

# An Archaeologist's view of consortiums

## Summary

The Diggers' Forum (DF) were asked to participate in a session at TAG 2019, examining how modern practice has been shaped by environments within which archaeological work is undertaken. The idea was to examine how fieldwork is changing (or not) due to external pressures and our focus was on joint ventures/consortium working.

This report outlines the results of the DF survey on consortium working, which are given and discussed within the report. The survey did not ask for either the participants name or that of their employer, and where these were given, they have been removed to maintain anonymity.

The survey examines the differing pay and conditions between "core" company staff and those employed on contracts for consortium specific projects, and between the companies that make up the consortiums. Additionally, issues surrounding excavation and recording methodologies, training and development opportunities and project feedback are explored.

Based on the results of the survey a few recommendations are suggested not only for the greater success of future projects, but additionally for a more engaged and motivated workforce. The DF acknowledge that it will be difficult to balance all aspects for consortium projects, however it does hope that all employers will work towards the spirit of the recommendations. These include:

- Standardising pay and conditions (such as work hours, accommodation, sick pay, holiday pay calculations and access to "benefits"),
- Clarification of job roles and associated responsibilities, including admin staff,
- Standardisation of excavation, sampling and recording methodologies,
- Consistent training, development and career progression opportunities,
- Improvements to communication and feedback.

This survey and its results are just a small start to a much bigger investigation into infrastructure and consortium driven changes, where more work is needed for a wider assessment of the industry. Several questions about change are raised in this report, and whilst it is not within the DF's power to address them all we would like to ask the members of the Industry Working Group (FAME, CifA and Prospect) and archaeological employers to discuss the issues raised and work together towards implementing positive developments, both in methodologies and staff training and engagement.

An additional point which we do feel needs addressing is the adoption of more robust Health and Safety measures. During the ongoing coronavirus outbreak, it is the view of DF that site work should only be continuing where the site can be shown to comply with the H&S guidance provided by Prospect Archaeologists' Branch. This should include site specific risk assessments which identify and address the risks of virus transfer, improved site welfare and cleaning, appropriate site transport and adequate social distancing measures for all points of the working day. If a site cannot reach these standards, then it should be stood down until they can be met. The future planning of site works, deployments and communication with staff should take all of this into account and all efforts taken ensure that standards are maintained. Staff should be informed of communication routes for reporting issues, and companies should engage with DF, Prospect and their own staff forums to ensure that information is appropriate and correct.

## Introduction

Archaeological consortiums, or joint ventures, are nothing new but in recent years with the increase in large infrastructure projects they seem to have become more common. The idea behind them is a good one – bringing together archaeological companies with complementary skill sets and expertise, to provide large teams with local knowledge able to fulfil project requirements.

These consortiums sell their product based on their ability to deliver projects smoothly, on time and on budget. They use the usual marketing buzz words like pragmatic and innovative solutions, sustainability and delivering excellence, setting the standard... But how does this translate for the field staff working on these projects?

The Digger's Forum (DF) undertook a survey to ask just this question, which has led to more questions being raised, some of which will be addressed (if not answered) here:

- Field staff working on consortium projects are employed by the different companies of which it is comprised. How is this reflected in pay/conditions/contracts for people working side by side for a period of months, if not years?
- How have different companies' excavation and recording methodologies been addressed on these projects, and what has been done to ensure they are complementary and consistent?
- Are there differences in training and development between consortium companies?
- Are these consortiums looking at the issues encountered as well as the successes of these projects and learning from them going forward?

This report presents the results of a short survey hosted on SurveyMonkey, and open in September and October 2019. It contained 15 questions most with a yes/no/other answer and the opportunity to comment. The survey had 66 respondents, though it is impossible to tell what percentage of staff employed on consortium projects this represents.

## Results

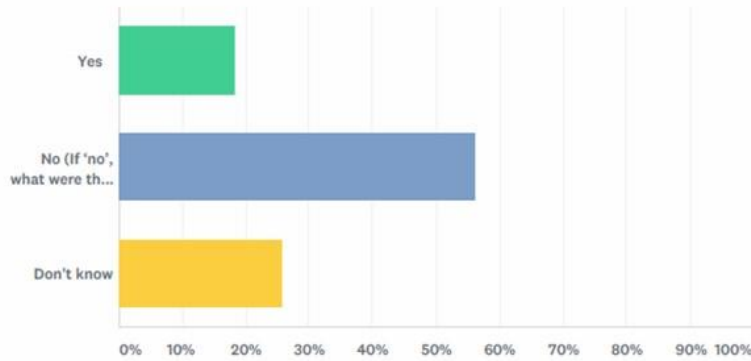
The first question in the survey asked if the reason for the consortium was known. Whilst the majority (67%) were aware from the start, and a further 14% were made aware once they had started on the project, a substantial number (19%) of people that responded were unaware. This raises concerns about the communication between the consortium companies and staff on these projects.

The remainder of the questions within the survey can be divided in to four main sections, discussed below.

### Pay and Conditions

The second question asked about differences in pay and conditions between the different companies within the consortium. Whilst people employed on consortium project specific contracts did appear to have similar pay and conditions, those staff employed on "core" or permanent company contracts had pay and conditions that were often substantially different.

*Q2 As part of the consortium did you receive a comparable contract and remuneration to staff working for the other companies? i.e. the same holiday pay or sick pay etc.?*

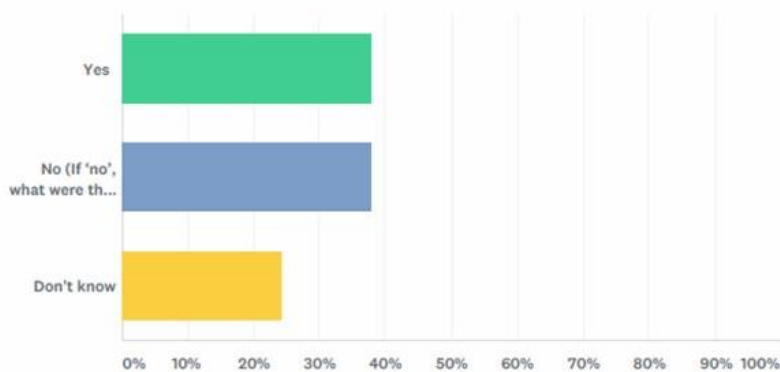


ANSWER CHOICES	RESPONSES
Yes	18.18% 12
No (If 'no', what were the differences and how did this affect you? Please use comment box below)	56.06% 37
Don't know	25.76% 17
TOTAL	66

Differences were seen right across the board, from remuneration amounts for the equivalent position, to working hours, project allowances, holiday entitlement, TOIL and overtime arrangements, sick pay, travel time and accommodation provision, and even treatment by members of the supervisory and management teams.

The next question asked about differences in “core” and consortium project specific contracts within the same company.

*Q3 As part of the consortium did you have a comparable contract and remuneration as staff employed on “core” contracts for the same company that employed you?*

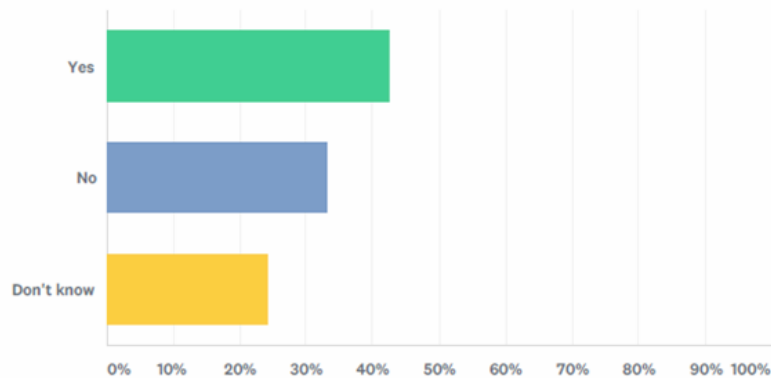


ANSWER CHOICES	RESPONSES
Yes	37.88% 25
No (If 'no', what were the differences and how did this affect you? Please use comment box below)	37.88% 25
Don't know	24.24% 16
TOTAL	66

Even within the same company, differences in contracts included remuneration amount for the equivalent position, sick pay, accommodation provision, pay increases, and holiday entitlement.

Question four related to differences in access to company benefits, such as health care schemes and pension contributions.

*Q4 Did you have access to the same company benefits as core staff? i.e. Medicash, pension contributions etc.?*



ANSWER CHOICES	RESPONSES	
Yes	42.42%	28
No	33.33%	22
Don't know	24.24%	16
TOTAL		66

Whilst in some cases differences in the access to these benefits were addressed, there were still differences noted. Few specific examples are given however, this may be due to exact details not being known.

Question five asked about the provision of PPE. 78% of the responses agreed that they had received the same level of quality PPE as other members of staff, and comments state this was either project specific or consortium branded.

The DF acknowledge that differences in pay and conditions between companies are complex and balancing these aspects problematic. However, staff working on the same project, especially for an extended period, will talk about what they are being paid. Although there is no reason (in law) why employees of different companies undertaking the same work should be paid the same, DF feels that this should not be the case. They certainly should not have increased responsibilities and be paid less than the staff they are responsible for, lower paid employees could (and arguably should) be using the comparison as leverage in pay discussions with their own employer. The detrimental impact on morale can only lead to poor quality work.

Question six regarded the division of work between the companies, was all site work and post excavation work divided equally between the consortium partners?

The results from this comments-based question are difficult to summarise, and presumably this is at least in part due to the agreements made by the companies themselves. It appears that as far as the fieldwork was concerned the split was approximately even, though there are differences noted between the make-up of “core” and project specific staff from the consortium companies, and the deployment of those teams on site. Post excavation work appears to be split differently, sometimes a straight 50/50 division or divisions such as processing to one company and report writing to the other.

It is not the intent of the DF to make any recommendations as to how the various parts of a project are divided between the companies. Whether it be an equal 50/50 split for each element, assigning specific areas to the company with the greater experience, or by available labour. These decisions are very much down to the companies within the consortium. We do recommend that these decisions are transparent and communicated clearly to the entire team to prevent perceptions of unfairness and feelings of resentment and exclusion.

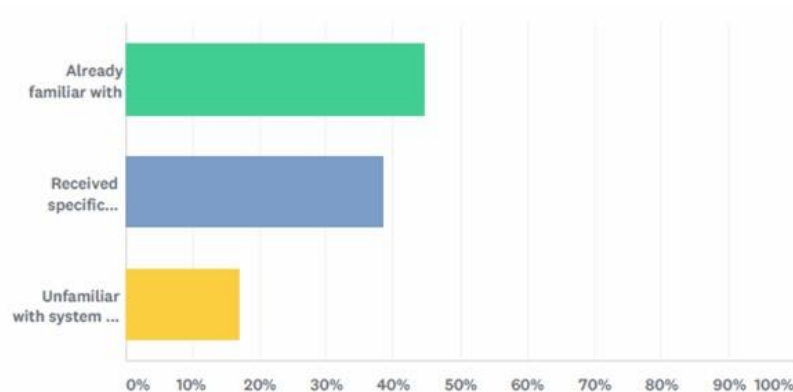
### Methodologies

It is a fact that different companies have different ways of working, different excavation and recording methodologies, different pro-forma recording sheets. In addition to this people work differently within these various systems, have their own short-cuts, and often their own conventions. How do consortium projects overcome these issues?

Question seven asked if the project excavation methodology and sampling strategy was fully explained when they, the field archaeologists, started work. Whilst in 65% of responses the answer was yes, it is concerning that in a third of the responses the methodologies had not been explained. An additional comment stated that different sites on the same infrastructure project were interpreting the written scheme of investigation (WSI) differently, leading to further confusion.

The following question asked about the recording methodology.

*Q8 When you started on the project were you familiar with, or trained in, the recording methodology?*



ANSWER CHOICES	RESPONSES	
Already familiar with	44.62%	29
Received specific training	38.46%	25
Unfamiliar with system and received no training	16.92%	11
<b>TOTAL</b>		<b>65</b>

The comments suggest this differs from site to site, and project to project. Where recording methodologies are the same or similar enough to their “parent” company most field staff would already be familiar with the methodology. However, in instances where the system was completely different, or differed from site to site within the project, this did cause issues. In one case, concerning, the respondent created their own.

When it comes to excavation and recording methodologies consortium working and infrastructure projects should not differ from any other project when it comes to following the WSI and RAMS.

Consistency of the methodologies also needs to be ensured when considering the division of labour between the companies. Time should be given at the start of the project to make sure everyone involved knows exactly what they are doing, and where appropriate, thought should be given to including specialists in this briefing. For example, it will save time in the long run if the environmental specialists and geoarchaeologists can explain what sampling needs to be undertaken and why. Equally, if there is a project specific recording form, five or ten minutes spent at the start of the project walking staff through it is much easier than trying to undo mistakes caused by assumptions, bad habits and confusion weeks, months or even years down the line.

### Training and development

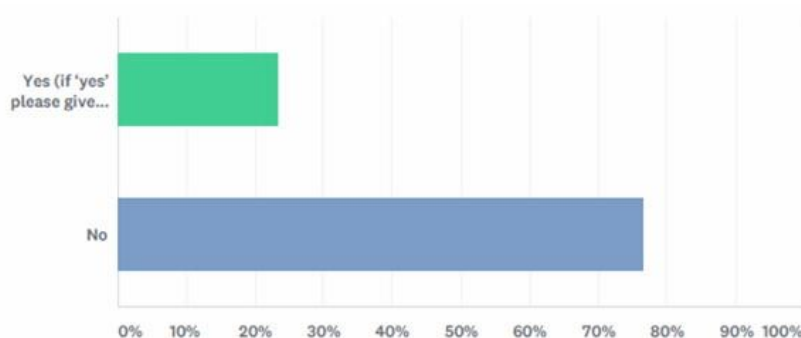
One of the benefits of consortium working is the training and skill sharing opportunities it can provide, as well as possibilities for career progression and personal development.

Question nine asked if the same level of training and CPD opportunities were available to all staff working on the project. Given the potential of these projects this was a disappointing 50/50 split between the yes/no answers. The CPD on offer seems to be focused on Health and Safety, and only what was provided by the principle contractor or a requirement of the project.

Question 10 asked if supervisor or specialist training programmes were available during the project. Of the 61 comments, 42 answers were negative. Three individuals stated they undertook the SSSTS training. Concerningly one individual stated that people were put in roles and expected to cope.

The next question was about the availability of opportunities to learn a new skill during the project from one of the other companies within the consortium.

*Q11 Did you have the opportunity to learn a new skill during the project from one of the other companies within the consortium?*



ANSWER CHOICES	RESPONSES	
Yes (if 'yes' please give further details below)	23.44%	15
No	76.56%	49
<b>TOTAL</b>		<b>64</b>

Of the 11 comments, five individuals gained skills in using GPS equipment and surveying. Skill development seems to have only occurred if it was a job requirement or the individual concerned actively sought it out.

It is disheartening to see that in some instances training within archaeology still seems to be considered as something to be undertaken as quickly as possible, as if staff development were somehow shameful. Usually the training provided consists of getting new starters to basic

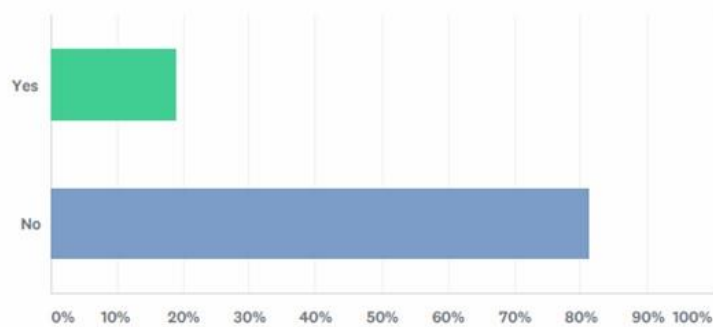
competence, rather than investing in and developing staff skills, with little or no thought of improving supporting, mentoring, supervisory or leadership skills. Where further training is provided this is in Health and Safety certification and First Aid, and while these are certainly invaluable, the investment is usually driven by project requirements rather than a desire by archaeological companies to actively engage with the development of their staff.

The lack of CPD and training opportunities provided on these projects is not necessarily a reflection on consortium work, these opportunities are frequently overlooked on many projects. However, given that training is often largely integral to infrastructures sustainability aims and actively supported on these projects this is a missed opportunity, not just for skill sharing between the archaeological companies involved, but also between the archaeologists and other contractors.

### Project feedback and learning lessons

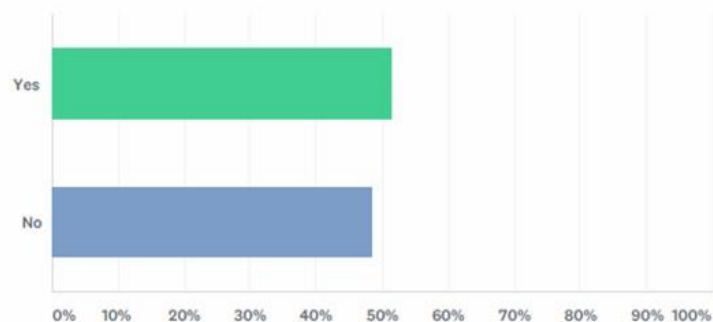
Questions 12 and 13 asked about giving feedback on the project.

*Q12 Were you asked to give feedback following the end of the project?*



ANSWER CHOICES	RESPONSES	
Yes	18.75%	12
No	81.25%	52
<b>TOTAL</b>		<b>64</b>

*Q13 Did you give any feedback during, or at the end of, the project?*



ANSWER CHOICES	RESPONSES	
Yes	51.56%	33
No	48.44%	31
<b>TOTAL</b>		<b>64</b>

Admittedly being asked for feedback at the end of a project is probably quite rare, not only on consortium projects. Why is this the case though? Do companies not consider it at all? Is it that the thoughts and opinions of the field staff are not seen to have value? Is it that, even when asked, the field team appear not to respond or engage? Or, is it that a formal process of evaluation of the success (or otherwise) of projects in meeting their objectives is rarely built into commercial fieldwork projects beyond questions of meeting time and budget? Question 14 asked if people thought the companies within the consortium worked well together. 54% of those that answered thought not. Most of the issues were based around communication, both between the consortium companies, and between the companies and field staff in both directions. Overall, most comments suggest that the field teams worked well together, but frictions caused by pay differences, company “tribalism” and differences in methodologies that were never resolved were exacerbated in often difficult and stressful working conditions.

Field staff almost always feel undervalued and disposable, this is not helped by temporary or project specific contracts, lack of communication and a feeling of isolation from employers. Little or no effort is made to help them feel valued. This feeling is increased for those people on consortium contracts, despite being directly employed by one of the companies within the consortium, they are often not given the same opportunities as their colleagues on “core” contracts, and sometimes vice versa.

The final question asked how people thought the project went. Given that this was another free text answer it is difficult to summarise the answers, all comments have been included as an anonymised appendix. The overall feeling from the comments is not positive, though some did say they thought projects went well, and there is often some excellent archaeology to be found. Obviously, field staff have a quite different “stick” to company management by which we measure success, however, it still has value.

The sheer size of the projects and the number of people involved puts strain on company HR and staff support roles. If field staff are unable to get in touch with their parent companies about admin related queries this results in extra pressure for site supervisory teams, who themselves are often inexperienced, unsupported and potentially unable to help, especially if they are employed by a different company.

On all sites a lot depends on the leadership skills of the supervisory team, but on a consortium project this is even more apparent. All the differences in pay and conditions, opportunities for CPD, training and development, bubble under the surface. The requirement for large teams results in a broad mix of skills and experience of individuals, and whilst this should be embraced, tight deadlines and unfamiliar methodologies create stress in an already high-pressure environment. The supervisors are not only responsible for the archaeology, but the health and morale of their team, keeping them working together rather than dividing into cliques. Team initiatives such as providing CPD through toolbox talks or short lectures, setting up buddy and mentoring systems, or mental health time-outs and safe spaces, to name but a few, should all be supported and encouraged.

## Discussion, conclusions, and recommendations

The DF feels that this was a useful survey that adds to our understanding of field staff experiences of working on consortium projects, an area that deserves further work. There are many areas left untouched by this short survey, and the results here are a small fraction of a much bigger picture. For some this will not reflect their experience, the DF acknowledges that the issues raised are not true for all employers, but hope that we have given an insight into the thoughts and opinions of the



field teams, and that this leads to a different and inclusive evaluation of project success in the future.

Issues of de-skilling amongst archaeologists is briefly touched on and has been commented upon elsewhere. We all know that there is a clear correlation between undervaluing staff and not investing in their development which leads to lack of motivation and self-esteem, poor quality work and ultimately people leaving the profession. This has a knock-on effect when recruiting good candidates for more senior roles.

If archaeological companies do not value the knowledge, skills, experience, and professionalism of their own field teams how can we expect the other contractors that we work alongside to? Is it any wonder that during project development, and on site, our suggestions about improving the way archaeological works could be undertaken in these challenging environments is often being dismissed?

The DF have compiled a few recommendations, specifically for projects undertaken by a consortium, however, we hope that some of these will be considered for all archaeological projects. They are suggested not only for the greater success of future projects, but additionally for a more engaged and motivated workforce.

- Standardising pay and conditions (such as work hours, accommodation, sick pay, holiday pay calculations and access to “benefits”).

Differences in pay and conditions between people working closely together for extended periods of time is a major factor in team upset, causing friction and unrest. Additionally, this leads to stress, mental health issues, and low morale. Ultimately the quality of the work being undertaken will suffer and staff become less engaged.

- Inductions

Make time for both project and site-specific inductions. These should cover the usual things such as the Project outline, WSI and RAMS, but should also be an introduction to the consortium, why it's been set up, identifying who's who and what they do. Who the relevant HR, admin and support staff are, and how they can be contacted is especially key. It is a good time to introduce the site supervisory and specialist teams and to identify the experience of the team to best gauge training and/or development requirements. If there are new methodologies being used, now is your chance to go through them.

Ask if the archaeological team can be part of the site induction where you are working with other contractors. We are all professionals with a job to do, and they need to know exactly what our role is just as much as we need to know theirs. Maybe that way they won't park their cherry picker on a burial vault.

- Get to know the project team.

This is not just about determining their experience level and development requirements, though finding this out at the start of the project is beneficial. What other skills do they have that could be useful, what motivates them? Would they be good buddies or mentors for other members of the team? Let them get to know you. You do not have to become friends but being clear about what is happening with the project and what is expected in terms of progress puts people at ease. You will also be able to identify when there may be an issue and build trust so your team feels they can approach you with any problems, concerns or even suggestions for improvements.

- Clarification of job roles and associated responsibilities.

Every company has its own set of job titles/roles and associated responsibilities, these often vary considerably between consortium companies, and even between the different sections of the same company, though less frequently. The DF is not requesting an industry wide overhaul (though this is not the worst idea ever), but does recommend that it be made clear, in writing, exactly what the responsibilities and requirements of the various roles are. Trust people to do their jobs, very few people enjoy being micromanaged, and you probably do not have the time.

- Standardisation of excavation, sampling and recording methodologies.

Given that consortium projects are for large, usually infrastructure, projects that involve several sites, standardisation of the methodologies is essential for consistent data collection, and so your team knows what it is doing, even if/when they have to move to a different site. Spending time before or at the start of the project to make sure everyone involved is clear on procedures will save time later when trying to compare sites and compile the report.

- Consistent training, development, and career progression opportunities.

Most infrastructure projects embrace training and development, some contractors pay for courses or run their own. Encourage your teams to take part in these, just because it is not necessarily archaeology related does not mean it is not valuable. Ask for time to put on your own lunchtime learning or CPD sessions and invite other contractors to attend. It is rare to come across someone who is not interested in what we are doing. Make the most of these opportunities. Where training is available make sure it is open to everyone, you are a team after all. Have a training plan, it does not have to be detailed but at least it will enable consistent development. Of note is that Registered Organisations are already expected to have in place a training plan for the organisation. The plan should explain how career entrants will be supported to develop the skills and competence required to gain Practitioner level membership of CIfA

It is important to remember that through its Code of conduct and published standards, CIfA insists that it's members shall only undertake work for which they are adequately qualified (Rule 1.4); shall have due regard for terms of employment and career development (Rule 6.6); and have a duty, not only to observe the Code, but to encourage others to do likewise (Rule 1.12).

Additionally, CIfA adopted the DFs statement on the minimum level of competence as policy. The minimum level of competence to be expected of any practising archaeologist shall be equivalent to that required for Practitioner (PCIfA) grade membership of the Chartered Institute for Archaeologists. Any employee who has not reached PCIfA level competence should be working within a structured training programme designed to develop their skills and competence to PCIfA level.

- Improvements to communication and feedback.

Talk to your field team, ask them for their opinions, keep them informed of what is going on. It is not much to ask but it does make people feel valued and included. If you get sent an email and are too busy to deal with it, reply to say that you will get to it when you can. Remember to get to it.

Feedback works both ways and should be good as well as bad, encourage all members of the team to do it (not just the contractor safety forms) it will help them develop leadership skills.

Acknowledge where mistakes were made and make improvements. Appreciate and celebrate wins, no matter how small.

As previously mentioned, the provision of site welfare or travel and accommodation arrangements was not addressed within this survey, but it is often the case that this only meets the most basic of standards or requirements. In the current climate of a global pandemic, how does archaeology align itself with wider concerns around Health and Safety and wellbeing? Field staff are being asked to return to work on construction sites, but at what cost, and to whom? Following Government guidelines, (despite the Construction Leadership Council site operating procedures - currently Version 3 - being woefully inadequate) risk assessments are being updated and welfare and PPE provision increased. The DF would like to ask employers and the members of the Industry Working Group to maintain these increased standards even when/if work returns to "normal".

The DF have identified a few areas that we would ask the wider industry to investigate and hope that they will share project outcomes with a greater transparency, owning failures as well as successes. Where we have identified successful modifications to our methodologies are they being implemented? Are we merely working harder to fit with increased pressures, and how does that fit with our professional commitments? Are the new systems in use on infrastructure projects adding value? Can we improve or adapt our input into development projects for the benefit of the archaeologists involved? Are the big infrastructure projects driving change, and if so, is it for the better? Do employers who avoid infrastructure projects feel able to change more, or are they not changing at all?

The DF would be happy to receive any comments on this report and to join in discussions about the issues and questions it raises.



## Appendix: Consortium survey comments

Q2 As part of the consortium did you receive a comparable contract and remuneration to staff working for the other companies? i.e. the same holiday pay or sick pay etc?

Answered 66 Skipped 0

#	IF 'NO'
1	Different pay, bonuses, holiday, sick
2	Colleagues on core contracts from the other company within the consortium were opayed less (often significantly) than myself, and people on project specific contracts, even though they were undertaking the same work, and in one instance supervising an area. I also believe that they weren't receiving the project specific allowance, thought the reasoning behind this was not made clear to me (I have suspicions and rumours). This seemed grossly unfair.
3	Pay dates and holiday pay
4	The ( <i>Company A</i> ) staff got a say/ vote in pay scale adjustments and generally they were more supported than the ( <i>Company B</i> ) employees.
5	Companies had different base salaries and did not mtch them. locally based staff got paid a 'loyalty bonus' to not change company.
6	My pay and conditions were actually better than both our consortium partners and (to begin with) people employed on contracts after the start of the joint venture.
7	different working hours (mine longer, bad practice in the other company - which did not provide contracts for their staff for months, different pay, different TOIL/overtime arrangements. To name the few)
8	Different conditions and pay were addressed.
9	Others get a lot more sick pay
10	Discrepancies in pay and Friday finish time
11	A considerably lower salary than staff of other companies
12	Each company kept their attribute. PEX and off ( <i>Company</i> ) smaller salaries vs EX in ( <i>Company</i> ) bigger salaries, payed travel times, provided accommodation etc
13	Same contract, but terms relating to annual leave were interpreted differently by different companies, meaning I got a different number of days annual leave per contract extension to my colleagues.
14	Staff were on lower wages than counterparts in other companies
15	Members of my company where paid a living away from bonus, the other companies staff were not. The other company where also reluctant to authorise overtime.
16	Despite being told that both companies payed a pension and the contracts stating this as so, only one of the companies did so. I am still trying to get my pension from that company over a year after my contract has ended.
17	Different companies had different rates for the same job%
18	I have stayed on the same contract . I do not what people on a comparable grade within the the other companies within the joint venture are on
19	On one JV on which I worked, initially involving two archaeological contractors, not only were there stark differences in provision of accommodation and travel arrangements, between the two companies but there was a vast difference within the company for which I worked. Permanent staff had accommodation sourced, provided and paid for (with a stipend), whilst project-specific were provided with none of this. After much (largely external) pressure, this was largely but not entirely mitigated.

20	Difference in pay and holiday
21	Less pay overall
22	Different pay scales, different expenses, different everything!
23	Different benefits such as relocation allowance (something I was told I would receive and then i didn't get it in the end.
24	I was a supervisor from one company (where we were not the lead contractor for the joint venture) and my wage was lower than those employed by the lead arch company. This is starting to become the normal which is unfair! The industry needs to standardise pay scales so when joint ventures are undertaken supervisor are not being paid less than archaeologists. The lead arch company also gives travel time to all employees rather than just drivers or if the journey is over 1.25hrs
25	As a supervisor from one company I had smaller income than my field staff from another company
26	Lower rate of pay than the others
27	Pay, sick leave, travel time and treatment form PO's
28	The answer is technically yes, but it took a while for the companies to bring things in line. For example, we all got extensions but one company took much longer to update their holiday policies in relation to the extension than the other company.
29	Each within the consortium company retained its own status quo in the provision of contracts and remuneration policies.
30	Marginal difference in pay and working day
31	I was actually earning more per hour at ( <i>Company A</i> ) than site colleagues from ( <i>Company B</i> ). However, they had better pensions.
32	Staff from the other companies got paid considerably more for the same role
33	I didnt work for the consortium, but worked on a consortium project from one of the consortium companies from a different office. Project specific staff (site assistants) were being paid a higher salary than myself (supervisor).
34	we were paid more than other companies

**Q3 As part of the consortium did you have a comparable contract and remuneration as staff employed on "core" contracts for the same company that employed you?**

Answered 66 Skipped 0

#	IF 'NO'
1	Sick pay was only for core staff
2	Core staff got sick pay from the outset to my knowledge, consortium staff got sick pay after 6 months most of us were hired on significantly shorter than 6 month contracts so everyone came to work sick and it really affected team moral and physical health. A vomiting bug did the rounds very noticeably at one stage because people felt they had to come in to avoid losing pay
3	No accommodation, different pay
4	I was one of the core staff in question
5	Completely different structure and contract system made comparisons almost impossible
6	Pay rises for consortium staff but not for core staff
7	See previous answer. It is also not usual practice, socially or ethically, for employees to ask to see each other's contracts.
8	Less stability in contract, perception of being 'second class,' in the eyes of HR. No union representation in the consortium.

9	Pay and additional benefits
10	Less pay
11	As a permanent member of staff for the core company I was paid less than those taken on for the consortium
12	Different pay and holidays. They got perks for working for the core companies
13	I am core staff
14	See previous no answer
15	Lower pay..less holidays
16	Compared to some core staff people at the same level were payed more if they were project specific for the consortium. Taking into account away work accommodation I think it evened out but only if you were core staff and on the project for a long time.
17	Each company within the consortium retained its own status quo in the provision of contracts.
18	Core staff was paid less
19	As above. Wasn't part of the consortium but part of the "core" contact - but shipped in from a different office.
20	new contracts for all consortium staff

**Q4 Did you have access to the same company benefits as core staff? i.e Medicash, pension contributions etc.**

Answered 66 Skipped 0

#	FURTHER COMMENTS
1	many archaeologists at ( <i>Company</i> ) are on temporary contracts i.e. a day rate. one week termination
2	I am core staff.
3	Predated pensions and other benefits.
4	See Q 5
5	I work as a core staff in one of the JV companies, I have no knowledge of the differences in benefits between the companies)
6	Yes - I am core staff with a company, but now 90% of my time working for the company is part of a joint venture
7	Pension was arranged, but no other company benefits.
8	Those that were employed for the consortium did not.
9	Already employed before the JV started, no change to contract
10	Not initially, only after about 2 years did we have access to medicash.
11	I am a "core" member of the field team.

**Q5 Did you receive the same level of quality PPE as other staff?**

Answered 65 Skipped 1

#	FURTHER COMMENTS
1	Provided poorly fitting PPE provided to some non core workers, when I asked about getting other sizes in I was asked if I was refusing to go on site
2	Project specific PPE was provided for all staff on site
3	Consortium staff had better quality; although was shared across staff rather than issued to individual members of staff
4	Cheaper PPE, especially regarding coats.
5	Ppe in other companies of a higher quality

6 As above - I was "core" rather than consortium. But consortium staff had been provided with consortium brand PPE and other equipment, though I wasn't, just usual allowance.

**Q6 What was the division of the work between the companies? i.e. was all site work and post excavation work divided equally?**

Answered 61 Skipped 5

#	RESPONSES
1	The site work was carried by a combination of all the company's involved, the post ex was equally divided with one unit doing the written reports, another doing the environmental processing and reporting and another dealing with the finds, washing reporting.
2	All core staff on site were from one company, the other staff were mixed
3	Not sure. Seemed equal
4	Site work divided equally. Finds processing went to one company and samples to another. Also reporting appeared to fall to one rather than equally shared
5	The numbers were supposed to be evenly split, but as more core staff for my company were on site this meant that more project specific employees were technically employed by the other company. The other company did not provide an equal number of core staff to the project. I am not sure what will be happening with the Post -Ex but this should be split 50/50, even if not suitable to do so.
6	Yes
7	As far as I knew all work was divided equally- though ( <i>Company A</i> ) staff made up a larger proportion of staff than ( <i>Company B</i> ) ones in higher up roles
8	All work was divided equally. Making post excavation compilation of reports a nightmare.
9	Not as I'm aware
10	Site work was equal, but post-ex went to core staff
11	I didn't see everything, obviously, but it did seem like our consortium partners only provided field staff (and even then, only when they could be arsed, depending on the infrastructure project) and, to my knowledge, the company I work for has all of the post-ex work.
12	Everything depends on the project
13	Site work yes. Post ex no
14	Depended on number of field staff available and whose managerial staff were running site. Post ex was divided by which office was best to handle material from sites.
15	No
16	Appeared to be
17	Not sure if it was divided equally but we all did site and post-ex
18	no, all site work was done by most involved yet post-ex restricted to a few.
19	Don't know
20	No
21	there were a number of different companies so depended on their ability to provide staff. Post ex was shared on a basis unknown to fieldstaff
22	Reasonably equal on site, though I believe that the company I was employed by ended up with the larger share of some post ex tasks, namely enviro.
23	Not equal distribution. Actually, all PEX is actually ending on the same place where only one person -me, with some occasional and variable assistance has to deal with.
24	Fieldwork was split roughly 50/50, but most of the processing and post-excavation were headed by staff and specialists from one company

25	Don't know
26	?
27	Site work was proportionally split with post-excavation work split between 2 of the companies
28	Equally
29	I believe so.
30	S
31	I have no idea.
32	The number of staff from each of the component companies is different. The input of the companies within the joint venture seems uneven, or even poorly distributed.
33	Yes
34	Absolutelly equal
35	It varied. On the whole, no. Sometimes areas of the project might be assigned to different companies, on other occasions staff from various companies would work together. I can recall only one JV site, where work and responsibility was assigned on the basis of commercial expertise, and this was urban transport infrastructure dealing with deep-strat deposits. Most other JVs (and let's not forget the widespread practice of sub-contracted work), arise from a need for labour. For various reasons, this need can be from desirable to desperate (!), and work is usually allocated on the ability to provide labour.
36	No, depended on the geographical location of sites/projects.
37	No, management level edged towards one company whilst digging and supervision staff very heavy the other way
38	Afaik
39	50-50
40	50/50
41	I have no idea. Probably not.
42	Yes
43	Core staff always seem to have an advantage. Better career prospects.
44	Pretty even
45	From a PC point of view, work was divided based on skills and availability although this frequently changed
46	Site work was split equally however, post-ex undertaken by lead arch company
47	We had less post ex work and less responsibility
48	No ...much cherry picking of best sites by the main unit
49	no. appeared to vary
50	Field staff were kept out of post ex duties. le company a done all post ex. Company b wrote the report
51	No. Often a toxic atmosphere would develop as a result of misunderstandings between some older and newer supervisors leading to friction (both at fault). Post excavation work was carried out by specific teams and focused on box ticking and exclusion of more experienced and suited staff relevant to the role.
52	At digger level I think it was a pretty even split. As you moved up the hierarchy I think the split became less so, but I expect this had probably been agreed upon by the companies involved based on which company had more local offices etc.
53	Division of work was unequal, but it was also work package dependant within the infrastructure project. Often each company within the consortium took on individual work packages, only relying on the consortium if additional resource needs outweighed what they could provide at the time.



54	no. one company provided the majority of the fieldstaff and support. sub-divided in post-ex
55	It was equally divided
56	No
57	Post ex fell to company that had supervisor status on each specific site
58	I am unsure what the division of work was off-site. Onsite it was generally an even mix of staff from both companies.
59	Fieldwork split though most post ex done by the other company
60	not really sure, but it looks as though the post-ex training opportunities seem to be provided for the other company
61	no - lead company kept the goodies for themselves

### Q7 When you started on the project were you fully informed of the excavation methodology and sampling strategy?

Answered 65 Skipped 1

#	FURTHER COMMENTS
1	I have undertaken two different projects, on one the induction process was very clear. The other however suffered from confusion over the methodologies, so although I was told what the strategy was on each site I worked on, these weren't actually consistent with each other.
2	The JV works under system "whose projects, those recording/excavation system". Many misunderstandings occurred.
3	I informed staff as best as possible (turn over of staff is itself a topic)
4	I was mostly pointed at features and told to dig...
5	The proviso here, and not exclusively relevant to JVs, is that all contractors will trim or ignore their excavation or sampling strategies if they think they need to for commercial reasons.
6	Some of the methodologies seem to be iron out as you go along.
7	New recording system in place
8	In the field there is minimum company collaboration with each company within the consortium taking on its own work package. Therefore, the methodologies and sampling strategies remain consistent with that of the individual company/primary company running the work package, and their methodologies and strategies within the framework of the infrastructure project. Staff from other companies are always fully informed at the start of the project.
9	Both companies used the same systems

### Q8 When you started on the project were you familiar with, or trained in, the recording methodology?

Answered 65 Skipped 1

#	FURTHER COMMENTS
1	Although, as mentioned above this was not consistently done
2	Where is the option for "someone showed me how to do it once, then buggered off into the ether"?
3	I was familiar with my company's system, but not the other company's from the JV

4	Depended on which bit of site. Large scale project which was divided up by companies within the consortium which meant relegation to another site meant learning another company's recording methodology if different.
5	And created my own
6	Tho his was because we used my parent companies strategy. It was difficult for staff from the other partner
7	Again, this varied. I've trained staff, both formally and otherwise, to harmonise recording. On other projects on which I've worked in a more junior capacity, this often did not happen. JVs are very often large projects and poor or inattentive management can often see them spin out of control, particularly if there's a lot of archaeology to deal with. The usual response is simply to sub-hire more staff from other companies without necessary integration and training, and hope for the best. The results are mixed, but rarely efficient or well thought-out.
8	Different but similar enough to current system to work it out
9	What recording... modt of it made up in the tea hut
10	Required to adapt training to the methodology framework of the infrastructure project.
11	Basically the old MoLAS guide was followed as a rule.

**Q9 Did you receive the same level of training and CPD opportunities staff employed by other companies working on the same project?**

Answered 65 Skipped 1

#	FURTHER COMMENTS
1	No further training was offered unless required by the developer
2	Difference in training allowance and opportunities. Supervisors tried to sort
3	Fusion do not CPD for contract staff
4	It seemed like I had more opportunities, but this might be down to my position within my company.
5	No CPD were offered to either of the groups
6	No CPD appeared to be offered it was not mentioned
7	Different companies had different training opportunities
8	zero training or development provided
9	Don't know
10	In that what CPD anyone has wasn't worth much. Basic training for staff which had little or no experience prior to the project was embarrassingly poor. As a result the recording methodology was simplified to heavily feature tick boxes, with a total lack of thought for interpretation or recording required. Anecdotally, I know that a lot of the staff 'trained' on this project are hired with trepidation, as the quality of training is so poor that the several months to a year of experience they have is viewed as worthless - even if they are themselves fine archaeologists.
11	Nope , and I won't because PEX processing it's just ...processing.
12	Some companies offered a much higher level of cos. Some offered practically no cpd
13	Health and safety courses were ignored by some of the supervisors and regarded as a waste of time despite being an essential requirement of the client
14	Very little training provided to anyone
15	Again there's a proviso here that is not specific to JVs. Archaeological CPD looks great on paper; in reality, it depends upon the quality of your manager and the opportunities available. It is a fact, I'm afraid, that the basic field-based roles have been "dumbed

	down": recording is automated and those roles hoarded into geomatic departments thereby setting up new relationships of training patronage and exclusivity. The reason? Ad hoc and myopic management procedures, which exist for various reasons.
16	Training was ad-hoc for experienced site assistants, no ongoing CPD - one performative handing out of BAJR "skills passports."
17	CP what? Training? I take it you're having a laugh.
18	Core staff seem to be given the best oppurtunities such as first aid course and mental health first aid such
19	Uncertain as dont know what other companies got
20	Dependant on what training was available at the time, we tried to share these across al companies
21	What training ???
22	These were largely the requirements of the infrastructure project as a whole.
23	n/a
24	don't know

**Q10** Were there any supervisor or specialist training programmes available to you during the project?

Answered 61 Skipped 5

#	RESPONSES
1	No
2	No
3	No
4	Yes. SSSTS and first aid for all supervisor's.
5	no
6	No
7	Not to my knowledge- but they weren't really relevent to me. I could have chosen to apply for mental health first aid training but priority was given to supervisors and senior staff.
8	No
9	No
10	No
11	Not to my knowledge
12	no
13	No
14	No, sometimes a cross over of staff for on site training to make up numbers and if people were needed for certain roles.
15	No
16	No but I was promoted because I demonstrated apptitude
17	Yes
18	none
19	No
20	No
21	Yes
22	In theory, yes, but i had little success in actually trying to engage with them.
23	No
24	Yes, training in the processing of human remains.

25	No
26	N/a
27	Yes, I received my SSTS qualifications through it.
28	No
29	No. As (Company) core staff we were not offered supervisor roles.
30	There was some training available, I would call it progressive rather than specialist.
31	No
32	No
33	NO
34	Across all of my JV experience, almost never. When it was given, it was stipulated by the client, a state of affairs which I have found almost universal in higher-level archaeological roles. I hear of exceptions to this, but I fear they'll remain just that. Again not exclusively the fault of JVs.
35	No. Assistant supervisors chosen from those who'd been on the project longer (but not necessarily in archaeology longer) as well as those who could drive and 'got along' with POs. Given black hats and told to get on with it.
36	Yed
37	No
38	Yes
39	No
40	I was running sites for the consortium. No training given during the project.
41	Not really
42	No
43	No
44	some
45	Yes through OUDCE courses
46	No
47	Yes, but it was training I have already done. It was useful for others though
48	No
49	no
50	No, only those in other companies
51	SSSTS (should be noted my company has withheld my certificate from me for no reason given), though I have passed and on CITB's system. Asbestos awareness training, first aid training was given and general supervision skills and techniques given.
52	None were available to diggers unless they shifted roles into supervisors, surveyors, etc. They wanted us to dig and nothing else.
53	Yes.
54	no
55	Yes there was

56	Yes
57	No
58	No. It was a question of being put in a role and expected to cope.
59	No
60	not that I saw, the promotions etc to supervisor were done in a rush when the work programme was squeezed and we needed more and more people on site
61	don't know

**Q11 Did you have the opportunity to learn a new skill during the project from one of the other companies within the consortium?**

Answered 64 Skipped 2

#	IF 'YES'
1	I was taught how to use a GPS and in the end was surveying the whole site
2	GPS survey
3	I was lucky enough to discuss training strategies and planning with their department.
4	Different survey equipment
5	At the level I worked there was no real obvious division between companies. I just learned things.
6	Surveying
7	Learnt to survey but had to teach myself a lot of it
8	Pottery training
9	As stated above, only if you shifted roles. I learnt a lot of environmental post-excavation techniques on one project but that was because I moved into that role from digging.
10	All that concerned the burials of the 1700-1800 and basic training on skeletal remains
11	Geoarch training as one company didn't have geoarchs but the other did.

**Q14 Did you think the companies that made up the consortium worked well together?**

Answered 63 Skipped 3

#	FURTHER COMMENTS
1	Alot of top down management meant staff learnt consulted
2	It worked well at the individual level, but the companies were just too different, with different approaches to its staff and methodology for this to be a truly comfortable fit. I think the consortium ended up combining the worst aspects of each company rather than the best. Additionally when trying to register feed back it was hard to know who to address it too, and that lessons didn't want to be learned.
3	On a site level, yes; on a managerial level maybe not so much?
4	lack of comunication, tribalism, lack of single standard, divisitons on every level
5	Disparate approaches. No obvious aligned values
6	stressful incidents usually evolving seemingly from lack of cohesive recording strategies beforehand where site 'X' was using company 'Y's methods and site 'Z' was using company 'A's methods

7	Failure of communication and an inability to share resources was a common feature. background issues trying to integrate databases etc. in post-ex caused problems, and caused work to progress at a snails pace, as support for the systems used was slim or nonexistent.
8	Management collaboration no . But diggers And PEX yes
9	One partner did not want to be involved in the same way as the others.
10	The project had a very much Us Vs Them approach at time.
11	Rivalry and bitching about other units capability
12	Barring the odd spat, diggers and supervisory staff usually work well together. Where problems occur, they usually arise from issues of misconduct or perhaps frustration with individual staff. These can usually be sorted with liaison, following relevant procedures and pragmatism. The only occasions which were really awkward involved Project Managers from different companies, and these were rare.
13	Seemed to be a lot of friction between the field staff from the different offices which made up the consortium. Not aware of how successful the joint venture was for management.
14	They improved but a lot of communication problems
15	Sometimes. People are people and want to get on. Some companies thought they were superior however.
16	Generally yes, but still can be improved greatly
17	Absolute zero communication between HR departments (the HR department at my core company is an absolute joke). The field staff worked well together because they are decent human beings getting the job done - there were no issues there. Unfortunately the upper management from the core companies are incompetent
18	Levels of experience are not reflected in cross company positions which leads to different expectations and frustrations, though can just be the nature of big projects
19	did vary though depending on the subject. fieldwrk had clear chain of command, but PX more disorganised
20	Often some managers were more supportive of core staff employed by there company than others
21	Yes and No
22	The companies still operated largely independantly, only relying on each other when they could not fulfill the resource requirements of individual work packages.
23	There was issues at project management level Vs consultants
24	totally different styles of commercial activity - we were a charity and the others were a profitmaking company

## Q15 How do you feel the project went?

Answered 59 Skipped 7

#	RESPONSES
1	No comment
2	Stressful project with a lack of communication from the management of both companies. Site assistants largely considered temporary, unpaid overtime complaints ignored and numerous other issues. Prospect union was eventually contacted over the treatment of staff
3	Depends on the view point. The site was dug on time. But a lot of money was wasted by the consortium they were ill prepared at the beginning. No admin support. Supervisors did their best to sort issues

- |    |  |
|----|--|
| 4  | The first phase ( <i>Project A</i> ) went well but the shift to ( <i>Project B</i> ) was awful. A different set of project managers had no idea and didn't seem to want to learn from the previous work. Ultimately this led to a drop in morale among long term field teams with many leaving and going to other companies  |
| 5  | The project (excavation) was a success, but only because of the supervisory team and the large amount of mental health support. It remains to be seen if it went well with regards to recording standards etc...   |
| 6  | Relatively well  |
| 7  | I felt very unsupported and badly equipped to do my job. The team was so large that people on site who were struggling skills wise or mental health wise were allowed to slip through the net. There seemed to be so many different subsets of people from core team, ( <i>Company A</i> ) staff and ( <i>Company B</i> ) staff who had different rules and things they could and couldn't have a say in it became very complicated when issues such as pay were being debated as only certain subsets got a say the rest of us just had to wait to find out the results of what had happened.   |
| 8  | Very badly. Over ran massively and with sufficient fines levied by the client that it almost killed both companies.  |
| 9  | Improvable but enjoyable   |
| 10 | Ok, but some benefits should have been given to all staff not just core  |
| 11 | Satisfactorily. Which, as we all know, doesn't really mean that. It means that it was within the consortium's power to have done better, but they were satisfied with just not balling up too badly.   |
| 12 | Could go better  |
| 13 | It went alright a few teething problems, but site staff from top to bottom did their best to resolve issues.   |
| 14 | Meh  |
| 15 | Not too bad but the level of mitigation was underestimated so the last few areas of site were done in a rushed way   |
| 16 | Fieldwork went ok but post-ex was hurried and not as detailed as it should have been (due to the size of the project)  |
| 17 | awfully, not going to name the project but it has somewhat of a poor 'boogeyman'-esque reputation in commercial circles.   |
| 18 | Well. Internal staff redeployment involved much more training.   |
| 19 | Ok   |
| 20 | Well   |
| 21 | Terribly - people were treated badly, and the quality of the archaeology was terrible. Rarely have I felt so dispondent leaving a site. The archaeology grabbed headlines, but the quality of the work was very poor - even something so fundamental as a site plan took months to organise for some areas. This, the guiding principle seemingly being that those digging shouldn't under any circumstances think about what they were doing, and some extremely tough conditions - not helped by bad supervision and management - led to one of the unhappiest sites I have ever been on. Morale couldn't have been lower, and disparity in wages just added fuel to the fire. |
| 22 | I thought it was bad. Until I started another one which is even worse...   |
| 23 | Fine. There were several points when communications were given to members of staff employed by one company and not to those from the other, even though the information concerned everybody on the site.   |
| 24 | good   |
| 25 | We survived and did do some significant archaeology  |

26	Poorly managed from senior management who were unprepared to adapt to working within/alongside another companies methodology and staff
27	Terribly, I witnessed bullying, invasion of privacy, enforced unpaid overtime, health and safety issues and fraudulent business practices.
28	Still to soon to know. Data collected in a number of different ways, depending on site, supervisor or unit means that the resulting conclusions may not be reliable
29	I think it went well.
30	It is still ongoing
31	High rate of employee turnover, it was a great learning opportunity for me but those at management level had no training on how to speak to field staff in a professional manner
32	Usually I felt that the projects were working basically because EXCESS of people. I have seen some PO's (actually nothing else than Senior Archaeologists), with TWO secretaries at the office...and even some supervisor FULL TIME HAND IN POCKETS WITHOUT SAYING A SINGLE WORD (as "human statue" was very well paid, by sure)
33	The bottom line is the work usually gets done. How it gets done is variable. I have worked on JVs which were financial disasters for the partner companies, one or two where whole periods of a site were ignored supposedly to allow preservation in situations but in reality as an admission of defeat. Management is still too variable: the last on which I worked was dreadfully managed at project level, but on the whole rather well done on-site. It's also important to point out that the management attitude, preparedness and aptitude of the client has a crucial impact on archaeological projects. If there are problems on both sides, then expect trouble. JVs are usually large and complex projects, so this isn't surprising. I'm unfortunately not convinced that archaeology as a profession is good at learning from its past, which is amusingly ironic...
34	Could've gone better for the field staff - I assume it was a success for the joint venture as they went onto work on other infrastructure projects.
35	It could have been a lot smoother
36	Ok
37	Well
38	Good
39	Awful
40	Could have gone better
41	Good but could be better
42	Badly
43	The project itself went well. I really enjoyed working with the other people in the consortium at a field level but I think the consortium highlighted the worst aspects of the companies in terms of HR. Those who were project specific were basically second class citizens. If this is the future of archaeology I want no part of it.
44	Project is ongoing, seems to be going well but there are communication issues
45	Perhaps one of the most enjoyable projects I've worked on and good to work with different teams to achieve the overall aim of the project.
46	It was a success in archaeological sense but a disaster for the mental health of many good archaeologists, some left the project and even the profession.
47	Abysmal.... poorly excavated, hardly recorded ...danced to the developers tune instead of doing the job properly. This is the way excavation is going nowadays...money before heritage being the mantra of units and developers.
48	went, ok, probably no worse than other ones worked on
49	Terribly
50	Met the targets but on an interpersonal level failed to heal divisions and rather than share knowledge it created cliques. Often divisions were cemented when managers showed



---

	<p>preference for friends rather than core staff members who wanted to proactively engage bug were shut down for failing to be something they were not. Support for getting a new job was not forthcoming. Despite promising to help and find out about other projects within the company managers and other permanent staff members were only focused on friends or other staff selected to stay on. Often being core I received poor treatment in this respect. Every time I asked what other projects were coming up I was met with treatment that I was only employed specifically on the project I was on. Contrary to other staff who were on similar contracts to me. This led me to believe that my contract was changed without my knowledge and every time I requested a conversation with a senior manager from my company I was told they are busy doing important work or was met with a junior member of the receptionist team. Overall on an individual level the treatment level was poor. Even though I was core I was treated like I was site specific and gotten rid of when it was convenient for the management. It seemed that although I've worked for different company offices within my company that despite the shared name, some offices have different views on where they share their vision. Often treating staff as single use tools that can be tossed aside when they are no longer seen as relevant (despite experience).</p>
51	<p>The project went well, but there were definitely issues of communication between company HR groups at the start. Consortium groups should have separate HR groups to deal with the consortium employees as this will encourage a consortium policy and encourage communication between groups. It is also hard when consortiums are created by companies with very different attitudes to management styles.</p>
52	<p>It is still on going, and many of the problems encountered are a result of the top-down requirements imposed by the infrastructure project as a whole, not the consortium or individual archaeological companies.</p>
53	<p>uneven division of labour and resources. wasn't a great experience.</p>
54	<p>The (<i>Project A</i>) was not all positive (too many archaeological useless thing done) with the (<i>Project B</i>) they have improve the quality of the work and the introduction of the (<i>new recording methodology</i>) is one of them</p>
55	<p>Yes</p>
56	<p>Very badly</p>
57	<p>It went well at site level. Generally, poor site conditions but everyone was in it together and had a good rapport. I couldn't comment on the management level.</p>
58	<p>Overall well though it brought up stark differences between companies</p>
59	<p>hectic</p>

---