0:0:0.0 --> 0:0:2.310  
Shahenda Shehata  
I think the recording started now.

0:0:2.650 --> 0:0:5.70  
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Yeah, the recording and transcription. Yeah, that's fine.

0:0:4.610 --> 0:0:18.80  
Shahenda Shehata  
Yes, so all personal information, university name, position, role. All this information would not be shared, would not be collected to keep anonymity and confidentiality of the participants.

0:0:17.990 --> 0:0:18.500  
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Perfect.

0:0:19.310 --> 0:0:26.360  
Shahenda Shehata  
Yeah. So I'd like to know, UM, in the university, how they evaluate the performance of the academics?

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Yeah. So I suppose you're interested in both the internal and the external, are you? Yeah. So, I mean, I'll start with the internal process.

Like I I'd say mini universities. We have a yearly annual Performance development reviews (PDS) and this is where you are. You have the opportunity to talk with one of your peers or in some cases, a senior member of staff about what the past year and about your plans kind of for the future year, so it's just a way of touching base and how that operates is somewhat dependent on your stage of your academic career. So for example, if you do you want me to explain how it works across like the?

0:1:19.240 --> 0:1:19.980  
Shahenda Shehata  
Yes, please.

0:1:19.770 --> 0:1:30.720  
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Yeah. So I moved to early career researchers are on what we call a probation and I hate that term, but they have a probation period with certain requirements that they must achieve within that first three years of being with us.

0:1:38.10 --> 0:1:42.610  
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Uh, comparison to one other universities. I understand those to be quite straig10 forward, Not particularly. Uh, you know, so there to complete capital and get a fellowship for the Higher Academy as their teaching. Have one paper published and I think one under review and have applied for research funding, but they don't need to get it so they they've got that. And as part of that process they have annual reviews with a probation person. Mentor who's looking after that.

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And when you were senior lecturer and professor and you're not on any of those predations, then it's a yearly just a yearly chat, really, to talk about what you've done and get. As I said, advice for the future year. So no targets or anything like that. The only, I suppose performance requirements would be associated if you were going for promotion, obviously you've gotta meet certain things to get promoted, but it's not like a day-to-day kind of evaluation. And then of course we have REF. So like everyone else REF. You know, as you would the expectation there of course you ideally you meet your minimum of 1 but ideally you know if you're a senior academic you'd be wanting to be at your making sure it's everyone has that 2.5 you know to submit to REF.

0:3:13.450 --> 0:3:16.840  
Shahenda Shehata  
Yeah. Do you have TEF or KEF applied in the?

0:3:18.150 --> 0:3:33.320  
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Yeah, we have TEF and KEF without something that is kind of, you know, something that we talk about, obviously not significantly. So you know we are encouraged to do knowledge exchange and impact and knowledge exchanges included in promotion but not any you know, sort of formal process. And of course, TEF, we're constantly considering our teaching evaluations and things such as that, yeah.

0:3:49.230 --> 0:3:53.60  
Shahenda Shehata  
Yeah. So how do you see all of these measures impacting you?

0:3:57.200 --> 0:4:11.80  
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Well, I was briefly laid for so from an administration point of view and I'm currently Director of research income. So from that point of view, I have responsibilities to achieve our REF requirements or to put together the REF kind of submission. why do you think that? Alongside the director of Research impact? And he didn't know he did a lot. Sorry, director of research. So from that point of view would have fixed me, but that's an optional. I chose to take on those roles, so I choose to engage in administrative roles that require me to have an understanding of REF and KEF and TEF and you know, and help meet those as an individual academic outside of those administrative appointments. I don't think they affect me that much at all. There's a couple of these, you know, other individuals mig10 feel different, but I tend to feel that that even though I don't like REF. They TEF and KEF as kind of like, you know, I'd rather have none. No kind of those, those kind of you know administrative burdens if you like. I think in some ways, we do need to think about what our role is as academics and I do believe we have responsibilities around teaching, knowledge exchange and you know, not just publishing papers. And then the importance of having academic rigor. Through that. So yeah, I don't think these evaluations systems themselves are perfect, but it's an individual academic within my institution and I know it's different elsewhere. I don't feel them as overriding on what I do as an academic.

0:5:53.100 --> 0:5:53.450  
Shahenda Shehata  
Yeah.

0:5:53.710 --> 0:6:7.910  
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I think I consider quality of research, quality of teaching and the importance. You know, I'm a sustainability academic. It's important for me. To me, I wouldn't do this research unless I wanted to make a difference. So the only way to do that is some form of knowledge exchange impact. I don't.

Problems with the way in which these things are defined under TEF, KEF and REF. And I think that's where the problem is. But yeah, I don't feel like they have that much burden on me as an academic.

0:6:27.390 --> 0:6:29.500  
Shahenda Shehata  
Yeah, but going back to your role. As in the research so many academics have mentioned that the REF has changing the criteria like they mig10 apply by a publication, which is a four-star or three star and then the external examination downgrade this publication to one or two star. So it seems that the REF have different criteria than the internal criteria. Could you explain more about that please?

0:6:57.980 --> 0:7:2.770  
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Well, they the REF looks at quality of research, rig10, regardless of where it's published. And so, you know, in terms of the original originality, significance and rigor that the REF criteria applies and they don't use journal rankings. So I think there is a problem when institutions or individuals within institutions are driven by journal rankings, because now you would generally think that those that are published and four-star or five star, sorry three or four-star journal ranking would be of significance of significant or high quality. But of course originality, significance. You know maybe not. So in my area, I would say of the academic work, the quality academic work doesn't necessarily appear in four-star journals as understood by the rank. The journal ranking systems. There's some very good journals which produces what I would say as four star quality work.

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my own institution doesn't focus on journal rankings, we tend to focus on research quality as a more broader criteria, so for REF purposes we use REF, but we tend to think about, you know where is the best place to publish the work that's being done, given the type of work that it is and try and encourage 4 star quality research versus research that's published in four-star journals.

0:8:50.360 --> 0:9:3.760  
Shahenda Shehata  
Yeah, but what? What is the criteria that the REF is using? Like you mentioned, the significance that originality, but isn't it like is, isn't it a subjective evaluation from the from the committee?

0:9:4.570 --> 0:9:16.70  
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Yeah, but I mean, journal rankings is even is also subjective, rig10? So and I would argue highly political in terms of the type of journals that are on those, so. Yeah. I mean, obviously there is some level of subjectivity, which is why the REF panels are really important. So those academics that are on the REF panels who are reading and reading this. But also why we go through systems? Well, many universities, I mean I talked to as well as here of reading submissions and looking at kind of those criteria. So yeah that that that's subjective. But I'm not sure there are any more or less subjective than journal rankings. In fact if we put the panels together well they you know there are some benefits there as well.

0:9:55.900 --> 0:9:56.290  
Shahenda Shehata  
Yeah.

0:9:56.540 --> 0:10:10.460  
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You know, I mean, look at how I don't know what research, what type of research you do, but you know other critical qualitative researcher. If I was to look at just journal rankings, AOS is the only one that publishes that kind of work. So The ability for, you know, I don't think those journal rankings that problematic

0:10:19.890 --> 0:10:28.910  
Shahenda Shehata  
Yeah, I'm doing a qualitative method, so it's mainly critical perspective of accounting. I think it's very near to your area, isn't it?

0:10:29.370 --> 0:10:40.720  
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Well, I mean critical perspectives on accounting, I mean, you know, the journal itself is not ranked as a four-star, but I would argue that's why, I mean I'm biased because I'm an associate editor of CPA, so, you know, I I'm. I'm involved in associate leadership of CPA. I'm also involved with on the editorial boards of AAA J. I'm now on British accounting review and.

0:10:57.390 --> 0:11:12.230  
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What is business strategy in the environment I'm doing special issue of 10 and number of papers, journals that are not ranked just for sorry. I am slig10ly biased here but I would say that CPA is 1 Journal that is publishing four star quality work.

0:11:12.820 --> 0:11:14.470  
Shahenda Shehata  
Umm yeah, yeah.

0:11:13.510 --> 0:11:25.320  
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Rig10, but it's not ranked as a four star. So I think we need to be as a community in particular in accounting where we have a dominance of North American, quantitative journals that we remind ourselves that it's the quality not with our published, rig10.

0:11:33.990 --> 0:11:45.470  
Shahenda Shehata  
Yes, correct. So from the institutional level, do you think some universities trying to game the REF in or doing a certain means to manage the system?

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I don't think I'd be in a position to be an answer that question. I can answer it from our own perspective and we when we approached it, we did so. Saying that we were gonna be quite clear and not game it. You know, we didn't go through a huge recruitment strategy. You know we put our best forward in terms of what we had and what we felt like we kind of ran a good process but we were honest and that's so you know **people talk about perhaps putting staff on fraction little** **appointments in order to get their outputs or moving staff from research contracts to teaching contracts in order to hide them from the REF**.

0:12:35.120 --> 0:12:40.380  
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As far as I'm aware we didn't do that and we made a conscious choice not to do that, so but I couldn't. I couldn't say whether or not other universities did. It would be up for them to, you know. And up for them to kind of say how they how they did it. But I yeah, obviously.

0:12:57.910 --> 0:13:1.380  
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I used to be in New Zealand so we have a very different form of performance based research funding over there and it's the same sort of thing.

0:13:7.890 --> 0:13:14.270  
Shahenda Shehata  
Yeah. How do you see the other colleagues uh doing to meet the requirements of the REF or the TEF?

0:13:18.510 --> 0:13:37.920  
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Again, I think way the way in which we do it and again, it's probably because I'm in the position, I am ohm, the way in which we try and talk about these things is you know, concentrate on being a good academic. You know being a good colleague being, you know focusing on high quality education, thinking about your students, thinking about the type of work we do and making sure it's rigorous and, you know, making sure we're not just writing papers for publication, but thinking about how we're influencing other aspects, making sure that we're a diverse, inclusive workplace and what that kind of means, applying for funding. That's probably the biggest change, to be honest, is the. Yeah, I would say **applying for funding would be the biggest driver, or the biggest pressure**, I think that staff would feel, I think outside of that you know everyone wants to do quality work. Everyone wants to do quality research. No one comes to work and goes ohh. I'm gonna write a shit paper today. You know, everyone wants to do quality work which is great. So yeah, I think funding would be the biggest.

0:14:27.460 --> 0:14:33.760  
Shahenda Shehata  
Yeah, but are they evaluating on applying for the funding or success for the funding application?

0:14:34.370 --> 0:14:42.220  
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A little bit of both. We celebrate people who put our applications in terms of it's known cause. Obviously these are a lot of work and effort to apply.

0:14:41.860 --> 0:14:42.930  
Shahenda Shehata  
Yes.

0:14:42.950 --> 0:14:51.760  
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So we recognize those that have applying and. And as I mentioned, without probation requirements, you just have to apply, you don't have to get it.

0:14:52.510 --> 0:14:53.120  
Shahenda Shehata  
Uh.

0:14:53.390 --> 0:15:17.880  
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Because we recognize that there's a lot of luck involved and funding applications as well. You know, what is the pool of money that's available? You know, you can write a very good application, get ranked very highly, but just miss out because there's just not enough buttons available. So we try and recognize both, but obviously we are building a try to build a more of a culture towards research funding, which has been a focus for the last sort of five years, really building this idea that you know, just because our research often doesn't involve a lot of funds to complete and we have quite good. Well, I think they're quite good access to research funding. So we get a conference allowance and a research funding allowance to enable us to do our research. So many can use that to do research, but we're trying to encourage more and more people to apply for funding.

0:15:49.480 --> 0:15:56.400  
Shahenda Shehata  
Yeah. that's very good. Yeah. Do you remember, like, any experience, whether bad or good with the REF? Or personal experience?

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Yeah, I think these kind of. Again, as someone who's involved in putting it together, my experience is probably being on that side. You know, it was. It's very hard to. You wanna? We've been there's a lot of work that goes into putting together a resubmission. That's the thing. I mean, they tried to make that a lot less this time. But, and I presume they're gonna focus on it moving forward. there's a lot of work, a lot of work to review you like, you know, papers and a lot of work to review, impact case studies and a lot of effort by those that do some impact case studies for REF. You know, there's a lot of this significant amount of time and effort that goes into it.

0:16:45.480 --> 0:16:45.760  
Shahenda Shehata  
Yeah. But how do you choose the best publications for each staff, for instance?

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Yeah. So we did the process of review. So we did internal and external review, so papers were read by two members of staff. papers were nominated by authors, so to kind of get a pool of papers, and then we did a random selection for external review just to see how we were placed. Compare, you know how an expert reader was reading it. So we got members that had been on the roof panels previously or we got people that were experienced in the field to provide a comment and just provide an evaluation. So yeah, a range of internal and external.

0:17:33.740 --> 0:17:37.750  
Shahenda Shehata  
Yeah. It seems a lot of work.

0:17:36.380 --> 0:17:46.740  
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Yeah, it is. And that's the thing like, you know, **I think that's probably the biggest negative around REF. You know there's a lot if you think about the time within every individual institution that goes into preparing for the REF and then you take all that time of all those panel members** who, you know, I friend of mine, was on one of the panels and the amount of effort to read and you know, to be involved in REF is significant. So I think yeah it's heroes that downside to it and at the end of the day, where your place does actually only a matter of percentages. You know they're not. You don't have to have that much, you know, much movement to, to be ranked, you know, 10 or 20. You know, there's not much difference between some of them. So yeah.

0:18:30.0 --> 0:18:38.0  
Shahenda Shehata  
How do you think this measures affecting the quality of research or the quality of teaching? Do you think it influenced positively?

0:18:40.980 --> 0:18:50.480  
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I'm not sure if it does. I'm not sure if it does hit positive or negative impacts. I think at the end of the day, well, I'm talking from my own institution, I feel, I would say something like AACSB has much more influence on me and my teaching and the and the requirements of AACSB rather than TEF.

0:19:2.440 --> 0:19:5.340  
Shahenda Shehata  
Yeah, sorry, uh, is that that accreditation?

0:19:5.420 --> 0:19:7.300  
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Yeah, accreditation. So the. I can't even remember what it is. it's the accreditation board.

0:19:15.850 --> 0:19:18.600  
Shahenda Shehata  
Yeah. So how it affects you, this kind of aggregation?

0:19:19.90 --> 0:19:25.840  
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Well, I mean they, they accreditation as much more focused on things like learning outcomes, assurance of learning, kind of measures and so you know a lot of we've just been recently relatively recently accredited. So it's maybe more front of mind. You know. I I'm not entirely sure I mean. We why we keep an eye on rankings and we I don't think we're I talk to some colleagues at other universities and they're much more focused on rankings and I think we are.

0:19:55.700 --> 0:19:56.50  
Shahenda Shehata  
Yeah.

0:19:56.440 --> 0:20:2.390  
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I think some places are very much, you know, I'm working with a colleague at the moment at another university who says they have to publish in a four-star ranked journal. Whereas I don't feel the same pressure at all. So I think some places and maybe that's because I'm a professor. I don't know if some of my junior colleagues feel that, but I would hope not.

0:20:25.220 --> 0:20:25.580  
Shahenda Shehata  
Yeah.

0:20:25.500 --> 0:20:31.720  
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I'd hope that they would be much more talking about what their researchers about rather than where it's published.

0:20:33.210 --> 0:20:35.730  
Shahenda Shehata  
Did you apply for the DORA in the university?

0:20:36.330 --> 0:20:37.440  
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For DORA. Yeah.

0:20:37.730 --> 0:20:48.900  
Shahenda Shehata  
OK, maybe that's the reason for releasing the stress because, umm, some universities didn't apply for the Dora, so they have to publish, publish like it's very pressure on them.

0:20:49.110 --> 0:20:53.320  
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Yeah, but if I find that strange as well because people say about publishing, publishing, publishing But some, you know, REF is only 2.5 publications per person on average and you can't submit more than five per person now. You know, I think you know it's thinking about what that the means, you know like.

I think it is focusing on quality of publication versus quantity because you know at the end of the day you're at four-star quality publication carries significantly more weig10 than multiple two star quality publications, so I think there's obviously a consideration about the need to publish quality research.

0:21:39.440 --> 0:21:49.790  
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And so I don't think that published, published, published, published I, you know someone could publish 7 or 8 four-star quality publications, but we can't, you can't select them all. Alrig10, so yeah.

0:21:50.140 --> 0:22:2.40  
Shahenda Shehata  
Yeah. But I think it is that average per person change from the uni to uni, because I think some universities say one, some universities say 5 per person or six per person.

0:22:1.800 --> 0:22:10.630  
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So it's no, it's the same across all universities. So it is a minimum of 1 per person. I'm don't know how much you know about how REF works, but you've got a pool of people, so you're say you're department has 50 staff members, then the maximum publications or outputs that you can submit for your unit is 2.5 times that. Now that gives you your max outputs that you have to submit. Every staff member has to return a minimum of 1, so you've got to include all staff members and they've gotta have one. You can make exemptions if the early career researchers so you don't wanna penalize, you don't wanna not employ an early career researcher so you can put in a what we call a special consideration and mean that they don't have to submit any. So if someone's brand new out of their PhD, they've been working with you for a year, they don't have any outputs yet. Then you just make you make a case. And then the maximum you can submit for any one person is 5, so it on average it's 2.5 per person. Obviously you can't have 2.5 because you submit to it with three, you know, but you know so. So for some colleagues, you'll submit one for some colleagues, you'll submit 5, for some, you'll submit somewhere in between. And I think one of the things with REF is of course, it's a unit of assessment. So it's not, you're not being judged as an individual.

0:23:39.360 --> 0:23:45.610  
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And New Zealand, you thoug10 that judged as an individual. In Australia, I think I'm not so sure how it is.

0:23:46.210 --> 0:23:58.310  
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Umm. And then you came with REF. You're as a unit, so you know I think it would be one of the things that we're, you know, it's really important to consider is someone who produces 1 output. That shouldn't be taken as not really achieving because they mig10 be bringing in a large amount of external funding. They mig10 have a large number of PhD students, so you know, or they mig10 have an impact case study so.

0:24:19.170 --> 0:24:19.510  
Shahenda Shehata  
Yeah.

0:24:14.50 --> 0:24:20.260  
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It's about making sure that as a unit and there's a group that you are achieving as a group, not individuals being lone stars, you know, it's like as a group. Are we doing all the things we need to do and we bring in funding? Are we doing PhD? We publish in good outputs and we having impact.

0:24:35.120 --> 0:24:43.130  
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You ideally I think the days are gone. We are an economic can only do one thing. You've got to do more than that. But as a group you need to be thinking I'll be delivering on all these aspects so it doesn't come to the individual.

0:24:48.810 --> 0:24:54.240  
Shahenda Shehata  
Yeah. Sorry. Do you mean the unit is the department or the school or the university?

0:24:54.600 --> 0:24:58.650  
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No. The unit is the so. Unit is business and management, so it would tend to be the school.

0:25:4.440 --> 0:25:4.950  
Shahenda Shehata  
Yes.

0:25:5.510 --> 0:25:13.240  
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We would be a school. I presume it's the same in Southampton. You would have the School of Business now. Yeah, and other so other units. So we unit 17 other units across the university as at things like drama, geography. So that's usually departments. It's a bit confusing, but School of Business and management is generally all in one.

0:25:27.520 --> 0:25:28.70  
Shahenda Shehata  
Yes. Do you think that if there is no measures at all, would it make difference in the way the people work? Would it make difference on the way the academics feel about their themselves?

0:25:42.920 --> 0:25:47.560  
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I don't know. I mean, I think I've always worked in a context where there has been these things. I purposely have chosen to go to universities where they are not. The be all and indoor. I mean that's a that's a person I would rather sacrifice salary for a workplace that doesn't have that culture of metrics and performance I I'm not, you know, I'm not sure I would particularly enjoy somewhere where I was constantly I was think. Had those kind of measures kind of placed on me like me I have published in four star ranked journals and yet, you know, done that. And I I've got two under preparation that are gonna be targeted to a four star journal but that's not why I'm an academic. So I think I've chosen not to be in those places where you've got that kind of pressure I so I would like to think that we'd all continue to do. Yeah, I think. We have a responsibility. It's people who are paid to do research and teaching to do it would if we just got rid of the metrics, would people just stop doing that? I I don't think they would if we don't do this job for that. But of course I think they're gonna have the they've got to have some effect cause. Yeah, they had, but I'm not sure where the amount of it.

0:27:20.870 --> 0:27:29.450  
Shahenda Shehata  
Yeah, could you please tell me the abbreviation of AOS?

0:27:29.990 --> 0:27:32.920  
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Oh, sorry, that's accounting, organizations and society. The Journal

0:27:40.840 --> 0:27:47.210  
Shahenda Shehata  
Yeah, I think I thoug10 you mentioned like people are going for publications in AOS. So it's the journal.

0:27:47.440 --> 0:27:57.480  
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Yeah, the journal was, yeah, accounting organizations and society. Sorry I abbreviated it, which is, which is ranked for STAR or 4 on the cabs list.

0:27:58.50 --> 0:28:4.90  
Shahenda Shehata  
OK. Yeah. Thank you so much. I really appreciate it. May stop the recording now please?

0:28:4.260 --> 0:28:4.710  
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Yes.