



Knowledge	<ul> <li>Awareness of current Health and Safety requirements and the project managers role in ensuring safe practice</li> <li>A good working knowledge of recognised project management processes relevant to archaeology</li> <li>A good working knowledge of the purpose of archaeology within the planning system and overall objectives of work</li> <li>Awareness of risk and issue (change) management processes, eg costs, unexpected finds</li> <li>Awareness of reporting and communications mechanisms used within projects and for the project board or client</li> <li>Contributing appropriately to project outputs, where relevant</li> <li>A good working knowledge of how to carry out benefits review/evaluation from experience, eg aims and objectives met</li> </ul>
Autonomy	<ul> <li>Works under supervision to compile and/or contribute to project documents and/or research and outreach</li> <li>Can communicate to the project team and client, where relevant</li> <li>Understands how quality is managed and who is responsible for quality management</li> <li>Can initiate tasks and suggest new approaches as appropriate</li> <li>Ensures they are adequately briefed for any project they are involved with</li> </ul>
Coping with complexity	<ul> <li>Can manage projects involving a single stage or small number of stages and teams, eg watching briefs, post excavation, research, geophysical survey, desk-based assessments etc</li> <li>Can identify project risks and issues and suggest appropriate solutions using recognised project processes</li> </ul>

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Practitioner (PCIfA)



# Perception of professional context

- Understanding of the implications and benefits of a project for the organisation, client and the wider sector
- Commitment to CPD relevant to role
- Application of good practice, legislation, the planning system and standards and guidance appropriate to your role
- Demonstrates understanding of the ethical requirements of the Code of conduct and can apply to own work
- Upholds the values of the Institute to work in the public interest
- Awareness of importance of knowledge sharing and public benefit
- Awareness of the CIfA Registered Organisation scheme, where relevant
- Understanding of equality, equity and inclusion





Knowledge	<ul> <li>Understanding of current Health and Safety requirements and the project managers role in ensuring safe practice</li> <li>Understands recognised project management processes relevant to archaeology and how to apply them, based on experience</li> <li>Understands the purpose of archaeology within the planning system and overall objectives of work</li> <li>Can identify risks and issues, and the process for communicating these changes, eg costs, unexpected finds and how this is managed during the project</li> <li>Understands which reporting and communications mechanisms work best in given situations</li> <li>Understands how to carry out benefits review/evaluation from experience, eg aims and objectives met, evidence of learning from past experiences</li> </ul>
Autonomy	<ul> <li>Compiles and/or contributes to project or technical documents for review by senior project manager</li> <li>Can delegate to project team and communicate with them and the client, where appropriate</li> <li>Contributes to the quality management process</li> <li>Can initiate tasks and implement new approaches, where appropriate</li> <li>Ensures they are adequately briefed and prepared for any project they are involved with</li> <li>Ability to communicate to the project team and client within set limits of responsibility, where appropriate</li> </ul>
Coping with complexity	<ul> <li>Can manage projects of low to medium complexity involving multiple stages and teams, eg watching briefs, post excavation, research, geophysical survey, desk-based assessments etc</li> <li>Can identify project risks and issues and implement appropriate solutions using recognised project processes</li> <li>Can recognise and resolve potential conflicts of interest within an established framework</li> </ul>

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## Perception of professional context

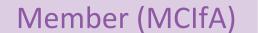
- Demonstrates a commitment to CPD relevant to role
- Application of good practice, legislation and standards and guidance
- Understanding of the implications and benefits of a project to be able to suggest new projects or processes for the organisation, client and the wider sector
- Ability to use lessons learned from past projects to inform project decision making
- Understands the ethical requirements of the Code of conduct and uses them to guide and review own practice and, where applicable, that of others.
- Upholds and promotes the values of the Institute to work in the public interest.
- Commitment to knowledge sharing and public benefit
- Understanding of the CIfA Registered Organisation scheme, where relevant
- Commitment to equality, equity and inclusion and act as a role model to team members





Knowledge	<ul> <li>Substantial knowledge of current Health and Safety requirements and the project managers role in ensuring safe practice</li> <li>Demonstrates understanding of recognised project management processes and can adapt and improve processes if necessary</li> <li>Responsibility for producing the relevant project deliverables appropriate to role and (recommending) sign off for project documentation</li> <li>Substantial knowledge of risk management processes and how to apply them</li> <li>Responsibility for reporting and undertaking the benefits review</li> <li>Knowledge of how to mentor others in project processes. Commitment to helping the next generation of project managers</li> </ul>
Autonomy	<ul> <li>Compiles project documentation and sets direction of projects they are managing</li> <li>Delegates to project team and communicates with client and other technical specialists (eg ecology) directly</li> <li>Oversees the quality management process of their projects</li> <li>Assigns roles and responsibilities and sets limits of authority</li> <li>Is responsible for the management of a range of archaeological projects</li> <li>Ensure they can provide support, advice, personnel, facilities and consider all other eventualities of each project they are managing</li> </ul>
Coping with complexity	<ul> <li>Manages many complex projects in a range of different environments, eg watching briefs, post excavation, research, geophysical survey, desk-based assessments etc</li> <li>Can address project change using innovative means if necessary</li> <li>Can anticipate, recognise, and resolve potential conflicts of interest</li> </ul>

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## Perception of professional context

- Can develop Stakeholder/Client relationships, and work within external project delivery teams
- Suggests new projects or processes for the organisation, client and the wider sector based on the implications and benefits of a project
- Uses lessons learned from past projects to inform future project planning
- 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
- Commitment to knowledge sharing and public benefit
- Application of the CIfA Registered Organisation scheme, where relevant
- Understanding and commitment to equality, equity and inclusion and to actively act as a role model to team members