LAW AND JUSTICE FOUNDATION RESEARCH GRADES – CORE COMPETENCIES

* To be used as a tool for:
	+ Assisting with recruitment, staff development, promotion, performance review and performance management.
* One of a number of factors to be considered in promotion/salary and other decisions:
	+ Needs of LJF (type of work, type and scale of projects, etc)
	+ Financial situation of LJF (what we can afford)
	+ Overall balance within LJF (while only the research functional group has career progression potential within the Foundation, performance must be recognised and salaries must be equitable across the whole organisation)
	+ Individual achievement of competency levels
* There are three broad levels:
	+ Research Assistant, Researcher
	+ Senior Researcher
	+ Principal Researcher/Senior Principal Researcher.
* The widest range is at the Senior Researcher level. Is likely to be the main working grade within the group.
* Senior Principal Researcher. This is a position appointed at the Director’s discretion, to recognise a Principal Researcher of appropriate standing/performance/reputation.

The table following outlines the expected level of performance for each research grade, additional to the grade(s) below.

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|  | **Competency** | **RESEARCH ASSISTANT** | **RESEARCHER** | **SENIOR RESEARCHER** | **PRINCIPAL RESEARCHER** |
| 1 | Strategic Research planning | * Awareness of the research planning cycle
* Aware of how own work fits into the strategic plan
 | * Good awareness of the research planning process
* Aware of progress across the research plan
* Able to identify future areas of work for consideration
* Developing awareness of national and international literature that bears on the Foundation’s research work
 | * Can identify opportunities for research that fit within the Foundation’s objects and priorities
* Able to contribute to the development of the Foundation’s strategic plan
* Has good awareness of national and international literature that bears on the Foundation’s research work
 | * Ability to make sound contributions to the development of the Foundation’s research strategies that reflect research expertise and a nuanced understanding of the Foundation’s strategic environment
* Can identify links and opportunities between different programs within the Foundation’s work
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| 2 | Research design and implementation | * Understands that different research designs are appropriate for different questions and can give examples
* Ability to assist with the design and planning of research projects
* Ability to undertake basic tasks in the implementation and delivery of research projects
 | * Good awareness of the principles of research design
* Developing awareness of the range of methodologies and their strengths and weaknesses in answering different research questions
* Can apply this knowledge to prepare appropriate research proposals
* Ability to plan and project manage small research projects
* Can produce first drafts of data collection instruments, such as questionnaires
* Can undertake interviews and observations with supervision
 | * Ability to lead in research design and prepare quality research proposals
* Ability to plan and project manage more complex research projects
* Can demonstrate awareness of a wide range of methodologies and identify the most appropriate to answer a specific research question
* Able to adapt plans in light of unexpected circumstances
* Can organise resources to deliver within agreed timescales and budgets
* Able to develop resilient and flexible research designs
* Able to design high quality data collection instruments, including questionnaires
* Can undertake interviews without supervision
 | * Expert in research design
* Ability to innovate and provide analytical leadership in research design
* Ability to lead, develop (including individual training and mentoring) a team to be able to conduct and report on research to the highest possible standard
* Expert and experienced in a range of methodologies of high relevance to the Foundation, and be able to quickly obtain the necessary skills and/or input to be able to employ other methodologies
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| 3 | Analysis | * Has functional understanding of basic qualitative and quantitative methods to collate and analyse data
* Experienced in the use of basic statistics to collate and analyse data accurately
* Willing to develop additional analysis skills
* Can quality assure own analysis
 | * Skilled in one or more analysis techniques (eg. survey, data mining, systematic reviews, interview analysis, inferential statistical analysis, economic analysis, legal analysis)
* Good application of the relevant software (NVIVO, SPSS, MLwiN etc.) required for their role
 | * Has a high level of capability in applying a wide range of analytical techniques or particular expertise in one or more specialist techniques of priority importance to the Foundation
* Good awareness of a wide range of analytical techniques and when they should be utilised
 | * Familiar with analytical techniques emerging in empirical legal and related research around the world
* Expert in a number of analytical techniques that are of priority importance to the Foundation
* Able to provide effective oversight of analysis conducted both in own and other teams
* Able to set out appropriate analytical standards
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| 4 | Use of evidence | * Awareness of the factors affecting the quality of evidence
 | * Can assess the quality of evidence and give a reasoned argument
* Can design and undertake a basic literature search, by identifying appropriate key terms and literature sources
* Is developing peer review skills
 | * Can synthesise evidence from a number of sources, taking account of their relative quality and applicability
* Ability to take sole responsibility for quality literature searches
* Can apply sound peer review skills
 | * Can provide expert advice to the Director on the appropriate use of evidence
* Can provide an excellent standard of peer review
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| 5 | Delivery | * Manages own time effectively
* Identifies potential problems and brings these to the attention of their supervisor
* Ability to deliver work to agreed deadlines
 | * Developing project planning skills: breaking tasks down and identifying co-dependents and contingencies
* Ability to deliver work in accordance with targets and deadlines
* Ability to complete work to good standards (and short reports to publishable standards) and timelines
 | * Can take responsibility for the day to day management of projects and ensure they are delivered cost effectively – seeking advice as appropriate
* Ability to complete publishable quality work including that requiring the supervision of project staff, to agreed standards and timelines.
* Seeks and acts on internal and external feedback on draft research reports and other analytical products
* Can demonstrate a good record of publication within Foundation research series or elsewhere
* Can directly manage any external contractors
* Is aware of the (staff and other) cost of projects and considers how they can be delivered most cost-effectively
 | * Able to plan and deliver the highest quality research reports on time and with planned resources, incorporating the effective coordination of other staff to achieve this
* Can actively identify opportunities to promote the work of the Foundation and evaluation within the sector
* Can harnesses external expertise where this is cost-effective
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| 6 | Communication | * Uses clear and appropriate verbal communication
* Written communication is clear and effective
* Can prepare short reports: presenting data appropriately and interpreting correctly
* Capable of preparing PowerPoint presentations
* Demonstrates accurate level of proof-reading
* Complies with Foundation styles and templates in all forms of communication.
 | * Skilled in planning and writing own research reports, with support from senior staff
* Is developing the ability to present complex information in a clear and persuasive narrative
* Can adapt written and oral communication style to a range of customers
* Has helpful and supportive communication style, both internally and externally
* Developing oral presentation skills
 | * Can confidently represent the Foundation at external events
* Can present findings, both orally and written, clearly and convincingly
* Can provide internal review of Foundation research reports as required
* Can present complex information in a clear and persuasive narrative
* Ability to represent the Foundation and present findings to stakeholder audiences, locally, to all parts of the sector, and nationally and internationally
 | * Written reports may benefit from peer review but this will not always be necessary
* Can produce briefings, comprehensive reviews and project reports at a standard of national excellence
* Ability to quality assure communications across the Foundation’s research work
* Capable of actively identifying opportunities to represent the Foundation at external events
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| 7 | Effective working | * Keeps manager informed of progress
* A supportive team member willing to work flexibly across teams
* Abides by the Foundation’s procedures and policies
* Willing to work as directed
* Actively seeks feedback on performance
 | * Proactive in managing own workload to ensure effective utilisation
* Willingness and ability to provide advice and support to the Grants team as required
* Ability to consult and negotiate with other Foundation staff and/or stakeholders
* Builds constructive relationships, showing awareness of other’s perspectives
* Can work under pressure and manage changing priorities
* Aware of own development needs and actively seeks appropriate development opportunities and formal training
 | * Able to effectively manage the work of Researchers and Research Assistants as required
* Able to agree and communicate clear and appropriate objectives to staff
* Can provide timely and constructive feedback to staff
* Able to provide mentoring support for Researchers and Research Assistants to enable them to expand their contribution
* Can confidently liaise, consult and negotiate with stakeholders at a high level
* Can support staff in managing change
* Able to manage diversity effectively
* Can motivate staff to deliver efficiently and effectively
* Able to ensure staff are receiving appropriate development and training
 | * Ability and demonstrated willingness to effectively manage staff of all grades and disciplines
* Ability to manage, coordinate and develop a research team
* Ability to work collaboratively with Foundation Managers to ensure the research program is appropriately resourced, taking account of shifting priorities and future demands
* Ability to assess training needs of the research team and implement appropriate training strategy
* Ability and willingness to improve Foundation processes
* Ability to deal effectively and appropriately with poor performance.
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| 8 | Sector knowledge | * Has an interest in developing knowledge of the sector
 | * Has a good awareness of the Australian legal system and legal assistance sector and how agencies differ in service provision
* Aims to keep up to date with relevant research literature
* Aims to keep up to date with published policy and operational developments in the sector
 | * Has a good understanding of the sector and associated bodies
* Can establish and foster relationships and appropriate networks
* Ability to use network to keep up to date with developments in the sector
 | * Expert understanding of the sector and associated bodies
* Has extensive experience of fostering relationships and appropriate networks.
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