

UTILIZATION DETERMINANTS
IN SOCIAL SCIENCE CONTRACT RESEARCH

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ZUSAMMENFASSUNG

Anhand von drei Fallstudien wird die Anwendung sozialwissenschaftlicher Forschung in einer Einrichtung der öffentlichen Verwaltung diskutiert. Ausgehend von einer Erweiterung des Lazarsfeldschen Verwertungsmodells durch die Berücksichtigung organisatorischer Charakteristika zeigt sich folgendes: ein objektives Verwertungsdefizit, resultierend aus der mangelnden Dringlichkeit praktischer Probleme und der Heterogenität von Interessen auf verschiedenen hierarchischen Ebenen seitens des Auftraggebers (Fall 1), eine Pseudo-Verwertung verursacht durch die Inkongruenz der mit Initiierung, Betreuung und Verwertung befaßten Instanzen, gepaart mit Kompetenzunklarheiten (Fall 2), sowie schließlich eine relativ extensive Verwertung trotz mangelhafter substanzieller Grundlage, und zwar mittels selektiver und vor allem symbolischer Verwendung zur Legitimierung bestimmter Maßnahmen (Fall 3). Diese Ergebnisse weisen vor allem darauf hin, daß Art und Ausmaß politischer Realisierung von Forschungsergebnissen erheblichen Einfluß durch organisatorische Bedingungen und spezifische Interessen unterliegen.

SUMMARY

On the basis of three case studies the paper discusses the application of social science research in a government agency. By extending the Lazarsfeldian utilization model to include organizational characteristics, we find the following: an objective utilization deficit attributable to the lack of an urgent practical problem and the heterogeneity of interests on part of hierarchical levels of the user organization (case 1), a pseudo-utilization caused by an incongruency of instances involved in initiation, administration and utilization paired with a diversity of competencies (case 2), a rather extensive utilization, despite a poor substantive basis, achieved by means of a selective and primarily symbolic use to legitimate existing policy (case 3). These findings indicate above all that mode and extent of political realization of research results are strongly affected by organizational conditions and special interests.



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1. The problem of social science application: towards new conceptions

A look at the history of dealing with the problem of knowledge application identifies P.F. Lazarsfeld's contribution as one of the milestones (Lazarsfeld, 1969; Lazarsfeld/Reitz, 1975). His way of "mapping" the utilization process overcomes the over-simplifying and particularistic views which can be subsumed under the term "implementation model" (cf. Havelock/Mann, 1968; Radnitzki, 1976:374). At the core of such conceptions stands the assumption that scientific results are produced within the scientific community independently of their utilization and are then applied or adapted to practical problems. In contradistinction to the "information-in-search-of-a-use" view, Lazarsfeld/Reitz (1975) provide a more realistic approach to the utilization problem. They are well aware of the complexity of the various transformation processes between the practical and the scientific field on a cognitive and social dimension throughout the client-researcher interaction.

Despite the progress which lies in the shift from an "implementation model" to such a "transformation model" of knowledge utilization, both views can be criticized on account of a common shortcoming (cf. Knorr, 1978): they neglect the very modes of operation and production of the two realms or contexts in question, the field of practical-political decisions and the scientific field. The awareness of such "black-boxism" (Whitley 1972) inspired some work which represents a first step towards a more adequate understanding of the complexity of the utilization problem (e.g. Weingart, 1976; Knorr, 1977, 1979; Latour/Woolgar, 1978). By taking into account the internal functioning, that is, the practice of production of the two contexts in question, the

contours of a new conception of the problem of knowledge realization appear; it might be called "the context replacement model" ("Modell der Umkontextierung" / Luhmann 1977:32; Knorr, 1978). It extends the scope of the utilization problem by arguing that effective realization of science requires a replacement of the academic context of action in the respective scientific field with a scientific-practical hybrid-context of relevances and action frames of references both on a cognitive and social dimension. This builds primarily on the idea that practical goals influence the production of new findings, theories or methods neither in a deterministic nor in a restrictive, but in a generative sense. At the same time it pays attention to the induced changes in the relevant social frames of reference, career selection mechanisms, chances of access, and the like on part of the scientists.

Except for placing the user-researcher interaction into larger social structural contexts /1/, it could well be within the potential of this model to go beyond the somewhat static character inherent in the idea of the stages or steps of the Lazarsfeldian utilization cycle. Since the idea of replacement or modification of contexts would have to consider mutual impulses on a micro-level too, one could imagine it as incorporating dialectical features. This would correspond to what Holzner (1977) has called for in his acknowledgement of Lazarsfeld's contribution.

As mentioned above, however, something like a "context replacement model" as the suggested appropriate conceptualization of the problem of knowledge utilization merely exists in broad outline and an elaboration is not intended in this paper. Nevertheless the introduction of this rudimentary conception - sketchy as it may be - seems to be necessary

to point to the line of advancement on a conceptual level.

The design of the social science utilization study (the results of which are to be presented here) is primarily oriented along the transformation model for the following reasons: first, a systematic elaboration of the context replacement model is not at hand; second, that model is based on observations in the natural and technological sciences, and, third, the limited space of time admitted by the financing authority did not allow for an obviously far more time-intensive effort. The investigation, however, extends the client-researcher centered analysis of the utilization process to some degree by including organizational arrangements. Thus, it attempts, at least, to go beyond the micro-analytic level towards an intermediate organizational level, if not all the way to a consideration of larger social structural contexts.

2. Data and methodology

The illustration of applied social science presented in this paper is drawn from a series of case-studies conducted in 1979 of the utilization of social science contract research in a government agency /2/. The original study was expected to give an overview of the applicability and already identifiable use of research projects executed in the various departments of the section in question /3/.

For this reason single research projects had to be the units of study. Since complete coverage of research conducted in the section was not feasible within the available time, a selection had to be made on pragmatic grounds:

- project reports were not to have been completed recently (minimal interval 1 year), so that sufficient time could elapse for the research uses to materialize,
- on the other hand, the projects were not to have been completed too long ago (maximal interval 5 years) so that the relevant officials involved in its conduct would still be available,
- for reasons of competence only studies pertaining to the disciplines of sociology, social-psychology and psychology should be covered.

Finally eight research projects were selected in cooperation with the project administrator. Needless to say, we cannot claim that results based on this procedure are statistically representative. However, insofar as no systematic bias (except for the exclusion of other social science disciplines) should have been introduced, the results obtained should give a realistic picture of the application

of sociological research in a relevant part of a bureaucratic organization.

In order to reach the research objectives of getting information about the applicability of contract research results and the use of this research by the contracting organization, a research design and methodology seemed to be required that would be capable of considering the whole process of utilization, including its previous history. Since Lazarsfeld/Reitz (1975) offer such a process-model - concentrating in great detail not only on the cognitive aspects, but also on the social components of the client-researcher interaction - we take this as a starting-point and extend it by introducing the relevant organizational aspects. The six basic stages of the utilization process - from problem identification up to utilization assessment - provided a useful framework for guiding the inquiry and the structure of the questionnaire. Scheme 1 exhibits the lines of correspondence between the six-step-model and the frame of operationalizations covered by our investigation. These data were complemented by another set of items concerning the process as a whole: communication, keeping of time-schedules, style of project-administration, and project-administrator's qualification.

On the basis of this conception the investigation was accomplished by a combination of methods consisting of

- (1) interviews (project-administrators and their supervisors, section head) /4/
- (2) analysis of research reports
- (3) analysis of official records related to the research projects

Scheme 1:

The utilization process: frame of operationalizations
on the basis of a six-step-model

Step 1

IDENTIFYING
THE PROBLEM

- source of problem identification
- characteristics of problem definition
- instances involved in research initiation
- motives for research initiation

Step 2

SETTING UP
STAFF

- project administrator
(institutional role definition,
position)
- research personnel
(recruitment, institutional affiliation)

Step 3

SEARCH FOR
KNOWLEDGE

- translation of practical problems
into research objectives
- project design
- production of results
(degree of novelty for client,
scientific quality, aspects of
presentation)

Step 4

ROAD TO
RECOMMENDATION

- recommendation in research report
(coherency with findings, action
relevance from client's perspective,
specification of means, alternatives)
- further recommendations after feed-
back to client

Step 5

IMPLEMENTATION

- degree and form of utilization
(practical actions, use as objective
argument, intraorganizational dis-
semination, initiation of further
research, invitation to advisory
collaboration)
- organizational levels of utilization
- actors of utilization

Step 6

ASSESSMENT

- degree of coming up to expectations on
part of client
- opinion changes produced by research
findings
- degree of problem solution obtained
- search for causes of failure
- identified obstacles to utilization
- suggested improvements

The interviews were based on open-ended questions as well as on standardized formulations.

In the following we will illustrate the use of social science research in the bureaucratic context by presenting the results of three of the various case studies /5/. The presentation is organized in terms of the stages and aspects differentiated in Scheme 1.

3. Results: Three different scenarios

3.1. Case 1

The first step towards the project in question was taken by a university institute for psychology which proposed a research program on the integration of disabled into working-life. Then, on the basis of a major (but not immediate) interest in the project on the part of the responsible department, the project-administrator, together with his supervisor, decided to give a research contract to the institute.

The research team specified the objective of investigating the attitudes of non-disabled towards the disabled as work-mates; this was then performed in great detail. On the basis of a theoretically and methodologically well-prepared survey design, substantial new results were provided to the responsible department (e.g. about the amount of discrimination of the disabled in general and of blind people in particular); these were clearly arranged in the research report. The study also arrived at a set of directly derived recommendations to the responsible executives, primarily concerning improvements of the information level, professional education for the disabled, adaptation of working places, and the revision of some prevailing policies. On the whole these represented a multitude of - sometimes very concrete - suggestions for practical implementation.

When it comes to achieved utilization initiated by the responsible department, we have the following picture. The following practical actions could be identified: the delivery of the study results to various authorities, i.e. to the directorates and works councils of the enterprises and organizations having been included in the survey, to

the employers' association, to trade unions and disableds' associations, and finally a presentation to social workers /6/.

The research findings were also used in comments on a law about the employment of the disabled, in a committee for rehabilitation, and in the association of disabled persons' monthly periodical. Moreover the research report was delivered on request to the leading political party and several scientific institutes, and it was disseminated on various intraorganizational levels (to rehabilitation advisers at the employment offices, to a related section for social support). Altogether, this seemed to represent a rather high degree of utilization.

A systematic assessment of the entire cycle of project utilization was not attempted by the project-administrator or his department. However, they saw their expectations for the project completely satisfied and reported some degree of opinion change produced by the research findings. There was a cooperative climate of communication between the project-administrator and the research-team, concentrated especially on the development of questionnaires. After the study had been finished, the contractor himself initiated further contacts for the sake of utilization activities. Yet the research-team head's suggestions to hold a joint press-conference and to deliver the results to the advisory council for labor market policy were not taken up by the section head, though they were supported by the project-administrator, who felt strongly involved personally.

On the whole the project found a considerable amount of utilization primarily because of the unity of the initiation, administration and utilization of the project and

because of the research team's efforts towards a utilization of the study. Nevertheless, compared with the range of findings and recommendations, the results were not fully used. The following factors seem to have played a role in explaining this:

- the project had its origin, not in an urgent problem on part of the policy-makers, but in a proposal from the scientific side
- on this basis forms of utilization were preferred which tended to stop with the mere dissemination of information
- the diverging attitudes of the project-administrator and the hierarchy towards specific implementation activities (as described above) point to the heterogeneity of interests among decision-makers and to the dependence of utilization decisions on the larger political context.

3.2. Case 2

Another project originated with the section head's idea to finance a study, together with an external organization, of the problem of permanently unemployed people. An executive of a subdepartment was ordered to administer the research project, which was given to a commercial social research center.

The objective was limited to collecting data about the socio-economic background of job loss and deriving implications for prophylactic actions with respect to the specific category of people above fifty. The research team conducted a careful representative survey on the basis of an ad-hoc questionnaire on the amount, form and concomitant circumstances of employment loss in this cohort. The

descriptive results were presented in detail, then clearly summarized and supplemented by a few practical recommendations, grounded by the findings and manageable within the section's area of competence (e.g. to limit retraining offers to related professions, special support activities for the employment of older people). With the delivery of the research report, the project was finished. There was no more feedback nor cooperative efforts towards further applications.

Before turning to the question of utilization some aspects of project administration must be gauged in the light of specific organizational circumstances. The really competent department in the eyes of the project-administrator and his supervisor would have been the one concerned with industrial law affairs; the involvement of their own department was solely attributable to its larger research budget at that time. In spite of the fact that higher authorities did not agree with this interpretation of where the real competence lay, it did affect the style of administration. As it turned out, the project-administrator felt himself primarily responsible for the purely administrative tasks of the project, that is, the documentation of the research contract and the acceptance and transmission of the research report to the Department of Industrial Law Affairs.

Because of this very little use of the study could be identified: it was confined to intraorganizational dissemination of the research report (to related departments and subordinate employment offices on a regional level) and to transmission to the co-financing external organization (the chamber of labour). It was believed that the results would provide principal assistance in future decisions, although

a considerable amount of time had already passed since the report was completed and the underlying problem had been regarded as rather urgent.

Again no steps towards an assessment of the whole project were undertaken. However, the project-administrator expressed no criticism of the research report and thought that on the whole his expectations had been realized. In contradiction to the anticipated function of the findings in assisting future decisions, their degree of novelty was regarded as very low. Considering the enlightening character of the results, the negative assessment of their value for public information activities seemed to be unjustified.

In sum, there appears to have been a pseudoutilization, for which the following factors seem to be responsible, in the author's opinion:

- the division between the agency initiating the project and that subdepartment responsible for its administration and utilization resulted in a lack of identification with the project, which in turn affected the style of project administration
- the diverging definitions of departmental competence (those held by the administering department relative to those of higher authorities) - if not merely reflecting a legitimation for the lack of involvement - might be another independent factor.

3.3. Case 3

The impulse for the third project to be described came from a research proposal which engendered great interest at higher levels of the section and minor influence from the side of the department which later financed and administered it. The definition of the practical problem was to analyze the work characteristics and attitudes of the advisers at employment offices concerned with rehabilitation of their clients, and to get information on how to reshape training programs for this professional group. Not least among the motives which led to the research project was the need to obtain scientific corroboration of some decisions that had already been made.

The project administrator of the relevant department participated actively in the initial stage of the project, which was carried out by a non-academic social research institute. It translated the practical problem into the research objective of analyzing the task content of all advisers for rehabilitation and resocialisation in the employment offices, as well as their problems and attitudes towards work. To do this, the institute carried out a survey of almost all of the relevant population. The execution of the research program, however, was rather poor. Its ad-hoc questionnaire had to be revised several times at the request of the project-administrator, yet a number of methodological shortcomings remained. The research report appeared to be a half-completed work. The mass of badly arranged, though detailed data, was not sufficiently integrated by the concluding summary. The existence of a "hierarchy" of clients, of serious subjective and objective deficits in professional qualification and of a differentiated willingness to make use of supplementary professional education (reflec-

ting the discrimination of specific categories of clients) turned out to be the main results. Scattered all over the research report were many recommendations for practical action but these did not always flow directly out of the empirical material.

Despite this rather unsatisfying basis, the study was used extensively by the relevant department: it served as a guideline for reshaping professional training programs; it was discussed in seminars with the professional group that was the object of investigation; it was used as an objective argument for legitimating the requirement of supplementary training; it was transmitted to the heads of the employment offices and to the department of personnel training; finally, it was also disseminated externally.

Concerning the assessment of the project as a whole, the competent department did certainly not see its own expectations realized, but it was thought that the expectations of higher organizational levels had been realized. In this connection the project was explicitly called a "typical legitimization study", which should legitimize personnel policy decisions and decisions in reshaping training programs by means of scientific authority.

The project-administrator was well aware of the mediocre scientific quality of the research report, but appreciated the indications of future fields for training policy. On the whole, however, the research report could hardly add new information to his existing knowledge. The intensive communication with the research team in the initial stage ceased with the delivery of the final report. An assessment of the whole project and its practical effects was not performed by the concerned department.

In this case, as it turned out, there was rather extensive utilization of a mediocre product. The explanation for this result - surprising at first sight - must be sought in the function of the detailed results of the study. As could be clearly identified, the uses of the research results fulfilled a motivating function: they served to ensure or at least to increase the willingness of the concerned group of advisers to accept decisions already implemented or planned in the realm of personnel policy and training programs. To reach this objective it was essential to make use of the study primarily in a symbolic sense, i.e. by virtue of its "scientific" authority. This meant that the substantial shortcomings were of no consequence; they could be avoided by making selective use of the results.

4. Discussion and conclusion

This reconstruction of concrete cases of social science contract research has attempted to employ an extended version of the client-researcher model, paying particular attention to the organizational context on part of the client and to the characteristics of the research product. This approach has been motivated on one hand by the need to transcend the microanalytic level of the client-researcher relation and on the other hand by the more fundamental critiques of this model - which propose a major change in perspective: a change from deploring the existence of a gap between knowledge and policy towards a recognition of the permanent success on both sides to bridge this gap, indicating a kind of "implicit pact" (Knorr, 1977; Pollak, 1978).

Though the latter proposal could not be the focus of this investigation, the successful symbolic use of a poor research product on part of the decisionmakers - as shown in case 3 - gives some indication of how such an "implicit pact" could work. Moreover, it puts into a new light the pessimistic view with regard to the potential of the social sciences for effective contributions to public policy-making as anticipated on the basis of role predispositions on part of social scientists and policy-makers (Sharpe, 1976).

Using the Lazarsfeldian utilization cycle as a starting-point for the design of the case studies proved quite fruitful, though there is certainly need for a more extensive consideration of specific aspects not included in this analysis. For instance an in-depth analysis of the various bargaining processes involved in the establishment and the realization of a research project - both on an intraorganizational and on an interorganizational level - seems to be indispensable /7/. This, however, raises methodologi-

cal problems, since it questions the usefulness of a reconstructive design and instead would require actual observations.

The case studies presented in this paper indicate above all the substantial effects of organizational arrangements and interests on the mode and extent of the utilization of research results. In the first case, an apparent deficit of utilization was attributable to the heterogeneity of interests within different organizational levels on part of the client and to the lack of an underlying urgent practical problem. The second case exemplifies how organizational conditions can lead to a pseudo-utilization: on the basis of incongruity of authorities involved in initiation of the project on one hand and its administration and potential implementation on the other hand, paired with a diversity of competencies - there resulted a form of utilization which deserves to be called pseudo-utilization.

In the third case, finally, we were confronted with rather high utilization with a rather poor substantial basis. The results show how even a substantively deficient product can be used successfully by means of selective and - primarily - symbolic use. There are both theoretical and empirical grounds /8/ (Knorr et al., 1975) to believe that this symbolic motivation function - identified in the present case - is an essential component of the application of social scientific research.

On the whole the data presented here indicate that the application of social science knowledge in the political context is far from the ideal conceptions, as implicated for instance in the pragmatistic model (Habermas, 1964; Lompe, 1966) or of analytic contributions (cf. Barton, 1975). The

dominating view on part of the political field as to the social science function, is the decision-preparatory role, not at last ensuring the policy-makers's freedom in the selective use of scientific products according to the interests and exigencies within the respective organizational and political context. On the other hand efforts towards a rationalization of the social science research use have just begun. As the empirical material indicated, there was no systematic assessment of utilization processes, no definition of the project-administrator's role, no social science qualifications on part of this group, and surprisingly no problem with mutual time-schedules. The latter fact, however, rather seems to be a consequence of the small scale of the investigated projects and the prevailing lack of urgent practical problems.

After all, it should be made clear once more that the specific cases of research utilization displayed here are far from being apt for generalizations - neither with regard to the situation in the government agency under study, nor with regard to the utilization of research results in bureaucratic organizations in general. What the explanations do claim, however, is to have indicated and illustrated some crucial aspects of research utilization. They should be studied more thoroughly in further investigations of the utilization process.

5. Notes

- (1) An approach quite different from the systems-theoretical perspective of Luhmann (1977) is offered for instance by Bourdieu (1975) who placed the production of knowledge into the context of an agonistic scientific field.
- (2) The field of investigation is one of the six sections of the Austrian Ministry for Social Affairs, the section for Labour Market Administration, consisting of ten subdepartments.
- (3) The results of this study are reported in Aichholzer (1979).
- (4) In one case the interviews were supplemented by an interview with the researcher who had performed the project.
- (5) Since the remaining five cases by and large resembled one of the three types described, their presentation is redundant.
- (6) Regarding these activities as practical realizations seems to be justified considering the demand for improved information.
- (7) See for instance Abell (1975), Keller (1973).
- (8) This motivation function might be linked to the legitimation problem on a more global societal level as it is treated for instance by Habermas (1973, 1974).

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7. Appendix: original interview-guide

Interviewleitfaden

(Projektbetreuer)

1. Projektentstehung

1.1. Bitte geben Sie an, welche von den folgenden Personen und Gruppen wieviel Einfluß auf das Zustandekommen des Projektes hatten:

		keinen	einigen hohen
		Einfluß	Einfluß

- a. Sie selbst
- b. Ihr unmittelbarer Vorgesetzter
- c. Ihr oberster zuständiger Vorgesetzter
- d. Die Wissenschaftler (Auftragnehmer)
- e. Andere

2.1. Welche Faktoren hatten Ihres Wissens in erster Linie dazu geführt, das Projekt in Auftrag zu geben:

- a. Das dringende Bedürfnis nach Entscheidungshilfen zur Lösung eines sozialen Problems
- b. Das grundsätzliche Interesse des Auftraggebers an der Untersuchung der betreffenden Thematik
- c. Die Einreichung eines interessant erscheinenden Projektvorschlages von wissenschaftlicher Seite
- d. Der Wunsch, getroffene praktische Entscheidungen auch wissenschaftlich zu untermauern
- e. Andere Gründe

2. Verwertungsaspekte

2.1. Wie wurden auf Seiten des Auftraggebers die Ergebnisse des Projekts in folgender Hinsicht verwertet:

	Überhaupt nicht	ansatzweise	in hohem Ausmaß
a. Umsetzung in wesentliche praktische Maßnahmen			
b. Sachliche Untermauerung			
c. Organisationsinterne Verbreitung			
d. Beauftragung weiterer Forschungen			
e. Einladung zur beratenden Mitarbeit			
f. Sonstige Verwertung			

- a. Umsetzung in wesentliche praktische Maßnahmen
- b. Sachliche Untermauerung
- c. Organisationsinterne Verbreitung
- d. Beauftragung weiterer Forschungen
- e. Einladung zur beratenden Mitarbeit
- f. Sonstige Verwertung

2.2. Welche von den folgenden Personen haben den Endbericht Ihres Wissens (zumindest teilweise) gelesen:

	nicht	teilweise	zur Gänze
a. Sie selbst			
b. Abteilungsmitglieder			
c. Vorgesetzte			
d. Andere			

- a. Sie selbst
- b. Abteilungsmitglieder
- c. Vorgesetzte
- d. Andere

2.3. Welchem Personenkreis sind die wesentlichen Ergebnisse in irgendeiner Form zugänglich gemacht worden:

- a. Mitgliedern Ihrer Abteilung
- b. Mitgliedern anderer Abteilungen innerhalb der Sektion
- c. Nachgeordneten Dienststellen
- d. Interessensvertretungen
- e. Politischen Entscheidungsträgern
- f. Fachkollegen der Wissenschaftler
- g. Anderen

2.4. Wie stark haben die unten Genannten Ihres Wissens ihre Meinung über das Problem aufgrund des Projekts geändert:

überhaupt nicht teilweise stark

	überhaupt nicht	teilweise	stark
a. Sie selbst			
b. Abteilungsmitglieder			
c. Vorgesetzte			
d. Personen in nachgeordneten Dienststellen			
e. Andere			

- a. Sie selbst
- b. Abteilungsmitglieder
- c. Vorgesetzte
- d. Personen in nachgeordneten Dienststellen
- e. Andere

3. Evaluation

3.1. Wie beurteilen Sie selbst die Ergebnisse des Projekts in folgender Hinsicht:

eher schlecht mittelmäßig gut sehr gut

	eher schlecht	mittelmäßig	gut	sehr gut
a. Aufklärung über bisher unbekannte Gegebenheiten				
b. Prognostische Leistungsfähigkeit				
c. Wissenschaftliche Begründetheit				
d. Brauchbarkeit der Unterlagen und Argumente				
e. Praktische Durchführbarkeit				
f. Verwendbarkeit in der Öffentlichkeitsarbeit				
g. Wissenschaftsinterne Bedeutung				

- a. Aufklärung über bisher unbekannte Gegebenheiten
- b. Prognostische Leistungsfähigkeit
- c. Wissenschaftliche Begründetheit
- d. Brauchbarkeit der Unterlagen und Argumente
- e. Praktische Durchführbarkeit
- f. Verwendbarkeit in der Öffentlichkeitsarbeit
- g. Wissenschaftsinterne Bedeutung

3.2. In welchem Ausmaß haben die Forscher Ihres Wissens die Erwartungen folgender Personen in das Projekt erfüllt?

überhaupt nicht teilweise weitgehend vollständig

	überhaupt nicht	teilweise	weitgehend vollständig
a. Sie selbst			
b. Vorgesetzte			
c. Sonstige sachlich Zuständige in der Sektion			

- a. Sie selbst
- b. Vorgesetzte
- c. Sonstige sachlich Zuständige in der Sektion

3.3. Was erscheint Ihnen am Endbericht zum Projekt kritikwürdig:

- a. Unübersichtliche Herausarbeitung der wesentlichen Ergebnisse
- b. Sprachliche Unverständlichkeit
- c. Ergebnisse bringen praktisch nichts Neues
- d. Ergebnisse stimmen mit Erfahrungen nicht überein
- e. Ergebnisse bzw. Empfehlungen nehmen auf konkrete Entscheidungssituation keine Rücksicht
- f. Ergebnisse wenig im Einklang mit bisherigen Gutachten
- g. Sonstiges

4. Kommunikation

In welcher Form und in welchem Ausmaß hat zwischen Auftraggeber und Auftragnehmer eine Kommunikation stattgefunden?

- a. Während der Durchführung _____
- b. Nach Projektabschluss _____

5. Zeiteinhaltung

Gab es irgendwelche Schwierigkeiten mit der Zeiteinhaltung bzw. eine Projektverzögerung?

6. Projektbetreuung

Ist die Projektbetreuung formell oder informell geregelt, und zwar personell und aufgabenmäßig?

7. Sozialwissenschaftliche Qualifikation

Kommt es vor, daß die zu betreuenden Projekte inhaltlich Ihre Kompetenz überschreiten und daher einzelne Ergebnisse oft schwer zu beurteilen sind?

Haben Sie irgendeine Form sozialwissenschaftlicher Ausbildung?

8. Verwertungswiderstände

Was sind Ihrer Erfahrung nach die wichtigsten Verwertungswiderstände?

9. Verbesserungsvorstellungen

Haben Sie irgendwelche Verbesserungsvorstellungen im Hinblick auf den Forschungseinsatz?