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| Technical Skills  |      |       |       |       |       |       |     |       |       |       |       |
|---|------|-------|-------|-------|-------|-------|-----|-------|-------|-------|-------|
| Clinical Operations Courses   | Туре | Jan   | Feb   | Mar   | Apr   | May   | Jun | Sep   | Oct   | Nov   | Dec   |
| General Introduction to Clinical Research                                 | С    | 25    |       |       |       | 09    |     | 12    |       |       | 19    |
| Orienting your Career in Clinical Research                                | С    | 25    |       |       |       | 09    |     | 12    |       |       | 19    |
| ICH-GCP Training  | С    | 26    |       |       |       | 13    |     | 13    |       |       | 20    |
| ICH-Good Clinical Practice Refresher                                      | 0    | 04    |       | 01    |       | 31    | 20  | 26    |       | 16    |       |
| Clinical Research Training for Clinical Trial Assistants (CTAs)           | С    |       | 15-16 |       |       |       |     |       | 12-13 |       |       |
| Clinical Research Training for Junior Clinical Research Associates (CRAs) | С    | 27-28 |       |       |       | 11-12 |     | 14-15 |       |       | 21-22 |
| Clinical Research Training for Senior CRAs                                | С    |       |       | 21-22 |       |       |     |       | 10-11 |       | 12-13 |
| Risk Based Monitoring   | С    |       | 05    |       | 29    |       |     |       | 18    |       |       |
| ISO 14155 Training  | С    |       |       |       | 14    |       |     |       |       |       | 01    |
| Introduction to Clinical Research with Medical Devices                    | С    |       |       |       | 11    |       |     |       |       | 28    |       |
| Running Medical Device Trials   | С    |       |       |       | 12-13 |       |     |       |       | 29-30 |       |
| Regulatory Courses  | Туре | Jan   | Feb   | Mar   | Apr   | May   | Jun | Sep   | Oct   | Nov   | Dec   |
| European Legislation of Clinical Trials with Medicinal Products           | С    | 25    |       |       |       |       |     | 29    |       |       |       |
| European Legislation of Clinical Trials with Medicinal Products           | 0    |       | 17    |       | 18    |       | 08  | 28    |       | 15    |       |
| The European Clininical Trial Regulation 536/02014 - A Clear Outline      | W    |       | 04    | 01    |       | 31    | 20  | 26    |       | 16    |       |
| European Legislation for Clinical Research – Implementation in Belgium    | С    |       |       |       |       |       | 23  |       |       | 14    |       |
| Introduction to GCP Auditing in Clinical Trials                           | С    |       |       |       |       |       | 15  |       |       | 24    |       |
| Clinical Trial Inspections: Preparing for a Good Outcome                  | С    |       |       | 25    |       |       |     |       | 14    |       | 16    |
| Comparing US with EU Requirements of Clinical Trials                      | С    |       | 02    |       |       |       |     |       | 24    |       |       |
| Medical Device Regulations  | С    |       |       |       | 15    |       |     |       |       |       | 02    |





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| Technical Skills (continued)                          |      |     |     |       |     |     |       |     |     |     |       |
|---|------|-----|-----|-------|-----|-----|-------|-----|-----|-----|-------|
| Special Topics in Clinical Research                   | Туре | Jan | Feb | Mar   | Apr | May | Jun   | Sep | Oct | Nov | Dec   |
| Legal Basics for Clinical Study Contracts             | С    |     |     | 03    |     |     |       | 23  |     |     | 02    |
| Liability & Insurance in Clinical Research in Belgium | С    | 29  |     |       |     |     | 01    |     | 06  |     |       |
| Data Protection in Clinical Research                  | С    | 29  |     |       |     |     | 01    |     | 06  |     |       |
| Clinical Development of a Vaccine                     | С    |     |     |       |     |     | 23    |     |     |     |       |
| Paediatric Clinical Trials                            | С    |     |     |       |     |     | 16    |     |     |     |       |
| The ECG in Clinical Research                          | С    |     |     |       |     |     |       |     | 04  |     |       |
| Laboratory Testing in Clinical Research               | С    |     |     |       |     |     | 09    |     |     |     |       |
| Introduction to Statistics                            | С    |     |     | 14-15 |     |     |       |     |     |     |       |
| Effective Medical Writing & Data Presentation         | С    |     |     |       |     |     | 13-14 |     |     |     | 01-02 |
| Writing Clinical Reseach Protocols                    | С    |     |     |       |     |     | 15    |     |     |     |       |
| Pharmacovigilance in Clinical Trials                  | С    |     | 23  |       |     |     |       |     | 03  |     |       |

| Communication Skills                                      | Туре | Jan | Feb | Mar | Apr | May | Jun | Sep | Oct | Nov | Dec |
|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Communication Skills                                      | С    | 29  |     |     |     | 10  |     | 16  |     |     | 23  |
| Excellent Communication & Influencing Presentation Skills | С    |     |     | 23  |     |     |     |     | 12  |     | 14  |
| Intercultural Communication                               | С    |     |     | 23  |     |     |     |     | 12  |     | 14  |
| Negotiating Effectively with Stakeholders                 | С    |     |     |     |     | 26  |     |     | 26  |     |     |







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| Management Skills                               | Туре | Jan | Feb   | Mar   | Apr   | May | Jun          | Sep             | Oct | Nov   | Dec   |
|---|------|-----|-------|-------|-------|-----|--------------|-----------------|-----|-------|-------|
| Clinical Project Management                     | С    |     | 29-01 |       |       |     | 06-07        | 19-20           |     | 28-29 |       |
| MS Project Basics for Clinical Project Managers | W    |     |       | 21+23 | 12+14 | 30  | 02+21<br>+23 | 12+14<br>+26+28 |     | 21+23 | 12+14 |
| Risk Management in Clinical Research            | С    |     |       | 04    |       |     |              | 22              |     |       | 01    |
| Advanced Clinical Project Management            | С    |     |       |       |       | 23  |              |                 | 28  |       |       |
| Time Management                                 | С    |     |       | 24    |       |     |              |                 | 13  |       | 15    |
| Working with CROs                               | С    |     | 05    |       |       |     |              | 29              |     |       |       |
| Change Management                               | С    |     |       |       |       | 27  |              |                 | 27  |       |       |
| Train the Trainer                               | С    |     |       | 17    |       |     |              |                 |     | 10    |       |

| Leadership Skills                      | Type | Jan | Feb | Mar   | Apr | May | Jun | Sep | Oct   | Nov | Dec |
|--|------|-----|-----|-------|-----|-----|-----|-----|-------|-----|-----|
| People Management                      | С    |     |     | 02    |     |     |     | 21  |       | 30  |     |
| Leading in a Solution Focused Way      | С    |     |     |       |     | 24  |     |     | 25    |     |     |
| Female Leadership in Clinical Research | С    |     | 22  |       |     |     |     |     |       |     |     |
| Line Management Essentials             | С    |     |     | 14-15 |     |     |     |     | 06-07 |     |     |





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| Technical Skills  |      |     |     |       |       |       |     |       |       |       |     |
|---|------|-----|-----|-------|-------|-------|-----|-------|-------|-------|-----|
| Clinical Operations Courses in Italy  | Туре | Jan | Feb | Mar   | Apr   | May   | Jun | Sep   | Oct   | Nov   | Dec |
| ICH-GCP Training (Milan)  | С    |     |     |       |       | 23    |     |       |       | 07    |     |
| Clinical Research Training for Junior Clinical Research Associates (CRAs) (Milan) | С    |     |     |       |       | 24-25 |     |       |       | 08-09 |     |
| Clinical Research Training for Senior CRAs (Milan)                                | С    |     |     |       |       | 26-27 |     |       |       | 10-11 |     |
| Clinical Operations Courses in Munich, Germany                                    | Туре | Jan | Feb | Mar   | Apr   | May   | Jun | Sep   | Oct   | Nov   | Dec |
| ICH-GCP Training  | С    |     |     | 09    |       |       |     | 27    |       |       |     |
| ICH-GCP Refresher   | С    |     |     |       |       | 30    |     |       |       | 18    |     |
| Clinical Research Training for Junior Clinical Research Associates (CRAs)         | С    |     |     |       | 25-26 |       |     |       | 17-18 |       |     |
| Clinical Research Training for Senior CRAs  | С    |     |     |       | 27-28 |       |     |       | 19-20 |       |     |
| Clinical Research Training for Clinical Trial Assistants (CTAs)                   | С    |     |     | 10-11 |       |       |     | 19-20 |       |       |     |

| Management Skills in Italy         | Туре | Jan | Feb | Mar | Apr | May   | Jun | Sep | Oct   | Nov | Dec |
|------------------------------------|------|-----|-----|-----|-----|-------|-----|-----|-------|-----|-----|
| Clinical Project Management (Rome) | С    |     |     |     |     | 17-18 |     |     | 10-11 |     |     |

| Management Skills in Munich, Germany | Туре | Jan | Feb | Mar   | Apr | May | Jun | Sep   | Oct | Nov | Dec |
|--------------------------------------|------|-----|-----|-------|-----|-----|-----|-------|-----|-----|-----|
| Clinical Project Management          | С    |     |     | 07-08 |     |     |     | 15-16 |     |     |     |