



HLF/IFA Workplace Learning Bursary funded training placement

In Historic Environment Management

With Archaeological Research Services Ltd

Training plan

Introduction

This document sets out the background to the bursary, its desired outcomes and the skills it offers set against the National Occupational Standards in Archaeological Practice.

This work placement is primarily concerned with providing an enthusiastic early career individual with learning opportunities and experience in generalist skills in the management of the historic environment, along with transferable skills in the planning-led investigation of the historic environment relevant to all organisations working across the historic environment and conservation sector. These skills are particularly important in light of the *Realising the benefits of planning-led investigation in the historic environment: a framework for delivery* report produced by the Southport Group in July 2011 and the National Planning Policy Framework (NPPF) (CLG 2012) which sets out an approach to planning based on helping to achieve sustainable development. The successful candidate will learn the conceptual, technical and people skills in historic environment management, including researching the historic environment in its broadest context and engaging communities, planning authorities and businesses in the sustainable development and management of the historic environment. Equally importantly, the placement will offer the trainee the ability to develop an exemplar initiative in conjunction with archaeological curators, other conservation professionals, communities and businesses in heritage environment management. Economic climate and performance permitting, we would hope that the bursary holder would be offered full-time employment within our Company once they had completed the full training programme; alternatively the trainee will have a highly-prized skill set sought by many organisations in the historic environment sector and would be well-equipped to find work in a range of organisations including commercial archaeological companies and consultancies, local authorities and English Heritage. All of these skills have been identified as training priorities by the IfA in their assessment of sector skills (*Profiling the Profession*, IfA 2007/8).

Over the year, the placement holder will acquire the following key skills:

- Ability to undertake research, analyse complex situations and solve problems creatively through understanding abstract relationships and formulating new ideas
- Ability to understand the planning framework and briefs, together with the knowledge and skills necessary to produce written schemes of investigation, desk-based assessments and Environmental Statement chapters, write up intrusive and non-intrusive archaeological investigations and plan projects

- Ability to undertake field surveys and evaluate heritage assets and landscapes (including setting and significance studies and heritage statements) using a variety of techniques and instruments (e.g. survey-grade GPS, total stations and a variety of camera formats), including downloading, processing and analysing data, along with data presentation and appropriate text-reporting
- Ability to use a variety of ICT programs both to become competent in digital mapping and map records and to assist in completing reports and archives, including surveying packages, GIS, CAD and Corel Draw
- Ability to engage, communicate and negotiate with a broad range of people, including through public speaking and promotional marketing, in order to liaise with clients and other archaeology and conservation professionals, and to undertake community participation and community engagement initiatives
- Ability to identify, initiate and establish partnerships to undertake initiatives by pursuing an integrated approach

Supporting staff

The trainee will work under the line management and co-ordinating supervision of a senior team member with the support from other specialist staff including ARS Ltd's consultant, and business manager. Additional mentoring will be provided by project archaeologist and previous IfA Workplace Learning Bursary placement. A CBA Community Archaeology Trainee Placement, will act as the trainee's peer support.

Outcomes

At the end of the 12 month bursary the trainee will be able to:

- to tackle complex issues and generate creative and innovative approaches relating to the management of the historic environment
- liaise with and engage a broad range of individuals and organisations, including local authority officers, English Heritage, Institute for Archaeologists, community groups and neighbourhood residents, in the management of the historic environment
- understand the planning process in England and be able to produce desk-based assessments, Environmental Statement chapters and other forms of Environmental Impact Assessments, including experimentation with new ways of producing these assessments based around digital mapping approaches so as to optimise their use in the management of the historic environment
- provide tailored advice and guidance to a range of relevant individuals and organisations, including local authorities, English Heritage, landowners, property developers, charities and community groups



- initiate and manage community engagement initiatives and provide leadership to community groups, thereby galvanising them to participate actively in the management of the historic environment
- produce high-quality digital and hard copy reports, maps, surveys, illustrations and publications for use by the commercial sector, curatorial sector and other managers (e.g. Natural England) for cross-sectoral use in order to assist in the management and conservation the historic environment by a wide range of stakeholders
- communicate both orally and in writing with a wide range of end users and audiences, including producing reports in the appropriate style and tailored to the job in hand
- deliver high-level presentations to a range of audiences
- maintain a continuing professional development log and take part in all ARS Ltd staff-training events
- achieve an NVQ in Archaeological Practice and IfA membership

Activities

Proposed learning goals	National Occupational Standards (NOSs) to be met	Learning activities and tasks	Who will support the bursary holder with this goal?
1. Learn how to operate safely and follow Health and Safety and security procedures in the workplace; to be able to respond to emergencies and assist in the security of the workplace. Complete risk assessments for working on site.	AJ10	Receive training in the Company's Health & safety procedures; completion of Health and Safety Checklist; completion of risk assessments.	(Company Health and Safety Officer)
2. Learn how to undertake research; develop the ability to scope and carry out research projects.	AA3, AD1	Receive training in and learn the basics of proposing, developing and planning a research project; receive training in analysis and interpretation.	Senior team members
3. Learn how to think creatively and problem solving.	AA1, AA4, AA5, AJ2	Receive training in and gain hands-on experience of planning, developing and providing guidance on initiatives and projects concerned with historic environment management.	Senior team members
4. Gain an understanding of the planning framework; learn how to produce desk-based assessments and Environmental Impact Assessments.	AC1, AC2, AD1, AE1, AE2	Receive training in and learn the basics of producing assessments advising on the significance and appropriate management of historic assets and use of digital mapping.	Consultant
5. Learn how to conduct non-intrusive investigations, including landscape surveys, to a professional standard.	AC2, AC3	Receive training in and gain hands-on experience of non-intrusive investigations on a variety of sites.	Previous placement and another stadd member
6. Learn enhanced IT skills, including how to handle and present digital data in CAD and GIS.	AC1, AC2, AC3, AF1, AF2, AF3, AF4	Learn how to input, manipulate and extract digital data in CAD and GIS; learn how use drawing applications to enhance and present output digital data from CAD and GIS in formats tailored to specific	Consultant

		needs.	
7. Learn how to communicate effectively with a wide range of individuals and groups of people, both orally and in writing, including negotiation and persuasion skills.	AJ2, AJ3	Learn and gain hands-on experience of interpersonal, assertiveness and negotiation/persuasion skills; learn and gain hands-on experience of public speaking and promotional marketing.	Senior team member and Business manager
8. Learn how to identify, initiate, establish and maintain partnership working between different individuals and organisations.	AJ2, AJ5	Learn and gain hands-on experience of developing partnership programmes.	Senior team member
9. Learn how to organise self and manage projects, including projects involving teams of people.	AJ5, AJ6, AJ7, AJ8, AJ11	Receive training in and gain hands-on experience of time management, project management and teamworking.	Senior team member and Business manager

Training Elements and Allocated Timings

The post will be one year in length, over a period of 222 working days made up as follows:

260 working days less

20 days holidays

8 bank holidays

10 other days.

Training is grouped under the main elements with reference to the Learning Goals (LG) listed in the table above.

1. Staff Induction 2 days

A full staff induction will take place on commencement of work by the successful candidate. This will include an introduction to the Company's systems, administrative housekeeping, staff introductions, talks on Company culture and expectations, and a detailed account of the Company's policies and the staff handbook. This will also provide an opportunity for the trainee to discuss their own aspirations for the placement and review the training plan with the line manager and training supervisor.

2. IfA Standards and Guidance familiarisation 2 days

A senior member of IfA affiliated staff – Robin Holgate – will talk the trainee through the various IfA standards and guidance documents.

3. PPS5 and Practice Guide familiarisation 2 days



Antony Brown, will talk the trainee through the various national policy and guidance documents and ensure that the trainee fully understands the policy and guidance framework under which commercial historic environment work is undertaken (see also LG4 below).

4. LG1: Health & Safety Induction and risk assessments 2 days

The trainee will receive one-to-one induction and tuition in preparing risk assessments for different types of activities by the Company's trained Health and Safety Officer, Chris Scott.

5. LG 2: Undertaking Research 10 days

The trainee will receive one-to-one tuition from a senior member of staff – either Clive Waddington or Robin Holgate – in how to propose, develop and plan a research project, including framing research questions, as well as how to undertake data collection, analysis and interpretation.

6. LG 3: Thinking creatively and problem solving 10 days

The trainee will receive one-to-one coaching from either Clive Waddington or Robin Holgate in how to identify and analyse complex issues concerning historic environment management, and how to solve issues and problems creatively. The opportunity to hone these skills will be provided by a work-based project throughout the placement.

7. LG 4: The Planning Framework and Environmental Assessment 50 days

Antony Brown will provide training in the principal ways in which guidance on management of the historic environment is provided, including the production of desk-based assessments and Environmental Statement chapters. This will include setting and significance studies, and transposing and manipulating data in GIS.

8. LG 5: Conducting non-intrusive investigations 40 days

The trainee will receive one-to-one tuition from Gillian Eadie and Alvaro Mana-Ottomano in undertaking earthwork and landscape surveys, including surveying and delimiting different types of earthworks and geomorphological landforms utilising ground survey coupled with data from aerial photographs and BGS digital mapping.

9. LG 6: Enhanced ICT skills 50 days

One-to-one training in GIS and CAD will be provided by Antony Brown in the basic functionality, uses of GIS, data entry/import, file export, manipulation and analysis, thematic mapping, layouts and printing. Training in the use of drawing applications and digital photograph processing to prepare publication standard illustrations and design work will also be provided.

10. LG 7: Effective communication 20 days



Sally Smith will provide training in a range of communication skills, including interpersonal, assertiveness and negotiation/persuasion skills, public speaking and promotional marketing. Coaching will be provided in how to construct polite and professional communications, whether as an email message or letter. In addition verbal skills will also be coached including how to conduct different types of conversations and the importance of developing a good working rapport. Robin Holgate will provide coaching in using the Company's writing guides and in report organisation, content accuracy of description, technical conventions, flow of text and relevance/style when addressing different audiences. The opportunity to hone these skills will be provided by a work-based project throughout the placement.

11. LG 8: Partnership working 10 days

Robin Holgate will provide coaching in engaging a range of individuals and organisations to work together to scope, plan, agree, deliver and evaluate projects and initiatives. The opportunity to hone these skills will be provided by a work-based project throughout the placement.

12. LG9: Organising self, people and projects 20 days

Sally Smith and Robin Holgate will provide training in time management and other aspects of managing self, managing people (notably setting objectives, managing performance and teamworking) and initiating and managing projects using MoRPHE. The opportunity to hone these skills will be provided by a work-based project throughout the placement.

13. Staff Training Days 4 days

In-house ARS Ltd training days are delivered on an annual basis and cover a wide range of topics affecting professional practice across the company. It also includes staff input into company strategy as well as Health and Safety reminders and updates. These are held at intervals throughout the year.

(Total 222 days)

The trainee will be allocated time to maintain their CPD log and undertake an NVQ in Archaeological Practice.