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Department of Biodiversity,  
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## Implementing Research Results

*'Cur ergo haec ipse non facis?' (Why do you not practise what you preach?) (St. Jerome, ca 342-420)*

Science Division is basically an applied research organization. Research is conducted to fulfil the Mission and Objectives set out in our Strategic Plan. Our Mission is:

**Provision of up-to-date and scientifically sound information to uphold effective conservation of biodiversity and sustainable natural resource management in Western Australia.**

Thus, we conduct research so that it can be used (i.e. applied), either by the Department of Environment and Conservation (DEC) field staff following operational prescriptions, by changes in Government or Department policy or by the general public having a better knowledge and understanding of the facts.

Completed research must be:

- published in the scientific literature,
- publicised and promoted, and
- implemented.

Research results that do not become known to the target audience or are not implemented are of little value to DEC. It is the responsibility of each Research Scientist, and of the relevant Program Leader and Project Leader to ensure that implementation occurs.

Implementation (or technology transfer) can be achieved by a variety of procedures, e.g.:

1. participation in teams preparing draft regional or area management plans, Interim Management Guidelines, draft wildlife management programs, draft Department Policy Statements, etc.,
2. preparation of briefing papers for the Corporate Executive and/or the Minister,

3. preparing articles for *Landscape*, *Conservation News*, *Science Division News*, or other publications that will reach the target audience, and working with the major news media outlets, and/or
4. ensuring that relevant management prescriptions are prepared or updated and that DEC staff are implementing them.

Often the last of these is the most important. Some methods of achieving this are:

1. Preparing and presenting seminars to Operations staff in their Regional or District Headquarters.
2. Conducting demonstrations in the field for selected Regional and District staff.
3. Preparing, in association with Regional staff, new job prescriptions incorporating the new research findings.
4. Participating in the training of staff, including wages staff.

Where research findings need to be implemented by DEC operations staff it is essential that Research Scientists assume a lead role in promoting change. To achieve full acceptance of new procedures, scientists often have to 'sell' their work to users. When doing this it is better to co-operate rather than to confront. Results are much more quickly implemented if managers and policy-makers feel that they have 'ownership' of them. Results are often slow to be implemented if managers feel that they are being criticized or forced into making what they may consider to be unimportant changes that will cost them time and money. (Managers and policy-makers are no different from other humans in this regard.)

Success or failure in the implementation of research results will be a major factor assessed when research staff are considered for promotion.