

**Specialist competence matrix – to support applicants who work in international cultural heritage practice**

**PLEASE NOTE:** All applications will be assessed against the main competence matrix (P6 Applicant’s Guide) with the specialist matrix as an advisory document only.

	<b>Knowledge</b>	<b>Autonomy</b>	<b>Coping with Complexity</b>	<b>Perception of Context</b>
<b>Practitioner (PCIFA)</b>	<ul style="list-style-type: none"> <li>• Relevant working knowledge of the archaeology and cultural heritage of the region in which one works.</li> <li>• Ability to assist in archaeological field survey including GPS site mapping and surface artefact collection.</li> <li>• Ability to assist in anthropological/ ethnographic field survey.</li> <li>• Basic knowledge of allied cultural heritage disciplines e.g. terrestrial and marine archaeology, ethnography, anthropology, geology, palaeontology, palaeoclimatology, ethnobotany, intangible heritage, historic landscapes, built heritage, conservation, museums, archives, socioeconomics, tourism.</li> <li>• Ability to keep up to date with developments and to take active steps to maintain competence.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited task autonomy - may be assigned role of assisting in field surveys whilst working under supervision.</li> <li>• Collaboration with others, including local archaeologists, is expected.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands the role of international heritage legislation and guidance.</li> <li>• Understands the role of national heritage legislation and guidance and national heritage protection systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands role in team, and limitations of role.</li> <li>• Understands issues of political, economic and security context.</li> <li>• Understands importance of H&amp;S.</li> <li>• Has discipline and conducts self in an appropriate manner in another culture.</li> <li>• Awareness of and respect for own culture and for the cultures and worldviews of others.</li> <li>• Ability to take personal responsibility for managing their well-being.</li> </ul>

	<b>Knowledge</b>	<b>Autonomy</b>	<b>Coping with Complexity</b>	<b>Perception of Context</b>
<b>Associate (ACIfA)</b>	<ul style="list-style-type: none"> <li>• High level of working and background knowledge of the archaeology and cultural heritage of the region in which one works including theoretical, ethical and methodological aspects.</li> <li>• Understanding of sampling strategies, ethnographic survey methods and fieldwork design and implementation.</li> <li>• Ability to advise on and deliver training in field survey, excavation techniques and project logistics.</li> <li>• Ability to assist in anthropological/ ethnographic field survey including interviewing.</li> <li>• Familiarity with allied cultural heritage disciplines.</li> <li>• Ability to draft fieldwork reporting.</li> <li>• Ability to keep up to date with developments and to take active steps to maintain competence.</li> </ul>	<ul style="list-style-type: none"> <li>• Working under supervision for overall task.</li> <li>• Able to achieve some tasks using own judgement, with considerable autonomy within delegated tasks.</li> <li>• Supervision or guidance of others, including local archaeologists, may be required.</li> </ul>	<ul style="list-style-type: none"> <li>• Familiarity with specific legal frameworks of international heritage.</li> <li>• Broad knowledge of international heritage policy and guidance, including NGOs, international financial institutions, industry groups and campaigning organisations.</li> <li>• Understands the interplay of roles of the public, traditional leaders, client, contractors, consultants, state and local authorities, and/or archaeological advisers.</li> <li>• Understands the information requirements of other project personnel, e.g. socio-economists, geologists, engineers, hydrologists, ecologists.</li> </ul>	<ul style="list-style-type: none"> <li>• Understands role in team, and limitations of role</li> <li>• Familiarity with issues of political, economic and security context</li> <li>• Understands importance of H&amp;S</li> <li>• Basic competency in intercultural relations, diplomacy and negotiation</li> <li>• Ability to deliver training in cultural heritage awareness</li> <li>• Ability to deliver basic reports orally and in writing to colleagues, to communicate appropriately to non-specialist audiences</li> <li>• Flexibility, resourcefulness, problem-solving ability</li> </ul>

	<b>Knowledge</b>	<b>Autonomy</b>	<b>Coping with Complexity</b>	<b>Perception of Context</b>
<b>Member (MCIfA)</b>	<ul style="list-style-type: none"> <li>• Authoritative knowledge and depth of understanding of the archaeology and cultural heritage of the region in which one works.</li> <li>• Ability to tackle complex archaeological problems, design and execute archaeological and ethnographic field investigations including the development and application of innovative, terrain- and context-appropriate techniques.</li> <li>• Ability to prepare research designs, commission heritage fieldwork, plan project logistics, manage expert subcontractors and monitor quality.</li> <li>• Ability to undertake and/or assess primary and secondary research to identify bias, errors and gaps within existing or commissioned fieldwork reporting.</li> <li>• Practical integration of allied</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial autonomy; takes full responsibility for own work.</li> <li>• Responsible for upholding and, where applicable, improving upon standards.</li> <li>• Responsible for training, development and fair treatment of staff and colleagues, equitable collaboration and sharing data.</li> <li>• Responsible for embedding ethical approaches into fieldwork design, project management and reporting.</li> <li>• Significant personal accountability in allocating resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Proficient in ensuring the appropriate application of international heritage legislation, policy and guidance.</li> <li>• Proficient in identifying areas where international and local legislation, policy and guidance conflict or are unclear, and ability to justify and apply 'best practice'.</li> <li>• Ability to undertake formal consultation and negotiation with the public, traditional leaders, client, contractors, consultants, state and local authorities, and/or archaeological advisers.</li> <li>• Anticipates information requirements of other project personnel, collaborating closely to share data and analyses.</li> <li>• Active participation within the ClfA Special Interest Group or other organisations to develop</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to lead and care for teams in challenging conditions.</li> <li>• Ability to advise others and to be advised by locals as appropriate.</li> <li>• Broad knowledge of political, economic and security context, ensuring staff briefings and updates as appropriate.</li> <li>• Understanding of the importance of communication and the use of professional, indemnified interpreters and translators.</li> <li>• Prepare, implement and update H&amp;S risk assessments.</li> <li>• Intercultural competence, diplomacy and negotiation.</li> <li>• Ability to anticipate potential conflicts, identify interest groups and, where possible, work out constructive approaches.</li> <li>• Ability to deliver cultural heritage training and advise on outreach activities for a</li> </ul>

	<p>cultural heritage disciplines into survey, analysis and reporting.</p> <ul style="list-style-type: none"> <li>• Complex report-writing, interpretation and technical review.</li> <li>• Ability to keep up to date with developments and to take active steps to maintain competence.</li> </ul>		<p>‘best practice’.</p>	<p>wide range of audiences.</p> <ul style="list-style-type: none"> <li>• Ability to assess local cultural heritage capacity and, if appropriate, explore needs and engage in support and capacity-building.</li> <li>• Ability to undertake technical reporting, e.g. survey analysis, EIA and ESIA, heritage management plans, independent technical review, gap analysis, sustainability reporting, lenders’ technical review, drafting policy and consultation responses.</li> <li>• Ability to acknowledge boundaries of own expertise, to recommend experts where appropriate, and to work independently but within a team.</li> </ul>
--	---	--	-------------------------	---