

## **Benchmarking Archaeological Salaries**

A report for IFA by Frank Price, Frank Price Consultancy Ltd. and Kate Geary, IFA  
April 2008

## INTRODUCTION

1. The Institute of Field Archaeologists (IFA) is the Professional Association for all archaeologists and others involved in protecting and understanding the historic environment.
2. It promotes best practice, sets standards and issues guidelines, represents the interests of archaeology and archaeologists to government, promotes and organises training, keeps archaeologists up to date on developments in archaeological practice, improves individual career prospects, acts in support of its members, works to improve pay and conditions with policy makers and industry and provides a wide range of other services.
3. Members are rigorously vetted for technical and ethical competence and its registered archaeological organisations are regularly inspected to assess compliance with the IFA Code of Conduct (see Appendix 1).

## THE MARKET FOR ARCHAEOLOGICAL POSTS

4. In 2003, labour market intelligence research estimated that there were in the order of 5700 paid archaeologists working in the UK and that this figure was likely to increase over the next five years. The average age of professional archaeologists at that time was 38 years. 36% of professional archaeologists were female and 64% male compared to figures for the UK working population which showed that 45% of workers were female and 55% male. 99.3% of professional archaeologists were white and 0.3% were disabled as defined by the Disability Discrimination Act 1995.
5. The same research indicated that 41% of professional archaeologists worked within the commercial sector, 22% worked in local government, 16% in universities and 15% in organisations linked to central government (national heritage agencies etc.). A further 6% worked for organisation that did not fall within these categories. The average salary for all archaeologists was £19,161, with a median salary of £17,127. The national average full-time salary for all occupations at that time was £24,498 and the median was £20,010. The average archaeological salary had increased by 12% and the median by 8% in comparison with figures for 1997/98, against a national average rise for all workers of 28% (median 22%) indicating that archaeologists had fallen even further behind the national average. Labour market research for 2007/08 is due to be published shortly. (Aitchison, K. & Edwards, R. 2003 *Archaeology Labour Market Intelligence: Profiling the Profession 2002/03*).
6. Commercial archaeology arose from the application of the Polluter Pays principle to rescue archaeology. This principle was primarily seen as a way to achieve a uniform international market by curtailing state subsidies, not as a method for lessening state responsibility, but as a means of assuring the preservation of its Heritage with adequate resources. As a result archaeological restraints were placed on developers. This inevitably resulted in them aiming for lowest possible cost as a response to the demands placed on them, with subsequent dangers of a downturn in quality. The period also saw a growth in regulation.
7. The acceptance of job-by-job tendering also had an impact and in terms of pay and conditions seriously affected how pay rates etc. were established. The advent of job by job tendering also saw a change in the main mechanism effecting terms and wages of the majority. Around 60 – 70% of staff are now employed by organisations whose level of wages tend to be dictated not by reference to wider external norms, but by the need to ensure the survival of the organisation in an archaeological market.

8. At present there are no legal and virtually no practical operational restrictions on who can carry out archaeological work. This is in spite of the UK's ratification of the Council of Europe Convention on the protection of the Archaeological Heritage (Valletta Convention) which states that archaeological work involving destruction should only be carried out by 'qualified specifically authorised persons'.
9. With a majority of archaeological work being carried out in a commercial and highly competitive environment it is very difficult for a self regulating organisation to improve standards (either for work quality or work practices). In addition, many practitioners have elected not to submit to voluntary codes of professional ethics and supporting standards (see Appendix 1).
10. One area of regulation is the planning process where through the approval of projects there is a requirement for work to be undertaken in accordance with IFA work standards and guidance documents.
11. Archaeologists working in central or local government or in universities are likely to be subject to firmly established pay and grading structures over which they have no control and which may have already been subject to job evaluation. The specialist nature of archaeology and the combination of physical, technical and intellectual skills required by archaeologists are not always well reflected in grading systems designed primarily around financial and personnel management.

#### BACKGROUND TO THE PROJECT

12. Minimum recommended salaries for IFA Grades were introduced in 1996 linked to Local Government pay scales. In April 2007 the IFA introduced wider pay criteria and set minimum standards for working time, holiday pay, sick pay and employer pension contributions. The IFA however, also recognised that minimum salary levels do not compare well with salary levels in other broadly comparable professions and decided that a robust methodology was needed to allow reliable comparisons with other professions, leading to pay minima which reflect more accurately the work complexity, qualifications, skills and experience of professional archaeologists and others in this field.
13. A decision was taken to seek external independent expertise to guide the process and a consultant was employed (Frank Price, see Appendix 3) to assist the IFA in both the process and methodology of developing a framework which would be robust, transparent and credible.

#### TERMS OF REFERENCE

14. A Working Group was established to propose and agree a selection of archaeological posts as benchmark posts and gather salary and other data related to them. They used job evaluation techniques to assess the relative value of these posts for comparison with other sectors. The Working Group was chaired by Patrick Clay, chair of the IFA Committee on Working Practices in Archaeology and a Director of the University of Leicester Archaeology Service. The terms of reference of the Working Group are included as Appendix 2. Short biographies for the Working Group members are included as Appendix 3, demonstrating the breadth and depth of experience within the Group.
15. A Project Advisory Board comprising representatives of IFA (including the Committee for Working Practices in Archaeology, the Registered Archaeological Organisations Committee and Diggers' Forum), Prospect, Unison and the Standing Conference of Archaeological Unit Managers guided the project and agreed each stage.

## PROJECTS AIMS AND OBJECTIVES

16. The aims of this project were:
  - To develop a robust and transparent method for evaluating archaeological posts
  - To obtain salary data from agreed comparators to analyse and compare with IFA data and to develop recommendation for future IFA minimum salary levels.

## SPECIFIC OBJECTIVES OF THE PROJECT WERE:

- To identify a wide ranging working group with in depth experience and knowledge of archaeology in general and jobs within the profession
- To select an appropriate job evaluation scheme for use in the evaluation of posts which could be used to compare with other organisations
- To evaluate appropriate posts using accepted job evaluation techniques and the skills and knowledge of the working group
- To gather current salary data for a range of archaeological posts
- To identify appropriate comparators and obtain relevant salary data
- To develop recommendations for salary minima following job evaluation outcomes and data analysis.

## JOB EVALUATION

17. Through the Prospect representatives on the project working group, the group was able to access the JEGS job evaluation system. Originally a Civil Service scheme, JEGS is widely used amongst government agencies and NDPBs, including English Heritage. Using JEGS allowed the group to draw objective comparisons between the JEGS scores of archaeological posts and those from a selection of agencies/NDPBs.. However, job evaluation is not widely used in the private sector, where the majority of archaeologists are employed, and the use of largely public sector comparators has led to some concerns about the validity of the comparison. In the absence of job evaluation data for the private sector, salary surveys from two professional institutions, thought to represent professionals with similar levels of specialist skills and qualifications, were also included. The Royal Institute of Chartered Surveyors and the Institute of Environmental Managers and Assessors have members in both the private and public sectors. The presentation of salary data against grades of membership for both Institutions and against levels of responsibility allows comparisons to be drawn with grades of IFA membership and the levels of competence/responsibility they represent.
18. Job evaluation is a process used to determine the relevant importance of jobs in an organisation. Jobs are compared with each other against common or agreed criteria in order to produce a rank order. Job evaluation focuses on the job not the job holder, so it assesses the job itself and not the performance or personal qualities that an individual brings to the job.
19. Job evaluation does not determine or set pay or salary levels but it can provide the foundation on which pay rates or systems can be established. It is a technique of role/job analysis using assessment and comparison within defined structures processes and methodology.
20. A variety of schemes and techniques exist but in essence they fall into two categories i.e. Analytical and Non-analytical job evaluation. By far the most effective and accepted scheme, which can also be a defence against equal pay/equal value claims, is analytical job evaluation and this was the course of action that the working group chose to proceed with. A key area for any project

involving job evaluation is the make up of the project group which in effect runs, carries out and completes the project.

21. A significant feature of the project group in this exercise was the in depth knowledge and experience of archaeology across a wide range of posts. This has been a crucial part of the reason for the success of this exercise. The mix of the project group also included trade union representatives and a mix of male and female members and this is also seen as a key element for equality and the success of the project by the Advisory Conciliation and Arbitration Service (Acas) in its guidance to organisations entering into job evaluation. In addition, it was significant that members of the project group that evaluated roles were already trained in analytical job evaluation and had significant experience of evaluating jobs using the scheme selected (JEGS 2000). Because of the detailed and wide ranging archaeological expertise of the project group, the evaluation of archaeological posts is likely to be more accurate than evaluations carried out by other employers. This is due to the fact that evaluations revealed a wide range and breadth of skill in many of the posts that would otherwise have been missed without the in-depth knowledge and experience of the evaluation team.
  
22. JEGS (The Job Evaluation and Grading Support System), which was introduced in the UK in 1993, has been widely used in the public sector for pay and grading purposes. It is an analytical factor weighted scheme and meets all the criteria necessary for effective evaluation of archaeological posts. In addition, it allows external comparison with other organisations for the purposes of pay comparison. Analysis of the benchmark posts using JEGS was carried out by Prospect.
  
23. The process followed by the group followed was:
  - Identification of job families
  - Establishment of bench mark posts
  - Completion of job role questionnaires for each bench mark post
  - Analysis of each role by Prospect using the computer based JEGS 2000 scheme
  - Establishment of 'a score' for each role against each factor in JEGS 2000:-
    - **Knowledge and skills weight 20%**
      - Education and qualifications
      - Experience
      - Level of applied skills and knowledge
    - **Contacts and communications weight 10%**
      - Internal contacts
      - Contracts between government
      - Organisations
      - All other external contracts
    - **Problem solving weight 20%**
      - Fact finding and analysis
      - Initiative, originality and creativity
    - **Decision making weight 15%**
      - Decision made in role
      - Informing and advising others
      - level of advice
      - types of decisions
    - **Autonomy weight 10%**
    - **Management of resources weight 20%**
      - Financial resources
      - Leadership and team working
      - Nature of management role
    - **Impact weight 5%**

- The end results were then re-examined for obvious anomalies or “sore thumbs” using the knowledge and experience of the working group members in the field of archaeology and my experience of job evaluation to ensure objectivity and adjust or re-examine individual results where necessary.
- The results of the exercise were then compared with existing IFA grades and the following table emerged.

#### JOB FAMILY SCORES

JOB FAMILY	FIELD	FINDS/ENVIRO SPECIALISTS	SURVEY ILLUSTRATION/ GEOMATICS	HERITAGE MGT/ STEWARDSHIP	MANAGER/ PROJECT MANAGER	JEGS SCORE FOR COMPARISON
IFA grade						
PIFA	<b>Archaeological Technician</b>	Finds Processor	CAD technician	Asst HEO		330 - 469
AIFA	Supervisor	Finds Officer	Archives Officer			470 - 499
	<b>Project Officer</b>	<b>Prehistoric/Roman Pot specialists</b>				
		<b>Senior Geoarchaeologist</b>				
MIFA			Head of Photography	Planning Arch	Project Manager	500 +
			Senior Illustrator			

*Evaluated job roles in bold are likely to progress to the next IFA grade if the post requires a high degree of autonomy and responsibility.*

#### SALARY DATA AND PAY COMPARISON

24. With the job evaluation exercise completed the bench mark posts with their scores were then grouped and assessed against existing IFA grades and the range of points established. JEGS scores and their associated pay ranges were obtained by Prospect for a number of organisations which they represent and were made available to the working group. The organisations listed below were selected for comparison as they employ highly skilled professional/specialist staff with similar qualification requirements to archaeologists. For each organisation, the data is presented as a salary range and a corresponding range of JEGS scores. As this project is concerned with minimum salaries, the lower figure for each range has been used for comparison.

British Library (London)  
 British Museum  
 Countryside Agency  
 English Nature  
 Hydrographic Office  
 National Gallery of Scotland  
 Ordnance Survey  
 NML

#### MEASURES OF LOCATION

25. The **arithmetic mean or average** is calculated by adding together all the individual items in the data set and dividing by the number of items in the data set.  
 The **median** is the value falling in the middle of a distribution or array of items.  
 The **mode** is the value that occurs with the greatest frequency in a set of data.

**N.B.**

The median is the most frequently used measure in pay surveys (Armstrong Pay and Reward)

**IFA Grade Range PIFA 330 - 469 – Data Comparison****Current IFA minimum £14,197**

Employer	Pay Minimum	Pay Maxima	JEGS Band range
British Library (London)	£21,058	£26,488	310 - 404
British Museum	£16,320	£28,426	370 - 420
Countryside AGY	£18,431	£25,055	340 - 450
English Nature	£16,931	£25,056	260 - 514
Hydrographic Office	£22,000	£26,300	290 - 440
NAT Gall (Scotland)	£17,479	£21,338	351 - 420
Ordnance Survey	£19,750	£25,000	330 - 420

Minimum	£16,320
Mode	£17,000 (to nearest £1,000)
Median	£18,431
Mean	£18,852.71

**IFA Grade Range AIFA 470 – 499 – Data Comparison****Current IFA minimum £16,536**

Employer	Pay Minimum	Pay Maxima	JEGS band range
British Library (London)	£26,357	£32,988	405 - 504
British Museum	£20,298	£33,959	420 - 520
Countryside AGY	£22,144	£30,810	450 - 540
English Nature	£21,109	£30,812	400 - 599
Hydrographic Office	£27,500	£31,600	440 - 520
NAT Gall (Scotland)	£22,396	£27,741	421 - 520
Ordnance Survey	£24,700	£31,000	420 - 540

Minimum	£20,298
Mode	£22,000 (to nearest £1,000)
Median	£22,396
Mean	£23,500.57

**IFA Grade Range MIFA 500 + Data Comparison****Current IFA minimum £21,412**

Employer	Pay Minimum	Pay Maxima	JEGS Band range
British Library (London)	£32,176	£41,829	505 - 600
British Museum	£24,692	£40,985	520 - 600
Countryside AGY	£28,992	£38,480	530 - 670
English Nature	£28,396	£37,381	400 - 644
Hydrographic Office	£34,500	£38,750	520 - 600
NML	£27,640	£32,896	520 - 600
Ordnance Survey	£30,500	£38,000	540 - 600

Minimum	£24,692
Mode	£28,000 (to nearest £ 1,000)
Median	£28,992
Mean	£29,556.57

## PRIVATE SECTOR COMPARATORS

26. The above comparators relate to public sector employers, so further comparison has taken place using surveys of primarily private sector activity. The following data are derived from 2007 salary surveys from two professional institutions and, as such, include data on average (rather than minimum) salaries. Comparative LMI data on average archaeological salaries for 2007/08 is currently being analysed and will be added to this report when available.

### **Institute of Environmental Managers and Assessors (IEMA) Environmental Practitioners' Survey 2007**

Average basic annual income against IEMA membership grades

Grade	Mean	Median
Affiliate	£35,182	£32,000
Associate	£35,200	£32,000
Full	£44,264	£40,000
Fellow	£67,335	£65,250
Graduate	£20,981	£20,000

Average basic annual income by sector and responsibility

Sector/responsibility	Median earnings
Business & industry: Executive Director	£60,000
Business & industry: Senior Manager	£48,750
Business & industry: Middle Manager	£37,404
Business & industry: Specialist	£31,050
Consultancy: Director/Partner	£48,900
Consultancy: Senior/Principal Consultant	£36,000
Consultancy: Consultant/Specialist	£24,000
Public Sector: Senior/Principal Officer	£36,000
Public Sector: Middle Ranking Officer	£28,000
Public Sector: Junior Officer	£19,699

*IEMA Environmental Practitioners' Survey 2007*

### **Royal Institute of Chartered Surveyors 2007 Salary and Benefits Survey**

Average Salary by Level of Responsibility: All UK

Responsibility	Average salary
Assistant/Probationer	£20,800
Staff	£28,800
Senior Surveyor	£39,100
Associate/Manager	£47,000
Partner/Executive	£70,000

Principal/Owner	£81,300
-----------------	---------

*The 2007 RICS and Macdonald & Company Salary & Benefits Survey*

## CONCLUSIONS

27. The project identified that there is a significant gap between current IFA salary minima and external comparators when matched against a) average range minima for posts with similar JEGS scores in organisations which employ professional/specialist staff with similar levels of qualifications and skills and b) against published average salary levels for professional surveyors and environmental managers and assessors with similar levels of qualification and responsibility. This gap ranges from 13%-53%
28. In order to raise IFA minimum salaries to a level more appropriate to the work complexity and the qualifications, skills and experience required by professional archaeologists, an increase of at least 13% would be required.
29. Though one option would be to implement a programme of staged, above inflationary increases to the minimum salaries until a target salary is reached, the factors affecting archaeologists' pay are complex and any move to increase current IFA minima can only be made following extensive consultation with, and detailed consideration of the impact on, IFA Registered Archaeological Organisations and others. Consideration must also be given to the extent to which any improvements can be effected without significant progress towards barriers to entry to professional archaeological practice.
30. To this end, IFA is now seeking opinions on the best way forward. The IFA would welcome suggestions on other options but is committed to making minimum salaries more realistic. Doing nothing is not an option.

## ACKNOWLEDGEMENTS

31. The authors would like to thank the Project Advisory Board and Working Group for their time and effort in contributing to the project. Particular thanks are due to Patrick Clay for chairing the group, Agnes Bell and Antony Francis for their expertise in inputting the data to the JEGS system and David Connolly and James Drummond-Murray for sharing archaeological salary data with the group. The IFA is grateful for the support of Prospect in the use of the JEGS software and for providing salary data for comparison.

APPENDIX 1  
**BY-LAWS**

---

**Code of conduct**

By-laws of the Institute of Field Archaeologists

***Code of conduct***

Revised edition, October 2006

(The *Code of conduct* was formally ratified and adopted as a by-law of the Institute at the Annual General Meeting held on 3 June 1985. This revised edition incorporates amendments to the by-law approved at Annual General Meetings of the Institute held on 12 September 1988, 17 September 1993, 14 October 1994, 22 September 1995, 11 September 1996, 10 September 1997, 7 September 2000, 5 September 2002, 2 October 2006 and 1 October 2007)

The Institute of Field Archaeologists is a company limited by guarantee. It is registered in England, no 1918782. The address of the Registered Office is:

SHES  
University of Reading  
Whiteknights  
PO Box 227  
Reading  
RG6 6AB



SETTING STANDARDS IN ARCHAEOLOGY

## **Introduction**

The object of the Code is to promote those standards of conduct and self-discipline required of an archaeologist in the interests of the public and in the pursuit of archaeological research.

Archaeology is the study of the nature and past behaviour of human beings in their environmental setting. It is carried out through the investigation and interpretation of the material remains of human activities, which together constitute the archaeological heritage. The archaeological heritage is a finite, vulnerable and diminishing resource.

The fuller understanding of our past provided by archaeology is part of society's common heritage and it should be available to everyone. Because of this, and because the archaeological heritage is an irreplaceable resource, archaeologists both corporately and individually have a responsibility to help conserve the archaeological heritage, to use it economically in their work, to conduct their studies in such a way that reliable information may be acquired, and to disseminate the results of their studies.

Subscription to this *Code of conduct* for individuals engaged in archaeology assumes acceptance of these responsibilities. Those who subscribe to it and carry out its provisions will thereby be identified as persons professing specific standards of competence, responsibility and ethical behaviour in the pursuit of archaeological work.

The Code indicates the general standard of conduct to which members of the Institute are expected to adhere, failing which its governing body may judge them guilty of conduct unbecoming to a member of the Institute and may either reprimand, suspend or expel them. The Institute from time to time produces written standards and guidance for the execution of archaeological projects, and policy statements. All members are advised to respect such standards, guidance and policy statements in the interests of good professional practice; a full list of the IFA *Standard and guidance* documents published to date will be found in the 'Further reading' section.

The *Code of conduct* was formally ratified and adopted as a by-law of the Institute at the Annual General Meeting held on 3 June 1985, and amended by Ordinary Resolutions passed at Annual General Meetings held on 12 September 1988, 17 September 1993, 14 October 1994, 22 September 1995, 11 September 1996, 10 September 1997 and 7 September 2000. It should be read in conjunction with the Memorandum and Articles of Association, *Code of approved practice for the regulation of contractual arrangements in field archaeology*, *Disciplinary regulations* and *Standard and guidance* documents (by-law enacted under Article 44, pursuant to Clause 3 of the Memorandum)

### **Principle 1**

The archaeologist shall adhere to the highest standards of ethical and responsible behaviour in the conduct of archaeological affairs.

### **Rules**

- 1.1 An archaeologist shall conduct himself or herself in a manner which will not bring archaeology or the Institute into disrepute.
- 1.2 An archaeologist shall present archaeology and its results in a responsible manner and shall avoid and discourage exaggerated, misleading or unwarranted statements about archaeological matters.

- 1.3 An archaeologist shall not offer advice, make a public statement, or give legal testimony involving archaeological matters, without being as thoroughly informed on the matters concerned as might reasonably be expected.
- 1.4 An archaeologist shall not undertake archaeological work for which he or she is not adequately qualified. He or she should ensure that adequate support, whether of advice, personnel or facilities, has been arranged.

---

*Note:*

*It is the archaeologist's duty to have regard to his/her skills, proficiencies and capabilities and to the maintenance and enhancement of these through appropriate training and learning experiences.*

*It is the archaeologist's responsibility to inform current or prospective employers or clients of inadequacies in his/her qualifications for any work which may be proposed; he/she may of course seek to minimise such inadequacies by acquiring additional expertise, by seeking the advice or involvement of associates or consultants, or by arranging for modifications of the work involved; similar considerations apply where an archaeologist, during the course of a project, encounters problems which lie beyond his/her competence at that time.*

*It is also the archaeologist's responsibility to seek adequate support services for any project in which he/she may become involved, either directly or by way of recommendation.*

---

- 1.5 An archaeologist shall give appropriate credit for work done by others, and shall not commit plagiarism in oral or written communication, and shall not enter into conduct that might unjustifiably injure the reputation of another archaeologist.
- 1.6 An archaeologist shall know and comply with all laws applicable to his or her archaeological activities whether as employer or employee, and with national and international agreements relating to the illicit import, export or transfer of ownership of archaeological material. An archaeologist shall not engage in, and shall seek to discourage, illicit or unethical dealings in antiquities.

---

*Note:*

*(a) The archaeologist should also consider his/her position in respect of seeking or accepting financial benefit on his/her own behalf or that of relatives in relation to the recovery or disposal of objects or materials recovered during archaeological work.*

*(b) An archaeologists must ensure that:*

- 1) they do not knowingly permit their names or services to be used in a manner which may promote the recovery of archaeological material unless the primary objective of their work is to preserve the scientific integrity of the total site archive in a permanent professionally curated and publicly accessible collection, and unless provision is made for its study, interpretation and publication*
  - 2) they do not enter into any contract or agreement whereby archaeological or curatorial standards may be compromised in deference to commercial interests*
  - 3) so far as excavated material is concerned, they do not encourage the purchase of objects in any case where they have reasonable cause to believe that their recovery involved the deliberate unscientific destruction or damage of archaeological sites, and that they discourage the sale and consequent dispersal of excavated material*
  - 4) they do not encourage the purchase of objects where there is reasonable cause to believe that recovery involved the failure to disclose the finds to the proper legal or governmental authorities.*
- 

- 1.7 An archaeologist shall abstain from, and shall not sanction in others, conduct involving dishonesty, fraud, deceit or misrepresentation in archaeological matters, nor knowingly

permit the use of his/her name in support of activities involving such conduct.

1.8 An archaeologist, in the conduct of his/her archaeological work, shall not offer or accept inducements which could reasonably be construed as bribes.

1.9 [deleted]

1.10 An archaeologist shall not reveal confidential information unless required by law; nor use confidential or privileged information to his/her own advantage or that of a third person.

---

*Note:*

*The archaeologist should also exercise care to prevent employees, colleagues, associates and helpers from revealing or using confidential information in these ways. Confidential information means information gained in the course of the project which the employer or client has for the time being requested be held inviolate, or the disclosure of which would be potentially embarrassing or detrimental to the employer or client. Information ceases to be confidential when the employer or client so indicates, or when such information becomes publicly known. Where specifically archaeological information is involved, it is however the responsibility of the archaeologist to inform the employer or client of any conflict with his/her own responsibilities under Principle 4 of the Code (dissemination of archaeological information) and to seek to minimise or remove any such conflict.*

---

1.11 An archaeologist shall take account of the legitimate concerns of groups whose material past may be the subject of archaeological investigation.

1.12 An archaeologist has a duty to ensure that this Code is observed throughout the membership of the Institute, and also to encourage its adoption by others (see note on Rule 1.12).

---

*Note:*

*From time to time the Institute receives formal or informal complaints about members and allegations of breaches of its by-laws. An archaeologist's duty to ensure that the Code of conduct is observed includes providing information in response to a request from the Chair or a Vice Chair, and/or giving evidence to such panels and hearings as may be established for the purposes of investigating an alleged breach of the Institute's by-laws. This requirement is without prejudice to the provisions of Rule 1.10 regarding confidential information.*

---

1.13 An archaeologist shall ensure, as far as is reasonably practical, that all work for which he/she is directly or indirectly responsible by virtue of his/her position in the organisation undertaking the work, is carried out in accordance with this Code.

1.14 An archaeologist may find himself/herself in an ethical dilemma where he/she is confronted by competing loyalties, responsibilities or duties. In such circumstances an archaeologist shall act in accordance with the Principles of the *Code of conduct*.

## **Principle 2**

The archaeologist has a responsibility for the conservation of the archaeological heritage.

## **Rules**

2.1 An archaeologist shall strive to conserve archaeological sites and material as a resource for study and enjoyment now and in the future and shall encourage others to do the same. Where such conservation is not possible he/she shall seek to ensure the creation and maintenance of an adequate record through appropriate forms of research, recording and dissemination of results.

---

*Note:*

*Dissemination in these rules is taken to include the deposition of primary records and unpublished material in an accessible public archive.*

---

- 2.2 Where destructive investigation is undertaken the archaeologist shall ensure that it causes minimal attrition of the archaeological heritage consistent with the stated objects of the project.

*Note:*

*Particular attention should be paid to this injunction in the case of projects carried out for purposes of pure research. In all projects, whether prompted by pure research or the needs of rescue, consideration should be given to the legitimate interests of other archaeologists; for example, the upper levels of a site should be conscientiously excavated and recorded, within the exigencies of the project, even if the main focus is on the underlying levels.*

---

- 2.3 An archaeologist shall ensure that the objects of a research project are an adequate justification for the destruction of the archaeological evidence which it will entail.

### **Principle 3**

The archaeologist shall conduct his/her work in such a way that reliable information about the past may be acquired, and shall ensure that the results be properly recorded.

#### **Rules**

- 3.1 The archaeologist shall keep himself/herself informed about developments in his/her field or fields of specialisation.
- 3.2 An archaeologist shall prepare adequately for any project he/she may undertake.
- 3.3 An archaeologist shall ensure that experimental design, recording, and sampling procedures, where relevant, are adequate for the project in hand.
- 3.4 An archaeologist shall ensure that the record resulting from his/her work is prepared in a comprehensible, readily usable and durable form.
- 3.5 An archaeologist shall ensure that the record, including artefacts and specimens and experimental results, is maintained in good condition while in his/her charge and shall seek to ensure that it is eventually deposited where it is likely to receive adequate curatorial care and storage conditions and to be readily available for study and examination.
- 3.6 An archaeologist shall seek to determine whether a project he/she undertakes is likely detrimentally to affect research work or projects of other archaeologists. If there is such likelihood, he/she shall attempt to minimise such effects.

### **Principle 4**

The archaeologist has responsibility for making available the results of archaeological work with reasonable dispatch.

#### **Rules**

- 4.1 An archaeologist shall communicate and cooperate with colleagues having common archaeological interests and give due respect to colleagues' interests in, and rights to information about sites, areas, collections or data where there is a shared field of concern, whether active or potentially so.
- 4.2 An archaeologist shall accurately and without undue delay prepare and properly disseminate an appropriate record of work done under his/her control.

---

*Note:*

*Dissemination in these rules is taken to include the deposition of primary records and unpublished material in an accessible public archive.*

*This rule carries with it the implication that an archaeologist should not initiate, take part in or support work which materially damages the archaeological heritage unless reasonably prompt and appropriate analysis and reporting can be expected. Where results are felt to be substantial contributions to knowledge or to the advancement of theory, method or technique, they should be communicated as soon as reasonably possible to colleagues and others by means of letters, lectures, reports to meetings or interim publications, especially where full publication is likely to be significantly delayed.*

- 4.3 An archaeologist shall honour requests from colleagues or students for information on the results of research or projects if consistent with his/her prior rights to publication and with his/her other archaeological responsibilities.

---

*Note:*

*Archaeologists receiving such information shall observe such prior rights, remembering that laws of copyright may also apply.*

- 4.4 An archaeologist is responsible for the analysis and publication of data derived from projects under his/her control. While the archaeologist exercises this responsibility he/she shall enjoy consequent rights of primacy. However, failure to prepare or publish the results within 10 years of completion of the fieldwork shall be construed as a waiver of such rights, unless such failure can reasonably be attributed to circumstances beyond the archaeologist's control.

---

*Note:*

*It is accepted that the movement of archaeologists from one employment to another raises problems of responsibility for the publication of projects. This ultimate responsibility for publication of a piece of work must be determined either by the contract of employment through which the work was undertaken, or by agreement with the original promoter of the work. It is the responsibility of the archaeologist, either as employer or employee, to establish a satisfactory agreement on this issue at the outset of work.*

- 4.5 An archaeologist, in the event of his/her failure to prepare or publish the results within 10 years of completion of the fieldwork and in the absence of countervailing circumstances, or in the event of his/her determining not to publish the results, shall if requested make data concerning the project available to other archaeologists for analysis and publication.
- 4.6 An archaeologist shall accept the responsibility of informing the public of the purpose and results of his/her work and shall accede to reasonable requests for information for dispersal to the general public.

---

*Note:*

*The archaeologist should be prepared to allow access to sites at suitable times and under controlled conditions, within limitations laid down by the funding agency or by the owners or the tenants of the site, or by considerations of safety or the well-being of the site.*

- 4.7 An archaeologist shall respect contractual obligations in reporting but shall not enter into a contract which prohibits the archaeologist from including his/her own interpretations or conclusions in the resulting record, or from a continuing right to use the data after completion of the project.

---

*Note:*

*Adherence to this rule may on occasion appear to clash with the requirements of rule 1.10. A client employer may legitimately seek to impose whatever conditions of confidentiality he/she wishes. An archaeologist should not accept conditions which require the permanent suppression of archaeological discoveries or interpretations.*

---

## **Principle 5**

The archaeologist shall recognise the aspirations of employees, colleagues and helpers with regard to all matters relating to employment, including career development, health and safety, terms and conditions of employment and equality of opportunity.

### **Rules**

- 5.1 An archaeologist shall give due regard to the requirements of employment legislation relating to employees, colleagues or helpers.
- 5.2 An archaeologist shall give due regard to the requirements of health and safety legislation relating to employees or to other persons potentially affected by his or her archaeological activities.
- 5.3 An archaeologist shall give due regard to the requirements of legislation relating to employment discrimination on grounds of race, sex, disability, sexual orientation or religious belief.
- 5.4 An archaeologist shall ensure that adequate insurance cover is maintained for persons or property which may be affected by his or her archaeological activities.
- 5.5 An archaeologist shall give due regard to the welfare of employees, colleagues and helpers in relation to terms and conditions of service. He or she shall give reasonable consideration to any IFA recommended pay minima and conditions of employment.
- 5.6 An archaeologist shall give reasonable consideration to cumulative service and proven experience of employees, colleagues or helpers when deciding rates of remuneration and other employment benefits, such as leave.
- 5.7 An archaeologist shall have due regard to the rights of individuals who wish to join or belong to a trade union, professional or trade association.
- 5.8 An archaeologist shall give due regard and appropriate support to the training and development of employees, colleagues or helpers to enable them to execute their duties.

## Appendix 2 – Terms of Reference for the Working Group

The Working Group will propose and agree a selection of archaeological posts as benchmark posts and gather salary and other data for them. They will use job evaluation techniques to assess the relative value of these posts for comparison with other sectors. The Working Group will be chaired by Patrick Clay. In the event of his absence, a vice-chair will be nominated. The Working Group will be deemed quorate on the attendance of 8 members. Members may nominate a substitute if unable to attend but must ensure that the substitute is well briefed. The Working Group recognizes that it will be dealing with sensitive information, supplied in confidence for the purposes of the benchmarking exercise and agrees to respect that confidentiality. Meetings will not be minuted but an action plan will be circulated by Kate Geary following each meeting. Regular progress reports will be agreed by the Working Group and circulated to interested parties via the IFA website, TA, BAJR, Diggers Dispatch, Prospect newsletter etc.

## APPENDIX 3

### Benchmarking working group biographies

**Frank Price** is currently a director of a consultancy company which offers human resource services in both the public and private sector. Prior to starting up his own business he worked for some 20 years for the Advisory Conciliation and Arbitration Service, Acas – for the last 15 years as a senior advisor responsible for the full range of Acas services in West Wales. This included dispute resolution, change management, pay systems, design and implementation of policies, project work and also job evaluation where he has extensive experience of designing and implementing schemes in both the public and private sector. He is a Chartered member of the Chartered Institute of Personnel and Development.

**Laura Schaaf** worked as a professional field archaeologist and archaeological manager in London from 1974 until retirement in 2007. Her most recent posts were field team manager and subsequently general manager of the Museum of London Archaeology Service. Laura has been active in the IFA since the early 90's serving on Council and the Validation Committee. She was convenor of the archaeological employment in the UK working party which drafted principle five of the code of conduct and established the first recommended IFA pay levels. Since 2004 she has been chair of the Institute's Registered Archaeological Organisations Committee.

**Peter Hinton** worked as an excavator, site director, finds specialist and illustrator before moving into post excavation, post excavation management, editing and publications. Before coming Chief Executive of the IFA, he was part of the senior management team of MoLAS with particular responsibility for finds and environmental specialists and processes, illustrator, photographers, editor, archive managers, documentary researcher and post – ex-project managers.

**Kate Geary** was a curatorial archaeologist for 12 years working with Historic Environment Records and in Development Control before becoming Training and Standards Co-ordinator of the IFA in 2005. She is currently the IFA Prospect rep.

**Anthony Francis** is the Chair of the Museum of London branch of Prospect with direct experience of job evaluation of Heritage posts using JEGS. He has over 20 years experience in archaeology and is senior archaeologist at MoLAS.

**Dr Paul Everill** represented the Diggers Forum on the project steering committee and working group. He completed his PhD – An analysis of contemporary commercial archaeology in the UK – in 2006 and currently works for Southampton City County Archaeological Unity.

**James Drummond-Murray** has been a project manager with CAMARC since 2005 after 22 years with the Museum of London where his publications included Major Roman Sites in the City of London and North Southwark. He was chair of the Museum of London Prospect Branch 1997-1999 - served on IFA Council 1990-1993 and was secretary for the Validation Committee 1991-1993. He organised a session on "Archaeology as a Profession" at the IFA Conference in 1995 and has compiled the IFA Jobs in the British Archaeology Survey since 2002.

**Fiona Seely** is currently the Finds and Conservation Manager for the Museum of London Archaeology Service (MoLAS) where she has worked for 12 years. Her area of finds specialism is Roman pottery in the South East of England. For the last five years she has held management roles but has continued to develop her specialism and publishes on the subject. She currently line manages a team of 15 specialists and has been responsible for the management of several archaeological projects. Previously, she has worked at the Suffolk Archaeological Unit researching Roman registered finds. She was recently appointed HONORARY RESEARCH FELLOW at the University of Kent.

**David Connolly** runs and maintains the British Archaeological Jobs & Resources website, is director of the Connolly Heritage Consultancy, which undertakes consultancy for heritage websites, community projects and both land and buildings surveys. He is also the Development Control Archaeologist for Midlothian Council in Scotland. He has over 25 years of direct experience in all aspects of archaeology, from Digger to Director, working in all forms of archaeological work from the UK to the Middle East and Central Asia.

**Dr Patrick Clay** represented the IFA Committee for Working Practices in Archaeology. With over 35 years experience in Field Archaeology he is currently co-director of University of Leicester Archaeological Services.

**Agnes Bell** has been a Prospect Representative for almost 15 years undertaking many varied duties including being Trade Union Side Chair of English Heritage as well as currently being a member of the National Executive Committee of Prospect. She has also sat on the Archaeological Working Party of Prospect for more than 10 years. Her involvement in these various roles has given her an understanding about job evaluation and knowledge about JEGS. She is currently working in Heritage Data Management part of the English Heritage National Monument Record.

#### APPENDIX 4

Outlined below for information are surveys referred to by the project group.  
Job Survey 2006

	Av Wage 2006	Number of ads	Av. Wage 2005	Av. Wage 2004	Av. Wage 2003	Av. Wage 2002	Av. Wage 2001
Excavator/ site assistant	£14,294	39	£14,179	£13,710	£12,903	£13,232	£12,378
Supervisor	£15,879	17	£15,900	-	£14,765	£14,806	£12,741
Field officer/ proj. officer	£18,593	31	£17,598	£16,563	£16,592	£18,489	£15,572
Project manager	£23,350	23	£22,259	£20,957	£19,701	£21,536	£20,881
Junior crm/smr	£19,380	29	£17,992	£16,941	£17,274	£15,563	£17,532
Senior crm/smr	£30,104	12	£26,024	£21,397	£23,840	£30,605	£23,012
Specialists	£19,250	13	£17,011	£15,254	£17,170	£14,992	£16,531
Illustrators etc.	£17,734	28	£15,778	£15,992	£16,914	£14,085	£14,908
Consultants	£19,421	7	£20,000	-	-	-	-
		199 (210)					

APPENDIX 5

JOB ROLES AND SALARIES – General market place

	<b>MIN</b>	<b>MAX</b>	<b>AV.</b>	<b>IFA</b>
Archaeological Technician	02/03 £10,400 2007 £13,676	02/03 £14,355 2007 £17,793	02/03 £12,140 2005 £14,179 2006 £14,294	PIFA £14,197
Supervisor	02/03 £10,967 2007 £14,787	02/03 £22,971 2007 £19,968	02/03 £14,290 2005 £15,900 2006 £15,879	PIFA/AIFA £14,197/£16,536
Project officer	02/03 £13,630 2007 £16,137	02/03 £29,466 2007 £23,521	02/03 £18,049 2005 £17,598 2006 £18,593	AIFA/MIFA £16,536/£21,412
Finds Processor				PIFA £14,197
Finds Officer	02/03 £10,192 2007 £14,787	02/03 £29,466 2007 £24,708	02/03 £18,422	PIFA/AIFA £14,197/£16,536
Pottery Specialist	2007 £17,576	2007 £24,447	2005 £17,011 2006 £19,250	MIFA £21,412
Senior Geoarchaeologist	02/03 £16,000 2007 £17,137	02/03 £40,000 2007 £24,402	02/03 £19,997	AIFA £16,536
CAD Technician				PIFA £14,197
Archives Officer	02/03 £14,040	02/03 £32,500	02/03 £18,569	AIFA £16,536
Head of Photography	02/03 £14,316	02/03 £30,000	02/03 £16,122	MIFA £21,412
Senior Illustrator	02/03 £12,480 2007 £19,000	02/03 £24,000 2007 £25,000	02/03 £16,450 2005 £15,778 2006 £17,734	MIFA £21,412
Assistant Historic Environment Officer	02/03 £11,544	02/03 £29,200	02/03 £18,841 2005 £17,992 2006 £19,380	PIFA £14,197
Planning Archaeologist	02/03 £13,122 2007 £19,570	02/03 £23,889 2007 £29,190	02/03 £19,210 2005 £26,024 2006 £30,104	MIFA £21,412
Project Manager	02/03 £16,500 2007 £18,460	02/03 £25,559 2007 £32,000	02/03 £22,433 2005 £22,259 2006 £23,350	MIFA £21,412

02/03 figures are from Profiling the Profession 2002/03 and reflect actual rather than advertised salaries.

2005 & 2006 figures are average advertised salaries compiled by job adverts in the IFA JOBS INFORMATION SERVICE BULLETIN

2007 figures compiled from the BBAJR data base advertised over the last year.