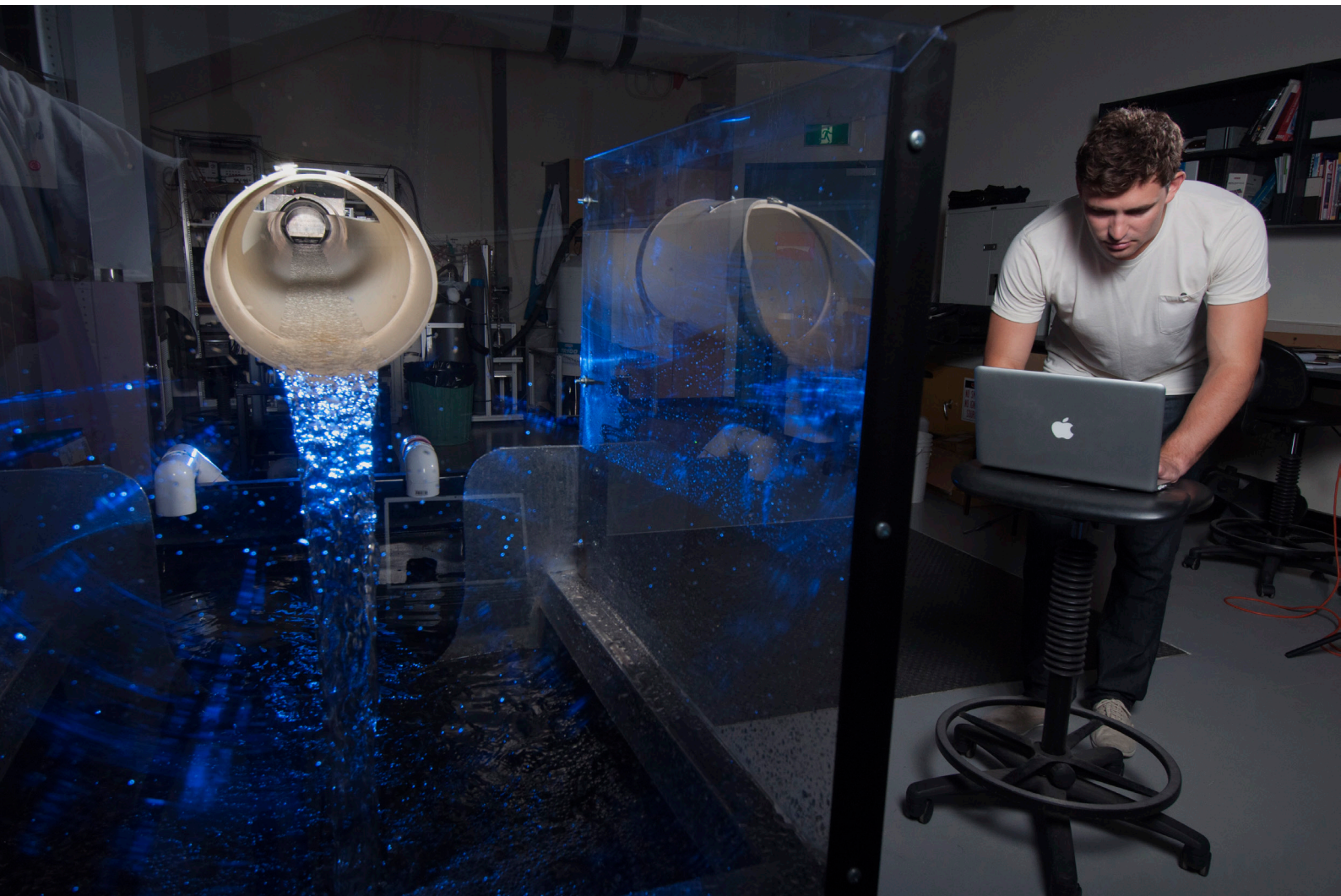# CEED WA

The Co-operative Education
for Enterprise Development

Client Mentor

2024-2025 Manual

Welcome Letter From the CEED Director

Thank you for undertaking supervision of a CEED project!

We trust you will find supervising your CEED project a stimulating and fruitful experience. Your role is crucial for the success of the project, because your guidance and direction will enable the efforts of the project team (CEED Scholars, Academic Supervisors and yourself) to achieve maximum value for your organisation. The student gains a broader experience; the supervisors develop stronger working relationships with industry; and you can broaden your research contacts and knowledge while dealing with a stimulating area of endeavor.

Assoicate Professor Jeremy Leggoe
CEED Director

Points of Contact

CEED Director

A/Prof Jeremy Leggoe
08 6488 7315
0434 610 294
jeremy.leggoe@uwa.edu.au

CEED Administration

Kimberlie Hancock
08 6488 3130
0431 969 269
ceed@uwa.edu.au

TABLE OF CONTENTS

1. Introduction

This manual is designed to assist you as Client Mentor, and outlines the main features of CEED projects. As specific needs arise, you can refer to specific sections of this manual for more information.

What is CEED?

The Co-operative Education for Enterprise Program (CEED) is a self-funding initiative to develop productive, working relationships between the University and Industry. It provides a formal framework to link the project work of senior undergraduate and postgraduate students with the client's research and recruiting needs.

CEED offers access to all UWA schools for single school or multi-disciplinary projects, and aims to provide the client with outcomes of immediate business value. When handled effectively, CEED projects can achieve very significant results for you, and greatly enhance the development of our CEED Scholars.

Our Program's History

1989 — The CEED Program was established at UWA.

2016 — Pro Bono projects for not-for-profit (charitable) organisations were introduced.

2017 — CEED projects at Curtin University were offered for the first time.

2023 — The Employee Project Model was launched, allowing companies who employ current UWA or Curtin students, the ability to sponsor them to undertake a research project.

CEED projects must satisfy the needs and expectations of several parties:
- Students need to be able to demonstrate their academic capabilities, and
- CEED Partners need to make progress on their research issues.

The roles of each team member for CEED projects are well defined:

Client Mentor

Client Mentors provide guidance and extra input. The Mentor steers and facilitates the project to ensure it meets the CEED Partner's objectives, helping guide the CEED Scholars, and linking them into the CEED Partner organisation.

- improve performance and profitability through progress on the project topic
- gain access to University equipment and expertise for specific needs
- start training potential employees before they complete their studies
- increase the pool of people with experience and expertise in areas important to you
- improve links with the University for future research and interaction

CEED Scholar

CEED Scholars work in a formal research situation. CEED Scholars carry out their project as part of their academic study, but they are also conducting research for the CEED Partner. It is also important they meet their administrative needs (e.g. reporting during and at the end of the project).

- gain professional experience in parallel with their studies, enhancing their attractiveness to future employers
- work on a problem of immediate concern to the wider community
- receive a Studentship to assist financially through their studies
- extend the period of, and resources available for their project, increasing the prospects of useful achievement and making it less vulnerable to delays.

Academic Supervisor

Academic staff undertake academic supervision. Academic Supervisors remain responsible for supervising the academic outcomes of the project, though the Mentor will also have considerable influence on the work.

- increase contact and build relationships with organisations interested in research
- enhance training by providing CEED Scholars with professional experience
- broaden the knowledge and contacts for our research community
- facilitate projects with broader scope and cross-discipline activity
- give rapid feedback on training from employers

CEED Office

CEED Office monitors and supports project progress.
The CEED Office maintains contact with all parties to ensure they are happy with project progress, their working relationships, and the overall operating structure.

2. Structure of CEED Projects

CEED Project Types

Masters by Coursework and Bachelor of Philosophy (Honours) students can undertake a 'Full' or 'three-quarter' (3/4) CEED project. Full projects extend over as long as 14 months, while 3/4 projects run for 10-12 months. All Scholars continue their CEED research project throughout the academic year, over the course of two semesters.

Under the full project model, students work on-site for 8 weeks during University vacation periods. Under the 3/4 project model, the student may not formally work on-site (though it wouldn't be unusual for the student to at least visit the client's site) and may in fact spend the summer vacation working for a different organisation.

Masters by Research or PhD placement projects have greater flexibility as they are not constrained by coursework timetables. Therefore commencement and duration of these projects differ (e.g. 3 months full time or 6 months part time).

CEED Project Timeline

Semester 1 Commencement

Mar - Sep	Sep - Nov	Dec - Feb	Mar - Jun	Jun - Jul	Jul - Nov	Nov - Dec
Project Definition and Initiation	Student Interviews & Appointment	Full Project Scholar Onsite	First semester of Project	Full Project Scholar Onsite (follow up)	Second Semester of Project	Submit Deliverables

Semester 2 Commencement

Feb - May	May - Jun	Jun - Jul	Jul - Nov	Dec - Feb	Mar - Jun	Jun - Jul
Project Definition and Initiation	Student Interviews & Appointment	Full Project Scholar Onsite	First semester of Project	Full Project Scholar Onsite (follow up)	Second Semester of Project	Submit Deliverables

Stages of CEED projects

Start-up Stage
CEED Scholars need one or more meetings with you and their Academic Supervisors to agree on the Project Brief (defining project outcomes and logistical matters), and to prepare for the site work period to ensure it is effective. Further information is outlined under "4. Getting Started".

Site Work period
CEED Scholars work on their projects at your premises for a pre-determined period of time during their project. Longer site periods, and split periods, are permitted where mutually acceptable. Further information on this is outlined under "12. Arrangements for Site Work".

Wrap Up Period
The latter part of the final semester is occupied with writing up theses and any special project reports. This is further explained under "15. Project Close Out".

3. Project Supervision

CEED projects are undertaken for academic credit, and the development of the CEED Scholar. They are focused on an identified need of the CEED Client and it is expected that they should deliver value to your organisation.

The CEED Scholar receives input from the CEED Client in the form of funding, resources, and additional guidance from the Client Mentor and Academic Supervisor.

Client Mentor

Your role as Mentor is crucial to the success of your CEED project. Scholars will learn about your organisation from you, and their level of enthusiasm and motivation will be greatly influenced by yours (just as we tell the CEED Scholars at induction that their enthusiasm will influence the rest of the team's energy levels).

You are the main contact within your organisation for CEED Scholars and Academic Supervisors, and you contribute to the project in many ways.

Your major CEED activities include:

Before project commencement

- Short-list and interview applicants for the project (either on Microsoft Teams or on campus with Academic Supervisors) and selecting acceptable candidates in order of preference

After allocating students
- Kick off meeting with the Project Team (Client Mentor, Academic Supervisor and Scholar)
- Clarify project topic and outline early project outcomes and deliverables
- Facilitate scholars' access to Client premises and systems, and providing appropriate resources and equipment
- Facilitate on-site work requirements (e.g. access, approvals, travel, etc)

Throughout project
- Define project objectives and deliverables
- Arrange for scholars to receive help in areas of your organisation's expertise, or providing networking or presentation opportunities (whether or not you are the main source)
- Encourage and guide scholars as they learn to cope with unfamiliar material, methods of work, and working environment

Closing of the project
- Sign off the Scholar's deliverables, as per the executed Project Brief.
- A brief (confidential) project assessment form will be sent to you by the CEED Office at the end of the project. These reports provide essential feedback for the ongoing evolution and improvement of the CEED program

Deputy Mentor

Please nominate a Deputy Mentor as soon as possible in case you become unavailable at any time during the project (e.g. leave, deployment to site, sickness). It is desirable, but not essential, that this person be familiar with the project and its objectives, and able to provide some basic guidance should you be absent for any period. This arrangement has nothing to do with seniority, and the "senior contact" sometimes takes on the Deputy Mentor role.

CEED Client "Senior Contact"

The CEED Office has listed for your project a 'Senior Contact' within your organisation, as well as yourself as Mentor. Generally, this person was involved at the inception of your project, but has subsequently handed over its guidance to you. If you require the CEED Scholars to maintain contact with this person on any matters concerning the project, please ensure this is included in the Project Brief.

Academic Supervisor

Academic Supervisors are responsible for the academic oversight and assessment of CEED Scholars' work, and will contribute their expertise to the project team.

During the academic semester, CEED Scholars should meet regularly with their Academic Supervisors (weekly to fortnightly). Ideally, they should remain connected to the project even when the scholars are working at your premises during the vacation period (Full projects)– this can be accomplished through meetings with the full project team during that period (2-4 times over the 8 week period is recommended, subject to the leave commitments of the Supervisor and Mentor).

Project Team

Regular meetings of the full project team (Scholar, Academic Supervisor and Client Mentor) should continue throughout the semester to make sure everyone is on the same page – fortnightly to monthly being the ideal frequency. If these meetings are not being scheduled, you should check in with your CEED Scholar to remind them to make the arrangements.

CEED Scholars are required to keep the Project Team informed of progress at all times. Supervisors are also advised to liaise closely with you. If at any time you feel communication or other project activity is deficient, please make early contact with the Supervisor(s) or the CEED Office (as appropriate) so the problem can be addressed quickly.

4. Recruitment

Once the client has signed the Project Proposal, the CEED office will immediately begin preparations for student recruitment.

Advertising includes:
• Listed on the CEED website
• Relevant student cohorts notified via email
• Ads will be posted on CEED's LinkedIn page, UWA's UniHub (Careers) page, Local on-campus TV Screens, and Announcements via UWA's Learning Management System (LMS).
• Depending on the timing, CEED will also showcase projects during organised events, including orientations, pop-up information sessions, student society events and CEED specific promotional events.

Students apply for a project on the CEED's website before the nominated deadline (roughly two weeks from the initial posting). The CEED office will send applicants a confirmation email once their application has been received and entered into CEED's tracking system.

The CEED Office will notify the project team (Academic Supervisor and Client Mentor) via email once the recruitment campaign is underway. If you wish to include any further criteria (e.g. completion of particular units), please let the CEED office know ASAP.

Short-Listing

Once the application date has closed, the CEED Office will collate eligible applications and send them via email to the Project Team, Ccing the Senior Client Contact for shortlisting. If the file size is too large, a Google Drive link will be provided.

The file will include:
• A list of all applicants (marked if they are eligible or not)
• The Proposal Form signed by the Client
• Eligible student applications (application form, CV and transcripts).
• Any additional criteria/shortlisting documentation that was requested

The determination of suitability rests entirely with the project team. While the Client Mentor and Academic Supervisor may prioritize different aspects of a candidate's application, collaborating enables the creation of a desirable candidate list for interviews. As a general guideline, aim to shortlist 3-5 applicants.

We understand it is not always possible, however we kindly request the shortlist be returned within 7 days of receipt, including availability for interviews for the following week. Late projects closing in 0-Week or week 1 of semester will need to be expedited and have interviews within the next day or so.

Organising Interviews

1 The Project team may determine the timings for interviews, however as a rough guide:
- 10-15 minutes for pre-interview discussion (greetings/interview questions)
- 15-20 minutes per interview
- 10-15 minutes for post-interview discussion (confirm a suitable candidate)

Obviously it depends on the specific timings and how many applicants will be interviewed, however aim to allocate 2-3 hours.

2 The Project team may choose the type of interview:
- Face-to-Face (usually on-campus, or at the client's premises on request)
- Microsoft Teams
- Hybrid of both Face-to-Face and Online
- Note: depending when the interview is schedule, it may clash with exams or university holiday periods. The CEED office will alert you to these times, however, we ask the Project Team to bear in mind that students often book flights right after their final exam and may only be available via Microsoft Teams.

3 Once the Project Team have confirmed their availability, shortlist and interview schedule/ type preference, the CEED office will coordinate the interviews accordingly.

Initial
- Calendar invite/meeting placeholder will be sent to project team (including location and/or Teams link)
- Each candidate will be contacted (first instance via phone, then email)
- Noting there maybe some back and forth communication around availability/Teams request on a face-to-face interview, etc.

Confirmation
When all the candidates have confirmed their interview time:
- A finalised (updated) calendar invite will be sent to the project team
- A follow up email will be sent to the project team, including
  - An updated interview file
  - Mentors will be asked if a Parking Permit is needed (for face-to-face interviews)
  - Parking/Campus map will be provided (for face-to-face interviews)
  - If the Project Team require question sheets included in the interview packs, they are to confirm the questions ASAP (if not required, then they can be determined at a later time)
- Interviewees will also be sent a confirmation email

Interviews

Pre-Interview
Only on campus (Face to Face and Hybrid) interviews will receive:
- A hard copy interview folder with a pen
- Rooms set up (signs and computer access)

Interview

1   The Project Team should meet at the designated time, and determine the order of introduction and questioning, and conduct the interviews accordingly.

2   Full Projects with Vacation Work: when discussing time frames with the applicant, be sure to confirm their availability. Scholars are required to complete some or all their on-site work in the upcoming holiday period. They cannot wait and complete the entire 8 weeks the following summer, after their research unit is complete.

3   If there any issues with the interview or candidate no-shows, please call the CEED Office on 6488 3130 (number is also listed on the interview file)

Post-Interview

1   For sustainability reasons, we kindly request the Academic Supervisor to hold onto the physical folders. The CEED Office can either collect from your office, or the school's administrative office.

2   Provide the CEED office via email the project's candidate ranking.
- Rank in order of suitability (mark all applicants as '0' if they are NOT suitable).
- If no one was appointable, then CEED will readvertise the project either in the same recruitment period, or the following recruitment period – this will be determined by the CEED Office and Senior Client Contact
- The CEED Director will confirm candidates before the project is offered

3   The CEED office will call the successful candidate.
- If they are unable to accept the project right away, then we will give them a 24hour grace period to decide.
- We will allow more time, if the candidate is waiting for an outcome on a higher ranked project (CEED Office will notify you in these instances)
- The next suitable candidate will be contacted if the highest ranked candidate declines and so forth.

Acceptance

Once a candidate accepts the project, the scholar initiation process begins.

- An official offer email will be sent to the scholar
- A commencement meeting with the CEED Director will be organised in order to sign their Student Undertaking form (formal acceptance of the program)
- Contact details of the Project Team will be circulated once the Student Undertaking is signed. It is encouraged the team organises their first project meeting quickly.
- The student will undertake a CEED induction, to ensure they are well prepared for the year ahead (tasks, responsibilities, skill building, etc)

The client will be issued their first invoice (50% of the project fee) once a scholar has been initiated. Mentors will be asked to follow up with their finance departments if a PO has not been provided by that time.

5. Getting Started

The first few weeks are a crucial period for the project. How well they are used will affect its success. One or two meetings will be needed with the project team to determine and define the key features of the project.

You will be able to discuss and clarify what can be achieved with your project, and you can explain what is desired. The scholars will be seeking to:
- define the existing situation as it affects your project
- define the final situation you desire at the end of the project
- define the issue to be handled and its boundaries

We encourage scholars to keep a record of all ideas considered because they may become significant later. Factors "eliminated" can still play a role in defining the project, even though they may not be directly related.

Key targets for scholars during the first project weeks are to:

1 begin drafting an outline for the Project Brief which includes your reasons for requesting the project, objectives, methodology, milestones, constraints, resources and deliverables;

2 identify and address topics which may require extra study;

3 arrange with you and their Supervisors for the necessary resources to be sourced and/or made available;

4 estasblish a meeting schedule for the duration of the project.

Before starting on site, scholars generally should have:

1 participated in the CEED induction;

2 undertaken induction and safety proceedings at the Client's premises;

3 accumulated some reference material;

4 started developing new skills needed for the project.

Check list for the initial team meeting

Scholars are given a list of example questions to ask at your first formal meeting to ensure a number of important issues are not overlooked. Please encourage them to go through the list thoroughly so they can gain confidence in dealing with you. For your information, the matters that specifically need to be raised are:

- [ ] what do you do, what is your role as Mentor, and what do other key players within your organisation do?
- [ ] what is the main way you wish to benefit from the research project?
- [ ] what would you like to have as the primary and secondary outcomes for your project?

Note: Outcomes may be adjusted as the project progresses, provided it is done in writing and signed by you, the Academic Supervisor, CEED Director and the Scholar. Please note, in some projects it may be necessary to insert additional objectives to meet the academic expectations of the unit – though this has proven rare in recent years. The vast majority of projects are more than challenging enough to meet out academic requirements.

Other questions include:

- [ ] in what form do you want the project outcomes (e.g. report, software, working item, etc.);
- [ ] what would be suitable "milestones" for the project (noting any operational issues, such as shutdowns, that may influence the timing of project activities)?;
- [ ] what constraints (if any) does your organisation need to impose on the project approach (eg. to fit other activities, standards, products or policies)?
- [ ] what sort of resources do you think may be needed? Does your organisation already have access to these?
- [ ] what resources (eg. labs and equipment) do you hope UWA can provide for the project?
- [ ] how will the project be handled if particular resources are not available when needed?
- [ ] will any equipment or other items need to be ordered specially for the project? If so, is information needed? By when? Who will order them?
- [ ] will special test rigs be needed? Where will they be built?
- [ ] is there information you need urgently from the CEED Scholars for budgeting purposes?
- [ ] what mechanisms will be used to obtain approval on any project expenditure?;
- [ ] which of your personnel have an interest in the project outcome, and/or expertise relevant to the project?
- [ ] agree on communication channels and frequency of CEED Scholar reports. What days and times are good (or bad) for making contact with you?
- [ ] who will act as a Deputy Mentor if you are unavailable for any length of time?
- [ ] when can the CEED Scholars and Supervisor go to site to familiarise themselves with the project's working environment?
- [ ] are there any special requirements for the vacation work (eg. medicals, safety inductions, special clothing)?
- [ ] agree on duration and dates of vacation project work. Some CEED Scholars may like to spend more than the normal 8 weeks. (Any agreed extension can be spent on the project, or as an employee performing other activities).
- [ ] will your Human Resources Department need to be involved? If so, how should the CEED Scholar make contact?
- [ ] identify the expertise the Supervisors (and academic colleagues) can and cannot contribute;
- [ ] identify alternative sources of expertise at UWA if necessary

6. Communication

CEED Scholars are reminded that the success of their project hinges on people, and the students' ability to obtain input from all parties. Communication is therefore critical and, as Mentor, you are well placed to help your CEED Scholars with this.

CEED Scholar Communication

Scholars are advised to take all steps to minimise the risk of misunderstanding. Their manual gives further details, but the main points are:
- Keep in regular contact with all parties:
- Take notes at all meetings and give copies to those who attended;
- Put all agreements in writing;
- Keep all parties well informed at all times.

Please encourage your CEED Scholars to do this. It not only teaches them good habits, but will greatly reduce the risk of miscommunication and make your role easier.

Monthly Written Progress Reports

CEED Scholars are required to present a brief status report at least monthly (throughout all phases of the project, including site work) to their Client Mentor, their Academic Supervisor, and the CEED Office. They have been given a template (as shown on the next page).

They are not expected to provide a report detailing their results each month – rather they are to provide a status report describing the progress during the month, the progress expected in the next month, and any issues affecting progress. They must also include details of any expenses incurred during the month, to help all members of the team and the CEED Office monitor spending.

The CEED Director monitors these reports, and gives CEED Scholars feedback if it is felt they need to improve. As Mentor, you should feel free to provide CEED Scholars feedback if the reports are not providing the information you need.

Communication with the CEED Office

The CEED Office is responsible for arranging CEED projects, and monitoring progress to ensure your needs are being met. If you have any concerns, please inform the CEED Office as early as possible - before problems arise.

Monthly Report

CEED Project Monthly Report

CEED WA

Monthly Reports on the first day of the new month. Please include the following recipients via email:

- Academic Supervisor(s)
- Client Mentor(s)
- CEED Office (ceed@uwa.edu.au)

Month	Insert Month and year
Project No & Title:	Insert Project No. and Latest Project Title
Client	Insert Text
Student	Insert Text

Project Progress This Month

Enter Text

Issues Affecting Progress

Enter Text

Project Meetings This Month

List the dates and participants for all project meetings held during the month

Expected Progress Next Month

Enter Text

Issues That May Affect Progress Next Month

Enter Text

Expenses Incurred This Month	Total Expenses Incurred To-Date
$	$

Itemised List Of Expenses Incurred This Month

In this box, provide an itemized list of all project expenses incurred during the month. This should state the amount of each item, the reason for the expense, and who has paid for it. All materials, subscriptions, workshop and technician staff costings should be included.

Project Expense Table

Date:	Expense Detail:	Amount:	Paid By:	Approval and receipts attached Y/N

- Attach (do not insert into this box) copies of all receipts
- Attach the executed "Authorisation to Incur Project Expenses" (must be signed by Client Mentor, Supervisor and CEED Director prior the expenditure)

If no expenses have been incurred this month, simply enter "No expenses incurred this month" in this box.

Signed	Date
	Enter Text

OFFICE USE ONLY – Notes

7. Pitfalls to Note

While CEED Scholars participate in our induction program at the start of their projects, experience has shown that there are some common pitfalls. If not avoided, they reduce the usefulness of the project and burden all parties of the project team.

Project "flat spots"

Experience has revealed two potential "flat spots" during CEED projects during which Scholars can potentially lose direction. These are:

1. When scholars start on site
   Without clearly defined objectives and methods of accomplishing them when starting on site, some scholars can be slow to get going in the unfamiliar working environment. Beware! Some will struggle silently, not wishing to burden you with their inexperience. When they start on site, please make sure your Scholars have clear goals defined, know what is expected and where to obtain resources.

2. When scholars return to campus
   After working full time on site, some CEED Scholars struggle to re-adjust to balancing the demands of multiple units with the need to continue making steady progress on their CEED project. Sometimes, having made progress on their project over the summer, there is a strong temptation to put their project aside "for a short period" until they get back into their study routine. Delays then grow as study pressures continue, until the prospect of catching up on their project work becomes increasingly daunting. Please try to ensure your Scholars have some easily attained short-term goals to maintain momentum during this critical period – this can be achieved by taking care in the development of the Project Brief.

   Maintaining regular meetings with the Scholar during this time will also help keep the momentum going.

Informal changes in project direction

Priorities within organisations can change quite rapidly. With CEED projects, this can lead to subtle (or even strong) pressure on scholars to adopt revised lines of investigation which threaten the usefulness of the work already acheived. Revised outcomes don't have to be a problem, but informal or progressive modification can unsettle scholars and drastically affect their motivation and performance. All changes to project deliverables should be formally agreed and documented by modifying and signing an amendment letter.

Vague outcomes

Vaguely defined project outcomes can cause disappointment for you and others in your organisation. It can also frustrate scholars, leaving them uncertain about what you require. Please discuss thoroughly with scholars and Academic Supervisors the points outlined in the section on "Getting Started", as these help avoid many pitfalls in handling CEED projects.

Poor communication

Again, irregular or poor communication is probably the most common cause of dissatisfaction in project management. Good communication can be endangered if your Scholars are intimidated by your seniority and experience. Please insist on Scholars reporting regularly to you, even if they have little progress to report. It is also important to have regular meetings with the Project Team (yourself, the scholar and the Academic Supervisors) to make sure everyone is on the same page. These meetings should occur at least monthly.

Ignored changes in performance

Scholars are selected for CEED projects because you and the Academic Supervisors believe they would do a good job, while profiting from the experience themselves. Similarly, Academic Supervisors are selected by the CEED Office for their knowledge, competence, and experience. Despite this, situations occasionally arise which result in disappointing performance. Such situations may be unpredictable, but they are often observable through subtle changes in a scholar's attitude or performance.

As Mentor, you are well placed to detect such changes. If you perceive deteriorating performance/motivation, or your Scholar is skipping meetings and/or failing to keep in contact with you, please alert the CEED Office immediately. Scholars are not penalised if intervention is required – rather, it is an opportunity to identify issues and provide support. Early warning usually allows a simple remedy, so please help us ensure your CEED project is productive by alerting us quickly to any concerning developments.

8. The Project Brief

Establishing clear outcomes for CEED projects are essential to the success of the project. This process is not always simple because you may not yet be aware how much can be achieved with a CEED project, and the issue being investigated may not yet be fully understood. The project outcomes and Deliverables form an important part of the Project Brief.

It may be desirable to define a range of outcomes, with varying priorities. If this is done properly at the outset, it makes it easy for outcomes to be evaluated and adjusted as the project progresses. This is especially important if it becomes apparent that certain outcomes can or cannot be achieved (alternately, as the project progresses it may become evident that additional or alternative outcomes may be desirable).

Most project topics naturally contain ample demands for academic excellence; but some may not. In such cases, supervisors may need to suggest additional material to meet academic requirements.   CEED Scholars and supervisors are encouraged by the CEED Office to draft several options so you (as Mentor) can select or tailor one to provide maximum benefit to your organisation.

The Project Brief is where project outcomes (among other things) are documented. This Brief should be prepared in the first 6-8 weeks of the project, and ideally should be signed by all parties (after feedback and modification to the satisfaction of all stakeholders) within 8-10 weeks of the start of the project.

As changes may still be required after subsquent drafts are submitted, it is advised to only sign the Project Brief once all parties have given their verbal/ written approval.

The Project Brief defines the Scholars' project, and is a major key to project planning. It defines the desired outcomes, the current situation, the scope of work, project details, methodology, constraints, resources and the specific deliverables.

To develop the Project Brief several face-to-face discussions between you, the Scholars and their Academic Supervisors are needed. A visit to site is also helpful, if possible, and then the scholar is to outline their understanding of the project, its limits of extent (stating what is essential and what are desirable extras), and its key interfaces with other individual's work or equipment. CEED Scholars are given detailed instructions on how to write up the Project Brief in their manual. A Project Brief template is available on the CEED website (Project Materials for Scholars), however should your organisation prefer the scholar to use your own template, please advise the project team accordingly.

Should requirements change significantly during the course of the project, the Project Brief needs to be modified and re-signed by all parties. This can be done via an amendment letter.

9. Student Assessment (University)

Assessment for Scholars Research Units

Assessment methods for student projects vary between University schools. CEED Scholars are required to submit all of the submission and presentation requirements of the research project units that they are enrolled in.

With astute planning, the Project Brief, Seminar Presentation and Deliverables in particular should contribute to and enhance unit submissions. In most projects there is significant overlap.

CEED projects are assessed using the same rubrics as their student counterparts, and neither the Client nor the CEED Office is directly involved in academic assessment or any other academic matter. As Mentor, you may be asked by the Academic Supervisor to contribute an informal assessment of your scholar's performance. This assessment may be included in the Supervisor's reports to the thesis examiners, which may influence the student's final marks.

School Presentations

Most scholars will need to provide a school seminar presentation for assessment purposes. As these presentations are assessed, it is important that CEED Scholars are able to present all the material they have been working on, and work on the presentation until the day of the event – without cutting off early to go through the approval process.

To that end, Scholars are required to present in confidential (known as 'closed') sessions, with only their Academic Supervisor and markers available. Markers will acknowledge non-disclosure agreements before attending presentations. You are welcome to attend the session with your colleagues should you choose, though it is not required.

Extensions

In most cases, assessment extensions should not interfere with CEED submissions. Scholars are required to provide documentation to the university's student office, detailing the reason why they require an extension for a CEED related assessment. The scholar may wish to attach a letter from the Academic Supervisor or CEED Director depending on the circumstances to support their application.

Unit Failure

In the event a scholar has failed a research unit that is attached to the CEED project, the CEED office will contact you, the Client's senior contact and Academic Supervisor to discuss the matter. A decision for either termination or extension will need to be reached, in line with university policy.

10. CEED Project Requirements

Key CEED obligations are completed by scholars in addition to their unit obligations – but are not assessed by the university.

- Project Brief
- CEED Seminar Presentation
- CEED Seminar Proceedings
- Monthly Reports
- Participation in CEED events and preparations
- Deliverables

On-site presentations

It is normal for CEED Scholars to deliver one or more presentations to colleagues at your organisation. These presentations help the scholars develop as professionals, and expose them to valuable feedback (especially early in the presentation). They also represent an invaluable opportunity for CEED Scholars to develop their network within your organisation.

CEED Seminar

The Annual CEED seminar takes place in mid-September each year. Invited guests include members of the University, Business community, and CEED alumni. Naturally, you will be invited along with those who worked on the project, and you may include other guests that you wish to invite.

Each scholar prepares a 6-page paper for the Seminar Proceedings. These proceedings are published, so the papers must be cleared for publication by the Client. From our experience, there is often a formal procedure within some organisations, which can be quite convoluted. We advise our scholars to expect the process to take 2-3 weeks. The scholar may need the your assistance to document the process in the Project Brief. With the paper being publicly available, we understand that aspects of the information in the papers may need to be neutralised – or in some cases, sensitive material will have to be omitted. Scholars will need your guidance on potentially sensitive material, so they don't unnecessarily lengthen the approval process. No paper will be published unless we have the written authorisation of the client.

On the day of the seminar, each CEED Scholar will give a presentation (15 minutes plus 5 minutes for questions; shorter for CEED Scholars who start at mid-year). These presentations too will have to be cleared by the Client for public release.

The purpose of this seminar is to demonstrate what can be achieved with CEED projects, foster contacts, and generate further ideas for research projects through CEED. The seminar will be followed by a networking session to allow you to mingle with our University, Industry and Alumni guests.

CEED Project Extensions

Scholars are strongly advised to complete their CEED obligations within their designated timeframes. Should a Scholar request an extension, a discussion with all stakeholders will be required to reach a decision for either termination or extension, in line with CEED's Standard Project Agreement.

11. Agreements

Contractual documentation for CEED projects has been minimised, but forms an important part of developing a sound working relationship between CEED Clients and the University. Contractual issues are handled by the CEED Office, not the Academic Supervisor.

Agreement Documentation

Unless your organisation has a special agreement in place, the "CEED Project Agreement" available at the CEED website, covers the commitments by the University and CEED Client with respect to the project, including arrangements for handling ownership of intellectual property.

Some important areas covered by the Agreement are outlined below. In the event of any discrepancy between the Agreement and this manual, the Agreement takes precedence.

Agreement with Scholars

CEED Scholars sign a "Student Undertaking" which formalises their relationship with the CEED Project Agreement.

Status of scholars: When scholars accept their CEED projects, they are acting as private individuals to perform a particular bit of work. They are not employed by the university, nor by your organisation (excluding employee model scholars), although we all commit time, effort and other resources to the project and the scholars' development.

If you require an additional agreement with your CEED Scholars because of restrictions on site or confidentiality, please forward the agreements to the CEED Office. We will review the agreements with our legal team to confirm that they are necessary and appropriate for the Scholars and/or University to sign.

Licenses

By engaging through CEED, scholars gain access to University resources and facilities, including professional software licenses, throughout the duration of the project.

Intellectual property

Experience has shown that Intellectual Property (IP) does not usually become a major issue with CEED projects, but can be a matter of concern with some CEED Clients. CEED projects can potentially develop material or knowledge of significant commercial value. Ownership of any resulting intellectual property could therefore be of considerable interest. Few CEED projects result in an outcome of major commercial value in their own right, so the default option with the Standard CEED Project Agreement has intellectual property shared equally between the university and CEED Client. The University acts on behalf of the Scholars who are treated as if they were UWA staff, giving them benefits if UWA receives benefits.

With the alternative option, CEED Clients elect at the start of the project (i.e. within 30 days of the appointment of the scholar) to pay a fixed fee surcharge to obtain full ownership of IP produced during the project. Ownership of "Background IP" is unaffected by the surcharge. If you require special arrangements to be negotiated, please inform the CEED Office.

CEED Scholars sign their IP over to the University when the sign the Student Undertaking, enabling the University to manage the IP with the Client according to the IP option that has been chosen.

Publications

Should any publications result from a CEED project, they are treated as joint publications by the various contributing individuals unless agreed otherwise. Publications will only be released with the approval of the Client.

Confidentiality

If CEED projects deal with commercially sensitive information, extra arrangements may need to be made. While normal student theses are usually "published" soon after project completion, the default arrangement is for CEED project theses to be submitted as a confidential documents, with markers advised of the requirement to maintain confidentiality. The standard arrangement is that these then be held confidential for at least 2 years (longer periods can be arranged via special agreement).

If your organisation requires university personnel involved in the project (eg. Academic Supervisors or thesis markers) to sign an individual agreement of confidentiality, please contact the CEED Office. We will review the agreements with our legal team to confirm that they are necessary and appropriate for the Supervisors and/or University to sign. Often a single agreement with the University is sufficient with such cases, since all Supervisors are University employees.

12. Insurance and Safety

Safety is a vital concern, and all parties have a duty to ensure projects are conducted safely. Scholars generally have little experience of industrial safety and insurance, so they will need additional oversight. We do expect that they will undertake all the usual inductions required for access and working at your premises.

Insurance

In brief (and subject to the appropriate clauses in the standard project agreement), the University provides professional indemnity for CEED Scholars while working on their projects, including periods when visiting and carrying out project work on site. The University's Student Placement Insurance also covers them during their time on site, however, this precludes any periods the scholars are in your employment.

Certificates and policy details can be supplied if required.

Employment periods

If CEED Scholars enter into a separate employment arrangement with your organisation, they naturally become employees of your organisation and workers' compensation insurance requirements apply for time spent working under that arrangement.

Should you elect to employ a scholar, please ensure the dates are clearly stated in writing so that liability for insurance is always clear.

Safety on site

If your organisation requires the scholars to attend a work safety or other training program, please make arrangements directly with the scholars. Please impress upon your Scholars that industrial sites often contain unforeseen dangers and encourage them to ask someone on site if in any doubt.

13. Arrangements of Site Work

Site work period

As part of the CEED project, your organisation arranges for the scholars to work on their project at your site full time for a predetermined period of time during the vacation periods (usually 8 weeks). CEED Scholars should negotiate dates with you for your mutual convenience, taking into account shutdown and leave arrangements.

Typically this period takes place during the summer vacation, but arrangements can be made for some of that period to be during the mid-year vacation for mid-year commencers or if it better suits the project. Site time cannot be made up during the academic semester.

While the 8 week full-time vacation period is standard, in many instances CEED Clients have found it useful to extend the scholars' access to continue through the academic semester. Scholars are expected to spend 1.25 to 1.5 days a week working on their project during the semester, and maintaining access to site helps them focus on the project, maintain connection to your team, and may be essential for accessing resources that are necessary for the research. Please inform the CEED office if your scholar has not fulfilled their site work obligation.

It is preferable that as much of the site work period as possible be undertaken at your premises or work sites – it helps immerse the scholar in your culture and operations, providing valuable context for their research. There will be occasions when the needs of the project dictate that the CEED Scholar be based on campus during the vacation to access University facilities – but even in those instances spending some time on your site will enhance outcomes.

Of course, as we have seen in 2020, unusual circumstances can arise. If access to premises is limited due to restricted staffing or space requirements, the CEED office can arrange office space on Campus for scholars (with access to meeting facilities). Contact the CEED office if this becomes necessary for your project.

Extended site period

If scholars wish to work on site for longer than the set period, they need to negotiate this separately with you. You are under no obligation to allow a longer period, nor to offer additional remuneration for any extra period.

If you do offer a scholar paid employment in addition to their CEED engagement, any such arrangement is between you and the CEED Scholar. Please make sure there is a written record of the dates for any additional paid employment as there are insurance ramifications (see section: "Insurance and Safety on site").

Other site experience

Assessment of CEED Scholars' performance on CEED projects will be based on the assumption that they use the site work period effectively. CEED Scholars should therefore spend the

majority of their time on site working on their projects and matters directly relevant to the projects.

You may invite them to participate in your regular vacation training program – given the importance of vacation programs to graduate employment we advise our scholars to take advantage of such opportunities, though do remember that only an 8 week commitment is expected from the scholars.

Sometimes you may wish to offer an opportunity for scholars to gain additional experience which is useful even though it is not directly relevant to the project. Provided such opportunities do not interrupt project work for more than a total of 10-20% of the site work period, our scholars are welcome to take the opportunity since broadening experience is a desirable outcome of the CEED program.

14. Project Expenses

CEED program fees

For funded projects, your organisation pays a project fee to the CEED program that covers the studentship, staff payments and the usual access to University resources afforded to students undertaking research projects. These are invoiced in two instalments;
• 50% when the scholar is appointed
• 50% upon acceptance of the deliverables by the client, plus any agreed upon expenses

The CEED program can offer some flexibility in the timing of invoicing – for example, accommodating expenditures that need to be incurred in a particular financial year. Contact the CEED office if you need to make such an arrangement.

When the scholar is appointed on the project, you (or the Senior Client Contact) should request your company's finance department to raise a Purchase Order (PO) for the University to invoice against. If an invoice is needed to create the PO, let the CEED office know and a pro-forma invoice will be raised.

Project Fees are as follows:

Project Type	Project Fee Excl GST	Project Fee Incl GST
FULL - Basic	$18,000	$19,800
FULL - 100% IP	$24,300	$26,730
3/4 - Basic	$13,500	$14,850
3/4 - 100% IP	$18,225	$20,047.50
HDR - Basic	$20,000	$22,000
HDR - 100% IP	$27,000	$29,700
EMPLOYEE - Basic	$3,200	$3,520
EMPLOYEE - 100% IP	$4,200	$4,620

*Client's may include additional project expenses

Funding of CEED projects

CEED projects are joint research projects with contributions from all parties. Your organisation has agreed to pay the additional expenses for your CEED project, provided approval is obtained by the scholar or university before incurring it. Please ensure your scholar receives signed, written approval from you, Academic Supervisor and CEED Director before the project can incur any expenditure (form attached). Agreements and POs should be updated to reflect additional expenses, so it can be invoiced accordingly. Scholars are also expected to undertake financial management of their own projects under the Mentors and Supervisors oversight.

General approach to expenditure

As a general principle with CEED projects, if you require the University to spend money on the project on your behalf:

1 Prior written authorisation from you (Client), Academic Supervisor and CEED DIrector is required

2 Supervisors will handle payments from their own accounts as the project progresses

3 The Client is to ensure agreements and POs are updated to reflect the additional funding

4 When the project is complete, the CEED Office will invoice the Client the remaing project fee amount, plus any incurred expenses that were approved

5 When the account is met, the CEED Office will arrange for the Academic Supervisor to be reimbursed. Where expenditure is large, progress payments may be made if required.

Expenditure Types

Deliverable preparation expenses

The project fee includes a small sum from which scholars can recover expenses incurred in the preparation of deliverables and other minor project expenses without generating excessive paperwork. Claims need to be submitted by the scholars to the CEED Office, verified by their Supervisor, giving account of the expenditure. This sum is not for transport costs, which tend to be a sensitive issue with many CEED Clients.

Travel expenses

Under the standard project agreement, CEED Clients agree to reimburse the University and scholars only for expenses incurred for travel outside the Perth metropolitan area, provided you have agreed to it in writing.

If you want CEED Scholar transport claims to be handled through the University, special arrangements confirmed by you in writing are essential. Should you decide to reimburse CEED Scholars for travel within the metropolitan area, this will need to be confirmed in writing if you want the university to process the claims.

Under the Standard Project Agreement, the following travel expenses may be covered by:

1 Supervisor;
- 6.2.e - Expenses pertaining to travel undertaken in respect to the CEED Project by the academic supervisor to sites within a 50 km radius of UWA.

2 Client
- 6.3.c - travel to sites outside a 50km radius of UWA undertaken in respect to the CEED project
- 2.1.2 & 6.3.d - Travel, accommodation and sustenance allowances for full time onsite vacation work where the site is outside the metropolitan area of Perth

(3) Scholar:
- 2.1.7 - personal accommodation and travel expenses when required to work at sites for the CEED Project that are outside a 50km radius of UWA

An agreement in writing shall be prepared in advanced of incurring any such expenses. In instances when travel is required, the vast majority of CEED clients choose to handle the expenses internally:
- For travel to remote sites, it has been universal for clients to book and incur expenses through their usual in-house arrangements
- For travel by car, it is usual for scholars to use the organisation's vehicles, or travel with their mentors – travel reimbursement rates for personal car can be quite expensive.

As such, it is not recommended travel expenses to be incurred through the University.

Expenditure Options

If your project incurs extra expenses, you can arrange to handle it in one of three ways:

(1) **Work by university or others on "fixed price"**
CEED Scholars can obtain "fixed price" quotations from school providers (or other contractors) for goods and services, and obtain written approval from you to proceed. The university then places orders under its regular accounting system. The CEED office will arrange for the client to be invoiced and reimburse the Academic Supervisor who incurred the expense.

(2) **Work by university on "time and materials" basis**
CEED Scholars must obtain written approval from you for expenditure on a "time and materials" basis up to an agreed price limit. CEED Scholars (through their Academic Supervisors) then arrange to buy the items and have technician time logged and charged to the project. All expenditure (including use of stock materials) is recorded against the project. When the job is complete, the CEED office will invoice the client and reimburse the Academic Supervisor who incurred the expense.

(3) **Incur expenditure through your organisation**
As Mentor, you obtain the required goods and services through your organisation's normal channels. This approach requires the least involvement of CEED Scholars and university accounting systems. If you want CEED Scholars to maintain records of such costs, please make sure the requirement is included in the Project Brief.

Approaches 1 and 2 are commonly used when:
- University Workshops are used to build test rigs or equipment,
- when consumables, materials and equipment need to be purchased, or
- when University test facilities that charge set user fees (such as the Centre for Microscopy, Characterisation and Analysis) are accessed

Approach 3 is often used when work is to be done primarily at the Client's premises, or when it is easy for the client to access items through period contracts or other purchasing agreement.

Authorisation to Incur Project Expenses

Project Number	
Project Title	
Client	
CEED Scholar	
Supervisors Project Grant (this must be completed)	BU: PG:

Purpose of Expenditure	
Estimated Expenditure	
Quotation/ Estimate Source	
Attachments	[*All Quotes/Estimates comprising the estimated expenditure must be attached and listed here*]

Authorisations

	Name	Signature	Date
Mentor			
Supervisor			
CEED Director			

15. Studentship

CEED Scholars who have no other special relationship with your organisation (e.g. cadetship) generally have a uniform arrangement for their Studentship and vacation work.

CEED scholars receive a tax-exempt Studentship over the full term of the project. The studentship is funded from the project fee paid by the CEED Partner. Studentship payments are via electronic funds transfer and are made by the CEED Office in installments.

Pro bono projects to do not include studentship payments.

"Full" Projects
(For Masters by Coursework and Honours level students - includes vacation work)
There are four equal installments totaling $10,000 (or $13,500 if 100% Client Owned IP):

1. Upon signature of the Project Brief by all parties*

2. On the first day of the second semester of the project*

3. Upon satisfactory completion of all obligations related to CEED seminar, including participation in organizing committee meetings, provision of a paper approved for publication by the client, and delivery of a presentation at the CEED seminar*

4. Upon acceptance of the deliverables agreed in the Project Brief by the client*

* conditional on the student having submitted all required monthly reports and fully signed Project Brief

"3/4" Projects
(For Masters by Coursework and Honours level students - does not include vacation work)
There are three equal installments totaling $7,500 (or $10,125 if 100% Client Owned IP):

1. Upon signature of the Project Brief by all parties*

2. Upon satisfactory completion of all obligations related to CEED seminar, including participation in organizing committee meetings, provision of a paper approved for publication by the client, and delivery of a presentation at the CEED seminar*

3. Upon acceptance of the deliverables agreed in the Project Brief by the client*

* conditional on the student having submitted all required monthly reports and fully signed Project Brief

"HDR" Projects

For Masters by Research or PhD placement students

There are two equal installments totalling $12,000 (or $16,200 if 100% Client Owned IP):

1. Upon signature of the Project Brief by all parties*

2. Upon completion of two-thirds of the agreed project term

3. Upon acceptance of the deliverables agreed in the Project Brief by the client*

* conditional on the student having submitted all required monthly reports and fully signed Project Brief

Scholars with a scholarship, cadetship or Employee Model Project

There are instances where organisations wish to engage students who have an existing working relationship, scholarship or cadetship with the organisation. The 'Employee Project Model' should be utilized in these instances. It is required that their employment arrangement will be paying them a minimum of $10,000 (equivalent to a "Full" project studentship) for the work performed in the organisation, for the duration of the project. Therefore, no additional studentship will be provided.

16. Project Close Out

The process of closing out a CEED project should be straightforward, merely requiring students to display the discipline to take the final steps.

CEED Close Out Meeting

The CEED office will organise a meeting between the Scholar and CEED Director, when they are approaching the end of their second semester. The purpose of this meeting is for Director to gauge the scholar's progress on the project, and implement any further strategies that willl enable them to succeed on time. The CEED Director will contact you if there are any issues to report.

Project Team Close Out Meeting

When completing a project, it is good practice for the scholar to convene the project team for a final project meeting. This provides an opportunity for all members to discuss the results of the project, identify areas where the execution of the project might have been improved, and propose directions for future work. This meeting should be conducted within four weeks of the scholar submitting their thesis. Please confer with the scholar directly, should they be required to present their deliverables to the Client's organisation (if outlined in the Project Brief).

Deliverables

Deliverables will have been defined in the Project Brief (and any subsequent amendments to the Brief).

All Deliverables set out in the Project Brief (and amendments) will be transferred to the client within 4 weeks of the date that the scholar is due to submit their final thesis for assessment. Scholars will also provide a copy of the Deliverables to the CEED Office at this time. For ease, scholars are asked to send documents over email. If you prefer another method, please discuss with your scholar directly, including the return of any equipment.

If the Deliverables are satisfactory, you as Client Mentor, will need to sign a CEED issued form (sent via email) stating that the Deliverables have been received and accepted. When this acknowledgement is received by the CEED Office, the final invoice will be issued (remaining 50% of the project fee, plus any additional approved expenses), and Studentship and Supervisor payments paid.

Feedback

As the CEED program continually strives to improve, we will ask our Client Mentors to provide feedback. The CEED office will forward you a Completion Survey via email several weeks before the Deliverables are due, and can be returned at your convenience. Please note, this survey is not manadatory, however we do appreciate your input.