

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"> <li>• Ensure CIfA’s ethical code of conduct is fit for purpose where CIfA members practise</li> <li>• Ensure practice/product standards are universally applicable and appropriate (geographically and across specialisms and roles), and encourage their adoption</li> <li>• Provide essential guidance to support practice standards, tailored to different jurisdictions, built on accessible good practice</li> <li>• 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</li> <li>• Increase understanding, attainment and application of standards by CIfA professionals,</li> <li>• Nurture the development cycle of innovation, established good practice, requirement, innovation</li> <li>• Promote the use of standards to all non-professional archaeologists and those who commission, sponsor and work with archaeologists</li> <li>• 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</li> <li>• Ensure accreditation and professional conduct processes are well understood and as robust as necessary</li> </ul>	<ul style="list-style-type: none"> <li>• More guidance and training on standards, good practice and cases studies have been made available; feedback shows greater familiarity and understanding</li> <li>• 75% of UAK HEI/FEIs with relevant courses relating to archaeology offer at least one programme accredited by CIfA</li> <li>• From year 3, no accreditation or professional conduct process successfully challenged on procedure</li> <li>• Continued improvements in practice reported by those with a stewardship or supervisory role</li> <li>• Repeat surveys of use of standards (eg in documentation and by regulators) shows an increase</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Previous/current problem areas of practice now requiring fewer recommendations/conditions via Registration process</li> <li>• 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</li> <li>• 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)</li> </ul>	<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><b>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.</b></p>	<ul style="list-style-type: none"> <li>• Offer leadership to archaeologists</li> <li>• Shape and promote archaeology as an attractive, rewarding and worthwhile career with parity of esteem with other professions</li> <li>• Promote CIfA-accredited professionalism</li> <li>• Encourage members to draw confidence from their professionalism and the trust it creates</li> <li>• 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</li> <li>• Develop and promote more non-traditional, diverse entry routes to the profession</li> <li>• Identify causes of lack of diversity and inclusion, and identify suitable solutions that could be applied by CIfA alone or in partnership</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Membership surveys show improved satisfaction with CIfA leadership in selected areas</li> <li>• Increase in members signed up to professional pathways</li> <li>• Increase in number of CIfA-accredited professionals, whether paid or unpaid</li> <li>• Surveys of newly CIfA-accredited professionals shows increasing numbers of non-graduates</li> <li>• Audit undertaken, unfair barriers identified and attributed to CIfA/others: CIfA-generated barriers removed, and recommendations made for sector-wide responsive programme</li> </ul>	<ul style="list-style-type: none"> <li>• More accurate depiction of archaeology in careers guidance</li> <li>• Growing recognition of value of accreditation shown by members</li> <li>• Improved understanding of professionalism shown by repeated surveys of members' attitudes and procurement strategies</li> <li>• Reduce disproportionate ratios relating to, ethnicity, disability and socio-economic groups of accredited members</li> </ul>	<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><b>Professional archaeologists will be more effectively promoting the many public benefits of archaeology, and will be more trusted and more</b></p>	<ul style="list-style-type: none"> <li>• Encourage more/all archaeologists to recognise the ethical imperative of professionals to deliver public benefit, and the many forms it takes</li> <li>• Promote the good that archaeology does to other sectors, media and the public</li> <li>• Build new and stronger partnerships for influence with our sector and others, to create an environment where good practice in archaeology can be facilitated</li> <li>• Seek to demonstrate and embed the value that archaeologists give to society by acquiring a status equivalent to that of a chartered profession</li> </ul>	<ul style="list-style-type: none"> <li>• More training and resources that explain and promote ethical obligations of professionals and the advantages of commissioning them</li> <li>• Legal, policy and practice improvements that can be reasonably attributed in full or part to CIfA's influence</li> </ul>	<ul style="list-style-type: none"> <li>• Repeated surveys show increased recognition of professionalism in archaeology by non-member archaeologists and clients</li> </ul>	<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"> <li>• 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</li> </ul>			
<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"> <li>• Identify and ensure adherence to the principles of good governance; and develop directors, staff and representatives</li> <li>• Ensure sufficient, skilled and motivated staff, keeping roles, responsibilities and succession under review</li> <li>• Encourage archaeologists to feel that CIfA is their Institute, addressing the reasons why some do not</li> <li>• Encourage and empower CIfA members to promote its work and accreditations, and support them to become even more active contributors to their profession</li> <li>• Manage financial reserves to be no more than sufficient, investing surpluses in developing the profession</li> </ul>	<ul style="list-style-type: none"> <li>• Staff performance audits and development plans show &gt;90% of each performing well and plans in place to help the &lt;10%</li> <li>• Board performance audits and development plans show &gt;80% of each performing well and plans in place to help the &lt;20%</li> <li>• Repeated surveys show numbers of members volunteering for CIfA have increased (and are from each grade), and &gt;75% of CIfA volunteers feel confident, engaged, informed and valued</li> </ul>		<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.**