensuring that the importance and quality of my team's work with students is recognised within the institution and beyond; influencing the institution to provide us with the resources we need to provide the facilities expected by creative students in the 21st century. To enable this we spend a lot of time developing our facilities to operate as safely and as efficiently as possible, as well as creating a welcoming, supportive environment for learning. This can take the form of developing a new facility from scratch or incrementally improving processes.

What's the best thing about your job?
Working with a talented creative team and seeing the work produced by students. There is a new challenge almost every day and I am constantly learning.

Are you professionally registered? If so, how important has this been to your career?
No, although I have been involved in discussing the benefits and a specific approach for arts technicians with the IST, I haven't yet got around to registering. At GSA we are looking at identifying and supporting suitable, enthusiastic staff to pilot the process. Although technicians tend to be valued highly by students within the institution, professional recognition can help with the perception of status and value alongside other professional support and academic staff.

What does it take to be a great technical leader?

by SUHEL MIAH
HEaTED Programme Manager, STEM Learning

Whether you're in a leadership position at university, college or industry, or looking to move into a leadership role to advance your career, it helps to know which skills you need to become a great technical leader.

As a former technical resource manager with over 20 years of experience in higher education, it's something I care deeply about. This is an important issue because it underpins the success and achievement of technical teams and organisations facing both operational and strategic challenges.

I've been up and down the country asking technician team leaders and managers what they feel are the qualities that make great technical leaders. Here are their top four qualities and some steps to help you grow into a technical leadership role.

TRUST IS INDISPENSABLE BUT SO IS THE ABILITY TO INSPIRE

John Dwyer, Faculty Superintendent from the University of Lancaster, firmly believes that as a leader we "must trust members of our team to get on with their work", which I could not agree with more. My tip is that respecting, trusting and empowering members of the team to do their very best are strong attributes of a technical leader.

This is also echoed by Steve Taylor, Colleges Technical Manager, University of Derby: "The ability to stand back and see the bigger picture and then inspire the team to catch the vision – essential 'dos': listening, empathy, vulnerability, honesty and integrity."

LEAD BY EXAMPLE AND BE PROFESSIONAL

Prupti Malde, Head of Technical Resources, University of East London, told me recently that she "leads by example and with professionalism, which not only motivates others but helps their professional development." At a time when the quality of our services and competencies are under the microscope, there is a high expectation from those we lead, report to and the users of our services – we need to display professionalism in all that we do. Professionalism not only inspires others, but creates a service that is valued by our colleagues. Being professional is often about tweaking key behaviours, setting and working to higher standards, valuing people and fostering productive relationships.

AN EFFECTIVE LISTENER WHO UNDERSTANDS THE NEEDS OF THE TEAM

Gavin Kew, Technical Services Manager and Deputy Faculty Manager from De Montfort University, described to me an example of great technical leadership in a senior manager who is an "all-rounder, really good at understanding the needs of the team, the organisation and the students and the external market environment." Being a proactive listener is an important communication skill among technical leaders, and is a strength which must be developed and maintained.

EXPERIENCE AND CONFIDENCE IS VITAL

Stephen Franey, Multi-Disciplinary Manager, King's College London, affirmed that "the experience of working your way up the technical ladder, coupled with the confidence in what you do, makes a huge difference." Whether you are a technician, manager or a leader – without confidence in yourself and those whom you lead, you will not achieve great success. Confidence and experience help technical leaders to overcome challenges, often acting as a catalyst, to drive performance and the achievement of goals. The advice here is simple, spend a little time reflecting on your competency level as a leader, such as using the HEaTED Competency Assessment Toolkit for Technicians, which will help you map your current skills level and identify the needs going forward. The process links effectively with your appraisal process, enabling conversations with your line manager on continuous leadership skills improvement.

From my conversations with technical team leaders and managers it is clear that leadership skills are crucial to the successful delivery of technical services. Unless we take ownership and responsibility to grow our leadership skills, coupled with gaining knowledge and experience, we won't deliver the excellent technical services needed to support teaching, research and enterprise. For me, the ability to inspire people within your team and others across the organisation, often in a matrix management structure, is what separates the top performing technical leaders from the rest.

BECOME A GREAT LEADER

Leadership and management skills for technical staff
■ www.stem.org.uk/hc002

Advanced leadership skills for technical staff
■ www.stem.org.uk/hc010

Executive technical leadership programme
■ www.stem.org.uk/hc020

Competency Assessment Toolkit for Technical Staff (CATTS)
■ www.stem.org.uk/heated/catts

Explore our CPD

HEaTED is the leading provider of professional development and networking opportunities for all disciplines of the technical workforce in higher and further education.

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HEaTED members receive exclusive benefits like:

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- free access to resources
- community groups to connect with hundreds of other technicians
- free access to ten regional face-to-face HEaTED networking events across the UK
- discounted Facilitation and advisory service support

Become a member
www.stem.org.uk/mh/membership

COMPUTING

INTRODUCTION TO PYTHON PROGRAMMING

Learn to use Python programming to analyse scientific data on this two-day CPD activity.
- Activity fee: £220 (excl VAT)
- Member fee: £193.60 (excl VAT)
- Browse dates and venues online

■ **www.stem.org.uk/hc463**

PYTHON FOR BIOLOGICAL DATA

Develop your skills and knowledge of Python programming to perform complex analyses.
- Activity fee: £220 (excl VAT)
- Member fee: £193.60 (excl VAT)
- Browse dates and venues online

■ **www.stem.org.uk/hc486**

CREATIVE ARTS AND MEDIA

2PREMIERE PRO ACA - ZERO TO HERO

Understand and work with advanced concepts and features of Adobe Premiere Pro. You will run through a typical series of steps for creating, editing and fine-tuning a series of video pieces.
- Activity fee: £897 (excl VAT)
- Member fee: £807.30 (excl VAT)
- Browse dates and venues online

■ **www.stem.org.uk/hc076**

AFTER EFFECTS - ZERO TO HERO

Go from learning the basics of Adobe After Effects, such as creating basic animations and title sequences, to combining CG elements with real life footage.
- Activity fee: £897 (excl VAT)
- Member fee: £807.30 (excl VAT)
- Browse dates and venues online

■ **www.stem.org.uk/hc035**

AUTOCAD CERTIFICATION - ZERO TO HERO

Master all of the basic commands necessary for professional 2D drawing, design, and drafting using AutoCAD and AutoCAD LT.
- Activity fee: £997 (excl VAT)
- Member fee: £897.30 (excl VAT)
- Browse dates and venues online

■ **www.stem.org.uk/hc325**

INDESIGN - ZERO TO HERO

Imagine being able to create documents of many types, from single page advertisements and flyers, to complex multi-page colour. Attend this activity for all this and more.
- Activity fee: £807.30 (excl VAT)
- Member fee: £897 (excl VAT)
- Browse dates and venues online

■ **www.stem.org.uk/hc066**

PHOTOSHOP 101: YELLOW BELT

Use Adobe Photoshop effectively at an intermediate level.
- Activity fee: £397 (excl VAT)
- Member fee: £337.45 (excl VAT)
- Browse dates and venues online

■ **www.stem.org.uk/hc505**

PHOTOSHOP ACA - ZERO TO HERO

Explore the concepts and skills to use Adobe Photoshop effectively. You will learn layer basics, photo retouching and image editing.
- Activity fee: £997 (excl VAT)
- Member fee: £897.30 (excl VAT)
- Browse dates and venues online

■ **www.stem.org.uk/hc073**

DESIGN AND TECHNOLOGY

BASIC PRACTICAL ELECTRONICS

Recognise and use basic electronics components and test equipment.
- Activity fee: £180 (excl VAT)
- Member fee: £144 (excl VAT)
- Browse dates and venues online

■ **www.stem.org.uk/hc387**

"The training day was well run by friendly, knowledgeable instructors and offered a good introduction electronics, allowing you to develop confidence in your skills."

- Tom Howes
Brunel University London

INTRODUCTORY CNC MILLING - PROTRAK CONTROL

A one-to-one practical course to provide you with hands on experience in fundamental CNC milling.
- Activity fee: £180 (excl VAT)
- Member fee: £120 (excl VAT)
- Run at Durham University at a time and date to suit you

■ **www.stem.org.uk/hc130**

INTRODUCTION TO LASER PROFILING AND ENGRAVING

Topics covered include safety, set-up procedures and image manipulation.
- Activity fee: £180 (excl VAT)
- Member fee: £120 (excl VAT)
- Run at Durham University at a time and date to suit you

■ **www.stem.org.uk/hc246**

RAPID PROTOTYPING (3D PRINTING)

Grasp the essentials of 3D printing with this one-to-one CPD.
- Activity fee: £180 (excl VAT)
- Member fee: £120 (excl VAT)
- Run at Durham University at a time and date to suit you

■ **www.stem.org.uk/hc132**

INTRODUCTORY TIG WELDING

Learn the basics of TIG welding on this one-to-one CPD.
- Activity fee: £180 (excl VAT)
- Member fee: £120 (excl VAT)
- Run at Durham University at a time and date to suit you

■ **www.stem.org.uk/hc131**

HEALTH AND SAFETY

LABORATORY GLASSWARE: HANDLING, MAINTENANCE, SKILLS AND TECHNICAL KNOWLEDGE

Develop your laboratory glassware skills and knowledge on site at Schott UK's Miele Experience Centre.
- Activity fee: £150 (excl VAT)
- Member fee: £125 (excl VAT)

www.stem.org.uk/hc016

INTRODUCTION TO RISK ASSESSMENT

For those unfamiliar with the process of risk assessment, this CPD will give you all you need to confidently approach the risk assessment process.
- Activity fee: £70 (excl VAT)
- Member fee: £55 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc357

IOSH MANAGING SAFELY

Introducing the essentials of health and safety to provide an understanding of safe working practice.
- Activity fee: £560 (excl VAT)
- Member fee: £500 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc506

OPEN WORKSHOP: COMPRESSED AND CRYOGENIC GAS USER WORKSHOP

Learn more about storage, transportation and handling of compressed gases.
- Activity fee: £240 (excl VAT)
- Member fee: £216 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc365

OPEN WORKSHOP: OXY-ACETYLENE /OXY-PROPANE GAS USER WORKSHOP

Learn about working safely with oxy-acetylene and oxy-propane gases.
- Activity fee: £195 (excl VAT)
- Member fee: £175.50 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc366

PAT TRAINING COURSE

Gain the skills to carry out PAT testing in your organisation.
- Activity fee: £175 (excl VAT)
- Member fee: £157.50 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc473

RISK ASSESSMENT FIELDWORK TRAINING

Gain the tools to apply risk assessment processes to fieldwork activities.
- Activity fee: £70 (excl VAT)
- Member fee: £55 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc356

> "The whole course has been extremely beneficial. Having just started my role which included both leadership and management, I am leaving with the confidence and knowledge to help me progress and fulfil my job."
>
> - **Joseph Davies**
> University of Bedfordshire

LEADERSHIP

EXECUTIVE TECHNICAL LEADERSHIP PROGRAMME

A dynamic leadership programme designed specifically for technical leaders and managers.
- Activity fee: £2,400 (excl VAT)
- Member fee: £1,300 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc020

GENERATING INCOME WITH TECHNICAL FACILITIES AND SERVICES

Learn how to maximise income generation using the technical resources and services that you already have.
- Activity fee: £250 (excl VAT)
- Member fee: £200 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc013

LEADERSHIP AND MANAGEMENT SKILLS FOR TECHNICAL STAFF

Explore six key topics, linking theories of leadership and management with workplace experiences.
- Activity fee: £450 (excl VAT)
- Member fee: £350 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc002

SUPPORTING APPRENTICES - A GUIDE FOR TECHNICAL STAFF

Gain the skills to effectively support an apprentice in a technical environment.
- Activity fee: £250 (excl VAT)
- Member fee: £200 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc005

TEACHING AND LEARNING SKILLS FOR TECHNICAL STAFF

Become equipped with the tools you need to teach and demonstrate and contribute effectively to the student experience.
- Activity fee: £450 (excl VAT)
- Member fee: £350 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc001

Supporting technical professionals at all levels of leadership

Leadership and management skills for technical staff	Advanced leadership skills for technical staff	Executive technical leadership programme
www.stem.org.uk/hc002	**www.stem.org.uk/hc010**	**www.stem.org.uk/hc020**

PERSONAL DEVELOPMENT

BENCHMARKING PROFESSIONAL TECHNICIAN COMPETENCY LEVEL USING THE HEATED TOOLKIT

To support participants in identifying their current technical competency level, professional development areas, future skills and knowledge demands and needs.
- Activity fee: £125 (excl VAT)
- Member fee: £100 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc011

HEATED REGIONAL NETWORK EVENT

Network with technicians from across leading institutions and experience 'behind the scenes' tours of cutting-edge facilities.
- Activity fee: £100 (excl VAT)
- Member fee: FREE
- Browse dates and venues online

www.stem.org.uk/he001

PROJECT PLANNING ESSENTIALS FOR TECHNICAL STAFF

Get practical insight into project planning, and go from project initiation to building a project schedule.
- Activity fee: £250 (excl VAT)
- Member fee: £200 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc004

STUDENT CENTRED CUSTOMER SERVICE FOR TECHNICIANS

Learn more about approaches to customer service and delivering an excellent student centred technical service.
- Activity fee: £360 (excl VAT)
- Member fee: £275 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc017

TECHNICIANS SUPPORTING OUTREACH ACTIVITIES

Discover how to support successful outreach activities in higher education.
- Activity fee: £250 (excl VAT)
- Member fee: £200 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc006

> "This course was great - it changed how I think about the tasks that I'm assigned, and how I approached them. It really forced me to slow down and look at what was being asked of me, and then gave me the tools to put together a plan that could help me deliver it. It was also lovely to meet so many people from different institutions and share our experiences and recommendations for other HEaTED courses."
>
> - **Freya Crawford**
> Brunel University London

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SCIENCE

GREEN LABS AND YOU, AN INTRODUCTION

Learn to improve energy and research efficiency in your lab.
- Activity fee: £125 (excl VAT)
- Member fee: £100 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc015

BIOINFORMATICS OF MOUSE PHENOTYPING DATA

Discover how to get access to mouse phenotyping in terms of ontological associations and the data that supports that phenotype.
- Activity fee: £195 (excl VAT)
- Member fee: £165 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc523

BIOSCIENCE TECHNOLOGY INSIGHT DAY

A refresher or introduction to some of the key platform techniques and technologies in biology.
- Activity fee: £99 (excl VAT)
- Member fee: £89 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc242

COLLECTION AND PROCESSING OF MOUSE BLOOD AND URINE SAMPLES

Introductory training in considerations when collecting blood and urine samples from mice for routine diagnostic purposes.
- Activity fee: £195 (excl VAT)
- Member fee: £165 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc522

CONDITIONAL TRANSGENICS

A workshop to understand and plan experiments involving conditional mutagenesis.
- Activity fee: £195 (excl VAT)
- Member fee: £165 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc515

GENOME EDITING IN MICE USING (CRISPR/CAS9)

Explore powerful new technologies for editing genetics in mice.
- Activity fee: £195 (excl VAT)
- Member fee: £165 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc548

GENE EXPRESSION TECHNOLOGIES

Cover the three key technologies in gene expression technologies: microarrays; RNASeq; and qPCR.
- Activity fee: £175 (excl VAT)
- Member fee: £157.50 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc508

INTRODUCTION TO INHERITANCE

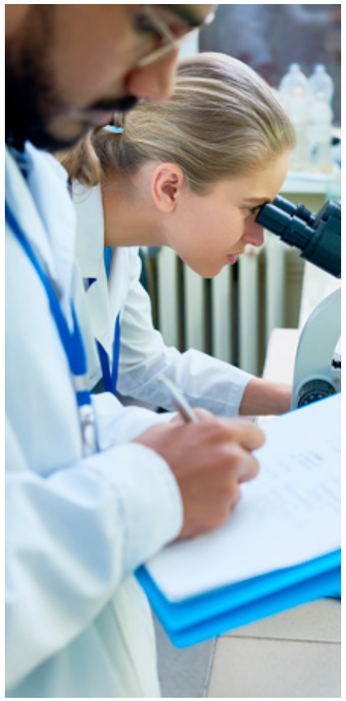
Introduction to biological macromolecules and investigating DNA, the molecule of inheritance.
- Activity fee: £195 (excl VAT)
- Member fee: £165 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc512

INTRODUCTION AND INTERMEDIATE LEVEL MOUSE GENETICS

Develop your knowledge and understanding of genetic inheritance from basic to intermediate level training.
- Activity fee: £390 (excl VAT)
- Member fee: £330 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc547



MICROSCOPY TECHNIQUES

Introducing the key principles behind Bright-field, Fluorescence and Confocal Microscopy.
- Activity fee: £110 (excl VAT)
- Member fee: £90 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc507

MOUSE NECROPSY PRACTICAL TRAINING COURSE

A basic practical training course in standard mouse necropsies.
- Activity fee: £195 (excl VAT)
- Member fee: £165 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc518

MOUSE TISSUE CUT-IN AND PROCESSING PRACTICAL TRAINING COURSE

A practical course in the processing and cut-in of mouse tissues. An optional follow-on from the mouse necropsy course.
- Activity fee: £195 (excl VAT)
- Member fee: £165 (excl VAT)
- Browse dates and venues online

www.stem.org.uk/hc520

PIPETTING, WEIGHING AND DOSING SKILLS FOR MOUSE HUSBANDRY STAFF

An introduction in laboratory techniques for technicians working with mice.
- Activity fee: £195 (excl VAT)
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