

**Guidance on mapping short courses to National Occupational Standards (NOS)**

Generally speaking, the most relevant NOS will be the suite of standards for archaeological practice but be aware that NOS exist for a much wider range of cultural and built heritage practice. There may also be relevant standards in other, non-archaeological suites. This guide is however based on the National Occupational Standards for Archaeological Practice.

1. Using the Functional Map (see Appendix), compare against the course outlines for each short course/CPD event and list the units which appear to be most relevant.
2. The detailed Performance and Knowledge requirements for each unit can be found on the NOS website at <http://nos.ukces.org.uk/Pages/index.aspx>. Note that the unit codes listed in the Functional Map are preceded by the code for the appropriate Sector Skills Council - in our case Creative and Cultural Skills (CCSAP) - on the NOS website so, when searching, AA1 (Develop policies and guidance for archaeology) becomes CCSAPAA1, AC1 (Research and analyse information to achieve objectives) becomes CCSAPAC1 and so on.
3. Use the documented learning outcomes for each course to further refine the specific units the course relates to. Unless they are very practical or hands-on, CPD events may not deliver many (or indeed any) of the performance requirements, rather they may support or contribute to the requirements for knowledge and understanding.
4. Again, by comparing the learning outcomes to the NOS requirements, decide whether the course delivers, contributes to or supports the performance and/or knowledge requirements of each of the NOS units you have identified as follows

* *Delivers –* having undertaken the course (including any preparation and/or follow up) the participant will have gained the necessary skills/knowledge to meet all of the performance or knowledge requirements of that NOS unit
* *Contributes to -* having undertaken the course (including any preparation and/or follow up) the participant will have gained the necessary skills/knowledge to meet some of the performance or knowledge requirements of that NOS unit
* *Supports –* the course is not designed to deliver the specific performance or knowledge requirements but provides underpinning knowledge which will help the participant achieve the requirements in the future.

1. Include the details, along with relevant links, in the course documentation, for example

**National Occupational Standards**

This course *contributes* to the Knowledge Requirements for

AD1 Characterise the archaeological resource and recommend action

<http://nos.ukces.org.uk/PublishedNos/CCSAPAD1.pdf>

And *supports* the Performance Requirements for

AD2 Assess options for conserving the archaeological resource in situ

<http://nos.ukces.org.uk/PublishedNos/CCSAPAD2.pdf>

AJ1 Maintain compliance with archaeological requirements

<http://nos.ukces.org.uk/PublishedNos/CCSAPAJ1.pdf>

**Appendix 1 – Functional Map**

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| **Key Purpose** |  |  |
| *Provide and manage archaeological services to recognised and appropriate standards. Services cover the recording, research, interpretation, conservation and presentation of the material remains and intangible heritage of past communities. Promote understanding and lasting benefit for local people, the wider community, economic, cultural, professional and educational interests, and future generations.* | | |
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| **A. Provide guidance and set policies for the investigation, recording, management and conservation of the historic environment** |  |  |
|  | **AA1** | **Develop policies and guidance for archaeology** |
|  | AA1.1 | Identify and apply existing ethical and technical standards |
|  | AA1.2 | Establish emerging trends and priorities |
|  | AA1.3 | Identify and assess community requirements and expectations |
|  | AA1.4 | Identify and evaluate constraints and opportunities |
|  | AA1.5 | Prepare and consult on drafts of new policy and guidance |
|  | AA1.6 | Recommend and justify new policy and guidance |
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|  | **AA2** | **Commission research** |
|  | AA2.1 | Specify research requirements |
|  | AA2.2 | Commission and brief researcher(s) |
|  | AA2.3 | Monitor the progress of the research programme |
|  | AA2.4 | Verify research outcomes against the brief |
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|  | **AA3** | **Establish plans and monitor policy implementation** |
|  | AA3.1 | Establish plans for the implementation of policies and proposals |
|  | AA3.2 | Promote policy implementation |
|  | AA3.3 | Develop support arrangements for implementation |
|  | AA3.4 | Monitor and evaluate the effects of policies and operations |
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|  | **AA4** | **Provide guidance on and process applications for resource support** |
|  | AA4.1 | Provide guidance and advice on applications for resource support |
|  | AA4.2 | Process applications for resource support |
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| **B. Plan, specify and agree requirements for the investigation, recording, management, conservation and presentation of the historic environment** |  |  |
|  | **AB1** | **Propose and plan a research project** |
|  | AB1.1 | Propose a research project |
|  | AB1.2 | Develop and plan a research project |
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|  | **AB2** | **Develop and agree objectives for projects** |
|  | AB2.1 | Define aims and initial objectives for the project. |
|  | AB2.2 | Identify and assess factors affecting the achievement of objectives for the project |
|  | AB2.3 | Develop and agree objectives for the project |
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|  | **AB3** | **Propose and agree project methods** |
|  | AB3.1 | Identify project requirements |
|  | AB3.2 | Agree project methods |
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|  | **AB4** | **Agree a brief** |
|  | AB4.1 | Assess and present a proposal for a brief |
|  | AB4.2 | Agree a brief |
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|  | **AB5** | **Estimate resources and develop programmes** |
|  | AB5.1 | Specify and estimate resources required for the project |
|  | AB5.2 | Develop programme and schedules for the project |
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|  | **AB6** | **Co-ordinate the procurement process** |
|  | AB6.1 | Agree a procurement procedure |
|  | AB6.2 | Evaluate and select potential suppliers |
|  | AB6.3 | Obtain tenders |
|  | AB6.4 | Select suppliers |
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|  | **AB7** | **Prepare and agree the contract** |
|  | AB7.1 | Recommend and agree a form of contract |
|  | AB7.2 | Prepare contract |
|  | AB7.3 | Negotiate and conclude a contract |
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| **C. Investigate and understand the historic environment** |  |  |
|  | **AC1** | **Research and analyse information to achieve objectives** |
|  | AC1.1 | Identify sources and availability of information |
|  | AC1.2 | Collect information to achieve research objectives |
|  | AC1.3 | Analyse research information |
|  | AC1.4 | Report results |
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|  | **AC2** | **Conduct non-intrusive investigations** |
|  | AC2.1 | Prepare for operations |
|  | AC2.2 | Observe and record measurements |
|  | AC2.3 | Analyse and present investigation data |
|  |  |  |
|  | **AC3** | **Contribute to non-intrusive investigations** |
|  | AC3.1 | Prepare for operations |
|  | AC3.2 | Observe and record measurements |
|  | AC3.3 | Analyse and present investigation data |
|  |  |  |
|  | **AC4** | **Conduct intrusive investigations** |
|  | AC4.1 | Prepare for operations |
|  | AC4.2 | Undertake intrusive investigations |
|  | AC4.3 | Assess and present investigation data |
|  |  |  |
|  | **AC5** | **Contribute to intrusive investigations** |
|  | AC5.1 | Prepare for operations |
|  | AC5.2 | Undertake intrusive investigations |
|  | AC5.3 | Prepare records and schedules |
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|  | **AC6** | **Store items** |
|  | AC7.1 | Identify the appropriate environment in which to maintain and protect items |
|  | AC7.2 | Control the environment to preserve and protect items |
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|  | **AC7** | **Transfer items** |
|  | AC7.1 | Identify the handling requirements of an item |
|  | AC7.2 | Pack an item for transportation to a new location |
|  | AC7.3 | Monitor the transportation of items |
|  | AC7.4 | Monitor the installation of items within a new location |
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|  | **AC8** | **Undertake analysis and interpretation** |
|  | AC8.1 | Confirm requirements for analysis and interpretation |
|  | AC8.2 | Carry out agreed programme of analysis and interpretation |
|  | AC8.3 | Prepare and submit reports |
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| **D. Conserve material evidence of past communities** |  |  |
|  | **AD1** | **Characterise the archaeological resource and recommend action** |
|  | AD1.1 | Assess and describe the archaeological resource |
|  | AD1.2 | Assess and describe what data the resource has the potential to reveal |
|  | AD1.3 | Assess and describe the potential significance of the archaeological resource |
|  | AD1.4 | Evaluate options and recommend action |
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|  | **AD2** | **Assess options for conserving the archaeological resource in situ** |
|  | AD2.1 | Explore and evaluate options for conserving the archaeological resource in situ |
|  | AD2.2 | Define the risks of conserving the archaeological resource in situ |
|  | AD2.3 | Recommend strategies for conserving the archaeological resource in situ |
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|  | **AD3** | **Identify and describe archaeological items** |
|  | AD3.1 | Provide a description of an item |
|  | AD3.2 | Identify and classify an item |
|  | AD3.3 | Describe the potential significance of an item as an archaeological resource |
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|  | **AD4** | **Develop conservation plans for items** |
|  | AD4.1 | Explore conservation options for items |
|  | AD4.2 | Specify conservation options for items |
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|  | **AD5** | **Develop and implement preventive conservation procedures for items** |
|  | AD5.1 | Specify the appropriate environment in which to maintain and protect items |
|  | AD5.2 | Monitor, evaluate and advise on the environmental protection of items |
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|  | **AD6** | **Apply preventive care procedures to items** |
|  | AD6.1 | Control the environment to preserve and protect an item |
|  | AD6.2 | Monitor and modify the environment and the condition of an item |
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|  | **AD7** | **Develop and implement remedial conservation procedures for items** |
|  | AD7.1 | Explore, test and develop conservation procedures to solve specific problems |
|  | AD7.2 | Minimise the deterioration of items |
|  | AD7.3 | Physically intervene to aid interpretation of items |
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|  | **AD8** | **Implement routine interventive conservation procedures** |
|  | AD8.1 | Apply routine stabilisation |
|  | AD8.2 | Implement routine cleaning and repair |
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| **E. Manage information on the material remains and intangible heritage of past communities** |  |  |
|  | **AE1** | **Develop information resources to meet the needs of users** |
|  | AE1.1 | Identify the needs of users of information resources |
|  | AE1.2 | Identify and recommend improvements to information resources |
|  | AE1.3 | Implement improvements to information resources |
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|  | **AE2** | **Develop procedures for the use of information resoures** |
|  | AE2.1 | Develop procedures for accessing and amending data |
|  | AE2.2 | Develop documentation rules |
|  | AE2.3 | Maintain the security and safety of information |
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|  | **AE3** | **Classify, compile and maintain data on the material remains and intangible heritage of past communities** |
|  | AE3.1 | Agree methods for classifying and compiling data on the material remains and intangible heritage of past communities |
|  | AE3.2 | Maintain data and records on the material remains and intangible heritage of past communities |
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|  | **AE4** | **Provide information on the material remains and intangible heritage of past communities to others** |
|  | AE4.1 | Interpret customers' requests for information on the material remains and intangible heritage of past communities |
|  | AE4.2 | Access data sources and compile data on the material remains and intangible heritage of past communities |
|  | AE4.3 | Collate and present data to meet customers’ requirements |
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|  | **AE5** | **Disseminate, deposit and archive data on the material remains and intangible heritage of past communities.** |
|  | AE5.1 | Develop procedures for information resource dissemination, deposition and archive |
|  | AE5.2 | Prepate and transfer information resources for dissemination, deposition and archive |
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| **F. Manage archaeological collections** |  |  |
|  | **AF1** | **Develop strategies for the maintenance and use of a collection** |
|  | AF1.1 | Determine the scope and potential development of a collection |
|  | AF1.2 | Plan the acquisition and disposal of items and collections |
|  | AF1.3 | Develop a loan policy |
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|  | **AF2** | **Prepare the accommodation of items** |
|  | AF2.1 | Identify the accommodation requirements of items |
|  | AF2.2 | Organise the preparation of facilities to accommodate items |
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|  | **AF3** | **Acquire and dispose of items and collections** |
|  | AF3.1 | Establish criteria and procedures for acquisition and disposal |
|  | AF3.2 | Assess items and collections for their contribution to the organisation |
|  | AF3.3 | Initiate procedures for acquisition and disposal of items and collections |
|  | AF3.4 | Negotiate the transfer of rights over items and collections |
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|  | **AF4** | **Lend and borrow items** |
|  | AF4.1 | Establish criteria and procedures for lending items |
|  | AF4.2 | Evaluate a request for the loan of an item |
|  | AF4.3 | Agree the loan of an item to a borrower |
|  | AF4.4 | Agree the loan of an item from a lender |
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| **G. Promote engagement with and understanding of the historic environment** |  |  |
|  | **AG1** | **Develop the organisation’s education and learning strategy** |
|  | AG1.1 | Develop the organisation’s education and learning strategy |
|  | AG1.2 | Develop a programme to implement the education and learning strategy |
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|  | **AG2** | **Commission work on interpretative and educational media** |
|  | AG2.1 | Prepare a brief for a specialist to produce media |
|  | AG2.2 | Select a specialist |
|  | AG2.3 | Evaluate educational and interpretative media |
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|  | **AG3** | **Identify and evaluate the requirements of users of exhibitions or interpretative activities** |
|  | AG3.1 | Identify current and potential users and their needs |
|  | AG3.2 | Evaluate the impact of exhibitions or interpretative activities on users |
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|  | **AG4** | **Plan and deliver interpretative activities** |
|  | AG4.1 | Plan the use of resources |
|  | AG4.2 | Deliver and evaluate an interpretative activity |
|  | AG4.3 | Develop information materials to support an interpretative activity |
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|  | **AG5** | **Plan marketing activities** |
|  | AG5.1 | Develop a marketing plan |
|  | AG5.2 | Develop and distribute marketing materials |
|  | AG5.3 | Evaluate the success of marketing activities |
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|  | **AG6** | **Support community engagement with the historic environment** |
|  | AG6.1 | Identify potential local user groups |
|  | AG6.2 | Evaluate the needs and wishes of groups |
|  | AG6.3 | Develop activities to support groups engagement with the historic environment |
|  | AG6.4 | Evaluate the effectiveness and impact of work with groups |
|  | AG6.5 | Integrate work with groups into other work programmes where appropriate |
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| **H. Manage the Archaeological organisation** |  |  |
|  | **AH1** | **Develop a strategy for the development of a cultural heritage organisation** |
|  | AH1.1 | Specify the aims and objectives of the organisation |
|  | AH1.2 | Plan the future development of the organisation |
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|  | **AH2** | **Represent the interests of a cultural heritage organisation** |
|  | AH2.1 | Generate external commitment to the future of the organisation |
|  | AH2.2 | Represent the interests of the organisation to policy makers and the public |
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|  | **AH3** | **Develop public relations strategies and monitoring arrangements** |
|  | AH3.1 | Determine requirements of public relations strategy |
|  | AH3.2 | Determine public relations strategy |
|  | AH3.3 | Prepare proposal |
|  | AH3.4 | Brief staff on requirements of public relations strategy |
|  | AH3.5 | Confirm strategy and monitoring arrangements |
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|  | **AH4** | **Agree professional services** |
|  | AH4.1 | Obtain the client’s requirements, budget and timetable |
|  | AH4.2 | Agree fees for professional services |
|  | AH4.3 | Establish and maintain relationships with clients and stakeholders |
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|  | **AH5** | **Select personnel for activities** |
|  | AH5.1 | Identify personnel requirements |
|  | AH5.2 | Select required personnel |
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|  | **AH6** | **Develop teams and individuals** |
|  | AH6.1 | Identify the development needs of teams and individuals |
|  | AH6.2 | Develop teams to improve performance |
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|  | **AH7** | **Oversee project costs, quality and progress** |
|  | AH7.1 | Oversee project costs against agreed budgets |
|  | AH7.2 | Oversee project against agreed quality standards |
|  | AH7.3 | Oversee project compliance with legal and statutory requirements |
|  | AH7.5 | Keep stakeholders informed of project progress |
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|  | **AH8** | **Prepare for potential disasters** |
|  | AH8.1 | Conduct a risk assessment |
|  | AH8.2 | Develop a disaster plan |
|  | AH8.3 | Implement disaster readiness measures |
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|  | **AH9** | **Reduce risks to health and safety in the workplace** |
|  | AH9.1 | Develop procedures for maintaining a healthy and safe workplace |
|  | AH9.2 | Identify the hazards and evaluate the risks in your workplace |
|  | AH9.3 | Reduce the risks to health and safety in your workplace |
|  | AH9.4 | Review the effectiveness of health and safety procedures in your workplace |
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|  | **AH10** | **Contribute to health and safety in the workplace** |
|  | AH10.1 | Operate safely in the workplace |
|  | AH10.2 | Respond to emergencies |
|  | AH10.3 | Assist in the security of the workplace |
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|  | **AH11** | **Manage the performance of teams and individuals** |
|  | AH11.1 | Allocate work to teams and individuals |
|  | AH11.2 | Agree objectives and work plans with teams and individuals |
|  | AH11.3 | Assess the performance of teams and individuals |
|  | AH11.4 | Provide feedback to teams and individuals on their performance |
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|  | **AH12** | **Deal with poor performance in your team** |
|  | AH12.1 | Support team members who have problems affecting their performance |
|  | AH12.2 | Implement disciplinary and grievance procedures |
|  | AH12.3 | Dismiss team members whose performance is unsatisfactory |
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|  | **AH13** | **Devise and implement methods to resource a cultural heritage organisation** |
|  | AH13.1 | Identify funding objectives and methods for the organisation |
|  | AH13.2 | Identify potential contributors to the organisation |
|  | AH13.3 | Negotiate and secure funding for the organisation |
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|  | **AH14** | **Manage finance in the business unit** |
|  | AH14.1 | Make recommendations for expenditure |
|  | AH14.2 | Control expenditure against budgets |
|  | AH14.3 | Maintain the financial viability of the business unit |
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|  | **AH15** | **Evaluate archaeological project achievements and secure improvements** |
|  | AH15.1 | Obtain and evaluate feedback information |
|  | AH15.2 | Provide advice and support to solve problems, make improvements and maintain progress |
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| **J. Define and control quality and professional standards** |  |  |
|  | **AJ1** | **Maintain compliance with archaeological requirements** |
|  | AJ1.1 | Identify situations requiring formal action |
|  | AJ1.2 | Process applications for compliance with statutory and policy requirements |
|  | AJ1.3 | Control project against agreed quality standards |
|  | AJ1.4 | Enforce compliance with archaeological requirements |
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|  | **AJ2** | **Contribute to advances in the body of knowledge and archaeological practice** |
|  | AJ2.1 | Contribute to advances in knowledge and theory that underpin archaeological practice |
|  | AJ2.2 | Exploit opportunities to broaden the public's understanding of the historic environment |
|  | AJ2.3 | Enable others to learn and benefit from one's experience |
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|  | **AJ3** | **Develop your own resources and protect the interests of others** |
|  | AJ3.1 | Develop yourself to improve your performance |
|  | AJ3.2 | Manage your own time and resources to meet your objectives |
|  | AJ3.3 | Contribute to the protection of individual and community interests |