

Statement of competence template

Name of applicant:

Grade applied for: MCIfA

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 (above) as a guide. You should cover how you **demonstrate** the four areas - knowledge, autonomy, coping with complexity and perception of professional context. You may find it easier to give an example of a project you have done from beginning to end.

For any roles you've undertaken **longer than two years ago**, please give a **brief description** of the responsibilities held.

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

The boxes will expand as you type, and you can copy and paste to add more boxes as required. Please ensure you write in the first person (e.g., I carry out/I undertake).

Position held:	Project Manager
Organisation name:	A Company
Dates position held:	2018 - present
Length of time in role:	4 years
<p>I manage fieldwork projects covering a large area throughout the entire process from tendering and initial client contact through to publication and outreach. This involves managing teams with different specialisations, and administrative duties including finance, legal responsibilities and line management. I have undertaken training in people management, mental health first aid and financial skills as well as attending and presenting in conferences and keeping up to date with legislation and professional practices as part of the role.</p> <p><i>The following focuses on the key areas of competence exemplified over the past two years in my role; further examples prior to this are presented in my CV.</i></p> <p>Knowledge My role requires a strong level of knowledge not only of archaeological periods, artefacts/ecofacts but scientific techniques, excavation methodology and the legal frameworks within which commercial archaeology operates. All of which draws from my previous academic and professional experiences. To demonstrate my understanding and application I highlight two recent examples: My project at a location is surrounded by Scheduled Ancient Monuments within an area of archaeological priority (designation has since been updated) however little was known about the archaeology on the actual development site. I planned and wrote the WSI pre-application which required an active and on-going dialogue with the client, contractors and the archaeological advisor. The subsequent conditions have been informed by this preparation work which used CIfA Standards and guidance to inform the legal and professional standards employed within the project. The research aims which the project was built upon were created using both the Research Framework combined with recent research. The pre-application assessments (DBA and Risk Assessment) along with the evaluation also led to modification of the development proposal and construction methods in order to preserve remains in situ where possible. I managed the project from tendering to producing each WSI, also supervising the fieldwork, and wrote the evaluation report upon which the excavation strategy was based.</p>	

A Post Excavation Assessment is an example of just one recent PXA I've written since working here, this demonstrates my work within a rural environment, managing the project from evaluation to mitigation and publication. The evaluation was undertaken pre-determination with the evaluation identifying significant archaeological remains focused on one area of the development, creating new knowledge where none was identified previously in the HER. Working pre-determination with the client and monitor, substantial time was gained to undertake the pre-determination mitigation before any constraints of construction schedules. Professional standards and regulations were adhered to including the NPPF, CfA Code of conduct and Historic England Management of Archaeological Projects. I designed the research aims for the mitigation WSI using the Research Framework with input from the County monitors to inform the research aims of the work. This will (soon) result in a journal article putting into context an unusual assemblage of Conquest-era domestic pottery from a rare closed-context in a rural settlement. The article will also highlight the possibility that the adjacent hilltop may form the centre of this multi-period activity ensuring that any future work in the vicinity would take this into account.

My academic experience daily informs my current roles, whether that involves drawing on my education in pedagogics for teaching staff or disseminating information to the public. However, strengths of analysis and application of theory into commercial work can be exemplified by my work within burial archaeology projects. I regularly draw from my knowledge of ethics around human remains gained in my PhD research which can be applied beyond national borders, this is further exemplified below when discussing another project.

Autonomy

I solely manage a portfolio of sites ranging from complex urban stratified sites to infrastructure projects, plus managing smaller evaluations and watching briefs in urban and greenfield settings. I am accountable for tendering, budgets and financial tracking, invoicing and WIP. I set out the roles, aims and budget for the staff on site, mentoring them in their daily work to achieve these to professional standards. I am either writing, editing or managing others in the production of WSI's, grey literature reports, PXA's and publications, setting out the archaeological aims and objectives and am responsible for fulfilling and/or adapting aims and themes as the project develops. This involves both the practical side of discharging planning conditions for clients but also working towards innovative publication and dissemination resulting from commercial projects.

To exemplify this role, I again use my former project focusing upon the creation of the mitigation strategy. The existing building was being modified and within it were areas where archaeological potential could be preserved in situ, alongside areas which were due to be piled. This involved me working with contractors and the monitor to enable development whilst creating protection strategies for surviving archaeological remains. This comprised ensuring that the contractors followed the agreements set out in the WSI for protection of areas (e.g., no heavy machinery tracking on protected areas, covering remains in appropriate materials etc). I implemented this through archaeology inductions given to contractors working on site explaining the methodology and to staff so that they could monitor the situation effectively and provide confirmation on procedures where needed and also to ensure compliance on site by the contractors.

Following the Code of conduct (Principle 3) where aims of the project should justify destruction (excavation) whilst protecting the areas for preservation in situ, the Research Aims specifically highlighted the public benefits and archaeological knowledge to be gained from the limited excavations. Whilst on site, my role was to ensure QA of the fieldwork and recording, encouraging other Supervisors to QA context sheets as the project was on-going and providing constructive feedback to staff on site. I also encouraged peer review where site assistants provide feedback for each other before submitting work to the Supervisors, whereby the act of providing critique informs their own practice. Relevant Conservation guidelines were employed also for the preservation of delicate special finds such as preserved leather items, coins and textiles with toolbox talks given by our PX staff where needed. All of which ensured that we followed the methodology set out in the WSI and created a high-quality archive for the reporting and dissemination of the project.

An additional part of the project is an on-going Public Engagement strategy, displaying the project to the public and providing a highly visible public benefit in dissemination of the knowledge gained.

I also have area responsibility for churchyard and osteology projects, involving applying for burial licenses from the Ministry of Justice and ensuring compliance with their terms. As part of my role taking responsibility for the legal and ethical aspects of working with human remains, I was requested to assist in a site by

producing an emergency addendum to the approved WSI for a proactive WB. A new drainage chamber would be located on the edge of known burials and a methodology was required to manage the situation. I produced the addendum which was approved by the monitor which incorporated osteology and BABAO standards (e.g. APABE 2017 *Guidance for best practice for treatment of human remains excavated from Christian burial sites*; BABAO 2019 *Code of Ethics and Code of practice*, Mitchell and Brickley 2017 *Updated guidelines to the Standards for Recording Human remains*) and my companies' policies. This set the ethical principles and practical strategy for managing human remains if they were located during the work.

Coping with complexity

I am on the working group for developing digital documentation for my company and have been testing the app on recent urban sites for QA working with our innovation staff in this development. I also liaise with the Post Excavation team working together with specialist staff to produce PXA's and publications, along with the usual grey literature.

I work within the planning system guiding clients through the legal process associated with the NPPF and archaeological conditions including working with Historic England on SAM's and projects with breach of planning conditions. I therefore work with large teams of consultants, UXO, engineers, architects and contract managers and liaise with monitors and Planning Officers to find innovative ways of discharging planning permission. I am currently working more with Public Outreach conditions with designing hoardings, permanent information boards, public tours and creating short videos for social media. I have recently organised and managed the team for an open excavation event for over 100 visitors and am planning events for the local school, mentoring junior staff for presentations to local societies about the project.

Inevitably there are conflicts within complex sites: one recent example is of a site; I was asked to take over as on-site Project Manager, both supervising the fieldwork but also acting as the liaison between all stakeholders. I was able to develop a good relationship with the stakeholders and gave site tours to show the work involved. I was able to use the CfA Code of conduct (Principle 1) for ethical behaviour to support my explanations and was able to satisfy all parties that high standards were being employed and why this was necessary to undertake in the manner set out in the WSI and RAMS. This resulted in improved relations with the stakeholders, allowing them to justify the work and successfully applying for additional funding to complete the work.

Perception of Professional Context

Challenges within my work include dealing with multiple actors to successfully complete projects over long periods of time, with complex demands ranging from health and safety to sites with ecology constraints or contamination. Working with other external teams when we have complex and sometimes competing aims within the same space can be challenging but rewarding as they add to wider understanding of teams within a construction project.

I regularly work with different HE authorities, with one example being a current project where the majority of the site itself is not on, but adjacent to, a Scheduled Ancient Monument. An evaluation took place within the site working with the County monitor, while a small section of the project which does extend into the SAM required applying for SM Consent. This has now been given for when that portion of the work starts in the coming months. During this process I ensured a good flow of information between all parties so that everybody was confident that the archaeology on every part of the site was being protected and dealt with according to the different legislative frameworks. Other key actors which I have worked with recently include different parties within infrastructure projects.

I have line management responsibilities for permanent and temporary staff from assistants to Project Officers and am a strong advocate for them to join CfA and other professional organisations. I mentor early career colleagues in field, reporting and publication skills and towards supervisory roles, this helps me to develop as a manager. Recently this has included increased mentoring for them to undertake public outreach and talks which adds an additional dimension in working with different public audiences.

A recent site required a programme of public participation which was created in co-operation with the client, consultant and monitor. Although the client was initially reluctant to have people on site due to some public antipathy towards the development, the public benefit in gaining new knowledge and public engagement

were used to support the requirement to have an open day event. Mentoring junior staff for the open day involved me leading discussions to create a cohesive site narrative for presentation and advising on strategies for dealing with occasionally disgruntled visitors. In explaining the stage of pre-commencement conditions for evaluation followed by mitigation, public engagement and (eventual) publication the team and I were able to apply professional principles to create a more positive environment around the project. The success of the event was that the client is now more open to employing this approach and understands that open engagement using archaeology can assist his work and that finding archaeology can be a positive experience that adds value to his projects.

Qualifications

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

Qualification title, University & date completed	Brief outline
PhD, 2017 A University	<p>Thesis was successfully defended and published. A high level of <i>knowledge</i> of the subject was required including researching and applying theoretical approaches and ethical issues involved in the research through multiple European legislations and working practices. <i>Autonomy</i> in that my doctoral research did not form part of an established research project by my doctoral advisors. The research proposal, analysis and interpretation and book and article production were my own. <i>Coping with complexity</i> in tying together archaeological material such as archaeological stratigraphy to interpret wider social, historical and ethical themes, whilst balancing the competing aims and understandings of the project within the area, the local authority and the local neighbourhood. <i>Perception of professional contexts</i> - seeing the wider picture of several European countries rather than just one which informed the analysis and placed the work within multiple historical frameworks.</p> <p>In addition to my thesis, I have published in several internationally recognised journals and as chapters in edited books based on related aspects of the research.</p> <p>Part of my PhD was also to undertake independent courses which included pedagogics courses and taught MA courses in theoretical archaeology and was solely responsible for an undergraduate course.</p>

Qualification, title, University & date completed	Brief outline
MA Osteoarchaeology, 2000 A University	<p>The course focused on the study of both human and animal skeletal remains within integrated archaeological contexts. Courses included instruction on the identification and analysis of human and animal skeletal remains, report writing and the assessment of pathological and non-metric variations. <i>Knowledge</i> gained in both practical osteological analysis of animal and human bone, and theoretical in terms of application of that data into the wider context of the subject and the assemblage studied. <i>Autonomy</i> in that my dissertation was an independent project, independently liaising with a Museum for access to the assemblage and old fieldwork records. <i>Coping with complexity</i> and <i>perception of professional context</i> in re-assessing old fieldwork data and reports and re-thinking through established ideas and producing alternative explanations.</p>

Qualification, title, University & date completed	Brief outline
BA Archaeology, 1999 A University	The courses focused on a broad range of archaeological subjects from human origins to theoretical archaeology. Several practical courses were undertaken included statistics, computing and courses on historical archaeology, Roman, Iron Age, Anglo-Saxon. <i>Knowledge</i> gained through a broad range of introductory archaeological topics. <i>Autonomy</i> in that my dissertation was an independent project. <i>Coping with complexity</i> in learning about UK to global archaeological contexts whilst understanding the overarching transitions between regions over time. <i>Perception of professional contexts</i> in undertaking several practical courses on Heritage Law and the understanding commercial environment in UK archaeology, ethics and osteology.

Additional Relevant Information

My CV is provided and gives more detail on my previous employment and professional activities and publications/presentations.

Experience in another country described here.

List of projects/publications/grey literature

If you have published papers or articles, authored grey literature or internal reports or delivered presentations about your work **in the last 2 years**, please list them below. Where work is co-authored or the authors not defined, please indicate which part(s) you were responsible for.

You can also highlight those you are including as your examples of work.

- Surname, Initial, Date – permanent public information board mounted on new build.
- Surname, Initial, Date. Location, Post-Excavation Assessment Report, unpublished. client report. [I managed the fieldwork eval and excavation, then co-wrote the PXA, specialist reports are incorporated throughout our main text]
- Surname, Initial, Date. Location. A Written Scheme of Investigation for an Archaeological Excavation, unpublished client report.

The above is a selection of work undertaken; a more detailed list including conference presentations, other published articles, notable grey literature reports and teaching details are included in my CV.