

## Statement of competence template

**Name of applicant:**

Grade applied for: PCIfA ☐ ACIfA ☐ MCIfA X☒

### Employed or voluntary work

Please give **detailed** information about your role and responsibilities **for your current and most recent roles over the last two years**. Use each heading of the competence matrix as a guide. You need to explain how you **demonstrate** the four areas – knowledge, autonomy, coping with complexity and perception of professional context – giving specific work examples.

For any roles you've undertaken **more than two years ago**, please give a **brief description** of the responsibilities held, including any career breaks where relevant.

If you have worked on several short-term projects within one company or more in the same role, you can group these together.

You can approach your statement of competence in different ways, but we recommend that you use the four areas of the competence matrix as headings, write something for each and describe a specific example of where you applied this in your role.

The boxes will expand as you type, and you can copy and paste to add more boxes as required.

Position held:	Archives Manager
Organisation name:	An Organisation
Dates position held:	Oct 24 - Present Previously Acting Manager, Archives Officer and Supervisor from 2021 to 2024
Length of time in role:	3 months (promoted after 3 years)
<p>Description of role and responsibilities and how these <b>demonstrate</b> competence in the four areas, giving specific examples</p> <p><b>Description of role and responsibilities</b></p> <ul style="list-style-type: none"> <li>• Manage, train staff in and provide advice on packaging, storage, transportation and handling of physical, paper and digital archives (for internal and external deposition).</li> <li>• Schedule, co-ordinate and allocate archiving work and maintain responsibility for meeting deadlines and targets, including monitoring staff performance and providing feedback.</li> <li>• Provide estimations of archiving resource requirements, including assessing and producing an archive report and spreadsheet cataloguing the Archiving Liability for backlog projects, and creating bespoke costing estimates for a variety of active projects and upcoming tenders.</li> <li>• Evaluate company systems, suggest, design and implement improvements. Examples of successful new systems include: Archiving Database, Museums Database, Burial Licence Database, Digital Library.</li> <li>• Produce archiving guidance documents and provide training to ensure that these guidelines have been read and understood.</li> <li>• Liaise closely with Fieldwork representatives to integrate archiving procedures into active projects, including providing advice to project managers to streamline the process.</li> <li>• Liaise with relevant external bodies and follow deposition procedures to ensure an efficient archiving process and to keep up to date with industry developments.</li> <li>• Provide work and appropriate training to staff not able to be deployed to fieldwork sites (both officebased and home-based work on short notice).</li> <li>• Manage stock including stock takes of consumables and ensuring appropriate supplies are available across the offices, liaising with Head Office to order supplies where necessary.</li> <li>• Identify hazards and evaluate and reduce risks to Health and Safety in the workplace</li> </ul>	

- Create job adverts, select candidates for interview, create and run interview test and questions, offer successful candidates' positions with the company and complete onboarding process.
- Line managed staff, mentoring each of them to train and develop them to their full potential. This has included the process of moving staff onto HR performance review.
- Manage project budgets, including producing cost to complete estimates.

Although I was only appointed to the role of Archives Manager in October 2024, I had been Acting Archives Manager before the stand-alone role was created, and my role developed organically, increasing in complexity from my role as Archives Supervisor to Archives Officer up to Archives Manager. This makes it challenging to create separate job descriptions and as such I have submitted the description of the role I am currently performing. As a Supervisor then Officer, I would undertake the same activities in different levels of complexity as appropriate for the role. For example, as a Supervisor I was undertaking, supervising, training in and providing advice on the completion of archives to museum standards, whereas as Manager I am managing and co-ordinating these projects and staff completing these works.

### **1. Knowledge**

As the description above implies, my role as Archives Manager for A. Company is frequently complex and full of exciting challenges. I have a substantial grasp of deposition standards within the field. There are two main ways that this knowledge can be demonstrated: in the deposition of archives I have prepared with their relevant local repository (see Table 1 example) and in the creation of standards and guidance for other staff. The table shows a few selected projects I have deposited or reflect those where the project was more problematic.

To use A. Project as a case study: the archaeological investigation of the site completed by another organisation produced one of the largest single archaeological archive in the UK. With archaeological work spanning over a huge number of excavation areas, it produced a finds assemblage totalling several tonnes in weight. I managed (including personnel and resource co-ordination and supervision of tasks) the preparation to CHET standards of over 500 paper archive boxes for deposition, and also around 700 material archive boxes. I delivered this project both before our deadline and under the original budget I costed for, yielding a profit for the archiving works on the project, some of which we are able to put towards additional public engagement which I am currently organising (also demonstrating autonomy and awareness of wider context, mentioned further below). This project also required navigation around several large hurdles, including a strict selection and de-selection policy, and issues with Transfers of Title. I worked closely with relevant specialists to help determine and implement the selection policies for this project. As a result of the lessons learnt from these issues, I have introduced new standards within the company to ensure that these areas are discussed during the fieldwork phase. These standards help to ensure the project runs efficiently through to deposition, and that only items worthy of long-term storage are deposited in areas where local museums are running out of space. These standards are in line with Principle 2 of the ClfA Code of Conduct (2.1).

In addition to demonstrating my knowledge of different local and national repository standards, I have also written and facilitated discussions on company-wide standards and policies, to ensure that the whole company are all working to the same standards. Since joining the company, I have pushed to have clear, department-wide, guidelines for processing available. This led to me developing a draft set of guidance for Finds Processing and Archiving Standards, which has now been added to by other departments and developed into the central set of guidelines available for any member of the company to access. Where I have noticed further areas of possible weakness, I have sought to address these by developing written guidance and giving training sessions, such as the written guidance in the PO section, which was then updated and used to create a training presentation, later edited. All guidance documents were also uploaded to the company Archives section which I curated, published and sign-posted people to, ensuring guidance can be accessed by any staff member at any time. The training module is now listed as mandatory for all staff of a certain level, and they must re-take the course every two years to ensure our standards remain high.

Other examples of work I have created to increase the efficiency of the department, and ensure the company as a whole upholds its high standards are: The Burial Licence Database (tracking the expiry date of all burial licences the company have applied for), and the Museums Database (summarising and quantifying the local regional museum deposition guidelines from hundreds of museums into a single database for Project

Managers to identify important museum requirements in seconds). The latter is also used to produce shortened 'Cheat Sheets' for Post-Excavation Processors, so the individual demands detailed in sometimes lengthy deposition guidelines are more accessible, consequently ensuring that work is completed in the correct manner, reducing the need for errors to be corrected and improving the efficiency of the department.

Additionally, I have recently updated the Archiving Database, which I originally developed and populated in 2022, to produce an accurate estimation of the company's liabilities for the backlog of archiving work. This involved factoring data from other projects (pulled from separate sources) into the spreadsheet, then using my specialist knowledge of the status of each project and manipulations available on Excel's spreadsheets to produce a full and detailed report on what outstanding archiving work there is for projects commencing before 2021. The update of the Archiving Database means that with limited extra data, these figures can now be run again annually, allowing the company to efficiently track the decrease in archiving liability into the future. The report itself also featured a summary of the projects, suggestions for ways to decrease the liability figures going forward, and a basic work programme to allow this to happen. Other examples of internal guidance documents I have produced are described below.

The creation of these documents and deposition of archives demonstrates my authoritative grasp of different standards (local and national) within the field of archiving and generally within the wider field of commercial archaeology. They demonstrate my understanding of the procedures involved in archive transfers, from Transfer of Title to selection policies and research framework issues. I have full understanding of how to compile, use, check and make accessible complex digital archives, with the digital archives of two codes now available to access on the ADS. I have developed and delivered training to staff and seen them also successfully upload project to the ADS.

## **2. Autonomy**

As the Archiving Manager, I am also responsible for producing archiving costings for the company, including a multifaceted project which saw 6 phases of archaeological investigation over four years and producing over 1.5 tonnes of archaeological material. For this project, I am currently negotiating a reduced selection strategy with the museum curator to ensure the archiving requirements can be fulfilled within the assigned budget, in addition to producing a Transfer of Ownership tracker and assisting the client's land agency team to ensure that requests for signatures from landowners have gone out in a timely manner and tracking their return. Additionally, I have assisted in wider tenders for upcoming projects.

As Archives Manager I have gained the financial responsibility for over 40 'orphaned' projects (where the original fieldwork project manager has since left the company), completing monthly cost to complete reports, and tracking all financial expenditures on these projects. I also manage the departmental budget for the Archiving Department, which covers the purchases of all archiving consumables, and non-project staff time. I allocate departmental development work and manage the progress of these works in addition to the staff work-programme and managing progress on all projects my team are working on. To assist in this I have developed a new staff work-programme to increase the ease with which to track project progress and to share staff members with different departments. This helps to increase staff utilisation during any down-time experienced by other departments.

As part of my role, I have also undertaken the creation of an entirely new warehouse space: from discussions with the landlords to designing racking plans, liaising with our team and co-ordinating and undertaking the movement of hundreds of boxes of materials. For the new locations I identified a need for new risk assessments and disaster management plans and have implemented these appropriately. The new warehouse space was designed around best practices for each material type, with metals stored in appropriate air-tight stewart tubs with silica gel and humidity strips. As part of this process, I identified a need for a company-wide database tracking the location of each box of material, to help prevent material being misplaced, especially as a company in different locations. Subsequently I have assisted in the development of a new database, which has so far been extremely beneficial and increased the efficiency throughout the archiving process.

A recent leak in the roof of one of our warehouses allowed us to utilise our disaster management plan – due to the weather, daily checks were performed in this unit, and this leak was caught early and before any

damage was caused to any boxes. All material flagged as 'at risk' were calmly and swiftly moved to a secondary location, with each new box location logged on our internal systems. The issue was raised to the building management team, water drained from the pipe and the issue sorted within the day. The vigilance and routine checks allowed us to identify this issue before any damage was done. However, we had designed the racking and storage of this material in such a way, that no material was stored against the wall or on the floor, so had this not been caught on time, the damage would have been minimal due to the organised storage conditions.

As part of my role as Archives Manager, I actively seek out new training opportunities, aiming to improve myself and the training offered to others, in line with Principle 1 of the ClfA Code of Conduct (1.5 and 1.15). One of the ways I undertake this is to attend regular conferences (such as the annual ClfA Archives Conference) and undertake additional memberships. I am currently building a Training matrix to identify gaps in the skill-set of the team, with an aim of providing the training to cover these areas of weaknesses by the end of the year. In the next 12 months we aim to take on an Archives Trainee or University Placement, in addition to holding University Open Days to increase the spread of archaeological knowledge to individuals who may otherwise not be able to access the information.

As part of my Public Engagement push for a project, we aim to reduce the amount of de-selected material headed for landfill, by running a publicised Archiving 'Open Day', where specialists and community groups are welcomed to the office to choose material for their own collections.

### **3. Coping with complexity**

Working on these projects meant liaising with both internal and external specialists, ensuring relevant stakeholders were kept abreast of developments within the project, ensuring adequate resources were in place for all aspects of the project and that we were meeting the requirements of the relevant local museum and digital repository. Consequently, I have also worked closely with numerous museum curators, in some cases able to negotiate reduced archiving deposition requirements for backlog archiving projects to lower deposition costs, ensuring that older projects without funding can still be deposited with museums both digitally and physically, therefore making sure the information uncovered remains accessible to the public. I have also lead conversations with local repositories whose deposition guidelines do not match the standards put forward in our own, especially in regard to the archive preparation of human remains: It is my company's policy to never mark human remains as this is an ongoing ethical debate (see also ClfA Ethics).

Where a museum has requested in their deposition guidelines that they wish for human remains to be marked, I have opened a dialogue with relevant parties and ensured that we reach a mutual agreement that allows us to maintain our own ethical standards, as well as depositing an archive that will be of future use to researchers. Co-ordinating these projects involved carefully managing time, budgets and resources, whilst holding the work to the professional standards expected of us.

As part of a scheme, a particularly complex and challenging project has just begun. I am the Lead Archiving Specialist for the contract. One of the particular areas of complexity is the different storage requirements of the variety of different materials uncovered as part of this scheme. In line with Principle 3 of the ClfA Code of Conduct (3.5), maintaining appropriate storage facilities as part of this scheme is of utmost importance, and we have taken on a new warehouse in order to be able to do so. At present I have written and submitted an Archives Plan and Logistics Plan for soft review, which covers the collection of material from different locations around the UK. These sites cover a geographic region, over several different counties and different museum collection areas. I aim to have all the material in relevant long-term storage hubs and fully triaged by the Summer, with the first pallets of material arriving just before the end of the year. Although the final archiving of the physical material for some of these archives is not due for completion until after analysis work is completed, a solid Archiving Plan will be put forward covering project work on the many hundreds of projects. Standards are in development, and will involve the museums across the region, and will be utilised to simplify the archiving across the scheme. An initial stage of the digital archive work for this project is to obtain, ingest and manage some of this digital data (limited in the first instance to focus on spatial data, final reports, spreadsheets and specialist data), whilst ensuring the management of the interrelationship between the digital and physical archives. Data verification will then be completed during our Baseline Review, where specialist recommendations will be collated to lead our analysis work and archiving timetable. As Lead Archives Specialist, I am managing the completion of these tasks as well as managing the Archives Department.

#### 4. Perception of professional conduct

Over the past 2 years I have expanded the Archives Team from two full time staff members to a team of six full time staff members and three part time staff members, expanding the department at a previously unseen rate, with recruitment currently ongoing to add another two full time staff members to the team to deal with the current workload. From creating job adverts, selecting and interviewing candidates, running successful onboarding inductions, line managing individuals and developing them into extremely capable members of staff through hours of training and supervision, I have helped impart the importance of archiving to the next generation of archaeologists.

I routinely co-ordinate not only my own work but also the work programmes of the whole department, all undertaking work on complex projects with individual needs. A recent example of a complex site where the counties museums will not agree to accept the deposition of the archive, but contractually the archive work needed to be completed by the end of the year and the items held in storage until such time as a regional museum agrees to accept the items. This project has led me to open a discussion with them to attempt to form a single over-arching set of museum guidelines that would be acceptable for deposition with any of them. Moreover, the project has many individual landowners, and I have successfully received signed Transfers of Title from nearly all to date. Getting a signed Transfer of Title at an early date has been a big focus of my communications with the fieldwork team this year, and I am so far pleased with the results. My consistent engagement with the team means that more Project Managers are asking for Archiving advice and are following the guidelines I have created for them, leading to much better projects being returned from the field, in turn reducing the cost of archiving and yielding a higher profit on the project with a smoother museum deposition.

One of the areas of weakness that I am actively working to combat in the department is the number of Backlog Projects. In line with Principle 4 of the ClfA code of conduct (4.2), all projects should be deposited with their relevant repository within 10 years of the archaeological investigation, except in extenuating circumstances. We currently house some problematic Backlog Archives which we are actively working with the local museums and aiming to get these depositions sorted as soon as possible. The updated Archives Database has allowed us to catalogue which of these projects fall under the term 'Backlog', and has allowed us to schedule in these projects to our work programmes in otherwise empty gaps to increase staff utilisation. For projects where problems are still ongoing, I am now looking to alternate solutions to ensure the archaeological information can be made accessible to the public, such as utilising project material for university dissertations, and negotiating with museums to accept material that falls slightly outside their collecting zone (where the local repository is currently not accepting depositions).

In line with the ethical standards put forward by ClfA, I strive to uphold not only company standards but also industry-wide standards at all times, such as those put forward by ClfA, English Heritage (such as their Conservation Principles, 2008), and the Society for Museum Archaeology (Standards and Guidance in the Care of Archaeological Collections, 2020). As mentioned above, the ethical treatment of human remains is a large focus of archiving work and maintaining respect for the deceased factors heavily in my guidelines, standards and training sessions.

Across the industry, Archiving has routinely been an area of Post-Excavation work that has not been prioritised. This has resulted in archive backlogs for a number of companies, and a realisation in recent years that this approach is not sustainable. My push for prioritisation of archives and their earlier integration has been recognised and appreciated by my company, as demonstrated by its (and my) essential role in the new contract. Over the next few years, I wish to widely publicise the archiving work on this contract and have a large element of Public Engagement to raise awareness of its importance. As part of the scheme, we have employed a Public Engagement team to help us do this. My aim is to use a contract of this size to help develop the commercial industry and help make some positive changes going forward.

Position held:	Post-Excavation Archaeologist
Organisation name:	An Organisation
Dates position held:	Jan 21 to Oct 21
Length of time in role:	10 months
Description of role and responsibilities	

- Processing (cleaning, marking, identifying and quantifying) finds and samples for further analysis,
- undertaking data entry in the updating of relevant finds databases,
- organising and assisting in the coordination, packaging and transport of incoming and outgoing finds and samples,
- liaising with internal specialists, project managers and field staff,
- producing estimates on resource requirements,
- ensuring work undertaken meets deadlines,
- training and supervising new staff

Position held:	Assistant Archaeologist
Organisation name:	An Organisation
Dates position held:	Oct 18 to Jan 21
Length of time in role:	2 year, 2 months
Description of role and responsibilities <ul style="list-style-type: none"> <li>• Processing finds and samples for further analysis (as described above),</li> <li>• undertaking an archive stocktake from scratch and development of a temporary database,</li> <li>• attending evaluations, excavations and watching briefs,</li> <li>• supervision of archives on site,</li> <li>• completing relevant paperwork to a high quality</li> </ul>	

### Qualifications

Please list any relevant qualifications, including title, institution and month of completion and a brief outline of the areas covered. The boxes will expand as you type.

If you work in academia, please provide a more detailed outline of your qualifications.

If you do not hold any qualifications, you are still eligible to apply.

Qualification title, University & date completed	Brief outline
MSc Osteoarchaeology <a href="#">University of xxxxx</a> (awarded January 2019)	Distinction in MSc in Osteoarchaeology with a dual focus on Zooarchaeology and Human Osteology, and a 30,000 word dissertation.

Qualification, title, University & date completed	Brief outline
BA Classical Studies <a href="#">University of xxxxx</a> (awarded June 2017)	First Class Honours in Classical Studies with a 10,000 word dissertation. Awarded a prize for academic excellence.

### Additional Relevant Information

Please include any additional information that may be useful for the Validation committee to take into consideration when assessing your application. For example

- any additional volunteer work in the sector
- any societies or organisations you are involved with, including volunteering for ClfA
- if your experience has been gained outside the UK, please include some background information about how the profession operates in that country and how your role fits within the profession

### List of projects/publications/grey literature

Please list any relevant projects, publications or grey literature from your work **in the last two years**. Where work is co-authored or the authors are not defined, please indicate which part(s) you were responsible for.