

Knowledge	What you need to demonstrate
<p>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.</p> <p>Understands, contextualises and applies professional standards to own work and, where appropriate, that of others.</p>	<p>1) Demonstrate your <b>knowledge and understanding of archaeology and the historic environment</b> relevant to your area of historic environment practice</p> <ul style="list-style-type: none"> <li>• <i>Give examples of your work showing the depth of your knowledge and how you apply that knowledge and understanding in a broad range of historic environment practices.</i></li> <li>• <i>Use the professional and technical language that you know and use in your role.</i></li> </ul> <p>2) Demonstrate that you <b>understand and apply the legislation, policies, frameworks, strategies, professional standards and industry processes and procedures</b> relevant to your work.</p> <p>Where applicable, explain how you <b>monitor others</b> using these techniques.</p> <ul style="list-style-type: none"> <li>• <i>Give examples of the work that you do/have done and set out the legal, policy and professional context you work within.</i></li> <li>• <i>Describe the processes you use to review and verify that your work and that of others, where applicable, meets those standards.</i></li> </ul> <p>3) Demonstrate how you <b>analyse and apply underpinning theory and/or current research</b> to your work and how you <b>evaluate established and new techniques and approaches</b>.</p> <ul style="list-style-type: none"> <li>• <i>Give examples of your approach to keeping up to date with theoretical and methodological developments in your area of practice. Discuss relevant research and how it has informed your work.</i></li> <li>• <i>Give examples where you have taken an innovative approach or adapted an established methodology in response to a particular challenge.</i></li> </ul>
Autonomy	What you need to demonstrate
<p>Substantial autonomy; takes full responsibility for own work in a wide variety of contexts.</p> <p>Where applicable, will have significant personal accountability</p>	<p>1) Describe how you <b>plan, manage and assure the quality</b> of your work and explain the <b>approaches you have used to achieve successful outcomes in a leading role</b>.</p> <p>Where applicable, include your accountability for other people’s work.</p> <ul style="list-style-type: none"> <li>• <i>Give examples of your approach to your work and how you ensure it meets professional and organisational quality standards.</i></li> </ul>

<p>for others and/or the allocation of resources.</p>	<ul style="list-style-type: none"> <li>• <i>Give examples where you led colleagues or stakeholders to deliver a piece or work, project or initiative and what the impact of that work was. Did the work achieve the outcome intended and can you show how you contributed to that?</i></li> </ul> <p>2) Demonstrate that you take responsibility for <b>assessing gaps in your own knowledge</b> and/or skills and that you <b>address them through Continuing Professional Development (CPD)</b>. Where applicable, include your responsibility of CPD for others.</p> <ul style="list-style-type: none"> <li>• <i>Give examples of your approach to keeping your knowledge and skills up to date.</i></li> <li>• <i>Give examples that demonstrate how you ensure that you have the knowledge and skills to successfully deliver your work and, where applicable, your team's work.</i></li> </ul>
<p><b>Coping with complexity</b></p>	<p><b>What you need to demonstrate</b></p>
<p>Deals with complex situations holistically; demonstrates confident decision-making in a broad range of complex, technical or professional activities.</p> <p>Can anticipate, recognise, and resolve potential conflicts of interest.</p>	<p>1) Explain how you <b>manage your workload</b> when there are multiple demands, interests or sources of data to be taken into account.</p> <ul style="list-style-type: none"> <li>• <i>Explain how you approach decision making and managing your workload. How do you balance multiple and/or conflicting demands or data sources to achieve outcomes which are consistent with the Code of conduct?</i></li> </ul> <p>2) Describe and critically evaluate how you have <b>addressed complex areas</b> within your work and the sources of information you use to support decision making.</p> <ul style="list-style-type: none"> <li>• <i>Give examples of particularly complex problems or issues you have encountered and describe how you approached them. These might be archaeological problems, or they might be complex competing interests or priorities. What are the frameworks and techniques you draw on to resolve complex issues? Reflect on whether the approach you took or the decisions you made were successful – were there any outstanding issues and what might you have done differently?</i></li> </ul> <p>3) Demonstrate that you can <b>take responsibility for exercising professional judgement</b> to solve problems.</p> <ul style="list-style-type: none"> <li>• <i>Explain how you use the Code of conduct, ClfA Standards and guidance or the competence matrix as a guide to measure and evaluate your own competence and ability to make decisions and exercise</i></li> </ul>

*professional judgement. How do you balance tried and tested methodologies with innovation and continuous improvement?*

- 4) Demonstrate that you can **anticipate, identify and resolve potential and actual conflicts of interest**, collaborating with colleagues and/or stakeholders to achieve a resolution where relevant.
- *Give examples of actual or potential conflicts of interest you've encountered and how you approached or resolved them, with reference to the ethical frameworks you used. Are there instances where your obligations to your organisation, client or employer appear to conflict with your professional obligations? What is your approach in these cases? Who was involved? Whose 'buy-in' did you need to reach a solution and who needed to be informed? How do you ensure that others learn from your experience?*

**Perception of professional context**

**What you need to demonstrate**

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.

Promotes the values of the Institute to work in the public interest with colleagues, clients and stakeholders.

- 1) Demonstrate that you can **evaluate your professional judgement**, that you understand the importance of **ethical behaviour** and that you **support and encourage others** to do the same.
  - *Give examples of how you evaluate your decision-making against the ClfA Code of conduct to ensure you, and others where applicable, are practising ethically.*
- 2) Demonstrate that you understand the **wider context** of your work and its **impact** in relation to stakeholders.
  - *Explain how you ensure that you establish your conclusions on a sound evidence base, and that they are supported and defensible in relation to the Code of conduct, Standards and guidance and other relevant sector guidance or expectations. Are these strands of guidance mutually reinforcing or are there areas where they conflict?*
  - *Explain how working to a professional standard helps to deliver greater benefit to your stakeholders, including the public, and/or why professional accreditation is important to public confidence in your work.*
- 3) Explain how you have **balanced competing interests** and **maximised opportunities** for positive impacts.
  - *Give examples of who the beneficiaries are of the work that you do. Who is affected by your work and is there potential for that to be negative?*

- *Explain how you ensure that you balance competing stakeholder interests, maximise the positive impact of your work and minimise any negative impacts.*

4) Discuss how you **create public benefit and deliver value to society**

- *Give examples of how you have created new knowledge and/or where sharing your knowledge has had a real impact on an individual, community or the public in general*
- *Explain how you decide on a course of action which will deliver the greatest benefit within time and cost parameters. Is there an example of a case where you argued for a change of approach to maximise public benefit? Who did you have to convince and how did you do it?*