

Ramos' team manual



Core values
Kindness, care, respect, honesty, integrity, inclusiveness, scientific rigor.

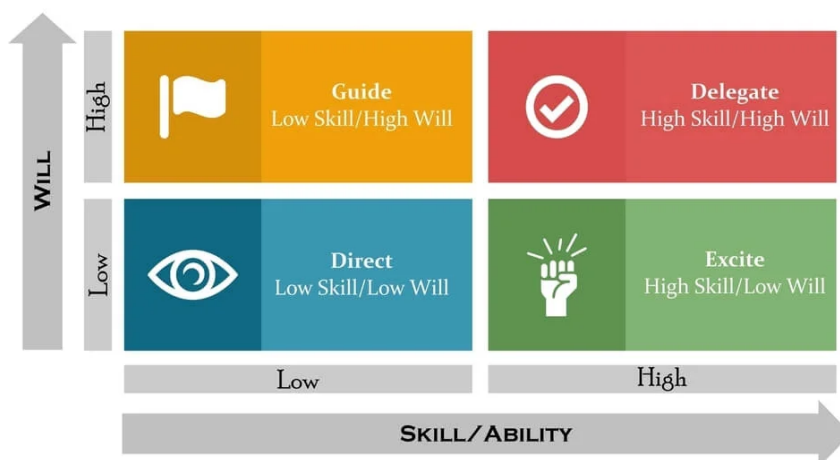


Core traits
Motivation, commitment, critical thinking, problem solving.



Training/leadership style

- My role is to provide you with the opportunities and resources to achieve the goals that we set together.
- I will strive to provide training adjusted to your needs, understanding that you might start at the lower skill and lower motivation levels, but expecting that with coaching and support, you will progress to an independent team member (see *Skill Will Matrix* of management style on the right).
- I commit to being your advocate and sponsor, and to include you in career development opportunities that best fit your career goals; these might include participating in research and writing workshops, including you in collaborations, helping review manuscripts and write grants, sponsoring you to give talks.
- I am a firm believer that clear communication is paramount to success (i.e., achieving the career goals that make you happy).
- I will be transparent about the broader state of our team and the administrative and financial things I might be up to; this includes when I'm travelling, which funds and projects are active, which grant proposals I am working on, what deadlines are coming up, what conferences we should plan for.
- While I expect that you work with your colleagues to resolve small issues as they arise, you can expect that I will listen to any concerns and help as best as I can. This might require helping you network and introducing you to colleagues.
- I will help you prepare/edit grants, thesis/dissertation proposals, manuscripts, abstracts, posters, and talks. I expect to see everything before it is submitted (big or small!) to ensure appropriateness and quality.
- When requesting any materials, please give adequate notice to ensure I can provide the strongest possible materials.



Research expectations

- Abide by the team values and demonstrate the team traits.
- Keep up with the scientific literature in your field; subscribe to key journals (e.g., Am J Hum Genet, Nature Genetics...) and make time for reading. This will also nurture the development of new ideas and writing skills.
- Be curious; as your skills develop and confidence matures, I expect you to develop your own ideas and conduct your research independently.



- Problem solving is essential in research. Asking for help is key to solving problems – and solving problems is key to progress.

Personal care/wellness expectations

- Emotional and physical well-being are more important than research.
- Stay home if sick or otherwise unable to work.
- Maintaining good health and managing energy levels is important for productivity and overall well-being.
- Communicate with me about physical or emotional issues that might make it harder to work, so that we can coordinate time-off or a modified schedule.
- Adhere to lab safety codes.
- Keep lab spaces clean and clear.



Professionalism and Communication

- Science entails sharing, communication, and the critical assessment of ideas and data. As such, it is important to cultivate a community of respect. Everyone should feel welcomed, listened to, and appreciated.
- All communication should be professional, including on-line and in-person. Bullying and discrimination will not be tolerated.
- If you cannot respond to a message within 48h, respond to acknowledge the receipt of the message and offer an estimated date for your response.
- It is good practice to keep a record of communications.
- Be kind (but constructive) when offering feedback to others. Offer help to others.
- If you don't understand something or know how to do something, please ask.
- Let your team know when you'll be out-of-the-office.
- Networking is (like it or not) very important in science and you never know who might be looking to hire a postdoc, serving on a grant panel, or reviewing your manuscript.
- Building relationships with supervisors and peers is crucial for academic and professional growth.



Working Hours



- There are no rigid working hours, and I expect you to maintain a sustainable schedule that allows you to achieve the goals we have set together. Work smartly and efficiently (both for the sake of your time and health, and the lab's funds).
- While one should strive for, on average, a 40-hour work week (which for students includes coursework), there is no avoiding that sometimes you will need to work on weekends or evenings because of a looming deadline. However, when the pressure is off, you should take some time off to compensate.
- While I will not micromanage your schedule, I need to have an idea of your schedule so that I don't go days or weeks wondering if you are okay.
- I do not expect you to return emails outside of your normal working hours. Although I might need to send email at weird times, this is because of my own schedule. I do recommend against reading email before going to bed.



Record and data keeping

Maintain a research notebook and keep it up to date. Back up all data in multiple places. Do so regularly and keep notes on where everything is and how to access it.

Meetings

- We will schedule regular individual meetings to ensure we revisit goals and have regular check-ins. In addition, I have an open-door policy, please reach out when needed.
- We will hold regular team meetings. The content might vary: we might have research updates from team members, a paper discussion, a practice talk, or training and discussion other topics that we choose (grant writing, authorship, unconscious bias, ethics...).
- You are expected to attend and contribute to all team meetings.



Professional Development

- We will work together to push your science forward and work towards the next step in your career. Keep me in the loop about your career goals and interests so that we can identify opportunities that will be useful to you.
- Maintain a CV and update it any time there are changes (a new paper, award, etc).
- Take the initiative to seek out and apply for grants, fellowships, and awards. It is helpful to understand where your funding comes from, including salary, research, and conference funds.
- While I am committed to supporting you during your time in the lab, I encourage you to try to supplement that with extramural funding. Having your own funds will allow the lab financial flexibility (which means more experiments can be done, or we can hire support personnel, etc) and it will be a huge boost for you, your CV, and your career development.
- Making progress on research should be your priority, but I expect you to be a well-rounded researcher and you should identify one or two other activities that help you develop as a scientist, give you joy, and/or give back to the community (e.g., teaching/mentoring, community outreach and/or advocacy, attending scientific workshops).
- I will likely share and forward you many things: funding opportunities, experimental ideas, etc. I do not expect you to apply for/do ALL of these, but you should consider them, talk with me, and pursue what interests you. Be honest with me and yourself about what you have time for. I expect you to say "no" to some things.
- If there is an experiment that *needs* to happen (for ex, critical for publishing a paper, I need preliminary data for a grant proposal), I will be very clear with you about that. I do not anticipate such needs to be frequent. It is essential that you take responsibility for your own progress, schedule, and timeline.
- I will try to help and keep an eye on these things, but sometimes it's a challenge to keep up with my own stuff. Take it upon yourself to push your project forward and meet deadlines.

