

Day 2 Session 1

Words to describe research culture:

00:39:03 Wendy Wright (Federation): REspect
00:39:04 Amanda Davis: respect
00:39:04 Fiona Zammit: Respect
00:39:05 Rachel Spronken-Smith: belonging
00:39:07 Andrew Kerslake (QUT): expectations
00:39:08 Penny Martens: supportive
00:39:08 Stacey Parker: Support
00:39:10 Dan Bendrups (La Trobe): support
00:39:10 Helen Klaebe: respect
00:39:10 Kirsten Farrell (she/her) Ngunnawal Country: collaboration
00:39:11 Honglin Chen: respective
00:39:11 Anne-Marie Hede: Vibrancy
00:39:11 Belinda Bern (UQ): inclusive
00:39:13 Simon Moss CDU: Humility
00:39:13 Charlotte Brownlow: Belonging
00:39:13 Honglin Chen: trust
00:39:13 Sharon Ricardo: Communication
00:39:14 Rose Lucas: inspiration
00:39:21 Ann Evans, ANU: support
00:39:22 Georgie Kelly - Swinburne: respect
00:39:22 Jo Edmondston: understanding
00:39:25 Vada Ng (ECU): communication
00:39:26 Stephan Riek (USC): supportive
00:39:33 Alastair McEwan UQ: Solidarity
00:39:34 Shalini Lata - UNDA: communication
00:39:35 Rose Lucas: network
00:39:35 Charlotte Ferrier: supportive
00:40:21 math0038: collaboration

00:41:13 Susan Kinnear: Thanks for the responses all. And I'm impressed that everyone stuck to the word count!
00:41:33 Denise Cuthbert: Victorian colleagues might be aware that changes to WorkSafe legislation which come into effect next year place a high emphasis on psycho-social safety. With obligations on employees to ensure workplaces free of bullying, harassment, coercion etc. This is part of a move to place such obligations to prevent harm,
00:42:48 Jeremiah Peiffer: It is always good until it is not.....
00:51:53 Susan Kinnear: Please drop questions/comments for Justin & Jonathon into the chat
00:55:47 Georgie Kelly - Swinburne: Has anyone got an independent ambassador/ombudsman in place? I'd be interested to know more about this role
00:56:01 Chris Abbiss (ECU): Do UNSW or UoM have options for confidential comments from students or supervisors to Dean GR (or elsewhere) within their HDR progress reporting or other milestones?
00:56:04 Rachel Spronken-Smith: Other strategies to help mitigate issues early on might be having an independent chair for progress

meetings who checks in with candidate and supervisors separately before formal meeting (possible avenue to raise issues);
confidential comments option in online progress reporting system to send a message to the dean

00:56:14 Denise Cuthbert: Surely another screening process which needs to be undertaken is the screening of supervisors for established patterns of unacceptable behaviour. There is some correlation between research stars and hi-cites and bullying, crushing and unrealistic work schedules etc.

00:56:48 Simon Moss CDU: Have any universities developed effective policies and procedures on how respond to circumstances in which many candidates complain informally about the same supervisor? Informal complaints from many candidates are usually more compelling than a formal complaint from one candidate—but harder to manage within existing policies and procedures.

00:57:08 Georgie Kelly – Swinburne: A confidential comment mechanism would be interesting. My HDR students have asked if we could set something like this up

00:57:31 Jeremiah Peiffer: We have considered the data base of 'problem' supervisors but have been warned that their could be some issues with HR and EBA issues with such a document.

00:57:33 Rose Lucas VU: Thanks. Re the difficulty of in-house vs formal processes: The challenge of identifying/articulating these issues without escalating unnecessarily – ie how to find the most productive outcomes for all parties rather than being merely confrontational/exposing. Cascading processes that allow for that kind of shading of issues important.

00:57:38 Amanda Davis: Yes, UoM has a Chair of every supervision panel, and the candidate meets 1:1 with the panel chair at least at every progress review to raise confidential issues

00:58:25 Neil Dodgson (Wellington, NZ): With regard to bullying, this is an issue well-discussed in HR circles. There are solutions but there are no easy solutions.

01:00:12 Peter Terry (USQ): USQ does have a confidential reporting line and an internal ombudsperson. Not sure either have reduced the number of supervisor-supervisee conflicts.

01:01:01 Susan Kinnear: We have confidential reporting as part of the progress report, but it isn't on the report itself – it's a separate link that takes the student to a different area. This is because candidates honestly don't believe that anything 'confidential' in their progress report won't be seen by their supervisor. Sexual conduct issues are handled separately again.

01:02:10 Georgie Kelly – Swinburne: That's interesting Susan. We have the same issue, only the panel chair sees the confidential comments but candidates are often uncomfortable writing anything down there

01:02:32 Christine Bruce: The intersection with HR and line management on appropriate conduct is critical
With many processes in place for education/development/ prevention –poor performance becomes ultimately a line management issue if it escalates to that point..

01:02:49 Louise Sharpe (she/her): We do have a confidential section at USYD in the progress reviews, but there are limits to confidentiality associated with duty of care to the student. But

this is new this year, so it is unclear how much this was used. We are doing a review of our new progress review meetings early next year.

01:04:17 Denise Cuthbert: 100% agree with Christine Bruce. Graduate Deans need to work with Deans and heads of school re management of poor supervision/poor supervisor conduct as performance and conduct issues.

01:05:13 Alastair McEwan UQ: @Denise - agree - we don't line manage the academics

01:07:02 Stephan Riek (USC): would be useful to have HDR supervision development and practice more explicitly address in annual performance appraisals of academic staff, rather than defaulting to numbers of students and completions etc.

01:07:45 Jeremiah Peiffer: @alastair. Yet, from the GRS side, we can set up policy and regulations that focus on supervision to give us a bit more bite when it comes to poor supervision and this can be used in annual reviews with HDR supervisors and their line managers. Definitely not easy and not always effective....

01:08:17 Denise Cuthbert: @Stephan Riek...That is the key. We have done that at RMIT. making this performance visible to line managers, taking the lid of the black box.

01:09:44 Stephan Riek (USC): @Denise Cuthbert - would like to see how you've done that!

01:11:19 Georgie Kelly - Swinburne: Agree. That sounds great Denise, very positive

01:11:54 Amanda Davis: The wellbeing survey we conducted in 2018, also showed a positive link with sense of belonging to the academic life of research group/ department

01:14:41 Denise Cuthbert: It is a matter of getting the relevant fields into the performance management instrument and being able to support with accurate data. We also have this in promotion criteria.

01:15:03 Christine Bruce: Great slides Stacey!

01:16:10 Denise Cuthbert: Yep -- terrific presentation and great findings!

01:19:25 Simon Moss CDU: Such a compelling presentation--really helps us adopt a more holistic, systems perspective to solve common issues

01:19:45 Georgie Kelly - Swinburne: Great project!

01:21:14 Christine Bruce: I'm hearing lots yesterday and now today about building peer networks and support - ways of supporting peer communities /ideas /models would be great

01:21:39 Christine Bruce: Collaborative research culture and how to build them is my number one question

01:21:50 Peter Terry (USQ): Our Community of Practice for Research Supervisors has been running for about 6 years now and has been a great success

01:22:12 Rachel Spronken-Smith: some good ideas for peer groups in Buissink-Smith's article <https://www.tandfonline.com/doi/abs/10.1080/07294360.2013.777034>

01:22:48 Simon Moss CDU: Could you ask Stacey to discuss which of the variables in her model does she feel are the most modifiable. Sometimes, the levers of change are not the strongest determinants of outcomes but the variables we can change

01:23:03 Penny Martens (UNSW): Hi Peter - I have tried to get our

supervisor community of practice going – but so far, not a lot of success. Any tips for getting it going and people engaged?

01:23:08 Christine Bruce: Looking to get that model to translate to the life of the work of the supervisors/team – so it becomes culture in the students world

01:23:11 Susan Kinnear: Collaboration is an interesting one – as researchers, we are told collaboration is key to grant success and publications, yet competitive behaviours can really destroy collaborative spirit

01:24:24 Belinda Bern (UQ): We have just added a 'Supervision & Researcher Dev' dimension to academic staff appraisals here at UQ

01:26:01 Susan Kinnear: @Penny – our CoP meets monthly, one hour at lunchtime. PreCOVID, it included catering (academics love free lunch). We have two facilitators (not just one – they bounce off each other). We have a set topic each month. We also give a lucky door prize to one participant each month (bookshop voucher) to try and keep things light.

01:27:36 Honglin Chen: @Susan, that sounds like a great way to create a CoP. What is the uptake so far?

01:27:50 Sandra Savocchia – Charles Sturt: At CSU we have also introduced a supervision plan in our appraisal but don't have the actual data provided as Denise has mentioned. Would be great to have this!

01:28:07 Peter Terry (USQ): Penny, the key was to recruit some energetic and willing champions from the faculties to run the COP-RS, to support their efforts with a bit of money (I sponsor the catering for meetings), and provide some public recognition of their efforts (certificates of appreciation and the odd small PD grant). I also give regular presentations to the group and involve them in decision-making.

01:28:13 Denise Cuthbert: We also need to stop promoting and rewarding people who engage in bad conduct but deliver \$\$ and other outcomes. The signalling is not helpful.

01:28:31 Rose Lucas VU: Great point Al – and that solidarity correlates with the broader sense of the collectivity and 'respectful conversations' of research in general. Supervision should be role-modelling this.

01:28:59 Susan Kinnear: @Honglin ... The original CoP waxed and waned – we found it would keep tapering off if left to its own devices. It needs 'feeding' to keep the energy there. Currently we have 30–40 attendees (which is good for our small institution).

01:29:52 Penny Martens (UNSW): Thanks Susan and Peter! Helpful. We started this as an online group (after doing our supervisor training). Maybe next year if we can have f2f events I can get this going!!!

01:30:22 Christine Bruce: Here we are reaching into the core issue of competing cultures – competitive and individualistic about achieving research KPIs versus developmental, collaborative which should actually lead to even better research outcomes

01:30:23 Alastair McEwan UQ: Ombudsperson often used in USA – be interesting to find out how effective

01:31:05 Honglin Chen: Thanks Susan. I would be happy with that attendance numbers!

01:31:43 Alastair McEwan UQ: Christine – agree – this is out

core challenge – moving from individualistic (distributive) to a contributive culture

01:31:48 Esa Jaatinen – QUT: As evidenced by DORA we are moving into the realm where research performance is not measured by only metrics like impact factors but more about the quality of the research. So it seems natural that the 'quality of supervision' will be an obvious discussion element in the performance review of an academic instead of simply number of completions, etc. It is a conversation that is underway at QUT

01:32:04 Christine Bruce: If only us deans had full charge!

01:33:30 Wendy Wright (Federation): We've run informal peer mentoring among supervisors very successfully. Lunchtimes sessions "Sandwiches and Supervision". We have run these face-face as a campus cohort and also online in discipline groups

01:33:41 Alastair McEwan UQ: Local is the approach that we are taking at UQ

01:33:53 Christine Bruce: Trying to work out the mediation between the competing culture is massive

01:34:09 Tracy Riley: We have established peer mentoring circles for supervisors which have had good uptake. We also have a programme for early career supervisors to help fast track into supervision in a scaffolded way which has a mentor supervisor component, as well as workshops and online meetings. The mentoring aspect got huge support from mentors and the ECR supervisors.

01:34:10 Dan Bendrups (La Trobe): HI folks, I'm not a Dean but I am responsible for supervisor development for La Trobe. One thing we emphasise that hasn't come up much here yet is to conceptualise supervision as a team effort, i.e.. moving away from the master-apprentice dyad, which still persists (or as a defect) in some corners.

01:34:39 Jeremiah Peiffer: One of the hardest things to change is the "I am successful and I was supervised like X, therefore I supervise like X and don't care what you say"

01:34:59 Dan Bendrups (La Trobe): 'Team' supervision then provides a context for peer mentoring on a small scale.

01:35:32 Tracy Riley: Our supervisor accreditation acknowledges mentor, main and co-supervisors – this has really worked well as some of our excellent supervisors who are "good citizens" engage a lot with others across the uni.

01:35:45 Rose Lucas VU: Jeremiah, I think this is also a product of the 'black box' of supervision – the more it's transparent the more we can all benchmark!

01:36:39 Denise Cuthbert: you might recall through the mists of time that the professionalisation of research supervision was one of the recommendations of the ACOLA review.....

01:37:33 Sarah Stow (RMIT): I think one of the opportunities in this space is to work with People and Culture/HR units to drive the outcomes we want.

01:37:38 Christine Bruce: A National study on building collaborative research/research education culture ?

01:38:04 Tracy Riley: Can it be a transnational study? :)

01:38:19 Denise Cuthbert: Totally agree @Sarah Stow....we need alliances with HR and Deans!

01:38:27 Alastair McEwan UQ: I hope that NZ will be involved –

would be great

01:39:06 Christine Bruce: At jcu we have been working on this for some time having struggles digging in so to speak. So advisor communities, yes, student peer groups yes, real research education collaborative networks with both advisors and students – tough stuff

01:39:06 Justin Zobel (unimelb): It would depend on the number of ethics clearances needed!

01:40:12 Jonathan Morris UNSW: but in principle... having NZ involved would be good

01:42:33 Ann Evans, ANU: Hi Tracy

01:43:23 Christine Bruce: I'm wondering how many places have dedicated advisor/supervisor developers as jcu and la trobe have?

01:44:46 Denise Cuthbert: We have a dedicated resource at RMIT.

01:44:53 Susan Kinnear: @Christine, we attempted to introduce a third category of supervisors – mentor supervisors – who would help out with being a sounding board / rescue team for up-and-coming supervisors... but it hasn't really worked well. It's on my to do list for 2022.

01:45:30 Denise Cuthbert: @Susan...we tried that too...sunk like a stone! 😞

01:46:10 Stephan Riek (USC): @Susan, we have a mentor supervisor category as well, but little guidance around what their role is – definitely more work to be done

01:46:38 Esa Jaatinen – QUT: @Susan. Same experience with regard to mentor supervisor – we found that there was no incentive apart from being a good citizen. We are revamping accreditation in 2022.

01:47:15 Susan Kinnear: can't imagine why senior supervisors didn't warm to the idea of getting involved with staff/candidatures that were a bit off the tracks ...!

Session 2 – Graduate Research Leadership

03:04:22 Denise Cuthbert: History tells us that most Australian graduate schools evolved out of one or both of examination and admission (and scholarship award) functions.

03:07:30 Fiona Zammit: discuss the relative risks and associated mitigation strategy in delivering on the HES element of a;

a. Highly Devolved structure and,

b. Highly Centralised structure

03:23:06 Dan Bendrups (La Trobe): Room 7 looked at induction. We noted that our institutions all have a shared approach tot his, with central and devolved elements. Risks to centralised induction include: not able to encompass discipline knowledge, health and safety risks, no induction into local area research culture. Risks of devolved induction include: inconsistency of policy/process interpretation, missing pieces, difficult to ascertain compliance with standards. Mitigation = shared approach with mechanisms for feedback (e.g. @ LTU: induction checklist).

03:23:35 Imelda Whelehan UWA: do add all comments here if you haven't been able to share thoughts

03:24:48 Belinda Bern (UQ): Induction – balancing info everyone needs (central orientations help with this) with local

differences and creating cohorts and research communities (local induction events are good for this – also info in a handbook important as a reference, thanks

03:24:58 Denise Cuthbert: I think an approach which privileges principles over structures is the way to go.

03:24:59 Jo Edmondston (UWA): Our room discussed decentralised and shared models for addressing conflicts of interest in examination – and the risks born by students when examination is conflicted.

03:25:07 Alastair McEwan UQ: Agree – I ticked shared for that one!

03:26:08 Jen Webb (U Canberra): Some of us are poets :-)

03:27:06 Rose Lucas VU: @ Belinda. In addition to the generic GR orientation, we also run different program inductions (eg Masters, PhD Integrated) – which really helps with detail as well as cohort formation.

03:28:41 Belinda Bern (UQ): Interesting, thanks Rose

03:30:15 Peter Terry (USQ): Al, I'm sure you're both respected AND liked!

03:33:17 Denise Cuthbert: totally agree with Al on partnering with Deans. the key lesson I have learned is you can do more by doing less (and getting others to do it for you).

03:35:27 Sharon Saunders (Griffith): LOVE THE PIC!

03:36:01 Jen Webb (U Canberra): What a deeply heartening talk, Al – thank you

03:36:10 Anne-Marie Hede: Thanks Al!

03:36:19 Rose Lucas VU: Great distillation of wisdom Al, thanks!

03:36:28 Sandra Savocchia: Wonderful, thanks for that insight!

03:36:29 Stephan Riek (USC): Thanks Al, great reflection!

03:36:51 Susan Kinnear – CQUniversity: Well done Graeme!!!

03:42:42 Dan Bendrups (La Trobe): You were a great Dean, Sue BP! Years ago, I remember you inviting me (as School HDR director) to address Board of GR about good practice in our School. This helped us to feel positive about our efforts to build research culture @ School level. Great leadership.

03:43:23 Belinda Bern (UQ): It's all about the team work! 😊

03:44:01 Christine Bruce: 🥰

03:44:56 Sharon Saunders (Griffith): 🙏

03:45:06 Pat Buckley: Thanks Al and Sue – I'm in excellent company!

03:45:21 Neil Dodgson (Wellington, NZ): 🙏

03:45:29 Jen Webb (U Canberra): Thanks to both of you; the job suddenly feels much more possible, much more joyful

03:45:30 Anne-Marie Hede: So lovely to see and hear from you. Love your top tips!

03:45:30 Susan Kinnear – CQUniversity: 🏆 well done Sue and thank you

03:45:38 Jen Webb (U Canberra): DDOG with a bone

03:45:49 Susan Kinnear – CQUniversity: I thought the same, Jen! :)

03:46:20 Alastair McEwan UQ: Thanks Sue – you're a wonderful

colleague and have transformed HDR at GU

03:46:23 Sarah Stow (RMIT): Thank you both Sue and Al.

03:46:39 Peter Terry (USQ): 🍷🍷 For you Sue – it's been a blast!

03:48:22 Denise Cuthbert: Was that test your thinking or your patience, Pat?

03:53:27 Yamini Sandiran – UTS: Thank you Pat, Al and Sue – brilliant as always

03:53:33 Liz Tynan: Wonderful talks – thanks Al, Sue and Pat

03:53:35 Jen Webb (U Canberra): Wow. What a delight to hear all three of you. Thank you for this gift of your earned wisdom

03:53:45 Susan Kinnear – CQUniversity: wonderful – thank you

03:53:51 Christine Bruce: Al, Sue and Pat – such great affirmations of what's vital

03:53:54 Georgie Kelly – Swinburne: Thank you all

03:53:55 Anne-Marie Hede: Thanks Pat. Always sage advice. Thank you.

03:53:57 Rose Lucas VU: So appreciated, thanks all.

03:53:58 Fiona Zammit: Such insightful reflections from all of you – thanks so much Al, Sue and Pat

03:54:00 Rachel Spronken-Smith – Otago: wonderful and helpful reflections from all – many thanks!. As an also outgoing dean (9 years) I would add in expect change!

03:54:17 Peter Terry (USQ): Three mightily impressive role models, as always!

03:54:19 Michelle Lopez (Monash): Thank you Pat, Al, Sue. A pleasure to have worked with you all.

03:55:04 Pat Buckley: Congratulations, Graeme!

03:55:05 Sharon Saunders (Griffith): I'd like to know what was your more significant 'learning moment' Al, Pat and Sue

03:55:09 Ann Evans, ANU: Fantastic Al, Pat and Sue

03:55:10 Sharon Saunders (Griffith): most

03:55:14 Jonathan Morris: well done to you all! I have always appreciated your support and wisdom

03:55:20 Simon Moss: Those talks were so inspiring and helpful– it's s hard to reduce the complexity of this role into a few key pearls of wisdom–but somehow you all achieved that

03:56:01 Christine Bruce: Agreed graeme it is a distinctive feature

03:56:45 Christine Bruce: I'd like to know how our three sages maintained their grip on that when it's less visible up and down!

03:57:09 Anne-Marie Hede: Thanks Graeme – all the best to you.

03:57:50 Sharon Saunders (Griffith): I guessed that Sue!

04:03:34 Christine Bruce: Have I slip away– thanks for a fabulous two days all

04:04:20 Pat Buckley: Bye Christine

04:04:34 Helen Klaebe: Lovely to see you Christine –take care

04:06:07 Susan Kinnear – CQUniversity: Thank you Al

04:06:13 Fiona Zammit: Please do take a moment to complete the meeting feedback survey <https://www.surveymonkey.com/r/KVPW6HB>

04:06:47 Jen Webb (U Canberra): Thank you! This role depends on all our other colleagues, and especially those who really do know how to hold it all together

04:09:27 Denise Cuthbert: Thanks Al, Sue and Pat for sharing your insights.

04:10:37 Sue Berners-Price: Thank you Al and all the best

Imelda

04:10:47 Susan Kinnear - CQUniversity: Fiona is a star ! ✨
04:10:48 Imelda Whelehan UWA: Fiona is wonderful!
04:11:02 Graeme Chatfield (ACTheology): As always exceptional
work from Fiona!
04:11:10 Peter Terry (USQ): Al, best of luck in your new role.
I'm gonna miss you.
04:11:11 Denise Cuthbert: Well said re work of FZ!
04:11:36 Rachel Spronken-Smith - Otago: Thanks all and
especially the Exec!
04:11:41 Pat Buckley: Fiona - a real star and champion for
research training
04:11:51 philipparker: Thank you all!
04:12:07 Sue Berners-Price: Bye everyone I will miss you all
04:12:08 Helen Klæbe: Thanks everyone- well done Fiona- and so
good to see everyone again
04:12:09 Vada Ng (ECU): Thank you all - have a great weekend!
04:12:09 Denise Cuthbert: Bye everyone! Stay safe!
04:12:16 Jen Webb (U Canberra): Thanks to all!
04:12:17 Susan Kinnear - CQUniversity: take care all
04:12:20 Louise Sharpe (she/her) USYD: Thanks everyone
04:12:22 Chris Dunn (UTAS): Thanks all
04:12:22 Sandra Savocchia: Wonderful meeting, thanks all!
04:12:23 Georgie Kelly - Swinburne: Thank you for a great
meeting
04:12:24 Sarah Stow (RMIT): Thank you all