
Overview

This standard is for those archaeologists who are responsible for the commissioning of research by others in any occupational context within the profession. This involves assessment and prioritisation of data requirements leading to the specification of research requirements; researchers can then be commissioned and briefed. The progress of the research programme should be monitored and the outcomes verified against the brief at the end of the programme.

**Performance
criteria**

You must be able to

Specify research requirements

- P1 clarify intended purpose, scope and parameters of research with interested parties
- P2 identify appropriate technical and ethical standards
- P3 assess, justify and prioritise data requirements
- P4 identify and assess potentially relevant data sources
- P5 investigate valid and ethical means and methods for acquiring data and identify best practice options
- P6 ensure that expert opinion is canvassed where appropriate to assist in the preparation of the research specification
- P7 ensure that resource requirements for research are estimated accurately, summarised and justified
- P8 present the specification of research requirements in a suitable format

You must be able to:

Commission and brief researcher(s)

- P9 ensure that project specifications are consistent with organisational requirements and provide full and accurate information to enable potential researchers to prepare and submit appropriate proposals
- P10 develop criteria for selection of researchers and make the criteria available to potential researchers
- P11 identify potentially suitable researchers and issue project specifications in accordance with organisational procedures
- P12 respond to enquiries from potential researchers in accordance with organisational procedures
- P13 ensure that selection procedures are fair and just and enable the selection of those best able to fulfil the research brief
- P14 ensure that contracting arrangements accurately detail both the requirements which the researcher must meet and the conditions of employment
- P15 ensure that appointments are confirmed in time to allow work to proceed effectively and efficiently
- P16 ensure that researchers are provided with appropriate information and support to enable them to plan the project and incorporate best practice
- P17 ensure that researchers are aware of monitoring arrangements and the criteria by which their work will be evaluated

Monitor the progress of the research programme

You must be able to:

- P18 define appropriate criteria for evaluating achievements and agreeing monitoring procedures and milestones for reporting on progress
- P19 provide researchers with the necessary data at the right times to enable them to meet the objectives and deliver required outcomes

- P20 offer researchers appropriate and accurate feedback on their work to encourage good practice and increase motivation
- P21 maintain effective relationships with researchers to support the organisation's work and enable it to meet its objectives
- P22 communicate variations to specifications to the researchers accurately and without delay
- P23 settle disputes promptly and in accordance with contract conditions and organisational procedures
- P24 prepare reports on progress as necessary to interested parties

You must be able to:

Verify research outcomes against the brief

- P25 objectively compare research outcomes against the requirements set in the project specification
- P26 review the findings in the context of comparable studies
- P27 assess data quality and review the methodology used for obtaining and evaluating data and challenge departures from accepted best practice
- P28 review the interpretation of research findings and challenge assumptions which appear to depart from accepted norms
- P29 review the presentation, content and structure of the research report and advise on any modifications required to meet organisational requirements
- P30 advise interested parties on the acceptability of the final report on research outcomes.
- P31 identify any appropriate opportunities for, and encourage the publication and dissemination of research outcomes

Knowledge and understanding

You need to know and understand:

- K1 how to identify and apply technical and ethical standards relevant to the research
- K2 how to specify data requirements
- K3 how to evaluate and prioritise research needs
- K4 how to estimate resource requirements for research
- K5 relevant existing policies affecting the research area
- K6 sources and types of existing data
- K7 research methods appropriate to your work
- K8 types of resource requirement
- K9 presentation formats appropriate to your work
- K10 how to develop clear and concise project specifications which will enable potential contractors to assess their suitability to do the work and the organisation to assess those likely to meet the specification
- K11 how to set up selection procedures for researchers
- K12 your organisational strategy and policy and its relationship to the project in question
- K13 why it is important to clarify and include in the project specification information in relation to purpose, objectives, methods, legislation, parameters, outcomes, budget
- K14 the criteria for selecting researchers
- K15 relevant contract law
- K16 what standard contracts are available
- K17 how and where to advertise for researchers
- K18 the types of information which contractors might need to enable them to act effectively
- K19 contractors' rights to organisational information and where there may be a need to highlight its confidentiality
- K20 the role of the project manager in offering support to contractors and the relationship of this to the achievement of objectives
- K21 how to offer constructive feedback (compared with positive feedback) to contractors and the relationship of this to achievement of project outcomes and contractor motivation
- K22 contract conditions
- K23 organisational procedures with regard to contracts and contract management

K24 how to constructively criticise researcher's outputs

CCSAPAA2
Commission Research

Developed by Creative and Cultural Skills

Version number 2

Date approved January 2012

Indicative review date January 2016

Validity Current

Status Original

Originating organisation Creative and Cultural Skills

Original URN CCSAPAA2

Relevant occupations Archaeologist; Conservation Officer;

Suite Archaeological Practice

Key words Archaeology; Conservation; Research;
