

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.

	Competency	RESEARCH ASSISTANT	RESEARCHER	SENIOR RESEARCHER	PRINCIPAL RESEARCHER
1	Strategic Research planning	<ul style="list-style-type: none"> • Awareness of the research planning cycle • Aware of how own work fits into the strategic plan 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
2	Research design and implementation	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

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			<p>small research projects</p> <ul style="list-style-type: none"> • Can produce first drafts of data collection instruments, such as questionnaires • Can undertake interviews and observations with supervision 	<p>in light of unexpected circumstances</p> <ul style="list-style-type: none"> • 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 	<p>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</p>
3	Analysis	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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.) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

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		<ul style="list-style-type: none"> • Can quality assure own analysis 	<p>required for their role</p>	<p>should be utilised</p>	<p>analysis conducted both in own and other teams</p> <ul style="list-style-type: none"> • Able to set out appropriate analytical standards
4	Use of evidence	<ul style="list-style-type: none"> • Awareness of the factors affecting the quality of evidence 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Can provide expert advice to the Director on the appropriate use of evidence • Can provide an excellent standard of peer review
5	Delivery	<ul style="list-style-type: none"> • Manages own time effectively • Identifies potential problems and brings these to the attention of their supervisor • Ability to deliver work to agreed deadlines 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

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			publishable standards) and timelines	<p>project staff, to agreed standards and timelines.</p> <ul style="list-style-type: none"> • 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 	<p>the Foundation and evaluation within the sector</p> <ul style="list-style-type: none"> • Can harnesses external expertise where this is cost-effective
6	Communication	<ul style="list-style-type: none"> • Uses clear and appropriate verbal communication • Written communication is clear and effective • Can prepare short reports: presenting data appropriately and interpreting correctly 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

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		<ul style="list-style-type: none"> • Capable of preparing PowerPoint presentations • Demonstrates accurate level of proof-reading • Complies with Foundation styles and templates in all forms of communication. 	<p>and oral communication style to a range of customers</p> <ul style="list-style-type: none"> • Has helpful and supportive communication style, both internally and externally • Developing oral presentation skills • 	<p>reports as required</p> <ul style="list-style-type: none"> • 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 	<p>excellence</p> <ul style="list-style-type: none"> • Ability to quality assure communications across the Foundation's research work • Capable of actively identifying opportunities to represent the Foundation at external events
7	Effective working	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

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			<p>manage changing priorities</p> <ul style="list-style-type: none"> • Aware of own development needs and actively seeks appropriate development opportunities and formal training 	<p>liaise, consult and negotiate with stakeholders at a high level</p> <ul style="list-style-type: none"> • 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 	<p>demands</p> <ul style="list-style-type: none"> • 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.
8	Sector knowledge	<ul style="list-style-type: none"> • Has an interest in developing knowledge of the sector 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Expert understanding of the sector and associated bodies • Has extensive experience of fostering relationships and appropriate networks.