

HLF/IFA Workplace Learning Bursary funded training placement

in Historic Scotland

Heritage Management: Trainee Designations Officer

Training Plan

Introduction

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

The placement will be based in the Scheduling, Marine and Battlefields team (SMB) within Historic Scotland's Heritage Management Directorate. The trainee will also spend shorter periods of time in other Heritage Management teams as part of the training, including up to one month each in the Strategic Heritage Management team and one of the area casework teams.

The Scheduling, Marine and Battlefields Team's (SMB) overarching aim for the next three years is: to achieve a significant improvement in the overall quality of the Schedule (the Schedule Enhancement Programme – SEP), and to implement the new Historic Marine Protected Areas and Inventory of Historic Battlefields designations. The bursary holder will receive training in and undertake a range of duties within SMB, including fieldwork. Our main scheduling programmes next year will be in Orkney (May 2013) and Angus (October 2013). The placement will assist in: desk-based analysis of and improvements to the existing Schedule in selected areas; research into sites requiring rescheduling or scheduling for the first time; prioritisation of sites for assessment and rescheduling; assistance in preparation of proposals and maps; assistance with stakeholder and planning authority liaison; education and outreach around our protection programmes. The placement will receive training in and be expected to use all of the team's digital data, including Geographic Information Systems (GIS), proposal tracking databases and data relating to the online Schedule.

The bursary holder will also receive training in the new Historic Marine Protected Areas and Inventory of Historic Battlefields designations, including their differing relationships with planning regimes (the place of the historic environment in marine planning and licensing; and planning and development control in historic battlefields). The bursary holder may carry out one more small projects related to any of SMB's current designations issues depending on their interest.

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

- Learn how to apply legal and policy requirements for the protection of the historic environment (all types of designation) – especially for archaeological sites and monuments, marine (underwater) heritage and historic battlefields;

- Learn how to apply legal, policy and practice requirements in relation to management of the historic environment through the various consent regimes and planning casework;
- Be trained to research and analyse information about protected heritage assets, and to record and apply the results;
- Be trained to use GIS and APs to analyse and improve the Schedule, and learn how to record sites in the field for scheduling, including the use of GPS equipment;
- Be trained to contribute to all team scheduling and Schedule enhancement projects, specifically: desk-based analysis and improvements to the Schedule; preparation of proposals as part of the Schedule Enhancement Programme; associated fieldwork; and proposal completion;
- Develop customer service skills, including interpreting and providing information about protected sites to owners, land users and the public;
- Be responsible for at least one special project related to protected archaeological sites, marine heritage or battlefields – topic to be agreed with the bursary holder (for example: arranging battlefields workshop and recording outcomes; managing audit of WWI monuments; developing guidance on scheduling artefact scatters or other types of monument; etc).

Supporting staff

The trainee will work under the supervision of Head of Scheduling, Marine and Battlefields: SMB and be line managed day-to-day by the Senior Designations Officer (also specialist supervisor in scheduling).

The trainee will also receive supervision from other specialist staff, including marine, battlefields, listed buildings and planning and casework. Additional mentoring will be provided by an archaeologist by profession, previously in SMB, but now HS's Climate Change Manager. SMB will act as the trainee's peer support.

Depending on the trainee's interests, other HS staff may provide support for short periods (eg. in Visitor Experience, Collections Management, Education).

Outcomes

By the end of the 12 month bursary, the trainee will have developed:

- a good understanding of the application of the law and policy for protection and management of the historic environment;
- knowledge, skills and experience in the practice of protecting and managing the historic environment across a wide range of heritage assets;

- a good understanding of the work of heritage management in a government agency, and how it relates to work carried out by the local authorities;
- experience in researching archaeological sites of all types, analysing data, using GIS and databases, and applying the results;
- experience of scheduling fieldwork, including site recording and the use of GPS; and
- improved verbal and written communication skills, customer service skills, team-working skills, and planning, organisation and self-management skills.

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. Achieve a good understanding of law, policy and practice for designation and management of important heritage assets, especially archaeological sites of all types, marine / underwater cultural heritage and historic battlefields.		Familiarity with the legal and policy basis of all designations; shadowing colleagues in designation and casework teams; assisting with a range of designation and other cases (including challenging cases); attending site visits, and relevant workshops, meetings and CPD events.	Senior Designations Officer, marine specialist, battlefields specialist, and listed buildings specialist
2. Achieve an understanding of law, policy and practice in relation to the management of heritage assets through the various consent regimes and planning casework.		Familiarity with the legal and policy basis of all designations and casework; shadowing colleagues in the designation teams; assisting SDOs with a range of designation cases (including challenging cases); attending site visits, and relevant workshops, meetings and CPD events.	Planning & Casework specialist, SMB, and marine specialist
3. Ability to research / analyse information about protected heritage assets; record and apply the results. Ability to prepare and peer review designations proposals.		Analyse the Schedule in a given area (text-based and GIS maps); assist in identifying priorities for improvement, collating information, making improvements and reporting results. Some preparation and peer review of designations proposals.	Senior Designations Officer and SMB

4. Advanced verbal and written communication skills: Developing and maintaining strong working relationships internally and externally; ensuring high level of customer service; interpreting and providing information about protected sites.		Manage communications and liaison internally and externally – with colleagues across HS, relevant local authorities, RCAHMS colleagues, and the public (owners, occupiers and land managers). Dealing with public enquiries; interaction with owners and other stakeholders in the field.	Senior Designations Officer and SMB
5. High level of team-working: Contribute to all team activities and programmes, and to the achievement of team targets; support other team members as required.		Support to colleagues preparing for fieldwork, in the field and subsequently; participation in scheduling programmes; contribute to team meetings, workshops, Heritage Management surgeries, development days and other activities.	Senior Designations Officer and SMB
6. Develop planning, organising and self-management skills; developing own resources.		Timetabling work priorities and commitments with colleagues. Manage one or two special projects alongside core work, eg. organise battlefields workshop and record outcomes; assist with audit of WWI monuments.	Senior Designations Officer and SMB
7. Gain an insight into the development of government policy and planning for major organisational change.		Attending relevant seminars and discussions about the current Review of Scottish Historic Environment Policy and the forthcoming merger with RCAHMS.	Planning & Casework specialist and SMB
8. 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.		Completion of risk assessments, ensuring compliance with method statements; training in relevant software and Health and Safety procedures.	Senior Designations Officer

Training Elements and Allocated Timings

The post will be one year in length, over a period of 225 working days made up as follows: 260 working days, less 25 days annual leave and 10 days public holidays.

Training is grouped under the main elements with reference to the Learning Goals (LG) listed in the table above. The Learning Goals will not all run consecutively, but will be achieved over the year. All timings (number of days per LG) are approximate.

1. Introduction and Familiarisation

10 days

Staff Induction

A full staff induction will take place on commencement of the bursary. This will include an introduction to Historic Scotland's systems (including fire safety and health and safety at work), administrative housekeeping, staff introductions, talks on Historic Scotland's culture and expectations, and its relationship with Scottish Government and other government agencies. 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.

Policy and guidance familiarisation

The line manager and training supervisor will lead in introducing the trainee to the various national policy and guidance documents which govern the work of Heritage Management Directorate in designations, area casework and strategic heritage management (including planning), and ensure that the trainee fully understands the context within which Heritage Management Directorate operates (LG1, LG2).

Designations practice familiarisation

The line manager and specialist supervisors (marine and battlefields) will introduce the trainee to the various practice and guidance documents relevant to scheduled monuments, historic marine protected areas and historic battlefields (LG1).

2. LG1: Achieve a good understanding of law, policy and practice for designation and management of important heritage assets.

30 days

The trainee will develop a good understanding of the legal and policy basis of all designations by: shadowing colleagues in designation teams during the year; assisting with a range of tasks related to designation and other cases (including challenging cases); attending site visits, and relevant workshops, meetings and CPD events. As part of this LG, the trainee will spend at least 5 days shadowing and working with our marine heritage specialist; 5 days with our battlefields specialist; and 10 days with the Listing and Designed Landscapes team. This will give the trainee some direct experience of all designations (scheduled monuments, historic marine protected areas, historic battlefields, listed buildings, and gardens and designed landscapes), and an understanding of the different origins, purposes and implications of the various designations.

3. LG2: Achieve an understanding of law, policy and practice in relation to management of heritage assets through the consent regimes and planning casework

40 days

The trainee will spend about 20 days (1 month) assisting with a range of tasks in the Strategic Heritage Management Team and another 20 days (1 month) in at least one of the area casework teams, with specialist supervision mainly by Ann MacSween. The first of these mini-placements will occur about 3 months after the start of the bursary, and the second about halfway through. Together, these mini-placements will give the trainee some experience of casework and the various consent regimes, and will help the trainee develop

an understanding of the planning process and the relationship between national and local planning policies, including an introduction to EIAs and SEA.

4. LG3, LG4 and LG5:

100 days

LG3: Ability to research / analyse information about protected heritage assets; record and apply the results. Ability to prepare and peer review some designations proposals.

LG4: Advanced verbal and written communication skills: developing and maintaining strong working relationships internally and externally; ensuring high level of customer service; interpreting and providing information about protected sites.

LG5: High level of team-working: Contribute to all SMB team activities and programmes, and to the achievement of team targets; support other team members as required.

The majority of the trainee's time will be spent within the Scheduling, Marine and Battlefields team, where they will learn to research and analyse information about protected heritage assets (mainly scheduled monuments) and to record and apply the results; and to prepare and review some designations proposals.

The team's overarching target for the next three years is to improve the quality of the Schedule by a range of activities. This involves analysis of the existing Schedule, prioritising and researching sites for reassessment, amending 'old' schedulings where possible (including polygon fixes on GIS; updating descriptions), recording all actions, liaising with stakeholders (especially planning authorities and their archaeological advisors), preparing case files for fieldwork, participating in fieldwork, liaising with owners and occupiers, and contributing to the production of rescheduling proposals.

The trainee will be an active participant in the Schedule Enhancement Programme and will learn how to carry out all these tasks. This will include developing and improving verbal and written communication skills; developing and maintaining strong working relationships internally and externally; and developing customer service skills.

A high level of team-working is an essential part of this bursary. The trainee will improve their team-working skills by contributing to all team activities and programmes and to the achievement of team targets. The trainee will support and work with other team members on a range of current projects. Our main scheduling programmes in 2013 will be focused on Orkney (fieldwork in May 2013) and Angus (autumn 2013). The trainee will be expected to travel and participate in fieldwork, including being away from home for 2-4 weeks twice during the year if their personal circumstances permit this.

5. LG6: Develop planning, organising and self-management skills; developing own resources.

20 days

The trainee will develop their planning, organising and self-management skills throughout their year in Historic Scotland, but they will also be offered the opportunity to carry out a specific small project, depending on their interest, related to any of SMB's current designations issues, for example:

- analysis of a sample of scheduled cropmark sites – consistency of boundaries; review of modern transcriptions versus older schedulings; etc.;
- researching and developing guidance on scheduling artefact scatters;
- preparation of a designation proposal or Management Plan for a Historic Marine Protected Area or Inventory battlefield;
- coordinating and recording the results of a workshop for local authority planners and archaeological advisors on planning and battlefields.

The trainee will be expected to provide a report and give a presentation on the results of their project.

6. LG 7: Gain an insight into the development of government policy and planning for major organisational change.

10 days

The Cabinet Secretary for Culture and External Affairs has recently announced that Historic Scotland and RCAHMS will merge to create a new body in the next few years. At the same time, a fundamental review of policy for Scotland’s historic environment is underway. Preparatory work for both has begun in earnest and this team is involved in various ways. The supervisor will explain and explore the options being discussed with the trainee, who will also be able to attend staff sessions (including with RCAHMS staff) around both of these major initiatives. This is a rare opportunity to gain a real insight into the development of government policy and planning for major organisational change.

7. LG8: 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.

2 days

Training will be provided by the line manager in health and safety training early on in the placement The trainee will learn how to complete risk assessments, especially for fieldwork.

8. Additional training

13 days

The trainee will be expected to attend a range of other regular events and training, for example: Heritage Management case surgeries (weekly); Heritage Management training sessions (monthly); SMB and Heritage Management development days (about 3 days in total); lunchtime seminars in Historic Scotland and RCAHMS (c 2 per month); tailored training provided by SMB or SGIfA (use of GPS, digital photography, etc); and, if required, generic training provided by Historic Scotland’s Training Unit.