

Objectives	Strategy actions	5-year measures	10-year measures	So that...
<p><i>1 Higher standards</i></p> <p><i>CiFA-accredited professionals will provide improved research and engagement, using fit-for-purpose technical and ethical standards for competence, education, and practice, supported by more useful guidance.</i></p>	<ul style="list-style-type: none"> • Ensure CiFA’s ethical code of conduct is fit for purpose where CiFA members practise • Ensure practice/product standards are universally applicable and appropriate (geographically and across specialisms and roles), and encourage their adoption • Provide essential guidance to support practice standards, tailored to different jurisdictions, built on accessible good practice • Ensure that the standards for accrediting individuals and organisations identify fitness to practise in a multidisciplinary profession, and encourage career progression, across all specialisms and roles • Increase understanding, attainment and application of standards by CiFA professionals, • Nurture the development cycle of innovation, established good practice, requirement, innovation • Promote the use of standards to all non-professional archaeologists and those who commission, sponsor and work with archaeologists • Ensure that CiFA’s standards for accrediting competence, education, training and qualification standards are applicable and appropriate across specialisms and roles in countries where CiFA seeks influence; seek to influence others’ standards for education, training and qualification, encouraging career development and progression • Ensure accreditation and professional conduct processes are well understood and as robust as necessary 	<ul style="list-style-type: none"> • More guidance and training on standards, good practice and cases studies have been made available; feedback shows greater familiarity and understanding • 75% of UAK HEI/FEIs with relevant courses relating to archaeology offer at least one programme accredited by CiFA • From year 3, no accreditation or professional conduct process successfully challenged on procedure • Continued improvements in practice reported by those with a stewardship or supervisory role • Repeat surveys of use of standards (eg in documentation and by regulators) shows an increase 	<ul style="list-style-type: none"> • CiFA’s Code of conduct and standards for accreditation and for practice have been reviewed by all CiFA national Area Groups and any mismatches addressed • Previous/current problem areas of practice now requiring fewer recommendations/conditions via Registration process • Destination surveys show that graduates from CiFA accredited courses have a higher success rate in archaeological employment, and are seen by employers as better prepared • Feedback from CiFA professionals demonstrates that the Code of conduct is fit for purpose in the jurisdictions where they practise (subject to ethical practice over-riding local expectations) 	<p><i>CiFA professionals will set and meet high standards for learning, competence and ethical practice...</i></p> <p>↓</p>

<p><i>2 Inspiring our discipline</i></p> <p>More archaeologists will want their professionalism recognised. A larger, more diverse and inclusive profession will offer a wider range of expertise and better reflect its relevance to society.</p>	<ul style="list-style-type: none"> • Offer leadership to archaeologists • Shape and promote archaeology as an attractive, rewarding and worthwhile career with parity of esteem with other professions • Promote CIfA-accredited professionalism • Encourage members to draw confidence from their professionalism and the trust it creates • Audit CIfA's processes and communications to identify and remove barriers of our making to professional accreditation, other than lack of technical and ethical competence • Develop and promote more non-traditional, diverse entry routes to the profession • Identify causes of lack of diversity and inclusion, and identify suitable solutions that could be applied by CIfA alone or in partnership • Use CIfA's influence to support the sector as it reduces unfair obstacles to attaining competence required for accreditation; offer guidance and encouragement to help people overcome them 	<ul style="list-style-type: none"> • Membership surveys show improved satisfaction with CIfA leadership in selected areas • Increase in members signed up to professional pathways • Increase in number of CIfA-accredited professionals, whether paid or unpaid • Surveys of newly CIfA-accredited professionals shows increasing numbers of non-graduates • Audit undertaken, unfair barriers identified and attributed to CIfA/others: CIfA-generated barriers removed, and recommendations made for sector-wide responsive programme 	<ul style="list-style-type: none"> • More accurate depiction of archaeology in careers guidance • Growing recognition of value of accreditation shown by members • Improved understanding of professionalism shown by repeated surveys of members' attitudes and procurement strategies • Reduce disproportionate ratios relating to, ethnicity, disability and socio-economic groups of accredited members 	<p><i>...They will inspire the discipline to help society better recognise the benefits archaeology brings it,...</i></p> <p>↓</p>
<p><i>3 Greater influence outside our discipline</i></p> <p>Professional archaeologists will be more effectively promoting the many public benefits of archaeology, and will be more trusted and more</p>	<ul style="list-style-type: none"> • Encourage more/all archaeologists to recognise the ethical imperative of professionals to deliver public benefit, and the many forms it takes • Promote the good that archaeology does to other sectors, media and the public • Build new and stronger partnerships for influence with our sector and others, to create an environment where good practice in archaeology can be facilitated • Seek to demonstrate and embed the value that archaeologists give to society by acquiring a status equivalent to that of a chartered profession 	<ul style="list-style-type: none"> • More training and resources that explain and promote ethical obligations of professionals and the advantages of commissioning them • Legal, policy and practice improvements that can be reasonably attributed in full or part to CIfA's influence 	<ul style="list-style-type: none"> • Repeated surveys show increased recognition of professionalism in archaeology by non-member archaeologists and clients 	<p><i>... and inspire the profession to ensure that CIfA-accredited professionals are more trusted and valued by those they engage with.</i></p> <p>↓</p>

<i>valued as a result.</i>	<ul style="list-style-type: none"> • Make CIfA’s voice even more influential in creating and shaping the legal, policy and practice environments that better enable professionals to create more public benefits from archaeology 			
<p><i>4 A well-governed and effective institute</i></p> <p><i>Provide the governance and resources that let the profession flourish</i></p>	<ul style="list-style-type: none"> • Identify and ensure adherence to the principles of good governance; and develop directors, staff and representatives • Ensure sufficient, skilled and motivated staff, keeping roles, responsibilities and succession under review • Encourage archaeologists to feel that CIfA is their Institute, addressing the reasons why some do not • Encourage and empower CIfA members to promote its work and accreditations, and support them to become even more active contributors to their profession • Manage financial reserves to be no more than sufficient, investing surpluses in developing the profession 	<ul style="list-style-type: none"> • Staff performance audits and development plans show >90% of each performing well and plans in place to help the <10% • Board performance audits and development plans show >80% of each performing well and plans in place to help the <20% • Repeated surveys show numbers of members volunteering for CIfA have increased (and are from each grade), and >75% of CIfA volunteers feel confident, engaged, informed and valued 		<p><i>This will be achieved collaboratively and effectively by CIfA members.</i></p>

If CIfA applies the strategies that meet these objectives, and reaches the desired outcomes...

By 2030 CIfA-accredited professionals will be setting and meeting improved standards for learning, competence and ethical practice.

They will be trusted influencers in the discipline.

Through their professionalism they will deliver greater public benefit, and they will be better recognised for doing so.