

THE INITIATION OF RESEARCH AND CARRYING IT THROUGH TO MANAGEMENT

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INTRODUCTION

This Workshop session was dealt with in two parts: the initiation of research; and carrying research through to management.

It is clear that each of these questions is closely related to the aims and objectives of the Agency conducting the research and to the nature of the resources being managed.

A model was constructed to represent how research might be initiated. Then a number of steps to facilitate the transfer of information from research to manager were discussed.

DISCUSSION

Initiation of Research. Research questions and problems come from a number of levels within an Agency and they should also be solicited from an informed public. These questions and problems must then be screened and put into priority order, bearing in mind that this screening process and setting of priorities must be relevant to the strategic objectives of the Agency. It is implicit therefore that the Agency must have well defined and updated aims and objectives. Without these stated objectives it is almost impossible for an Agency to conduct its work (including research) and allocate its resources with relevance.

Some criteria which would assist screening and priority setting for research were proposed and these are listed below.

- 1.Are any species or communities threatened with extinction?
- 2.Will there be degradation of ecosystems (air, soil, water)?

3.Will the understanding of ecosystem processes be enhanced?

4.What are the costs and benefits of conducting this research?

5.What is the potential for this research to be useful to management?

6.Does the research have valid scientific merit?

7.What is the urgency for the research results to be used by management?

A model for the process of initiation of research using these criteria is shown in Figure 1.

Integration between policy makers, researchers and managers in an organization is necessary to ensure that the correct research questions are addressed and that resources are allocated accordingly.

Carrying Research through to Management

This step is often neglected, but will only be successful if there is an effective transfer of information from research to manager. The responsibility for this task is that of the individual research worker and he/she should take cognizance of the following.

1.Research workers must communicate effectively with each other.

2.Research workers need to communicate widely inside and outside of their agency. Seminars, videos, field days are all appropriate in this context but simple language should be used when dealing with non-agency personnel.

3.Research work should be scaled up to field trials as part of the process of incorporating research results into management activities.

4.Research workers should participate in the early implementation of the results within manage-

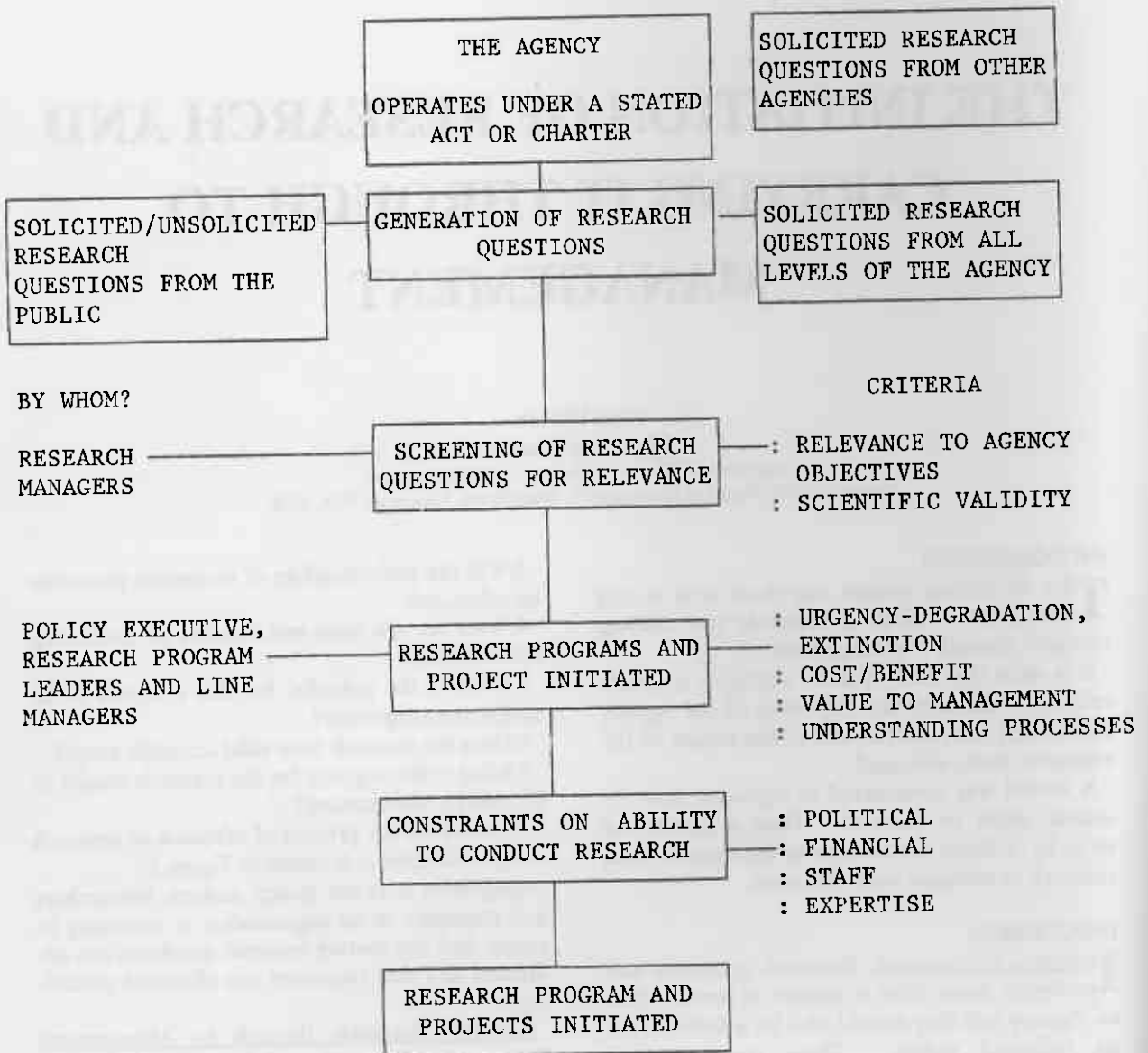


Fig. 1. A model for the process of initiation of research

ment activities and should monitor the results of this management.

5. Publication is essential.

The handover of information from research workers to managers is an area of concern. Research workers should always be involved in the formulation of management prescriptions and

in the consequent monitoring and review of these prescriptions. This active collaboration of research workers and managers in the implementation of research findings should result in more effective resource management.