

Competence matrix for technical and ethical competence

	Knowledge	Autonomy	Coping with complexity	Perception of professional context
Practitioner (PCIfA)	Good working knowledge of key aspects relevant to area of historic environment practice, and competence in its application, in accordance with relevant professional standards	Some responsibility for achieving tasks using own judgement and autonomy, whilst working under general supervision. Collaboration with others is expected	Appreciates complex situations within the role held and able to achieve partial resolution alone. Some activities are complex and non-routine	Sees actions as a series of steps and recognises the importance of each role in the team. Demonstrates understanding of the ethical requirements of the Code of conduct and is able to apply to own work. Upholds the values of the Institute to work in the public interest
Associate (ACIfA)	High level of working and background knowledge relevant to area of historic environment practice. Demonstrates competence in a broad range of activities within that area, in accordance with relevant professional standards	Considerable responsibility for own work using own judgement and autonomy, in a wide variety of contexts, but within an established framework. Where relevant, may take responsibility for the work of others and/or the allocation of resources within an area of practice	Copes with complex situations through deliberate analysis and planning. Most activities are complex and non-routine	Sees actions at least partly in terms of longer-term or wider goals. Understands the ethical requirements of the Code of conduct and uses them to guide and review own practice and, where applicable, that of others. Can recognise and resolve potential conflicts of interest within an established framework. Upholds and promotes the values of the Institute to work in the public interest
Member (MCIfA)	Substantial working and background knowledge relevant to area(s) of historic environment practice. Demonstrates a depth of understanding of sector and competence within a broad range of historic environment practices. Understands, contextualises and applies professional standards to own work and, where appropriate, that of others	Substantial autonomy, takes full responsibility for own work. Where applicable, will also have significant personal accountability for others and/or the allocation of resources, in a wide variety of contexts	Deals with complex situations holistically, demonstrates confident decision-making in a broad range of complex, technical or professional activities	High level of understanding of overall 'picture', sees alternative approaches and how they might be tackled. Demonstrates professional judgement and ethical behaviour across a wide variety of complex situations, supporting and encouraging others to do the same. Can anticipate, recognise, and resolve potential conflicts of interest. Promotes the values of the Institute to work in the public interest with colleagues, clients, and stakeholders