

Archaeology Pay & Training: Can The Industry Do More?

Papers from the Diggers' Forum and
Prospect Archaeology Branch
Joint Conference 2013



Contents

Introduction	2
What can we do about low pay in archaeology? <i>Antony Francis</i>	3
Pay, Training and professional development: joining up the dots. <i>Kate Geary</i>	8
Skills Passport: Opening the door. <i>David Connolly</i>	12
Diggers' Forum CPD and Training Survey 2013 -initial results. <i>Chiz Harward</i>	15
Making good careers in archaeology: some thoughts on present challenges. <i>Dominic Perring</i>	22
Discussion and Recommendations	27
Acknowledgements	30

Archaeology Pay & Training: Can The Industry Do More?

Diggers' Forum and Prospect Archaeology Branch

Joint Conference 2013

Introduction

The Diggers' Forum and Prospect Archaeology Branch Joint Conference on Pay and Training was held at the London Archaeological Archives and Research Centre, Mortimer Wheeler House on Saturday 2nd November 2013. Speakers addressed the twin issues of pay and training in archaeology from a variety of perspectives, with each paper followed by a lively and wide-ranging debate on the issues raised.

From the outset it was acknowledged that the conference would not simply be another opportunity to rehearse the issues, but should attempt to establish a series of positive and achievable aims towards which Diggers' Forum and Prospect could work. It was realised that whilst we do need to have long-term, aspirational aims, we also need to be aware of the shorter term objectives that we need to address in order to realise our long-term vision. With this in mind each speaker was asked to identify a handful of positive objectives, and also to list any roadblocks or obstacles that need to be addressed before those aims can be realised.

Much has changed in professional archaeology in the UK since the 2013 conference: there has been something of a real boom in fieldwork, with many companies experiencing real difficulty in recruiting suitably experienced and competent staff, the IfA has been granted a Charter and will become the Chartered Institute for Archaeologists, and IfA, FAME and Prospect have agreed to form a new grouping to take forward discussions on pay and conditions within the profession. What hasn't changed is the internal downward pressures on wages for the lowest paid staff -with some of the largest employers failing to meet the IfA minima/BAJR rates, an increase in Zero Hours Contracts, and continued concerns over standards, and the training and development of staff at all points in their careers.

So whilst we may currently be in a better economic place than in 2013 (and certainly than in late 2008/2009) we are perhaps no further forward in linking the various issues of pay and conditions, standards, training and career development. Whilst a sustained economic upturn could bring potential benefits, we should be aware that we are at risk of repeating the mistakes of the last boom, and have made precious little progress in terms of creating a sustainable and fair profession. The papers presented at the 2013 conference may therefore be almost a year old, but they are still valid as expressions of where we are as an industry, and the objectives -and obstacles- have neither been achieved, nor overturned.

What can we do about low pay in archaeology?

Antony Francis

Are archaeologists low paid?

This may seem like an unusual question. Who hasn't sat in that fabled tea hut and complained about their pay? However, there have been questions recently about whether archaeologists really are low paid. (I'm using the generic term 'archaeologists' to include specialists and other staff who work in the industry.)

The first thing, then, is what is low pay?

In fact there is no strict definition and different organisations use various thresholds to define low pay. The OECD (Organisation for Economic Co-operation and Development) define low pay as gross earnings below two-thirds of full-time median adult earnings. Eurostat, who provide statistical information to the European Union, defines low pay as a monthly wage less than 60 per cent of the median salary. In contrast, a recent report by the Resolution Foundation defines low pay as hourly wages below two-thirds gross median hourly pay for all employees. The authors of the latter report calculated median hourly pay in Britain in 2011 at £11.2418 an hour making the low pay threshold £7.49 an hour, £262.15 a week before tax for a 35-hour working week. The statutory minimum wage in the UK is £6.31 an hour (lower if you are younger than 21 or an apprentice) or £220.85 for a 35-hour week.

Most archaeologists will earn more than this, so by these parameters archaeology is not a low-paid profession. Incidentally, of other widely-quoted comparators, the UK Living Wage is set at £7.65 an hour (£267.75 for a 35-hour week), and the London Living Wage is £8.80 an hour (£308.00 a week). Within the profession itself, the current IfA minima for PIfA level is £17,094pa (£328.73 a week), AlfA £19,911pa (£382.90 a week) and MIfA £25,738pa (£494.96 a week), which correspond respectively to the BAJR rates for a Site Assistant (G2), a Supervisor (G4) and a Project Officer (G5/6).

The Resolution Foundation report also states that *'pay can also be conceived of in fixed or absolute terms as a wage level needed to meet a socially defined level of subsistence or basic needs'* and that *'the notion of low pay is a relative one – hourly wages which are low in comparison to the wages of others in the labour market.'*

My argument, therefore, is that archaeologists are low paid in relation to others in the labour market with comparable qualifications, knowledge and skills, identified in the Parliamentary APPAG report as local authority planning officers, civil engineers or university lecturers.

Although there are many outstanding archaeologists who do not have degrees, archaeology is a profession of graduates. It is common to find diggers with MAs or MScs and even PhDs. Most archaeologists have degrees. If you look at starting salaries for those comparable graduate professions – of course there is variation, sometimes quite a wide one. Here I am talking about degree graduates entering graduate professions. Some studies quote £29,000pa or £26,500pa. However, these studies cover all graduate jobs and their surveys are dominated by large employers, many London-based, with established graduate schemes – including those best paid graduate jobs in

investment banking, law and media. The reality is that for many graduates the average starting salary will be about £20,000pa.

How does that compare with the starting salary for field archaeologists? At time of writing, Headland are advertising for Project Assistants starting at £17,300pa while the University of Cambridge Archaeological Unit will pay their new Field Archaeologists from £17,182pa. AC Archaeology and MOLA Northampton are each advertising for Site Assistants from c £17,100pa and Oxford Archaeology are advertising for Field Archaeologists from £16,851pa (sources: BAJR and OAU websites, accessed 2 June 2014).

What about those comparable professions? Engineering and Industrial graduate jobs are reportedly starting at £26,500pa, and Public Sector jobs at £23,000pa.

There is another factor with archaeology, of course, and that is the precariousness of the job. A field archaeologist may work for one employer for a year, be made redundant, start again at the bottom with another employer, work for them for three months, be made redundant, work for a third employer and so on. There is little career progression unless you are lucky enough to be kept on by an employer. If you are promoted to a supervisor, you're unlikely to be taking much more home in pay. So while the non-archaeological graduate may start at £20,000 or higher, this figure that is likely to increase as they progress through their careers. Meanwhile, their fellow graduate archaeologist is left for a long time yo-yoing at around the figure that they started at. There are other costs, too: short-term contracts with employers far from home mean that archaeologists may be paying for two lots of accommodation and high travel costs.

What about average salaries in archaeology as a whole? The recently-published 'Profiling the Profession' found that:

'On average, full-time archaeologists earned £27,814 per annum. The median archaeological salary was £26,000 (50% of archaeologists earned more than this, 50% earned less). The average salary for those employed in the private sector, which employed 59% of the archaeological workforce, was £24,757. By comparison, the average for all UK full-time workers was £32,700 – so, overall, the average archaeologist earned 85% of the UK average as was the case in 2007-08.'

There is a general feeling in our industry that pay is not what it should be. This is borne out by the response early last year [2012] when IfA Council were considering changes to the minima. I understand that there had been letters to the IfA about the minima from a number of employers. This caused widespread protest across the industry to keep the minima, initiated by the Prospect Archaeologists Branch and supported by the Diggers Forum. As a result, IfA Council pledged unanimously in favour of keeping the minima; although they did rule that the minima would no longer be an absolute requirement for IfA registered status – which I think was a mistake.

I think the storm of protest also shows that the 'ownership' of the minima goes beyond the IfA, that 'ownership' extends across the archaeological profession – which is why any archaeological unit that does not pay the minima – and remember we are talking about very low pay here – is likely to face protest from the wider profession, in addition to the special measures that the IfA say they will impose on these units.

It is a bad advertisement for our industry that the very moment that the IfA becomes Chartered, a 'two tiered' profession results – a higher tier of those units that pay more than the minima and a lower tier of those who pay less. Employers who do not pay the minima – and it is very low, we should remember – should be brought to the attention of the wider archaeological community. They should set out how they are going to correct the situation with an agreed timetable.

Is pay linked to standards?

One of the arguments we are hearing increasingly from some employers is that pay is not linked to standards. I don't speak for the IfA, but I know that the IfA are committed to maintaining and raising standards in the profession. In putting the argument that there is no link between standards and pay, those employers are seeking to separate the IfA from setting pay levels. If there is no link to standards, then the IfA needn't worry about pay.

We should nail this argument. The minima has been a safety net for archaeological pay. It is useful for pay negotiations between the union and employers and it should be defended. The IfA should continue to set minimum pay, that should be raised each year at least in line with inflation. There have been individuals and groups (not least the Diggers Forum) within the IfA who have been arguing for a long time about meaningful increases to the minima.

We should say clearly that pay and standards in archaeology are linked. Better pay will not only attract the best staff, but also means that the haemorrhaging of good archaeologists out of a profession that they cannot afford to stay in might be stemmed.

However, there is a problem – we also need to be clear that the relationship is not a simplistic one. Firstly, there is a considerable time lag between bad pay and standards being affected. What usually happens is that archaeologists who are left try to cover for their absent colleagues; they manage this for a while but then fail. So the damage that low pay will do to standards will only be detected when it is too late. This reality suggests that the IfA test to explore standards (if an RO pays below the minima) is not going to be robust enough.

Secondly, while decreasing pay will (ultimately) decrease standards, increasing standards will not necessarily lead to increased pay. Archaeologists are working harder and longer today under worse conditions and tighter deadlines than they ever have before, yet pay and conditions have not moved up to the same degree.

Is competitive tendering the only way our industry can be organised?

We also need to ask the question about why archaeology is so badly paid. One explanation you sometimes hear is that it is due to archaeology being a 'young' profession. This seems to me to be an extreme version of a 'jam tomorrow' argument. How long do we have to wait before our profession reaches the magical age? A decade more? Or 50 years? But this argument is also reflective of a by-gone era. A time when graduates didn't have student debt, when accommodation was affordable and families lived closer to each other (alleviating child care cost for those with young families). Archaeology needs to be able to provide a stable, regular income to cope with today rocketing cost of living.

We also have to be clear that one of the main reasons we are not paid what our skills deserve is because our industry is organised on a competitive-tendering basis. This won't be put right by waiting, but by our actively doing something about it.

I am not the only one to think that the way our industry is organised is a problem. FAME, the employers' organisation, states that *'As an industry we need to move on from crude price-driven competition to a more balanced, better informed procurement model, based on quality, outcome and enhanced value ... The current market is a product of our own making'*. FAME say that *'The depressed state of the archaeological market has been very well documented since 2008. Those practices [units] remaining in business have done so through laying-off staff, swallowing up any reserves built up ... or a combination of the two.'*

The problems with our market-based industry have been recognised for a long time. Back in 2003, a Parliamentary report into the state of the archaeology profession – the APPAG report written by Lord Redesdale – said that *'the present system of competitive tendering in developer-funded archaeological investigations'* should be replaced. The process of tendering takes up a disproportionate amount of time – and is pretty much wasted effort for tenders that do not succeed.

We need to have a debate within the profession about that structure and how to change it. My own view is that we need to get rid of the market in archaeology altogether. Instead, archaeological work should be funded not on the current principle of 'polluter pays', but by general taxation or through a developer tax. Regional archaeological units should also undertake archaeological work where they are based. This makes more sense than archaeological units parachuting into areas and doing work in places they know nothing about. There are lessons from the past to explore and learn from here, but the important starting point is a consensus that we need change, urgently.

The principle of tendering competitively goes against the collegiate spirit that is fundamental in archaeology. In our profession there is (generally) the real feeling of a collective, collaborative endeavour in order to understand the past as well as we can. A process of friendly argument and discussion. That spirit is poisoned by competitive tendering that sets one unit against another, one archaeologist against another. It is a Thatcherite principle that should be consigned to the dustbin.

What can we do?

If we want to change archaeology – and our own jobs – for the better, we need get organised in our workplaces. For most archaeologists this will mean joining and getting active in the archaeologist's union Prospect (UNISON and other unions are also present in some places, particularly in Local Government units). Low pay isn't the only problem we face – poor training and bad health and safety won't disappear overnight by themselves either. Joining a union gives us the chance to organise collectively to make things better. The Prospect Archaeologists Branch has the additional advantages that it is focussed on our profession and run by archaeologists.

We shouldn't forget the wider picture. Prospect is involved on a national level in talking to the IfA and employers' organisation FAME and we also have close links and overlapping aims with the Diggers Forum.

We are not the only workers facing poor pay and conditions in these times of austerity and cut backs. Building links with workers in other industries and supporting them in their own battles will only strengthen our own position.

Prospect are committed to:

- helping organisations to develop and demonstrate the skills needed in order to ensure the required standards of professional practice, and to value and reward those skills appropriately,
- promoting archaeology as a highly skilled profession worthy of recognition and reward equivalent to those of professions we work alongside,
- addressing failures in the market by advocating policy and regulatory change, by helping buyers of archaeological services to make informed decisions based on quality and value as well as cost and by informing clients why it is in their best interest to use suitably-accredited organizations and archaeologists,
- ensuring employees are informed about their employment rights (in particular their right to join a trade union), are treated with respect in the workplace and ensuring that the employee voice plays a key role within the profession,
- building the union in archaeological workplaces and maintaining close links with other organisations whose aims we share, for example the Diggers Forum.

Antony Francis is the Chair of the Archaeologists Branch of Prospect union and a Project Officer at MOLA. This text is written in a personal capacity.

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<http://www.archaeologists.net/practices/salary>

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<http://www.bajr.org/Employment/UKEmploymentFAQ.asp>

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Pay, training and professional accreditation: joining up the dots

Kate Geary, IfA Standards Development Manager

Charter – both for the Institute as an organisation and for individual archaeologists – has been high on the IfA agenda for many years. IfA submitted a formal petition to the Privy Council for the Institute to be granted a royal charter of incorporation in October 2013. Two months after the Prospect/Diggers Forum conference at which this paper was presented, we learned that the Queen had signed the Order of Grant, paving the way for the Chartered Institute for Archaeologists to come in to being later in 2014.

Chartered status is a highly regarded and respected mark of professional accreditation but, regardless of the outcome of the formal petition, IfA will continue to be the vehicle by which archaeologists seek to accredit their skills and competence. This paper sets out why professional accreditation is absolutely fundamental to the development of our industry and what we, collectively and individually, need to do to ensure that an accredited profession addresses issues of standards, skills and reward.

Archaeology demands a high level of technical and ethical competence of its practitioners, gained through a combination of academic study, practical experience, formal training, on-the-job learning and CPD. At present, there is no requirement to formally accredit that competence although many archaeologists choose to do so through membership of the professional institute, IfA. Through its promotion of the importance of professional accreditation, and in particular its pursuit of Charter, IfA hopes to bring the status of archaeology in to line with the other professions alongside which archaeologists regularly work, engineers, surveyors, planners and the like.

The first stage of the process is to Charter the Institute itself. This, if successful, is a formal recognition by the state that archaeology is a recognised profession and that IfA is a fit and proper organisation to represent it. The second stage is then to look in detail at the potential for conferring chartered status on individuals and, through discussions across the membership and the sector as a whole, work out what we want a future Chartered Archaeologist to look like, and what they need to do to achieve that status.

So, what difference will chartered status – for the Institute or for individuals – make? Well, the answer is none, unless we work collectively to ensure that it does. The title of this Conference asks the question ‘can the industry do more?’ - to which the answer is undoubtedly YES - but perhaps the question we should be asking, even demanding of ourselves is: **Will** the industry do more?

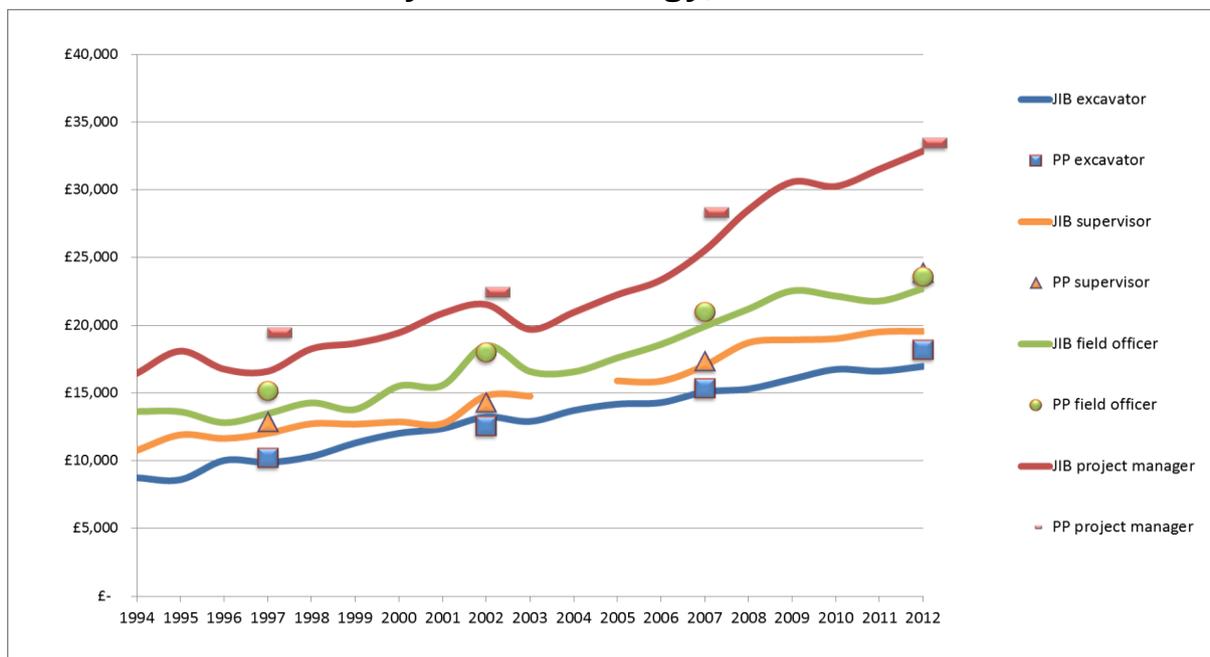
It’s important to clarify that by ‘the industry’, I don’t just mean IfA, FAME, ALGAO and the national agencies. Working collectively means that everyone has the ability and, I would argue, the responsibility to seek the improvements to pay, working conditions, training and support for professional development that we all agree are essential if our industry is to develop and thrive. The greatest barrier to progress is apathy and a lack of engagement with the development of the profession and unless more archaeologists are prepared to get involved, through membership of IfA, Prospect, Diggers’ Forum and FAME, it’s hard to see how that’s going to change.

That’s not to say that I don’t understand why archaeologists become disillusioned. It’s over ten years since I first spoke at one of these joint Prospect/IfA events and we’re still asking the same questions.

Progress has been painfully slow and it's very easy to allow cynicism to get the upper hand. So let's look at what has changed over the last ten years (Aitchison and Rocks-Macqueen 2013).

- the numbers of archaeologists working in the UK grew dramatically from 2003 to 2008 before falling back to around 4,800 in 2013
- IfA membership increased from just over 20% of the working population of archaeologists to over 40% by 2013
- average pay for archaeologists increased by 41% from £23,310 in 2003 to £27,814 in 2013, against a national average increase of 44%
- the numbers of archaeologists with at least an undergraduate degree rose to 93%, 47% now have a Masters degree or higher
- despite no increases between 2009 and 2012, IfA minimum salaries increased by 20% from 2003, just about keeping up with inflation over the period
- mandatory CPD was introduced for IfA members in 2009, requiring members to undertake at least 50 hours CPD every two years
- we have seen a proliferation of health and safety accreditation schemes such as CSCS, which has become mandatory in order to work on the majority of construction sites
- the NVQ in Archaeological Practice was introduced in 2007 but has seen minimal take-up outside HLF and other funded workplace learning placement schemes
- By 2013, the numbers studying archaeology at university has started to decrease in the wake of increased tuition fees

Pay in Archaeology, 1994–2012



From: Jobs in British Archaeology/Profiling the Profession 2012-13

Fig 1. Pay in Archaeology 1994 – 2012

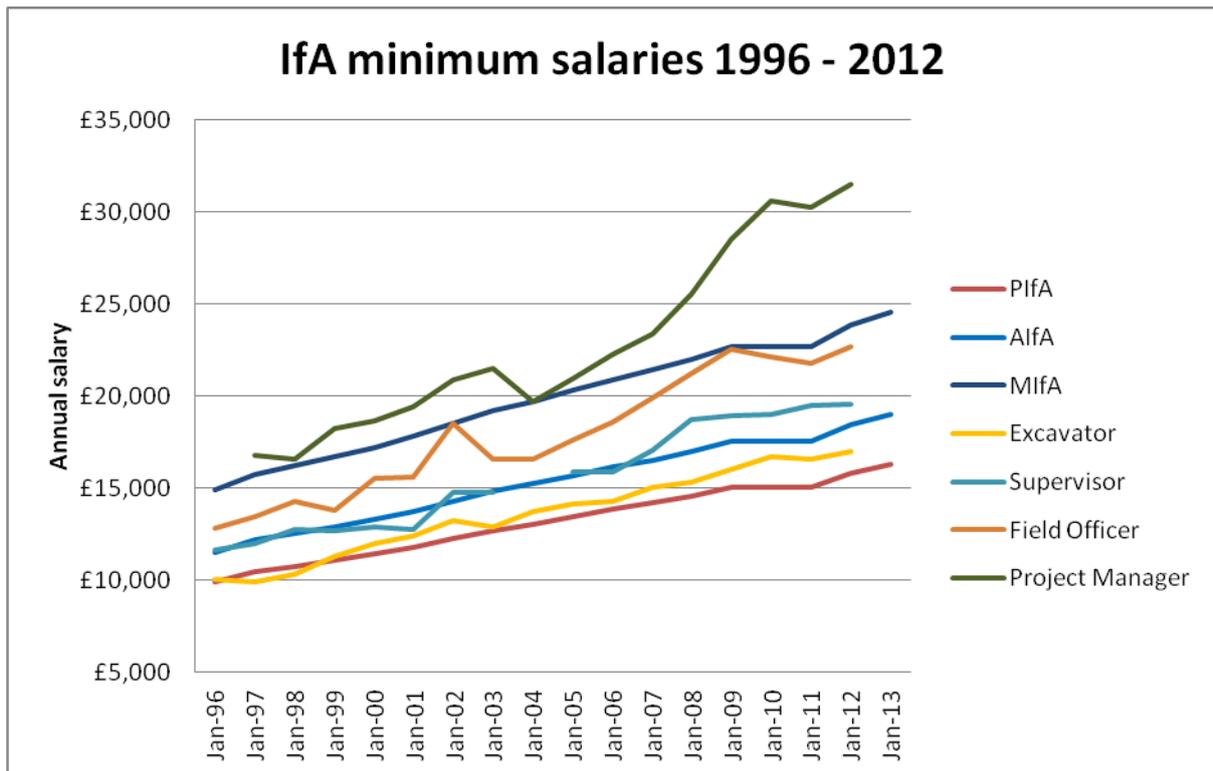


Fig 2. IfA minimum salaries 1996 - 2012

So we can see that there has been change but it has been incremental. Charter gives us a once in a lifetime opportunity to make a great leap forward and it's vital that we don't miss it.

Pay

It's a fact that chartered professionals in many other industries get paid more than their non-chartered colleagues but there's no rule that says they should and it doesn't happen by magic. They charge more, and their clients are prepared to pay more because they recognise that the 'product' they're purchasing has been quality benchmarked against a recognised brand. In some circumstances – getting your accounts signed off or having a house surveyed for a mortgage, for example - it's a requirement to use a chartered professional. 'Chartered' becomes shorthand for 'competent'. At present, the national agencies and most local authorities are reluctant to introduce requirements for planning related work or work requiring scheduled monument consent to be done by professionally accredited archaeologists because, for whatever reason, they don't recognise that shorthand. With Charter comes the potential to change that, but it will be for the industry to decide whether it wishes to achieve the benefits that kind of self-regulation could bring.

Training

Another big difference between archaeology and most chartered professionals is the formal process of training and supported professional development they undertake to become Chartered. Different bodies have different routes and the emphasis on academic qualifications, vocational competence and 'experience' varies considerably. What they all have in common, however, is that the process is mapped out and published so that, from day one, an aspiring Chartered Engineer or Landscape Architect knows what they have to do to achieve their goal. If, in the future, archaeologists wish to become chartered, the whole landscape of early career training will have to change across the board from organisational support for each employee's professional development through to individual archaeologists' commitment to CPD.

Because not all archaeologists will necessarily wish or need to become Chartered, we will also need to work out how that will link in to current IfA membership grades and how the Chartership pathway can form part of an integrated training and professional development programme for all our members.

With accreditation, and particularly Chartership, we have an opportunity to make real, positive changes to the way our industry is trained, to standards of professional practice and to the way in which we are rewarded but it needs the support of the industry, from individual archaeologists and employers as well as the representative bodies like IfA and Prospect, in order to happen. Don't wait for it to fail – be part of the solution.

Action points

- **Engage:** all archaeologists need to engage with the Charter debate, whether they are currently members of IfA or not. Prospect, FAME and Diggers' Forum all have key roles to play in promoting Charter as a mechanism for effecting the changes we know need to be made to the way our industry operates
- **Promote:** IfA to discuss, and if possible agree, with FAME, ALGAO and the national agencies a way forward for promoting the importance of accreditation through Chartership
- **Join:** archaeologists need to understand that IfA, Prospect, Diggers' Forum and to a certain extent FAME can only achieve change with the support of a vibrant and active membership
- **Demonstrate:** all archaeologists should be considering whether it's time to accredit their skills and competence through IfA membership and encouraging their colleagues to do likewise
- **Require:** collectively and individually, we need to stop tolerating poor practice and require better of ourselves and our industry

Obstacles

The biggest obstacle to change is always apathy: lack of engagement, and a firm belief that 'somebody (else) should do something' are prevalent. The result is that effecting change is left to small groups of activists (within IfA, Prospect, Diggers' Forum, often volunteers) working hard in the face of an apathetic majority and the criticism of a very vocal but often disengaged minority. It's no wonder progress has been slow!

Kate Geary is Standards Development Manager at IfA. She has responsibility for developing standards and good practice guidance as well as for developing and supporting training and professional development initiatives. She started work with IfA in 2005, moving to her present post in 2010. Prior to that, she worked in a variety of HER and archaeological advice roles, mainly in Wales.

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Skills Passport: Opening the Door

David Connolly, BAJR



The Skills Passport from its inception in 2008 was originally intended to provide a stepping stone towards professional accreditation at the start of, or prior to a career (i.e. membership of the Institute for Archaeology (IfA)); a means of recognising personal skill gaps; and a convenient way to log continual professional development (CPD) and creating Personal Development Plans (PDP).

The Passport contains a record of basic competences gained including core, secondary and tertiary skills, and in conjunction with the website, acts as an invaluable guide to career pathways (by highlighting skills required for archaeological occupations).

The passport also helps potential employers make a more informed assessment of a job applicant's skills.

Why is the Skills Passport needed and how it will work?

CVs and covering letters are well known for their over reliance on self-assessment and self-aggrandisement. As an employer you might only find out if a person is actually competent or not once into the job. Therefore, the Passport would act as a much more reliable record of the skillset attained by a job applicant.

The Passport should prove invaluable to its owner, who will quickly be able to comprehend from the information provided, what it is they need to learn in order to gain employment within the profession.

There is already a complex National Occupational Standards (NOS) matrix that looks at skills, but is extremely difficult to cross relate and define particular elements. The Skills Passport is specific and uncluttered and each skill is standardised requiring no formal ruling and validation, as this is carried out as a self-regulatory system. A skill is gained, dated and signed off by named individuals, who by doing this are confirming the passport holder's competence. It requires a simple test on each practical skill and asks "can you carry out the task without assistance or not"?

Take for example, the Total Station Survey section;

The holder must demonstrate the ability to set up correctly and take appropriate measurements with no instruction from the trainer. If this is achieved, the trainer can then initial and date the skill. There is room to repeat this skill training on several dates, thus proving ongoing competence.

The passport contains degrees of ability :

Novice: Able to carry out the specified task under supervision.

Competent: Able to carry out the specific task with limited supervision.

Proficient: Able to carry out the specific task independently and support others confidently

Questions that have been asked include:

Would it be accepted as relevant by contractors?

So far, every company that has been approached (circa 30) has agreed that it would be of use in assessing the skills of a new applicant.

Will people not fake their skillset and trainer signatures?

Very quickly found out, and as each passport is numbered – it can be revoked.

What if someone is signed off as capable but they are not.

The trainer is warned.

The job applicant may have been signed off as competent in their skills 4 years ago and has had no updates in the intervening period.

If you have no recent proof of their abilities it may act as a warning sign that the applicant may need to refresh their skillset before gaining employment.

A particular skill is not in the passport.

You can add it in the additional skills section.

I have lost my passport.

You should always keep a copy of everything you do anyway, but a new empty passport can be obtained. And future systems may include web storage.

I am already skilled, I don't need this.

A more flexible CPD Passport is currently in production. Remember you need 50 hours during 2 years, with proof and dates!

The passport is on sale for £7.50 (plus P&P, reduction for bulk orders) from BAJR Skills Passport <http://www.archaeologyskills.co.uk/>. All monies go to paying for the upkeep of the website and material costs in producing the Passport. This is about skilling the profession and is not a profit making venture.

Action points:

- To provide an easy to use Training system for early career archaeologists
- To match skills to careers
- To embed skill training into Universities
- To increase the relevance of skilling the profession
- To view continual professional development as a standard

Obstacles:

- Commercial imperative to win cheap
- No benefit to skill training

- No incentive to train by company as individual is short term contract
- Fast turnover of staff
- No way to know where training courses are

David Connolly is the founder of the British Archaeological Jobs and Resources (BAJR) website and has worked on both the British field circuit and abroad. His experiences at York in the early 80s helped him form a keystone in his belief of the use of methodologies in archaeological practice. David specialises in archaeological surveys, training schools and community archaeology projects.

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<http://www.archaeologyskills.co.uk/>

Diggers' Forum CPD and Training Survey 2013 –initial results

Chiz Harward, Diggers Forum

In 2013 the Diggers' Forum (DF) carried out a comprehensive survey into current conditions relating to CPD and training provision in UK commercial archaeology. This paper presents selected results based on initial assessment of the survey data.

Training and professional development is crucial for all archaeologists, and the survey provides important data on both the provision and experience of training and Continuous Professional Development for archaeologists working in the commercial archaeology sector. An initial assessment of the dataset has been carried out and provides some initial indicators on the survey results. Full analysis will be required before we can be clear as to the true import of some of these initial findings, however the work to date highlights some interesting trends which are worth reporting.

The DF intend to use the survey to establish a picture of training and CPD provision in commercial archaeology, to identify what is provided, what is working, what is not working and develop ways to make the situation better for all archaeologists, at all points in their career.

The survey

Research into the subject was carried out via a survey hosted on SurveyMonkey, an online survey hosting service. The survey was designed to capture the situation and experiences of employees and was open between January and June 2013.

The Employee survey contained 81 questions and was advertised predominantly via emails and webpages. Articles on the survey were included in the DF newsletter; it was also advertised on the BAJR news page and elsewhere. The Employee survey was anonymous although a number of respondents felt inhibited due to fear of being identifiable through their answers.

The survey looked at CPD and training in a series of sections, after an initial set of detailed questions to establish the gender, education and job experience of members, there were sections on CPD, Appraisals, Training provision, H&S training, soft-skills training, disability, illness and injury training, pregnancy and training, and 'you as a trainer'. There is not space in this paper to outline all the initial results, but an assessment of the data threw up some interesting statistics that will need further investigation.

The respondents

252 separate Employee questionnaires were submitted between 28th January and 18th June 2013. Multiple answers from IP addresses were checked to ensure that they represented individual entries. Data from those who clearly neither resided nor worked in the UK was also disregarded as having no relevance to the survey. Submissions that were totally blank or where nearly all questions had been skipped were omitted. A total of **209** submissions were assessed.

Due to the length of the survey and the fact that some questions were not relevant to all respondents many submissions were only partial. We included all responses for each stage of the

survey and expressed the results as a percentage of the relevant respondents to the particular question or combination of questions; where it is directly relevant we have specified the relevant number of responses.

The survey dataset may seem small, however it equates to approximately 4.5% of working archaeologists (based on figures in Aitchison and Macqueen 2013) and a higher proportion of commercial archaeologists; the respondents were a broad cross-section by age, job type and grade and gender and statistically matched other surveys in terms of gender and age ratios. We do need to be aware of potential bias in the survey cohort, however given that the stats closely match other surveys such as Profiling the Profession and the DF survey on Away Work it is probable that this is a representative sample (Aitchison and Macqueen 2013, Harward *et al* 2012).

Age and gender

There was a familiar curve to the ages of the respondents, with a drop off in older respondents, and a marked drop in female respondents aged over 35 following a more equal gender ratio in the younger respondents (Table 1). This has been seen in several other surveys such as Invisible Diggers, Profiling the Profession and the DF Away work survey (e.g. Aitchison and Macqueen 2013, Everill 2009, Harward *et al* 2012). It is this equal gender ratio amongst under-35s that will be of most use in discerning any gender bias in receipt of training, and this will need further detailed investigation.

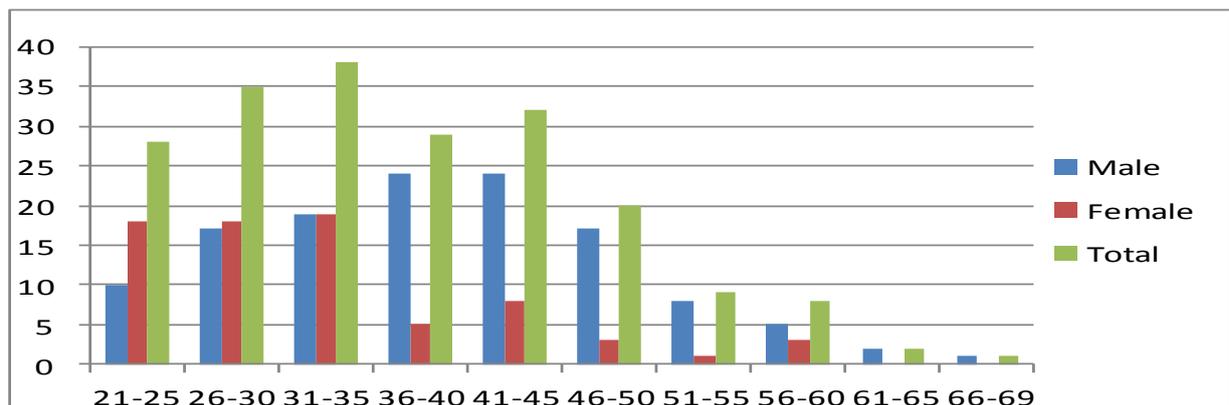


Table 1: Chart showing the age of respondents, by gender.

The male to female gender ratio was 63% to 37% and is similar to that seen on other surveys (*ibid.*). When we looked at those respondents with dependent children there was a clear skew towards male respondents having children compared to female.

Education

Over half of our respondents had a Masters or higher, however only 22% of Masters holders were very positive about their course and there was a general concern over practical training and an awareness of the commercial world. The teaching of critical thinking skills was appreciated by many graduates, however there is often a long delay before these skills were used in their jobs.

Job grade

The job grades of the respondents were varied –roughly equal numbers of ‘site assistants’, ‘supervisors’, ‘project officers’ and ‘project managers’ and above. This has the potential to give us good results across the grades which will be important in seeing how training evolves over a career.

CPD and appraisals

63% of respondents fully understood CPD and could explain it to someone else, but only 53% have a CPD log, and more worrying only 49% have a PDP plan. Only 33% of respondents' employers had discussed CPD/PDP with the respondent, only 23% of employers gave time to update logs. Only 23% felt fully supported by their employer, whilst 61% did not feel their employer took an active interest in their CPD. We need to look into the data further to see what happens to freelancers.

For appraisals there were generally negative comments –box-ticking, waste of time- but an acknowledgement that when done well it was good. Appraisals were seen as hard to carry out due to commercial work patterns. Employers used a variety of ways of establishing what training was needed –organisation or project need was highest at 23%, appraisals in some form were 16%, no training ever given was 16% and 'telepathy' was apparently used by 13% of respondents' employers.

Training provision

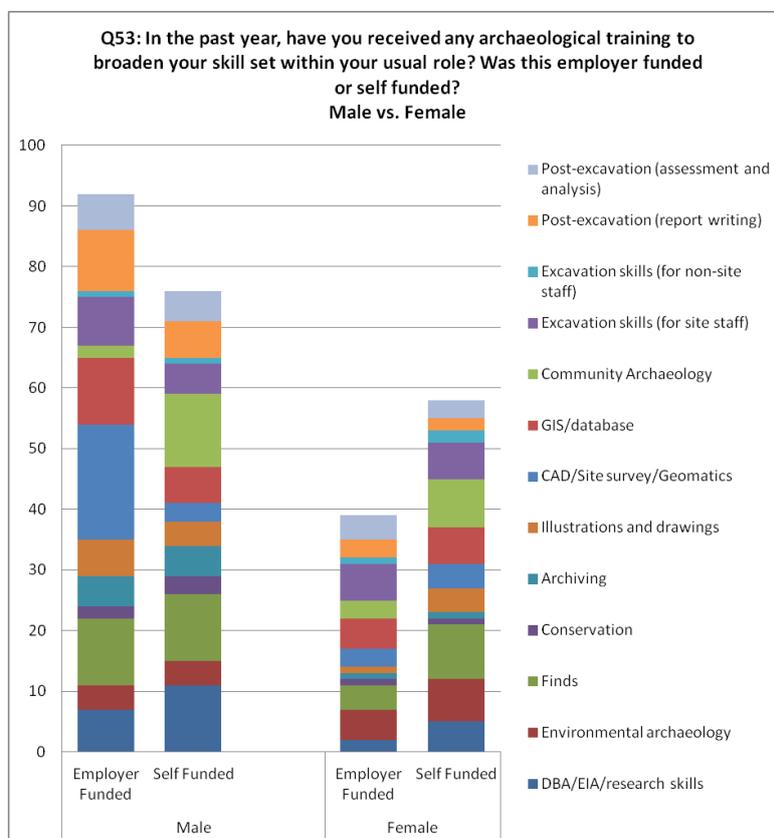


Table 2 Types of training received within current role, by gender

The training received varied considerably as might be expected and the types and balance of training will be subject to further analysis. There is an apparent bias against female respondents receiving training, despite the approximately equal male-female ratio in younger respondents. There is also evidence that more females fund their own training than males (Table 2). We need to look at these sections in detail during the analysis of the survey to assess whether these are true biases or the products of one or more other factors.

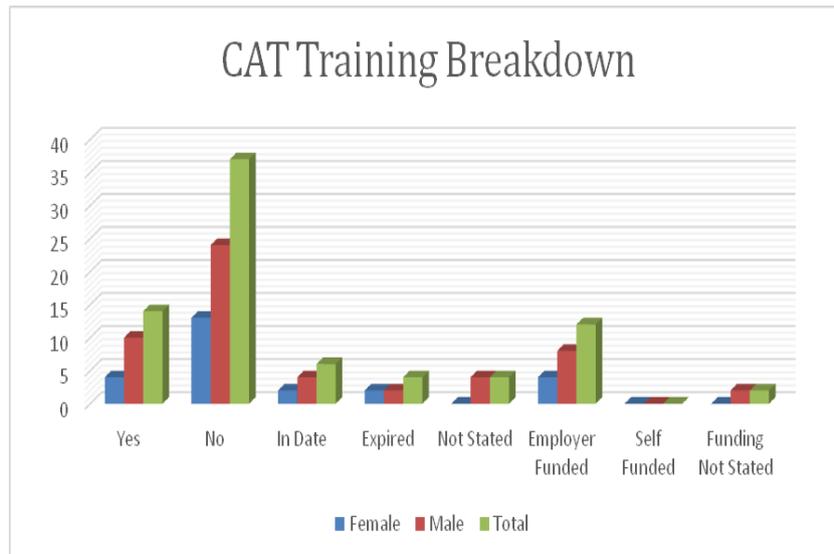


Table 3 Receipt of 'CAT' training, by gender

On H&S training females consistently received less training for H&S tickets such as CAT training (Table 3), this appears to be over and above the expected difference due to the smaller number of female respondents. This is a potentially very worrying situation, especially give the equal ratios of male/female respondents during the early years of careers when staff are more likely to be working in situations that require H&S tickets to allow for safe working and for access to work.

On 'soft skills', office training and 'HR' tasks, females were again receiving less training on every indicator (Table 4) which again appears to be above the ratio to be expected due to the lower numbers of female respondents. Further work is required to investigate this.



Table 4 Receipt of HR, office and soft skills training

Pregnancy training (either for someone who was pregnant or because a team members was pregnant) and training for returning mothers was limited, although this may be a matter of demand rather than supply.

Discussion

Profiling the profession, a survey predominantly of employers, found that ‘overall, archaeological employers demonstrate a high level of commitment to training their staff, although the levels of support shown by several key indicators have declined since 2007-08’ (Aitchison and Macqueen 2013), however that finding may conflict with the experience of our survey results. The two are not mutually incompatible however as employers perception of training is often different to employees, and each may have separate training agendas and priorities.

We can identify three areas of training; employees and employers will have different views on the relevance and comparative importance of each:

- Training for NOW –competence in your current job
- Training for beyond competence in your current job
- Training for progression and changing career pathways

Each of these areas has a part to play in training and career development, and each of these demands different inputs from employer and employee. At different points in a career each type of training may have different levels of importance, and perception and frustration may be important in determining our attitudes to training and career development.

Many employers may believe that they have effective systems in place, and these may often cost a great deal in time and money to carry out; the question may be whether these systems are effective for both the organisational and the individuals’ needs. Negative assumptions can cause problems – employers may feel that they provide plenty of training and career support, whilst employees may slip into feeling that there is no point in any of the offered training as it isn’t related to where they want to be. Good communication and listening may be as important as complex appraisal schemes.

The link between training and quality of work was not specifically addressed by this survey, however it is an important issue, and the data, especially free text comments, may provide information on links between poor training provision and poor morale and feelings of producing low quality work that can be followed up through further work.

The potential gender inequalities are of great interest and will be rigorously tested during analysis. The ratio of male and female respondents is basically equal up to age 35, and it will be extremely interesting to see any differences in job grade and training access amongst this cohort. It is possible that the apparent inequality is caused by other factors and this will be checked.

What next?

Work on the survey is by no means complete; we are planning a full analysis of the data which will include looking at how far the training experience may vary according to job grade, contract length, role and gender. We will also investigate the provision and experience of Training and CPD at Registered Organisations (ROs) compared to non-ROs, and the experience of freelancers as opposed to employees. We shall also assess different types of training –what is perceived to work and what does not. The data will be compared with comparable data sets where possible, including *Profiling the Profession 2012-13* (Aitchison and Macqueen 2013) which will provide information from the employers’ perspective.

The published report will detail the results of the analysis and include a wider discussion on training and CPD. Based on the survey results the report will also include a series of recommendations on training and CPD for discussion and action by the wider archaeological community. Following the initial assessment of the survey, the following positive aims can be suggested:

Action points:

- **Gender equality in training and CPD provision**

The assessment has outlined apparent issues over gender bias in receipt of training, this clearly needs investigating as a priority. Should the initial results be borne out, this would clearly be the most important issue to understand and address. This opportunity should be seized as a positive initiative, although the apparent bias would clearly be a negative problem as well.

- **Embed training within the working week –establish a ‘Training hour’ to make training the expectation not the exception**

A commitment to a weekly training hour for all staff would mark a significant step towards achieving proper training provision for all staff. Opportunities for cost-effective training solutions within this format have been outlined in Harward 2012. The use of informal and formal training and development on site can lead to increased engagement and quality of work at little extra cost or disruption. There is no evidence that employers are formally embedding regular training within the working week and it is suggested that there is a need for a formal scheme or commitment from employers –perhaps as part of the RO scheme, or as an alternative scheme with a badge that can be publicly displayed.

- **Employers to support staff –both trainers and trainees**

Employers should recognise that all staff need support in learning and consolidating new skills, and that those who provide training and mentoring also need support. More experienced staff should be encouraged to train staff during work, and financial incentives may be appropriate to recognise and reward the additional work. Teachers have ‘preparation time’ for each class, trainers should have the same; the creation of training tools and methods can cut this time requirement, and maximise its benefits. A cultural shift needs to be created where training is expected throughout the workplace, not on isolated occasions, and time allocated and budgeted for this training.

- **Create a market in training and training products and schemes with opportunities for online learning**

The creation of practical ‘off-the-shelf’ training products can allow training to be rolled out quickly, responsively and relatively cheaply. Costs can be minimised by reducing duplication. The tailoring of such products to specific sites/recording systems/methodologies, or the creation of bespoke products requires more investment, but can have very positive outcomes. The internet should be embraced to facilitate awareness and access to materials, courses and logs.

- **Better logging of training and learning**

The use of a skills passport and/or CPD passport to log learning should be encouraged, especially for archaeologists at the start of their careers. The establishment of an industry wide scheme would allow longer term aims and outcomes to be carried across individual employments.

- **Expect competence and train for excellence**

Crucially, to fulfil our roles as professionals we need to expect staff to be competent in their roles, and support them in gaining this competence, and beyond. This is a two-way street, and all staff need to commit to learning and consolidating skills as much as employers commit to providing the opportunities and space to learn. As a profession we have often had a problem with addressing standards on an individual and organisational level. This is the crucial change we must make and Charter offers the opportunity to make the change. The attitude to staff has been that they are essentially disposable and that as they are often on

short contracts why train them they will be gone in a few weeks? This is not acceptable in any profession and a cultural shift must be created from both top-down and bottom up.

Obstacles:

- **Short termism in short contract staff and attitude to ‘disposable’ staff**

Current attitudes to short-term staff could be characterised to be that you hire the best you can, and that any employees who are not up to standard are let go at the end of their contract. ‘Sticking plaster’ training is given on site by immediate supervisors, however this is usually focussed on the immediate tasks, and those who do not have the skills are often sidelined due to time pressures.

- **Lack of recognition of the importance of the quality of archaeological work.**

As professional archaeologists our work should be of the highest quality. Whilst we may have to work to strict deadlines and budgets this should not impinge on our ability to do professional quality work. To be able to do this we all need training and time to consolidate and develop our skills, and time and budgets to achieve this.

- **Lack of engagement of staff in their own development**

Staff are often disengaged from their own development, this is more than not filling out PDP and CPD plans and logs, but a lack of understanding of the need to develop, and of how their careers may progress.

- **Perceived and real pressures from above to ‘work’ rather than train, learn and develop skills**

The pressure on staff to get on with their jobs, rather than to stop and address training needs is both real and perceived. A conversation needs to happen between staff and employers to reinforce the commitment to professional standards and training on site.

- **Lack of support and materials to provide on-site and ad hoc training**

The lack of available and suitable materials for training means that training is variable in nature and often does not align with the employer’s methodologies. Support in providing these materials and in preparing training sessions should be increased to staff

A commitment to training and development should be sought from all employers and by all archaeologists. We all have to put more work into training and career development and a clear and visible statement should be made by all parties. The current commitment from ROs and IfA members does not appear to be sufficient and a restatement of intention should be made.

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Making good careers in archaeology: some thoughts on present challenges

Dominic Perring, Archaeology South-East, UCL

I was invited to speak to the Prospect and Diggers Forum seminar as a representative of the Federation of Archaeological Managers and Employers (FAME) to represent some wider industry views and explain what actions employers are taking to improve working conditions within archaeology. I propose, however, to use this opportunity to offer a personal opinion-piece, drawing on the instructive circumstances of my present duties as the Director of Archaeology South-East, the Field Unit of the UCL Institute of Archaeology.

Working from within a University department I routinely need to reconcile academic and commercial objectives. This calls into question the underlying purpose of undertaking archaeological work and highlights some challenges facing the development of our profession. I have, at least, three competing roles in my present post. My main role is an industry one. Archaeology South-East sells skills in archaeological interpretation, and here my most important duties involve finding and fostering expert competence in the doing of archaeology. Drawing on this capacity I then need to convince clients to use the services of Archaeology South-East rather than those of our competitors where the competitive market-place for archaeological services begs questions of the respective importance of performance, quality and price. Until recently over-capacity and a ready supply of enthusiastic graduates has sometimes encouraged the misleading idea that archaeological skills are easily found and therefore of comparatively little value.

I also contribute to teaching at UCL, where I have co-ordinated undergraduate and graduate courses designed to teach professional and academic skills. In this role I navigate the awkward fact that Universities are not primarily concerned to provide vocational training, the want of which has become a cause of concern amongst archaeological employers (an issue I explore in more detail elsewhere: Perring 2006; Perring 2007). Ours is a graduate profession, but the learning that goes into obtaining a degree is not best calculated to advance professional careers.

Finally I am employed as a Research Fellow within the Institute of Archaeology, in which role I am expected to make a useful contribution to academic research. The important outcomes for UCL involve research output, as presently being measured through the Research Excellence Framework being conducted by HEFCE. The aim of this exercise is to describe the quality of research output, the wider social impact of that research and the vitality of the research environment. As a consequence my main route to promotion is through the formal publication of internationally significant papers. My career progression directly depends on finding interesting things to say about the past that matter to wider audiences.

Financial outcomes remain critical, however, since ASE will only survive if it remains solvent, sustainable and commercially viable. The bottom-line matters in all that we do. Whilst my management role is to find, foster and sell skills, this is no more than a means to an end. For skills to have value they must be used to a purpose. The purpose of our employment in archaeology is to offer some sort of product, an outcome that has worth to others. My argument here is that a better understanding of the importance of archaeological 'product' is a necessary starting place in any discussion of how we pay, train and reward archaeologists. If our work is valued, if quality of

outcome is important, then the doing of archaeology has a better chance of being commensurately rewarded.

What do archaeologists do?

A key problem is that the demands of the market-place tend not to coincide with professional and personal goals. In order to understand how we might improve pay, training and career opportunities, we first need to establish what it is that we do that has value. Where do the benefits of our work lie and who benefits from them? How do we ensure that quality of delivery matters? This is not straightforward. A confusion of purpose clouds the procurement and delivery of contract archaeological services. Is archaeology about giving our commercial clients 'holes in the ground'? Is it about protecting community/public interest in local cultural resources? Is it about knowledge gain? Is it simply an act of discovery?

These uncertainties are embedded in the politics of Cultural Resource Management (CRM). Contemporary professional practice emerged from the noble but failed adventure of Rescue Archaeology, where the looming threat of the hostile bulldozer privileged the immediate problems of salvage investigations. A 'dig now, worry about meaning later' mentality necessarily prevailed when the first professional teams of rescue units were formed, with the inevitable consequence that resources were often exhausted before attention could turn to the publication of results. Opportunities to advance understanding were left unexplored.

Conservation policies were a necessary corrective to the unsustainable profligacy of Rescue Archaeology, and gave rise to the emphasis on sustainable management that has underpinned planning policy for the last quarter century (DoE 1990). The expectation that 'preservation *in situ*', was nearly always to be preferred has resulted in investigation becoming a 'second best' option for 'second best' sites. In order to press the 'polluter pays' argument, it became dangerous to argue the value of destructive investigation. Field research practice was consequently devalued as the most promising sites were left untouched, pushing archaeological study into landscapes of lower potential. Our hesitant professional attempts to redirect attention to where value might lie, as found in the ambitions of the Southport report and briefly embedded in PPS5 policies (Southport Group 2011; DCLG 2010), have yet to restore a clear sense of purpose to professionally undertaken fieldwork. The National Planning Policy Framework (DCLG 2012) has effectively returned us to the conservation agenda of PPG16, and these policy limitations are unlikely to be changed in the near future. The constraints of conservation-first policies are now compounded by weakening curatorial regimes and declining public resources. There are few left standing to champion the wider social values of field-based archaeological research. As a consequence much archaeological work can appear to be planning-driven routine of uncertain public benefit: a box-ticking exercise of fleeting attention that offers poor rewards to all involved. This is the fault of archaeologists, or at least those of us in positions of authority within the profession. If the work that we did was conceived with more ambitious ends then it might be more highly valued.

So how do we change things? We can start by better recognising the importance of our research product. In order to manage resources we need to understand them and without understanding there can be no public benefit. Without using our holes in the ground to advance understanding there is no point in digging them. If we do not invest more in getting this right, and in convincing our clients of the central importance of research quality in our work, then we will struggle to retain status as a material consideration within the planning process. The long term sustainability of contract archaeology depends on the quality of our product, and we diminish our future if we neglect this now. If the performance of contract archaeology demands high-quality reporting that goes beyond the descriptive, if we ask questions that go beyond the immediate demands of resource

management, then advanced analytical and interpretative skills will become as critical to our commercial activities as our speed and efficiency in digging holes. If understanding is our aim, then we can build careers accordingly.

What this means for careers in archaeology

Presently we are hampered by short-term goals and a front-end emphasis in contract archaeology: we are measured by our efficiency in getting holes dug, not against what we learn from digging holes. This has several effects, many of which follow on from each other. The current situation encourages a casual approach to skills, where it is easy for employers to become more concerned about speed and effectiveness of delivery than about the quality of the work undertaken and reports prepared. An emphasis on excavation as a form of decontamination, involving low-grade archaeological data, further distances professional archaeology from the academic sector. This in turn results in discrepant approaches to fieldwork training, such that the skills learnt at University can be ill-suited for the very different demands of contract archaeology. This in turn reduces opportunities for career progression, making it difficult for archaeologists to navigate between academic and contract employment. A lack of quality engagement with the resource allows further de-skilling as we 'dig by numbers' to unreflective project designs challenge of getting value from complex fieldwork opportunities. The effect of this on archaeological careers is sadly clear to see: there are select opportunities to forge successful research, management and consultancy careers – but talented field archaeologists can find themselves left in poorly paid and insecure employment.

What is to be done?

At the simplest level our problem is little more than a matter of professional confidence. If we, as archaeologists, did a better job at arguing and demonstrating value in our work then it would be easier for our clients to accept the costs of skilled professional archaeology. We need to better advocate the public benefits of properly conducted investigative research. Several current initiatives have promise in this regard. FAME are looking at the procurement process in contract archaeology with a view to producing guidance that will help clients obtain better value rather than default towards the cheapest of the tenders on offer. Of even greater moment is the progress now being made towards gaining chartered status for professional archaeology. We stand to benefit from barriers to entry that identify quality outcomes as a measure of professional competence. In all of these initiatives and arguments we need to re-embed quality outcomes in our mapping of what constitutes good archaeological practice. These outcomes include both community engagement and research products. There is also scope to embrace new sponsors and partners, especially in community engagement projects, at a time when the political necessity of showing quality outcomes as the means of justifying planning-led constraint is increasingly evident. There is widespread recognition that our commercial activities need regulation to make sure that a decontaminated 'hole in the ground' is not mistaken for the principal product of archaeological work. This should be informed by an outcome-based measurement of research gain. This need to be industry led, perhaps borrowing from approaches to research assessment and impact measurement that have been adopted within the HE sector.

Problems and rewards

There are many problems to be overcome. An emphasis on our negative products, as encouraged by the conservation-first objectives enshrined in planning regulations, means that too much archaeological work is routine in nature, offering limited opportunities for considered research. Allied to this we have until recently suffered from an over-supply of archaeological services in many regions, leading to excessive price competition that can in turn lead to under-investment in improving quality and capacity. Competition over cost prevails in a market-place that appears to sometimes misunderstand the nature of the archaeological product. Because of this much business

planning is short-term in the extreme, with little incentive for employers to support career development within teams still dominated by staff on short contracts. In driving standards upwards it would help to see greater consistency and transparency in the way in which archaeological work is regulated, with a clearer emphasis on research quality as a necessary proof of competence. Here the IfA move to obtain chartered status may represent a step in the right direction.

These problems will have to be overcome if archaeology is to continue to have social relevance, and if our industry is to retain public confidence. I don't think many would disagree with most that I have said here. We share a common interest in doing good archaeology, an archaeology that has the promise of both adding to knowledge and improving the quality of life. To achieve this we need to be clear about our goals. In returning to the main theme of the seminar, my core argument is that if quality products are embedded in our expectations of archaeological outcomes, **then** skills will be at premium, **and consequently** investment in pay and training will be rewarded. We can make working in contact archaeology a better career choice by rethinking and re-engineering the purpose and product of our work.

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Discussion and recommendations:

There has been a recent recognition that the industry needs to make progress on the issues surrounding pay, conditions and training, and following the DF/Prospect conference there has been another attempt to identify both long term aspirations and the shorter term action points needed to help achieve them. Since the conference the IfA Working Party on Remuneration, which was set up to try and establish how the profession could move forward on the myriad issues surrounding pay and conditions, has been wound up, and a new industry grouping of the IfA, Prospect and FAME has been established. In July 2014 these three organisations issued a joint statement committing each organisation to working together to address the issues around improving pay and conditions in professional archaeology (<http://www.archaeologists.net/news/140710-ifa-fame-and-prospect-joint-statement-pay>).

In support of the joint statement on pay, IfA identified a series of actions which it will undertake before 2016, expanding on each of the bullet points listed in the statement. Some of these actions are already incorporated into the IfA work programme, others will be built into its annual business plans over the next two years and progress will be reported via The Archaeologist magazine, on the website and in their eBulletin (<http://www.archaeologists.net/practices/pay>).

"We believe low pay damages our profession and weakens our standing with allied professionals. It hampers our ability to recruit the archaeologists of the future, and to retain and motivate the archaeologists of today.

We have different perspectives on the problem of low pay but share a common interest in ensuring a healthy future for the profession.

We agree that the profession as a whole has a collective responsibility for addressing the problem and that each organisation should encourage its members to work together to find solutions.

In support of this, IfA, FAME and Prospect are committed to [IfA Action Points in bold]:

1. *helping organisations to develop and demonstrate the skills needed in order to ensure the required standards of professional practice, and to value and reward those skills appropriately*
 - **support and participate in joint working with FAME and Prospect to monitor and promote the development of appropriate reward systems in archaeology, encouraging each party to take up the respective responsibilities it has as trade union, employers' organisation or standards-setting institute and to act to the extent that the remit of each permits**
 - **provide more guidance to Registered Organisations on how to support training and professional development**
 - **expect more of Registered Organisations in promoting Continuous Professional Development (CPD) and of individual members undertaking and recording CPD**
 - **through the Registered Organisation scheme, continue to monitor Registered Organisations not paying minimum salaries and work with them to address issues**
 - **continue to collect and collate pay data for the sector and comparator industries, with FAME and Prospect**
 - **continue to set minimum recommended salary levels and recommended starting salaries**

2. *promoting archaeology as a highly skilled profession worthy of recognition and reward equivalent to those of the professions we work alongside.*
 - **use the opportunity of chartered status for the Institute and discussions about chartered status for individuals to promote the work of archaeologists and the importance of accreditation within our sector and beyond**
 - **use the opportunity of chartered status to build better links with comparator professions as a means of promoting the value of archaeology and archaeologists to society**
3. *addressing failures in the market by advocating policy and regulatory change, by helping buyers of archaeological services to make informed decisions based on quality and value as well as cost and by informing clients why it is in their best interest to use suitably-accredited organizations and archaeologists*
 - **in consultation with FAME, publish guidance for archaeologists and their clients on the importance of quality, standards and of using accredited professionals**
 - **continue to lobby government and national agencies to require archaeological work to be undertaken by accredited professionals**
 - **with FAME, explore and consult on alternative models for the procurement of archaeological services and promote within sector and beyond**
4. *ensuring employees are informed about their employment rights (in particular their right to join a trade union), are treated with respect in the workplace and that the employee voice plays a key role within the profession*
 - **continue to monitor employment terms of conditions and welfare provision through the Registered Organisation scheme**
 - **promote the value of trade union membership to members and Registered Organisations**
 - **maintain close links with Prospect and representation within the Archaeologists' branch**

Our organisations will therefore publish programmes of work designed to improve the working and business environment for archaeology, and will coordinate that work through a working group."

It is important to recognise the differing roles and remits of the different organisations involved in discussions on archaeological pay, training and development; these remits often overlap however there is often a perception that any one organisation could (or should) do more in an area that is within the remit of another body: for example the IfA is not a trade union. It is to be hoped that by working together the three main organisations: FAME as the employers' organisation, Prospect as lead Trade Union, and IfA as the professional institute, can resolve any differences and work towards a sustainable future.

Diggers' Forum, although a 'Special Interest Group' of the IfA, has a different remit: DF members sit on IfA council, and are Prospect Reps, they also run archaeological businesses. Diggers' Forum's aims to help create a positive, sustainable and financially viable career for all professional archaeologists at all points in their career, focusing in particular on site staff. Over the last few years the DF has taken a lead role in lobbying for improved archaeological careers, and has worked tirelessly to support IfA minima. Diggers' Forum has shown that it speaks using evidence-based opinions and makes positive contributions to the profession. Prospect and Diggers' Forum share many perspectives and common goals and will work together to support the aims of the Joint Statement, whilst also working on wider issues in archaeology.

Kate Geary has identified apathy, and a lack of engagement, as the number one obstacle to progress, and all her action points relate to increased involvement in some way; it should be realised that this apathy affects organisations as well as individuals: all the formally constituted organisations rely on small numbers of volunteers and/or staff and their ability to meet objectives is curtailed by this lack of engagement. Similarly the positive impact and benefits of union membership are diluted by a lack of members. A key objective must be to try and engage and empower archaeologists and allow them to fully participate and take control of their profession.

Diggers' Forum and Prospect will continue to work together - and with other organisations, members and individuals - to make a positive impact on professional archaeology. Much of this progress will be slow and incremental, however with increased engagement individual aims can be achieved. We are not in a position to directly effect many of the changes Dominic Perring points out are needed, however through working both with and within organisations we can contribute to the required change in culture. We have identified the following as a series of key aims that we can work towards:

- DF and Prospect will work to improve communication and involvement of archaeologists in their profession. This will aim to increase the number of active members, and to ensure that all members have regular updates on campaigns and issues. Members should be encouraged to support each other, to challenge poor practice, and to keep DF and Prospect branches informed of issues as they happen. DF and Prospect are happy to do the donkey work, but we need information and feedback.
- DF and Prospect will work to ensure there is gender equality in archaeology by monitoring and by encouraging employers to sign up to actively support gender equality in their organisations.
- DF and Prospect should work together and with other organisations to improve training and career development in archaeology. This could include:
 - establishing a recommended trainee pay rate, and guidance on the expected levels of competency and timescales of trainee posts.
 - supporting efforts to create training methods and materials, especially those that can be embedded in the working week, or taken as distance learning; and supporting schemes and training logs that can be carried from job to job.
 - supporting and helping develop methods to provide appropriate support for trainers as well as trainees
 - supporting better integration of vocational training at universities
 - lobbying for proper value to be given to trained, skilled staff
 - creating a cultural change in staff and employers: working to ensure that all staff are engaged in their training and development
- DF and Prospect should support work to establish clear fieldwork competency matrices for each IfA grade:
 - embedding the right to training by the adoption of a statement of competence for PlfA level,
 - supporting IfA's Pathway to PlfA,
 - supporting IfA competency matrices, especially for AlfA level where there is much confusion at present.
 - supporting IfA Training Toolkits

- DF and Prospect will lobby for improvements to the IfA Registered Organisation Scheme, its inspections and complaints procedures to ensure a fair and timely system for monitoring standards of work and employment practice.
- DF and Prospect should consider researching the links between pay and training and standards of archaeological work.
- DF and Prospect will continue to support the curatorial branch of archaeology, and to work to ensure that the monitoring of archaeological work is of an exacting standard.

Diggers' Forum and Prospect Archaeologists Branch will review these aims after 6 months in order to assess progress and prioritise resources.

BAJR website	http://www.bajr.org/
Diggers' Forum webpage	www.archaeologists.net/groups/diggers
FAME website	www.famearchaeology.co.uk
IfA website	www.archaeologists.net
Prospect Archaeological Branch	www.prospect.org.uk/members_areas/branch/181/public/p4

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