

Inspection questions

Prompts for panel members

The object of the scheme for the Registration of Organisations is to ensure that organisations carry out their historic environment work in accordance with the Code of conduct of the Chartered Institute for Archaeologists. The RO scheme provides a general control against which the adherence to professional standards can be judged.

The Registered Organisation application should demonstrate that they abide by the Charter, by-laws, regulations, Standards and guidance, and policy statements of the Institute. It allows them to demonstrate that the work they undertake is within their capabilities. The Institute's intention is to ensure that all bodies that undertake, commission, advise or monitor historic environment work ensure high standards with regard to research, heritage management, dissemination of information including archive care and publication, employment standards, responsibilities to the public and ethical considerations.

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Archives – planning, management, storage, and deposition

- Can you walk the panel through a typical project and describe how archives are managed from the outset? (possibly as part of the project talk through)

Follow up Qs: project planning, signposting, and set-up

- How are archives considered within project set-up – eg within WSIs / Project Designs
- Which good practice guidance does the organisation use and implement?
 - ARCHES
 - ClfA Selection Toolkit
 - ClfA Dig Digital guidance for digital archives
- Are projects listed on OASIS? For areas where this is not required, how do you ensure that requirements of the area around project documentation are met? (eg there is not a requirement to use OASIS in Wales or Northern Ireland)
- At what point would you normally update the OASIS record if one has been set up?

NB The Dig Digital guidance is fairly new, so all aspects might not be implemented, and LPAs / regional museums may also not be up to date with current guidance so requirements / monitoring will be variable – therefore data management across projects may also be variable.

ROs should be aware of Dig Digital guidance and, where some recommendations are not met, they should (at least) be able to demonstrate recognition of the issue by undertaking the Digital Health Check to identify areas where processes may be out of date and be able to discuss how they are addressing this. This should be followed up where possible to ensure that plans are followed through in a reasonable timeframe.

Follow up Qs: storage and deposition of the archive

- When would you normally contact the archive repository for physical and digital archives?
- How do their archiving procedures (including data storage and backup) work in their remote/satellite sites?
- Are both physical and digital archives stored in a deposition-ready state? eg indexed, packaged properly, and labelled clearly. Can they be easily retrieved?
- Do you create security copies for your archive's documentary material?
 - If yes: what for and what types of security copy?
 - If no: Why not? How would you deal with loss of the documentary archive?
- Discuss the deposition of archives where there is no receiving museum.
 - How many sites?
 - How much material does this represent?
 - What are their plans for this material?
 - Where are they stored?
 - Has this been raised with the curating/LPA archaeologist as an issue, and are processes in place to deal with this issue?

- Is there a backlog of archives deposition for physical archive elements?
 - What is the reason for the backlog (eg undepositable as local museum not accepting archives, or organisational processes)?
 - How is this being managed? What is the plan for dealing with it? What is the process of monitoring and the strategy to move the archives to deposition?
 - What are their plans for the deposition of those archives where there is no receiving museum?
 - Are any undeposited projects specific to one office or the company as a whole?
 - What is the deposition rate per year?
 - Are archives that are awaiting deposition being kept in the correct environmental conditions? Note any evidence of sub-optimal storage conditions and discuss resolving any issues
 - Has this been raised with the curating/LPA archaeologist as an issue, and are processes in place to deal with this issue?

- Is there a backlog of digital archive deposition (eg where digital archives have been required to be deposited, but not yet)?
 - If yes, what does this relate to?
 - Where the digital archive has not been deposited, are relevant reports uploaded to OASIS or made available to the relevant HER?
 - If DMPs are not used, how is the RO making sure that the digital archive is considered and included in the archive process, including deposition of a selected archive in the future? – NB this would be a good place to talk about the digital health check / action plan if it has not come up before.

- Do the RO deposit digital data from all relevant projects with a Core Trust Seal accredited repository, or the digital repository which is required by the project brief /WSI? NB Currently CTS is only held by ADS, although in Scotland you would be required to deposit with HES, and in Wales to the RCAHMW, and in NI with the HERoNI.

If yes:

- Ask which one?
- Ask for a DOI of an example archive to look at the archive contents.
- Ask which kind of project they might not deposit a selected digital archive for?

If no:

- Ask why not?
- Is digital data being deposited with non-accredited repositories? If so, in what format is this data being deposited?
- How many are being deposited with non-accredited repositories?
- What is happening to the data not deposited?
- If or how they are able to make material from completed projects (where the digital archive has not been deposited with a TDR, and which is relevant and considered part of digital archive) available for research and knowledge generation. Eg it may have been deposited with the museum in line with museum guidelines.

Follow up Qs: archive workflow and selection

- Does the organisation have a selection process from the outset / eg do they implement the ClfA selection toolkit process?
- How does the RO manage the Selection process for archives?
 - Do you implement project specific Selection Strategies on all your projects?
 - Do you ask your specialist and expert team to review and recommend selection of materials for long term preservation?
 - How do you ensure that any selection decisions are consistent with the requirements of the receiving repository?
 - How do you deal with selection of digital data for deposition?
 - Are efforts made to retrieve samples and materials processed and analysed by external specialists (eg pollen extracts) where those materials are recommended for selection and inclusion within the deposited archive?
 - Are clear records kept of where such remains are, if not yet reunited with the archive?
- How are ROs implementing a Selection Policy for digital archives? What data is being deposited? Is the full range being deposited? (eg are they including specialist and environmental data). Note if there are any patterns in consistently absent data types (eg are photos and text deposited but more complex data types such as databases, GIS, CAD, Geophysics, 3D data not being deposited).

If yes:

- Ask to see Selection examples and discuss how they have informed the final archive.

If no:

- Ask what number of projects they are implementing selections strategies on.
- Ask why they are not implementing them on all projects.
- What materials are being deposited? Is the full range being deposited? (eg are they including environmental materials, digital etc.). Note if there are any patterns in consistently absent material types.

Follow up Qs: archive workflow and digital

- Have they reviewed and implemented the Dig Digital guidance for the management of data in archaeological archives, or undertaken a Dig Digital Health Check and Action Plan?
- Do they use project specific Data Management Plans consistent with ClfA's Dig Digital guidance?

If yes:

- Ask to see examples (eg of DMP) or a talk through how the selection process works within a project example.

If no:

- If used for some, ask what number of projects they are implementing project specific DMPs on and why?

- How does the RO manage the Working Project Archives digital data?
 - Do they have backup and storage systems in place?
 - How do they manage data sharing during post excavation? Is there a standard file naming system, folder structure and versioning system used by the RO?
 - How do they record metadata? At what stage in the project is this done? Can they describe the workflow?
- Where a DMP is not being used, how is the RO addressing day to day management of digital material?
 - What systems are in place for the backup and security of digital data in house and off site (in the field)?
 - How is data accessed and shared?
 - What are their policies on Copyright, IPR?
 - How do they deal with personal and sensitive data (possibly needs to be addressed at organisation and archive level)?
 - General data management policy (metadata, versioning file naming, etc.)
 - Do they ask for digital data (with metadata) from those they commission?
 - Do they implement project specific Data Management Plans on all projects if not, how many do they not, and why?
 - Have they got a strategy in place to move forward with this?
 - Archiving of digital data - where? how many projects?
 - If not all? Why and what will they do about it?
 - Risk Management plan?
 - Succession planning?
 - Disaster Recovery plan?

Reports (Consult the relevant ClfA Standard and guidance - including the checklist).

Content

- Statement describing the purpose of the document and any limitations
- Version control table
- The same terms used consistently throughout and aligned with the appropriate ClfA S&g
- Well-articulated research aims and public benefits and do the post-excavation reports clearly refer back to these aims and evaluate the engagement and public benefits?

References

- Reference given to the full range of sources consulted including critical consideration provided as to their relevance and reliability and an explanation given as to why information may be missing
- Are all the relevant sources referenced?
- Are all the references up to date?
- Correct referencing of ClfA Standards and guidance?

Visual

- Are the supporting illustrations adequate?
- Good quality scaled photographs properly highlighting the relevant subject, accompanied by informative captions that describe the subject and direction of view?
- Plans have geographical orientation and are at an appropriate scale to show all relevant detail
- Full suite of maps and adequate map regression

Presentation

- Comprehensible to a wide audience including the archaeological curator, planning officers and interested members of the public too.

Report template

- Overall quality of report template format
- Any indication of an over-standardised template format that hampers clear presentation of the evidence?

Quality control

Coherent standard of presentation, content, and house style across the suite of documents reviewed.

DBAs

1. If the DBA is not detailed or standard – has consideration been given as to whether it should be called a DBA and does it also include a clear explanation as to its purpose.

2. Having collected information, have the report writers gone on to think what it all means, and hence, does the report address properly what the likely archaeological implications of a proposed development would be? It should be clear that the archaeologist undertaking the work has thought about the information they have gathered and are aiming to answer that basic question about the development's impact.

Check references to:

- Regional research frameworks and other local resources
 - HER data (and not just resources aimed at the general public), bringing together relevant HER data - rather than just reproducing HER numbers without linking them. The client is "paying for the critical thinking". Also have they checked PAS data where this is not available through the HER?
 - A visit to the record office (enabling some of the sources listed afterwards to be inspected).
 - Tithe maps, estate maps and plans, parish files, colliery/mining records etc. It is important to not just use Google and OS maps with information redacted, giving the impression development has happened - when actually it was already there
 - Old photos
 - Other written records
 - Actual plans of the archaeology rather than the information shown as just dots on a map.
 - Aerial Photos, Lidar. Aerial photographs held on Google Earth do not represent all available photographs. Bear in mind instances like the exceptionally dry conditions in 2018 that produced many more details of sites on aerial photographs.
3. Justification of the search area. Why has something been included or excluded? Has the study area been extended to include similar geology where finds have been made, or to look at sites in the locality that are similar to the landscape in the study area?
 4. A study site which includes not just the primary construction areas, but plant movement areas, site delivery and parking etc.
 5. Pile foundations referred to in sufficient detail. Their impact can be detrimental as they can be very different in size and density.
 6. Professional approach to the period statements. Properly written, they can give useful context for proposed development, particularly a large-scale proposal – otherwise they may just be "padding")
 7. Plans have geographical orientation and are at an appropriate scale to show all relevant detail
 8. Explanation as to why information is missing e.g. "requested HE aerial photo information but was not forthcoming within the timescale required for the report". "Visited the record office but (the information) was not there or was present but provided no useful information - for this reason". *CIfA Guidance 3.3.6: All sources consulted should be listed in the report, whether or not they have been productive, and 'an assessment of their relevance and reliability'*
 9. Site visits. Were attempts made to see all previously-known heritage assets within the site and to check intervisibility with those outside the site whose setting might be impacted by the development? Was as much as reasonably possible of the site inspected for as-yet-unrecorded assets? Was the visit made under suitable viewing conditions – "we couldn't see

the historic tower on the nearby hill because it was foggy” is insufficient, they should have gone back on a clearer day.

10. On balance, greater emphasis and quantity given over to the archaeology rather than NPPF and assessment guidance.
11. Critical review of the ‘Effectiveness of methodology’ which should be standard in any credible report.
12. Are paragraphs of NPPF included? What other policies are useful? If there are quotes in full of local planning policies relating to archaeology and other elements of the historic environment, consider whether this is “padding”.
13. Unnecessary listing is inappropriate? Eg listing numerous listed buildings on a DBA for a development on the edge of a historic town. A description of the historic town would probably have been sufficient rather than filling several pages of the report with this list.

Geophysics

The questions below are applicable to all geophysical techniques including, but not limited to, magnetic, earth resistance, electromagnetic and GPR. Care should be taken to ensure the assessors consider evidence relating to as wide a range of techniques and site types as possible.

For companies which do not have an in-house geophysics team, but frequently commission surveys or employ geophysical sub-contractors.

1. How do you choose what methodology to commission for your sites?

Follow up questions

- Do you ask your subcontractors for their opinion/suggestion?
 - How often do you request anything other than 1m transect magnetic survey?
2. What criteria do you use to select subcontractors? Of these what are the most important factors

Prompt-list of criteria

- Price
 - Availability/Duration / reporting time
 - Quality of advice
 - Quality of survey
 - Quality of report
 - Established professional relationship
3. What measures do you take to ensure that surveys undertaken on your behalf are performed and written up to a satisfactory standard?
 4. Do you routinely provide geophysical subcontractors with feedback on excavation results?
 5. Do you consider how excavation results might require the revised interpretation of survey data from non-excavated parts of the site?

For companies which undertake geophysical surveys in house

For interview with senior staff eg project officer / manager etc

1. Briefly describe your background, experience, and training in geophysics (Follow up question could probe the pedigree of training - who trained the interviewee, what was that trainer's background and training, etc).
2. Describe a few of the more interesting, informative, or unusual datasets collected recently? (The answer should give confidence that survey results are being considered in a thoughtful manner and the individual has a level of geophysical and archaeological knowledge appropriate to their role. The discussion should be steered with these ends in mind).
3. What equipment do you use for survey? How do you know if it is functioning correctly? How is it maintained? How do you plan on investing to keep up with improving survey methodologies?
4. If a tow vehicle is used for survey equipment, what training have staff had for driving it? What is its usual servicing routine?

5. Can you cite a case where poor-quality data was collected and describe how you responded to it? (Every survey company has had a bad day/poor conditions/equipment failure, an ideal response would be showing that the data had been recollected, a poor answer might be to disguise the faults through excessive processing / interpolation).
6. When writing the background section of a survey report, which archaeological and historical sources are consulted as a matter of routine? (Check answer against what is apparent in sample reports).
7. How do you train new/less experienced staff members?

Follow up questions

- Who provides the training?
 - What office training do they receive?
 - What field training do they receive?
 - How is this training assessed/recorded?
8. What CPD opportunities are available to staff? (Give specific examples of conferences, meetings, training sessions etc which have been attended, and by which staff).
 9. What changes or improvements would the interviewee like to see in the profession over the next few years? (eg realistic technical advances, changes to standards, better professional practices etc. The answer should give confidence in interviewee's professional knowledge and aspirations for good practice).

For conversation with junior staff (supervisor / survey assistant)

1. How physically demanding / tiring do they find the work? (The point of this question is to identify any indications of unreasonable demands on staff, beyond what is normal for geophysics - eg excessively long working days, excessive expectations of survey coverage, excessive travel times. Further discussion may be necessary to define and explore any concerns raised).
2. When risk-assessing a geophysical survey, what are some major points to consider. (Look for good awareness of relevant issues - site access, livestock, manual handling, fatigue, etc).
3. What training did you receive as a new/less experienced staff member?

Follow up questions

- Who provided your training?
 - What office training did you receive?
 - What field training did you receive?
 - How was this training assessed/recorded?
4. What CPD opportunities have been offered to you? Have you had the opportunity to attend any conferences, meetings, training sessions etc?
 5. What are some typical causes of poor-quality data, and what measures do you take in the field to mitigate against these? / How do you discover that bad data is being collected (or has been collected), and how often does this happen? What do you do about it? (Look for a level of understanding appropriate to the job role, and for good practice such as monitoring data as it is collected. A good supervisor should notice problems and investigate "ASAP", and should be prepared to re-collect data as necessary).

6. What are some of the more interesting results you have seen recently? (The point of this question is to check that junior staff have the chance to see and think about the data they collect, have some understanding of the archaeological significance of their work, and (at least for supervisors) have a basic level of specialist geophysical knowledge).

General checking and fact finding

1. If the company does GPR surveys, ask to see their Ofcom licence and log of GPR surveys to confirm regulatory requirements are being observed.
2. If survey reports reproduce OS base-mapping, ensure that appropriate copyright licence number or OpenData acknowledgement appears on report figures.

Registration

- Describe the business.
- Why do they think Registration is important?
- Any changes to the core business and nature of wider business in the last three years?
- Any changes since submitting the application.

Organisation

- Policy: if relevant - what are the current impacts of any new legislation on the business?
- What is the integration between the regional offices? How are they drawn together to provide consistent approaches and structures?
- Where there is more than one office - what is the degree of autonomy of each office?
 - For example, things like pay and pensions or consultancy.
 - latitude in making independent decisions on procedures?
 - how local practices have developed and are used, balanced by central directives?
- For Council run services – how much overlap they have with other departments?
- What are the organisational highlights? (Potentially outreach, diversity in traineeships and award-winning publications).

Ethics

- What sort of conflicts of interest do they encounter?
- How do they deal with conflicts of interest? How is the conflict of interest policy implemented? Who decides when something is a conflict of interest and on what basis? (In particular, there can be a conflict of Interest when providing consultancy and fieldwork services)
 - *Conflicts of interest occur in many different circumstances (for example use of property, recruitment, purchasing).*
 - *Damages to reputation can happen as a consequence where there is an apparent conflict of interest as well as an actual occurrence*
 - *An employee should not provide advice on matters for which they are not qualified or trained so to do*
 - *They should not act in a way for the advantage of themselves or others in disregard to the duties of their office or professional obligation.*
 - *Should be objective and independent in the delivery of the services, both directly to their employers, and on behalf of their employers to clients.*
 - *Should question whether the situation is likely to interfere or appear to interfere with the independent judgment they are supposed to show as a professional in performing their official duties?*
 - *Should avoid the situation before entering it by determining the parameters of decision-making and refer onwards if necessary*

CifA membership

- In what way do they consider CifA membership as part of the recruitment, retention, and reward package? (eg preferred option, pay rise upon accreditation, time off for CifA activities?)
- How do they promote CifA membership at all levels, and encourage their staff to become CifA accredited? How is it promoted with short-term staff?

- How is it addressed in appraisals?
- Why have some staff still chosen not to join or upgrade?

Employment package

- What issues have they had recruiting/retaining staff?
- If capacity is an issue, what is the impact on the staff and the workload and the quality of output?
- Adequate pay triggers the way an organisation recruits, maintains and motivates staff. Are they paying the minima? If not, how do they keep an engaged workforce? What else are they getting? How else are they being recompensed?
- If they use people on self-employed contracts. How are these people being used and how are they being treated compared to others in terms of training and other benefits? Is it a mutually beneficial arrangement?
- How do they communicate with field staff? How often and using what means? How do the field staff communicate with each other?
- How often do field staff come into the office?
- How can field staff access organisational policies and processes?
- Do field staff get the opportunity to work on other things? May help with understanding of the context of their role
- What system or mechanism do they utilise that allows for staff to raise issues outside of the appraisal process? (forum, reps, line management?).
- How do they manage site welfare?

Training and CPD

- What are their formal appraisal arrangements?
- What involvement do staff have in planning their own training?
- Do they train their volunteers and all subcontractors and self-employed personnel?
- Is there a structured training programme for career starters?
- In regard to field staff - what help do they get in keeping their training up to date?
- If it is signed off by supervisors, what support and skills do supervisors have to allow them to sign off training?

Volunteers/ Outreach

- Do they use volunteers and if so, in what capacity? (*not commercially*)
- Is there a structured training programme for students or volunteers?
- What other support do they provide for volunteers?
- Do their volunteers come away with any sort of skills or CPD log?
- Is public engagement written into all WSIs? If not, what is the rationale for its absence? (*see 3.2.13 of Standard and guidance for archaeological excavation for potential wording*)
- What is the variety, scale, and quantity of outreach activity?
- Do they have any innovative approaches to public engagement and outreach when a site visit is out of the question?

Health and Safety

- Do they have certificates, an independent adviser, or trained staff member? Are they comfortable they have sufficient access to expertise to meet their legal obligations? If so, do not pursue, but check staff have no major concerns.
- Ask further questions only if unsure, e.g. Has anyone had any training in writing risk assessments, asbestos awareness, Cat and Genny, manual handling, infection control post-COVID etc? What measures do they have in place for lone working? Do they record near misses and how do they use this information? Do they use the HSE bulletins to help review H&S procedures? May lead to a recommendation to seek independent advice.

Quality Assurance

- *Choosing staff*
 - How do they choose and commission their specialists and subcontractors?
 - How is specialist work allocated and how is it ensured that appropriate specialist staff (in-house or contracted in) are identified and allocated?
- *Meeting standards*
 - How do they check that the ROs they use, are meeting standards? What do they do if they have concerns?
 - How do they ensure their subcontractors, specialists and self-employed people are meeting ClfA standards and guidance and abiding by the ClfA code of conduct?
- *Monitoring quality*
 - How do they monitor the quality of output in these instances and what measures are they using to judge this?
 - *Could use the professional accreditation of the specialist (although many specialists are not professionally accredited), relevant academic qualifications, publication track record in peer reviewed journals, membership of an appropriate research or study group (eg for finds) and take up references from previous clients as benchmarks (or proxy indicators) of quality. In terms of assessing the quality of the finished product, that is trickier – the RO would have to assess whether the work had been completed in accordance with the Written Scheme of Investigation (WSI) but that only really proves that process has been followed. If the RO had doubts about the quality of a finished product (eg geophysical survey, finds report) they could always bring in a third party to give an opinion but that would likely be at their own cost.*
 - *They could request/require the specialists they commission apply for accreditation by ClfA (to do that they would have to supply their specialist reports for scrutiny by the validation committee) which if successfully passed would provide assurance of peer scrutiny. The RO, as procurer, ought to lean on the non-accredited.*
 - *Could also have a look at the Standard and guidance for commissioning work or providing consultancy advice on archaeology and the historic environment http://www.archaeologists.net/sites/default/files/ClfAS&GCommissioning_1.pdf.*
 - *Recommendation by the English Heritage regional scientific adviser*
 - *Named in project designs/method statements/WSIs and therefore subject to the approval of the curatorial archaeologist*

- If they commission work how do they monitor all the way through to publication?
 - How do they monitor the archaeological work that is contracted out? Specifically, any site and associated work, the risk assessments, the completion of publication?
 - *Involvement of staff in QA processes*
 - How are the quality management processes communicated to staff? How engaged are they in the process and what training is there to support them?
 - How do they ensure the staff read and understood the policies and manuals and guidance that reference them, and have access to them? (For example; Archives Procedure, Illustration Guide)
 - *Project management*

Describe:

 - the method of oversight and tracking of all key stages of a project from Project Design to report completion and archiving
 - communication/meetings with staff to review projects, workloads, and forthcoming resourcing?
 - standard filing structures for all project folders and quality control documents e.g. finds transfer sheets to identify what has been sent to which specialists.
 - *Evaluation phase*
 - funding levels required are sufficient to achieve objectives?
 - the nature of specialist inputs required?
 - understand key partnerships and relationships within a project?
 - review of project research objectives and the public benefits?
 - targeted planning of subsequent investigations?
 - *On site*
 - Quality assurance process for signing off records e.g. context records, from the excavation?
 - *Reports*
 - Initial production – who by?
 - Taken to full draft - who by?
 - Full review and edit – who by?
 - Executive sign off – who by?
 - Standard numbered version control?
 - External input from other project partners or specialists to ensure results are interpreted correctly?
- Why are they not seeking a formal quality assurance system (ISO)?
 - How does quality assurance work on the smaller scale projects?
 - How do they deal with negative feedback on a report? What measures do they take to rectify the problems and how successful are they?
 - How does the relationship between field work and post excavation work? For example, if there are any shortcomings in the site archives, how are the lessons learned and fed back into the primary data collection
 - When did they last review the ClfA Standards and guidance and update their literature?
 - Are all the certificates up to date?
 - What use are they making of the regional frameworks?

- Is there adequate and continuing communication with the HER service. Do they do a full consultation and keep people informed and have ongoing contact with the curatorial service from the DBA into post excavation?
- Does the person leading the excavation write the report?
- Do self-employed staff adhere to ClfA S&g (Do their contracts, commissioning letters etc have reference to ClfA Standards and Guidance)?

Commissioning

- What happens when they identify problems? At what point would they notify ClfA? Has this ever happened?
- What formalised system of regular checks for self-employed workers or sub-contractors do they use for checking insurances, up to date qualifications/training etc?

Questions for staff (site/office)*Training*

- What can they tell us about their training?
 - What sort of access do they have to training?
 - Do they have an individual training plan?
 - Is their training discussed and agreed at appraisal?
 - Do they get help in keeping their training up to date?
 - What do they understand about CPD?
 - Do they keep a CPD log?
 - Do they use the BAJR skills passport?
- If it is signed off by supervisors, what support and skills do supervisors have to allow them to sign off training?

Engagement

- How much communication do they have with the office?
- How much do they know about the company?
- How integrated do they feel?
- Do they get involved in other aspects of the process e.g. report writing?

CifA Accreditation

- Has anyone spoken to them about CifA accreditation (membership)?

Competence

- Are they adequately knowledgeable regarding the identification of material in the field and competent at recognising basic differences (Dating for example)?
- Are they competent at recognising significant features across a range of archaeological types and techniques such as building recording, or industrial archaeology?

Welfare

- What are the staff welfare arrangements?
- How do they house staff working at considerable distances from the office headquarters?

Communication

-
- Did the site staff have an adequate site induction?
- Do they have access to all the relevant records (WSI, risk assessment, H&S information)?
- How receptive is the organisation at taking feedback from staff working remotely or out on site?

Empowerment

- Do the staff feel empowered to report health and safety concerns on site or to intervene themselves to correct health and safety concerns or other technical problems

Questions for a curator

- the type and scale of work they have done in your area
- the quality of work they have undertaken (field and consultancy) and compliance with ClfA S&G
- how well they engage with yourselves, take feedback etc
- any positives or issues in relation to staffing, resourcing, training etc, their use of sub-contractors
- any H&S issues that may have arisen etc.
- their approach to outreach and community engagement
- whether the information in the application about how they approach projects etc correlates with your experience of their work
- any areas of work or practice that cause concern or you think we should focus on during the inspection, and conversely any areas that you think demonstrate particularly good practice
- quality of documentation – DBAs, reports etc. How often do they have to ask for corrections/amendments?