
Overview

This standard is for those who are responsible for the commissioning of research.

This involves assessment and prioritisation of data requirements leading to the specification of research requirements; researchers will then be commissioned and briefed. The progress of the commissioned research will be monitored and the outcomes verified against the brief on completion.

Performance criteria

Specify research requirements

You must be able to:

- P1 clarify the intended purpose, scope and parameters of **research** with interested parties
- P2 assess, justify and prioritise **data requirements** as required by the project
- P3 identify and assess potentially significant data sources
- P4 investigate valid and ethical means and methods for acquiring data and identify best practice options
- P5 seek expert opinion, where appropriate, to assist in the preparation of the research specification
- P6 evidence that **resource** requirements for research are estimated accurately, summarised and justified
- P7 present the specification of research requirements in a suitable format for the audience in line with organisational requirements

Commission and brief researcher(s)

You must be able to:

- P8 demonstrate that project **specifications** are consistent with organisational requirements
- P9 provide accurate information to enable potential researchers to prepare and submit appropriate proposals
- P10 develop agreed **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 apply selection procedures are fair and just and enable the selection of those best able to fulfil the research brief
- P14 prepare **contracting** arrangements to accurately detail both the requirements which the researcher must meet and the conditions of employment
- P15 establish that appointments are confirmed in time to allow work to proceed in line with organisational requirements
- P16 provide researchers with **appropriate information and support** to enable them to plan the project and incorporate best practice
- P17 confirm that commissioned researchers are aware of how and when they will be evaluated against the contract

Monitor the progress of the research programme

You must be able to:

- P18 define the criteria for evaluating achievements in line with organisational procedures

P.18.1 establish monitoring procedures and milestones for reporting on progress

- P19 provide researchers with the necessary **data** at the right times to allow them to meet the objectives and deliver required outcomes
- P20 provide researchers appropriate and accurate feedback on their work to encourage good practice and increase motivation
- P21 maintain 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 in line with required timescales
- P23 settle **disputes** in line with required timescales and in accordance with contract conditions and organisational procedures
- P24 prepare reports on progress as necessary to interested parties

Verify research outcomes against the brief

You must be able to:

- P25 compare research outcomes objectively against the requirements set in the project specification to meet the needs of the project
- P26 review the findings in the context of comparable studies to strengthen the evidence base
- P27 assess data quality and review the methodology used to obtain
 - P27.1 evaluate data and challenge departures from accepted best practice
- P28 check 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 in line with contractual and organisational requirements
 - P29.1 advise on any modifications required to meet organisational requirements and achieve a final report
- P30 identify opportunities for the publication and dissemination of research outcomes, where appropriate

Knowledge and understanding

You need to know and understand:

Specify research requirements

- K1 specific data requirements of the project
- K2 how to evaluate and prioritise research needs
- K3 how to estimate resource requirements for research
- K4 relevant existing policies affecting the research area
- K5 different sources of existing data that may be relevant to the project or support findings
- K6 the different types of research methods
- K7 the different types of resource requirement
- K8 the different ways in which research can be presented

Commission and brief researcher(s)

You need to know and understand:

- K9 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
- K10 how to set up selection procedures for researchers
- K11 organisational strategy and policy and its relationship to the project in question,
 - K11.1 purpose
 - K11.2 objectives
 - K11.3 methods
 - K11.4 legislation
 - K11.5 parameters
 - K11.6 outcomes
 - K11.7 budget
- K12 why it is important to clarify and include in the project specification information in relation to:
 - K11.1 purpose
 - K11.2 objectives
 - K11.3 methods
 - K11.4 legislation
 - K11.5 parameters
 - K11.6 outcomes
 - K11.7 budget
- K13 the criteria for selecting researchers
- K14 relevant contract law
- K15 what standard contracts are available
- K16 how and where to advertise for researchers

Monitor the progress of the research programme

You need to know and understand:

- K17 the types of information which contractors might need to enable them to act effectively
- K18 the contractors' rights to organisational information and where there may be a need to highlight its confidentiality
- K19 the role of other members of the team in offering support to contractors and the relationship of this to the achievement of objectives
- K20 the ways to provide constructive feedback (compared with positive feedback) to contractors and the relationship of this to achievement of

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project outcomes and contractor motivation

K21 contract conditions

K22 organisational procedures with regard to contracts and contract management

Verify research outcomes against the brief

You need to know and understand:

K23 how to constructively criticise researcher's outputs

Additional Information

Scope/range Specify research requirements

- 1 Research (may be related to)**
 - 1.1 policy formulation
 - 1.2 policy implementation
 - 1.3 project design
 - 1.4 programme implementation
 - 1.5 project evaluation
- 2 Data requirements (may include)**
 - 2.1 policy (local, regional, national, international)
 - 2.2 legal and regulatory
 - 2.3 social and economic
 - 2.4 historical
 - 2.5 archaeological
 - 2.6 natural and built environment
 - 2.7 infrastructure
 - 2.8 resources
 - 2.9 public opinion
- 3 Resources**
 - 3.1 human
 - 3.2 financial
 - 3.3 documents and records
 - 3.4 data
 - 3.5 time

Commission and brief researcher(s)

- 4 Specifications**
 - 4.1 purpose
 - 4.2 objectives
 - 4.3 methods
 - 4.4 legislation
 - 4.5 parameters
 - 4.6 outcomes
 - 4.7 budget
- 5 Criteria**
 - 5.1 requirements
 - 5.2 preferences
 - 5.3 parameters

6 Contracts

- 6.1 of employment
- 6.2 for services

7 Appropriate information and support

- 7.1 on the organisation and its preferred methods of working
- 7.2 on matters which arise during commissioning
- 7.3 on how to handle contingencies which arise during the contract

Monitor the progress of the research programme

8 Data

- 8.1 organisational and regulatory requirements
- 8.2 project specifications and schedules
- 8.3 contextual and project related

9 Variations

- 9.1 organisational requirements
- 9.2 specifications and schedules
- 9.3 contextual and project related
- 9.4 changing circumstances and personnel

10 Disputes in relation to

- 10.1 working conditions
- 10.2 the quality of the work
- 10.3 the support provided
- 10.4 scheduling
- 10.5 conditions of employment

Verify research outcomes against the brief

11 Interested parties

- 11.1 commissioning clients
- 11.2 publishers
- 11.3 interested local, national and international organisations

Skills

- 1 Specify research requirements**
 - 1.1 the preparation of research specifications
- 2 Commission and brief researcher(s)**
 - 2.1 how to write clear research specifications
 - 2.2 how to brief researchers
 - 2.3 how to network and communicate with other professionals
- 3 Monitor the progress of the research programme**
 - 3.1 how to set up work schedules
 - 3.2 report writing
 - 3.3 your ability to deal tactfully and patiently with researchers' questions and problems
 - 3.4 how to monitor the quality of researchers' work
- 4 Verify research outcomes against the brief**
 - 4.1 how to constructively criticise researcher's output

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