Research Group Manual

Introduction

Welcome to the PAW Research Group. This manual was developed by Daniel Gucciardi, Eleanor Quested, Cecilie Thøgersen-Ntoumani, and Nikos Ntoumanis for the purpose of sharing our vision for the group and how best to maximise our work together (professionally and personally). The content and structure is inspired by manuals from other groups including the CO-RE Lab, MeMo Lab, Peele Lab, and Aly Lab. We ask that prospective members read this document when considering joining our group to see if our interests and values align with and/or complement yours. All PAW members can contribute to the evolution of the content of this document based on their own experiences, so we expect that this manual will grow and change with the composition of our team and experiences working together. The latest version of this manual is located here: http://www.pawresearchgroup.com/paw-manual.html

Expectations and Responsibilities

- *Working hours*. One of the advantages of academia over other jobs is the flexibility in working hours. Typical business hours in Australia are "9 to 5" including around 1 hour for breaks throughout the day (i.e., morning and afternoon tea, and lunch). Our expectation is that you will dedicate ~37.5 hours per week to your project (or pro rata depending on your employment contract for research staff/enrolment type for research students). Of course, we acknowledge that the structure of these hours may vary depending on the nature of your project (e.g., delivering interventions after hours) and personal needs (e.g., teaching) and style (e.g., work best in bursts of 2-3 hours). For example, PAW academic staff often work evenings and weekends because it helps them achieve work-life rhythm or integration (e.g., kids school drop-offs and extracurricular activities, incorporate exercise during business hours). We believe you too deserve to have the choice as to how you might structure your working hours. The key consideration here is achieving your project or position goals within your allocated timeframe (e.g., Curtin milestones, grant contract). Please discuss your working hours with your supervisors or line manager. You can read Curtin's policies on working remotely and flexible work arrangements. Full details regarding working hours and flexibility arrangements are provided in your individual employment or scholarship contract.
- *Working location*. We encourage you to work at the location that best suits your needs and preferences (e.g., 'The Hub', Curtin office, home, library). There will be times when it makes sense to spend most or all of your day on campus or off-site (e.g., data collection), yet it is important to bear in mind that having people around on campus for face-to-face discussions is an important means by which to foster a sense of social connectedness (professionally and personally) and maximise learning opportunities (e.g., corridor conversations).
- *Supervisor/Line Manager*. Noting the above flexibilities in working hours and locations, it is important to bear in mind that your supervisors/line manager will make full use of these opportunities to maximise their work-life rhythm (or integration as referred to by some folks). The nature of this flexibility will be dynamic (e.g., school holidays, grant season) and individualised for each staff member, so your supervisors/line manager will keep you informed of their work environment when it

has direct influence on your progress (e.g., interstate or overseas travel, holidays). You or your supervisor/line manager might also consider negotiating a time for you to sit down together each week or fortnight; some people prefer this degree of stability in their schedule, noting conflicts (e.g., committee work, travel) may necessitate the need to reschedule these regular meetings slots.

- *Monthly research group meetings*. We typically hold a monthly research meeting where members share ideas, provide updates on their work, receive feedback on work (e.g., candidacy presentations), and discuss topics relevant to our professional goals (e.g., new methods or statistical analysis, career development). There is an expectation that all members will attend and contribute to these sessions (e.g., ask questions, deliver material), unless you have prior commitments that prevent you from doing so (e.g., data collection, sick or ill, teaching), and lead one session per calendar year.

- *Email communication*: We live in a world in which emails dominate much of how we communicate with each other. For this reason, it is important that you communicate effectively and professional within the team (e.g., supervisors/line manager, fellow students) and externally (e.g., participants, industry partners). This blog on email etiquette provides a nice overview of key guidelines for writing high-quality emails. It is also important that you respond to people in a timely manner. What is a timely response? A key consideration here is developing good habits to check emails at least once every day (e.g., you might block out time each morning and/or afternoon) and being systematic in how emails are managed to ensuring emails are responded to, acknowledged, and actioned as appropriate in a timely manner, and with due consideration of how one's promptness (or tardiness!) can positively (or negatively!) affect the progress of those you work with, and without being a time drain or requiring you to be wedded to your phone 24/7. You might like to consult these tips and hints on managing emails. It is also important to provide your supervisor/line manager with an alternative method via which immediate contact could be made during typical office hours for any emergencies (e.g., appropriate phone number), and to discuss norms/expectations regarding communications, as everyone is different.

- *Email signature:* The use of a professional and informative email signature is an important means by which we communicate our brand and identity to the people with whom we interact. Please contact Daniel Gucciardi for a copy of an email signature template that you can use for your email system.

- *Out of office automated replies*: If you plan to be away from your computer for several days, then it is also important that you create and activate an automated email response to indicate your absence to people. Key here is to provide information on when people can expect to receive a response from you (e.g., "Thank you for your email. I'm currently away from the office attending a conference. I return to the office on [insert date]. Please expect a delay in receiving a response from me").

- *Social gatherings*: As motivational scientists, we appreciate fully the importance of fostering a sense of connectedness with our colleagues. Social gatherings are one way by which we aim to satisfy this psychological need. We often get together for coffees, lunches, and drinks during work hours or at the end of a working week where the focus is on a 'social catch up'. We also have gatherings outside of work in the evenings (e.g., dinners) and weekends (e.g., bbq) 'just because' or to celebrate a special occasion (e.g., birthday, personal or work related achievement). These social gatherings are part of our group culture because they are a great way to get to know people better and get more out of your day to day enjoyment/experience at Curtin and with our team. Of course, these events are by no means essential to attend.

- ***Support our team***. A key philosophy of our group is to support each other to achieve our professional (and personal) goals. Support can be emotional (e.g., encouragement, sounding board for frustrations), informational (e.g., advice on how to do something efficiently), or tangible (e.g., provide them with a resource) in nature. As an example, all research students will need to complete a series of milestones during their candidature (see "Curtin Milestones" below) so we'll provide a forum in which to practice their oral presentation. At other times, we may need to schedule ad hoc sessions to provide members with a forum to practice conference presentations, job interviews, etc. We expect that all members inform their supervisors/line managers of their needs in such cases and will attend these formal sessions to support our peers to achieve their professional goals, unless you have prior commitments that prevent you from doing so (e.g., data collection, sick or ill, teaching).
- ***Practice what we preach***. Our team studies physical and mental well-being, so it's important that we practice what we preach in our own lives. For this reason, we expect that members will prioritise their health – physical, mental, and social. It's important that you incorporate time in your week to keep active (e.g., walking, swimming), connect with others socially (e.g., community events, connect with friends and family), and recover (e.g., obtain sufficient amounts of sleep, rest up when ill). Most importantly, if you're struggling in any way – which is completely normal – please let someone know (e.g., supervisor, line manager, fellow students).
- ***Conflicts in the workplace***. There are times when people clash or disagree to the point of significant tension – for whatever reason – so it's important that we address these issues immediately in a professional manner. If you're comfortable raising the issue(s) with your supervisors/line manager, please do so (we're human!). Alternatively, research students can speak with the Director of Graduate Research in your school (e.g., Curtin School of Allied Health: spes.dgr@curtin.edu.au), the Chair of your thesis committee, or raise these points at your milestone meetings, or research staff can reach out to their Head of School.
- ***Student lead***: We appoint a student lead each year to help manage our monthly meetings and social gatherings; this person changes every 12 months or so to provide most research students on the team with the opportunity to utilise their skills in project (and people?!? ☺) management. Interested students can speak with the past or current lead (or academic staff) to gain an idea of what is involved in the role.

Onboarding

The first couple of weeks at any new workplace can be daunting. We encourage all new members to action some or all of the following steps to facilitate a smooth transition to working with the PAW Research Group and life at Curtin.

1. Your Curtin ID and card will be essential for most services and resources available to your during your studies/employment with us. See this website for further information. If you are student, make sure to collect your Guild sticker from the Student Guild area so that you can receive the various benefits on campus and elsewhere with this membership.
2. Be sure to order a Transperth SmartRider card and add your student discount (if applicable) to benefit from discounted travel. You can purchase this card online, at bus or train stations, or on campus from Student Guild.
3. Download Microsoft Office to your laptop or desktop for free using Curtin's site license for students:

a. Log in to Student OASIS and open your Curtin email from 'My Email' channel on the welcome tab.
b. Click 'Office 365' in the top left corner of the page
c. On your Office 365 home page, select Install Office and follow the prompts.
d. If you are told you do not have a license for the 365 software, please go to this [Microsoft webpage](#) and follow the prompts. Once you have completed this task, please action steps a, b, and c again. If at any stage you are asked to activate or authenticate your license you will need to use studentID@student.curtin.edu.au and your OASIS password.

4. If you plan to drive to campus, then you will need to create a [CellOPark](#) account and download the app to your phone.

5. If you are from interstate or overseas, you will need to find a place to live. Some excellent options include Facebook marketplace, flatmates.com.au, or Gumtree. Your supervisor/line manager can also link you with current members of the PAW Research Group to assist here. Curtin offers free [Campus Buses](#) in and around campus in case you're looking to find a place to live that benefits from this free service:

6. If you are an international student, you will need a local mobile number for various activities during your time in Perth (e.g., creating a Bank account). There are several excellent options including Telstra, Vodafone, and Optus. Best thing to do is go into a store with your ID (e.g., passport) to purchase a pre-paid sim card (~$30 per month will be sufficient), unless you prefer to sign up to a 24 month plan with or without the inclusion of a phone.

7. If you are an international student, you will need to set up a bank account for scholarship payments. There are several options (e.g., NAB, ANZ), however, BankWest is an excellent option because it has a branch on Curtin's campus (and an excellent smart phone app). At the time of writing this manual (January 2020), we also believe that there are plans to locate other banks (e.g., ANZ) on campus shortly. All you need is some ID (e.g., passport) and a working Australian phone number to create an account.

8. Send Daniel Gucciardi (d.gucciardi@curtin.edu.au) a picture, short biography of you and your project (details can be broad at this stage), and information on your digital presence (e.g., Twitter, LinkedIn). See [this section of our website](#) for examples to help spark your creative juices.

9. If you are a research student on scholarship, it is important that you read and take note of important details related to the conditions of your award (e.g., working hours permitted whilst on scholarship).

10. For research students, send all of your supervisors calendar bookings for each milestone (see your Research Student Profile). This point will likely be discussed at one of your first 'formal' meetings with your primary supervisor. You will also need to organise access to the HUB – please contact the GRS (ROC.GRS@curtin.edu.au).

11. Meet with the other students and researchers in our group (e.g., coffee, lunch); your primary supervisor/line manager can help link you with the team.

12. Complete online compliance training (e.g., human research ethics) that will be required for your work at Curtin. Students can access this research integrity module through Blackboard, which is accessible via Student OASIS, whereas staff will access it via iPerform in the [Staff Portal](#).

13. Attend milestone presentations (particularly milestone 1) of other research students in our group and your school to see what is expected in terms of the oral presentation. Your primary supervisor will provide you with recent examples of the written component from current or past students in our group.

14. Download Endnote from Curtin's library or Zotero (open access) so that you can start storing and managing articles as you begin the reading process.
15. Check out the events and resources available to you via Curtin's UniHub.

Curtin Milestones

It is essential that all research students in the PAW Research Group are familiar with Curtin's milestones, which represent key points at which they are required to meet formal requirements of their degree. Full details are available on Curtin's website. Your individualised dates for each milestone are available on your Research Student Profile; please contact the Graduate Research School for a copy (ROC.GRS@curtin.edu.au) or ask your primary supervisor if you forgot to save the copy from your official acceptance email. We have past examples of the documentation required for each milestone (e.g., research proposal @ Milestone 1) available to share with students who find it useful to see how others have approach such tasks.

Project Management

One of our goals in the PAW Research Group is that students and junior researchers learn knowledge and skills that underpin high-quality project management. In essence, a project is characterised by a series of tasks completed within a specific temporal frame (i.e., beginning and end) to achieve a desired goal(s). For students, the overarching project is the completion of a thesis, within which there are individual projects if you are completing a Masters or Doctor of Philosophy (i.e., studies). For junior researchers, the nature of the project is defined by the grant that has been secured to fund your position (e.g., deliverables). All project management processes can be classified into five broad phases: initiating, planning, executing, monitoring, and closing.

1. ***Ethics***. All projects involving human participants will require approval from Curtin's Human Research Ethics Committee. You also will need to develop a plan with your supervisor for archiving research materials (e.g., hardcopy surveys) upon completion of your project. For students enrolled or employed in the Curtin School of Allied Health, Daniel Gucciardi will assist you with this matter (e.g., storage space).
2. ***Digital and Technology Services***. Curtin staff and students can access the services of DTS to support their information and technology needs. We recommend that you speak with your supervisors/line manager in the first instance to determine whether or not DTS will be able to assist you with your need.
3. ***Curtin's Research Drive***. Curtin staff and students can access the Research drive ("R drive) for project management including data storage. As part of the planning, executing, monitoring, and closing stages of your project (e.g., ethics, candidacy), you will need to create and manage a Data Management Plan to request an R drive where you can store, organise, and share materials and data from your project. Curtin's library has created a useful guide to research data management for all staff and students.
4. ***Reference management software***. All Curtin staff and students have access to Endnote, which is a proprietary software program. Curtin's library provides an online user guide including information on accessing and using Endnote. Zotero is an excellent, open source alternative to Endnote.
5. ***Qualtrics***. Curtin staff and students have access to Qualtrics software, which is an experience management platform that allows users to create and execute online studies and experiments.

6. ***Free templates to help with your writing, planning, and collaborations***. Maria Gardiner and Hugh Kearns have developed a [variety of templates](#) to help people with project management and made them freely available.
7. **Google drive**: Google drive is a free, cloud-based Microsoft-style cluster of programs https://www.google.com/drive/
8. **Free transcription software**. Not only does this program facilitate transcription but it also allows you to correct words by sound and identifies common words in transcripts: https://otter.ai/login
9. Free software that checks academic writing to ensure that all references are cited correctly: https://reciteworks.com/
10. Wix, Squarespace, Weebly, Wordpress: Great platforms for starting a personal website. Most have free templates you can use and also options for customisation
11. http://Notion.so is the best for research organization and note taking. All are free with your edu email.
12. http://Paint.net or GIMP are free photo editing software (almost as good as photoshop).
13. Sites for free HD photos: https://unsplash.com/ and https://pixabay.com/
14. This online visualisation tool (https://www.connectedpapers.com/) is super cool and something that you might like to use in the early stages of a literature review! It helps identify prior works most commonly cited in the graph (seminal) and derivative works that cited many of the papers in the graph (surveys of the field or recent work).

Resources and Facilities

All members of the PAW Research Group will have access to the following resources and facilities, where necessary:

- The PAW Research Group room (401.136) includes a desktop computer, iPads, cycle ergometers, accelerometers, pedometers, Tanita scales, Fitbit aria scales, SECA stadiometer, video cameras, table and seating for 4 people, blood pressure monitor, tape measures, and assorted stationary (Note: this resource list is dynamic!). Please check the online calendar for room availability (https://tinyurl.com/u6q2cs6). If the room is available, you can reserve your booking by adding an event to the online calendar (simply select the date and time with your mouse). Please complete all details of the event as depicted in the image on the right hand side. You will require a Google account to access the calendar; you also might like to create a gmail account for non-Curtin purposes (e.g., applying for jobs) because it will stay with you for your entire career. ***It is important that you do not delete any bookings in the calendar unless you are the person who made that booking***.
- Strength and conditioning lab (400.363) that encompasses fitness equipment (e.g., free weights, machines) – see images below. Please contact Daniel Gucciardi if require access to this lab for research purposes.
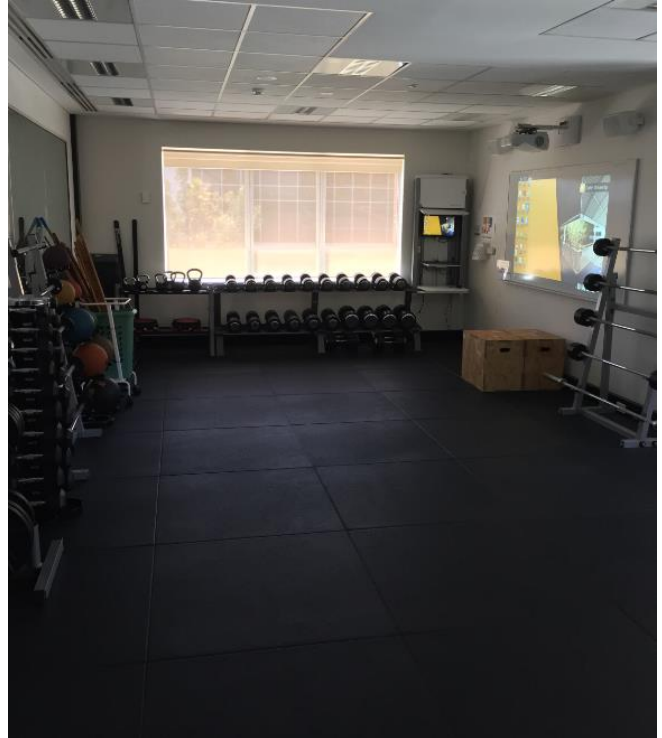
- Exercise physiology lab (400.117) includes access to a treadmill, cycle ergometers, sport equipment (e.g., footballs), and a teaching/research space – see images below. Please contact Daniel Gucciardi if require access to this lab for research purposes.

- Garmin Forerunner 25 watches including heart rate monitors (N = 25). Please contact Daniel Gucciardi if require access to this equipment for research purposes.
- GoPro HERO5 Session waterproof cameras (N = 25). Please contact Daniel Gucciardi if require access to this equipment for research purposes.
- Dictaphone and transcription kit. Please contact Daniel Gucciardi if you require access to this equipment for research purposes. Members of our group have had excellent experiences with this transcription service (https://out-write.com.au/), who are also reasonably priced (e.g., $1/min for focus groups with multiple speakers @ Jan 4th 2021).

Statistical Programs and Courses

Curtin University provides staff and students with access to their organisational license to SPSS software, primarily for Curtin computers (though exceptions can be made for personal computers when there is a compelling reason, e.g., no access to a Curtin computer). Nevertheless, there are several alternative open source programs like Jamovi and JASP that look and feel like SPSS yet are increasingly becoming much more powerful programs for statistical analyses. The programing software R is also an excellent alternative to SPSS. If you're interested in learning and using R in your research, Danielle Navarro has written an outstanding guide titled, 'Learning Statistics with R'. David Foxcroft and Danielle Navarro also have created an adaptation of this book, 'Learning Statistics with Jamovi'. Daniel Gucciardi also has access to M*plus* – please contact him if you're interested in using this software program.

If you're interested in (re)learning some of the basics of statistics that will be important for your data analysis processes, Daniël Lakens has developed two free Coursera courses to help improve your statistical inferences and statistical questions.

Digital Presence

Our group's [website](#) is managed by Daniel Gucciardi. Please contact Daniel if you would like your information updated on the website, or notice any errors that require fixing. We also maintain Twitter accounts for the research group ([@PAW_RG](#)) and permanent academic staff:

- Daniel Gucciardi (https://twitter.com/DanielGucciardi)
- Joanne McVeigh (https://twitter.com/Jo_McVeigh)
- Nikos Ntoumanis (https://twitter.com/NikosNtoumanis)
- Eleanor Quested (https://twitter.com/ElQuested)
- Cecilie Thøgersen-Ntoumani (https://twitter.com/ecthogersen)

All members are encouraged to consider their digital presence, particularly with regard to the dissemination of information (e.g., Infographics) or outputs (e.g., analysis code, post-prints) from their work to the academic community, industry, and general public. You also might like to consider your digital presence within the context of your current and future work (e.g., job opportunities are posted regularly on Twitter). Engaging proactively with social media is an important means by which to connect with others to build your networks and "be noticed" (the importance of which cannot be understated for job applications and grant assessments). For this reason, we encourage as a minimum (but do not expect) members to create a Twitter account and engage with this medium to build their profile. In addition to the numerous resources available online (e.g., [Twitter for academics](#)), you can reach out to your supervisors/line manager for guidance on engaging with Twitter and other social media platforms effectively.

Open Science

The PAW Research Group values the importance of [open science](#), that is, making our research methodologies and outputs freely available to others (when possible or permitted). For this reason, we expect all members to help facilitate our team live out this value in the following ways.

1. *Create a project on the [Open Science Framework](#).* The OSF is a free, open platform to support your research and enable collaboration. Here you can store key documents (e.g., deidentified raw data – though you need to have participants' permission to do so [from the consent process], data analysis scripts, preprints of papers, preregistrations of study protocols, etc) related to your research that can help others replicate and/or reproduce your work.
2. *Making peer-reviewed manuscripts freely available.* Publishing articles in open access journals is expensive and therefore typically unrealistic for most projects (unless we have funding to cover the costs). An alternative available to all researchers is to post a copy of the final version of the manuscript (post peer-review) on an online depository like the Open Science Framework, [PsyArXix](#), or [SportRxiv](#). However, it is important that you check the copyright limitations of specific journals and publishers [here](#) and adhere to them in making your manuscript freely available.

Research Dissemination

We believe it is important that we disseminate the findings of our work to ensure that consumers (e.g., scientists, industry, general public) have access to the knowledge and evidence generated from our research. A key goal here is to minimise the delay between the execution of

the research and the dissemination of the findings and implications for these consumers. As such, we encourage all staff and students to publish their work in a timely manner (e.g., during one's PhD). Doing so also has benefits to the individual in terms of boosting the quality of their CV for future employment (something we prioritise among our team, that is, maximising the likelihood of future success of our team members).

Authorship

For academic outputs, we use the [CRediT author statement](#) to inform decision regarding authorship.

Authorship and authorship order are important considerations for any publication, so it is essential to discuss and agree authorship with your supervisor and other co-authors at an early stage. Often, authorship order is straightforward (e.g., PhD students serve as first author for studies directly from their thesis which they led), yet it can become a contentious issue when expectations differ or change as a project evolves. For example, some PhD studies or post-doc positions are associated with large, funded projects, pre-existing datasets, or more than one junior researcher may contribute to an individual study or multi-study paper. In such circumstances, it is easy for different expectations to arise. We recommend that you discuss with your supervisor(s) a preliminary plan regarding who will be a first, second, last, and corresponding author at the early stages of each study. If relevant, it is also worth discussing how the remaining authorship order will be decided. Although such discussions are valuable at an early stage, they shouldn't be considered 'set in stone', as several things can change during study execution. For example, new researchers who were absent from the team when the study was conceived may contribute meaningfully to the study and warrant authorship, and existing authors may take a much more or less prominent role in the study than was originally planned. Sometimes a study may not be submitted for publication before a PhD student or post-doc leaves their role, which means they may no longer have time to complete the work in a reasonable timeframe. In the latter case, depending on the amount of work remaining to complete the study, a change in first author may be appropriate. For ethical and sometimes contractual reasons, it is important that research be published in a timely manner, which ultimately is the responsibility of your primary supervisor (or the CI on the relevant grant). It is therefore reasonable to expect a discussion, and on-going review of authorship, if you leave your role before all associated work is published.

Affiliations

Author affiliations are one key element of the publishing process in academia. Ensuring your affiliations are accurately acknowledged is an important publishing responsibility for reasons discussed [here.](#) Affiliations should only include those places you have worked or studied when you contributed to the project. If the study was completed as part of a PhD or post-doc at Curtin as a PAW group member, then the PAW group should be your first affiliation and your school should be your second. Importantly, these groups should be your number one and two affiliations *regardless of whether you are still at Curtin when the work is published.* If you have left Curtin, but work further on the paper or the review process when employed elsewhere, it is reasonable to include your new institution as a third affiliation. However, if no extra work is undertaken on the paper while employed at your new institution, then it is unethical to list that institution as your affiliation. Instead, you can add a note to acknowledge your current address (e.g., [see this example](#)). In the event that you are publishing research you completed elsewhere

after you begin at Curtin, you will need to consider whether it is appropriate to list Curtin as a second affiliation, or whether your new address should just be acknowledged. If substantial work is undertaken to complete the article (or review process) while employed/studying at Curtin, then Curtin should be listed as a second affiliation.