

## CIfA strategic plan 2020-30: an opportunity to comment

While much of the Chartered Institute's efforts are focused on supporting members through the COVID-19 pandemic, the Board, Advisory Council and staff have continued planning for the long term. We are all beset by short-term changes, and the middle-term future is very opaque. In the longer term, though much will have changed, we are assuming that there will still be archaeology, there will continue to be a need for a professional institute for archaeologists, and that its purpose will be as now. The Chartered Institute has made huge progress through its 2000-10 and 2010-20 strategic plans, but there are many areas where archaeology and the institute need to improve.

The Chartered Institute is its members. The elected and appointed members of the Board are responsible for finalising and implementing the new Strategic Plan on behalf of the members, but the plan is only as good as the ideas that have gone into it. The Board is therefore inviting comment from members on this draft plan for your Institute. Please send your views to [admin@archaeologists.net](mailto:admin@archaeologists.net) by **25 July 2020**, or brief your Group's Advisory Council representative by 30 May 2020 (in advance of its workshop on 4 June).

Performance and outcome measures are being developed and will reflect changes to strategies resulting from this consultation. They will be framed around these benchmarks for success:

1. Better quality archaeology driven by higher standards
2. A more diverse profession
3. Professionalism more valued by archaeologists
4. Archaeologists more respected and valued for the public benefits their professionalism brings
5. Stronger legislation and policy
6. A more resilient, more effective, more engaging and participatory institute

### Draft strategic plan 2020/21 – 2030/31

This plan provides CIfA with a framework within which to deploy its resources through an annual business plan, and ensures that all parts of the Institute work in a coordinated and effective way. It guides the annually reconstituted Board, Advisory Council, committees, groups, and a changing membership and staff complement. It has a ten-year life, with a substantial review after five. It makes commitments to five-year targets and provides a springboard for more aspirational ten-year outcomes.

Subsidiary plans will include a

- financial plan, supported by annual business plan and budget
- communication plan including internal and external, marketing, advocacy, recruitment and retention
- business continuity plan

The plan recognises that CIfA-accredited professionals are committed to complying with the Code of conduct wherever in the world they practise. It celebrates a discipline with many specialisms, that can benefit from a great diversity of practitioners. This plan envisages a more diverse, inclusive and wide-ranging professionalism in archaeology – globally, and across the discipline. It seeks to apply resources to those geographical and subject areas where professional archaeologists seek CIfA's support and where CIfA has agreed to exert its influence.

## Professionalism

A profession is an occupation practised by skilled experts who act in the interests of society, who have demonstrated and committed to maintain their competence, and have agreed to act ethically and to be accountable under an ethical code of conduct. The Plan acknowledges ClfA's duty, as a body for professionals, for protecting the public interest. The plan and our Code of conduct emphasise that the resources of the historic environment are to be used responsibly for public benefit, while sustaining their significance for future generations.

## Archaeologists

Archaeologists study – and care for – the past through its physical remains. These remains whether built, buried, on land or underwater, extraordinary or everyday, magnificent or mundane all contribute to our historic environment. The resources of the historic environment, like those of the natural environment, are for the benefit of everyone in society, today and in the future, and need to be treated with care and expertise. Archaeologists have the skills to use these resources – to find them, to explore them, to manage them and to realise their full potential for research, the environment, the economy and the enrichment of people's lives. We have a duty to society to fulfil this role – to act professionally.

## Professionalism + Archaeologists = ClfA

ClfA is the leading professional body representing archaeologists working in the UK and overseas. We promote high professional standards and strong ethics in archaeological practice, to maximise the benefits that archaeologists bring to society. We are the authoritative and effective voice for archaeologists, bringing recognition and respect to our profession.

- Professionalism means being demonstrably competent, accountable and ethical, and acting in the public interest
- To ensure that archaeology adds value to business and to society it must be carried out with professionalism
- ClfA accreditation recognises professionalism in archaeology
- ClfA's Code of conduct defines how a ClfA-accredited professional should behave in archaeological practice
- By promoting professionalism and professional recognition ClfA helps attract talent and develop careers

All professional archaeologists should have the skills, integrity and versatility to ensure that the study and care of the historic environment brings real benefits to people's daily lives.

### **Terms**

'archaeology' means the study of the material remains of the human past (not the material we work with)

'profession' means an occupation practised by skilled experts who act in the interests of society, who have demonstrated and committed to maintain their competence, and have agreed to be accountable under a code of ethics: those people are 'the profession' or 'professionals' (ie it doesn't mean paid)

'industry' means those who provide archaeological services commercially

'discipline' means all those engaged in archaeology (as might 'sector')

'the Institute' means the members, not just the staff/governance



Objectives	Strategy areas	Performance measures	Outcome/impact measures	So that...
<p>1 Higher standards</p> <p><b>CIfA-accredited professionals will provide better research and engagement, using fit-for-purpose technical and ethical standards for competence, education, and practice, supported by more useful guidance.</b></p>	<ul style="list-style-type: none"> <li>Ensure CIfA’s ethical code of conduct is fit for purpose globally</li> </ul>			<p><b>CIfA professionals will set and meet high standards for learning, competence and ethical practice...</b></p> <p style="text-align: center;">↓</p>
	<ul style="list-style-type: none"> <li>Ensure practice/product standards are universally applicable and appropriate (geographically and across specialisms and roles)</li> <li>Provide essential guidance to support practice standards, tailored to different jurisdictions, built on accessible good practice</li> </ul>			
	<ul style="list-style-type: none"> <li>Ensure that the standards for accrediting individuals and organisations identify fitness to practise in a multidisciplinary profession, and encourage career progression, across all specialisms and roles</li> </ul>			
	<ul style="list-style-type: none"> <li>Increase understanding, attainment and application of standards by CIfA professionals, nurturing the development cycle of innovation, established good practice, requirement, innovation</li> <li>Promote the use of standards to all non-professional archaeologists and those who commission, sponsor and work with archaeologists</li> </ul>			
	<ul style="list-style-type: none"> <li>Ensure that CIfA’s standards for accrediting competence, education, training and qualification standards are applicable and appropriate across specialisms and roles in countries where CIfA seeks influence; seek to influence others’ standards for education, training and qualification, encouraging career development and progression</li> </ul>			
	<ul style="list-style-type: none"> <li>Ensure accreditation and professional conduct processes are well understood and as robust as necessary</li> </ul>			

<p>2 Inspiring our discipline</p> <p><b>More archaeologists, from more diverse backgrounds, will want their professionalism recognised. The larger, more diverse and inclusive profession will offer a wider range of expertise and better reflect its relevance to society.</b></p>	<ul style="list-style-type: none"> <li>• Offer leadership to archaeologists</li> </ul>		<p>... They will inspire the discipline to help society better recognise the benefits archaeology brings it,...</p> <p style="text-align: center;">↓</p>
	<ul style="list-style-type: none"> <li>• Shape and promote archaeology as a rewarding and worthwhile career, explaining how reality differs from popular perceptions</li> </ul>		
	<ul style="list-style-type: none"> <li>• Promote ClfA-accredited professionalism</li> </ul>		
	<ul style="list-style-type: none"> <li>• Encourage members to draw confidence from their professionalism and the trust it creates</li> </ul>		
	<ul style="list-style-type: none"> <li>• Develop and promote more non-traditional, diverse entry routes to the profession</li> <li>• Audit ClfA's processes and communications to identify and remove barriers of our making to professional accreditation, other than lack of technical and ethical competence</li> </ul>		
	<ul style="list-style-type: none"> <li>• Identify causes of lack of diversity and inclusion, and identify suitable solutions that could be applied by ClfA alone or in partnership</li> <li>• Use ClfA's influence to support the sector as it reduces unfair obstacles to attaining competence required for accreditation; offer guidance and encouragement to help people overcome them</li> </ul>		

<p>3 Greater influence outside our discipline</p> <p><b>Professional archaeologists will be more effectively promoting the public benefits of archaeology, and will be more trusted and more valued as a result.</b></p>	<ul style="list-style-type: none"> <li>• Encourage more/all archaeologists to recognise the ethical imperative of professionals to deliver public benefit, and the many forms it takes</li> <li>• Promote the good that archaeology does to other sectors, media and the public</li> <li>• Build new and stronger partnerships for influence with other sectors, to create an environment where good practice in archaeology can be facilitated</li> <li>• Seek to demonstrate and embed the value that archaeologists give to society by acquiring a status equivalent to that of a chartered profession</li> </ul>		<p>... and inspire the profession to ensure that ClfA-accredited professionals are more trusted and valued by those they engage with</p> <p style="text-align: center;">↓</p>
	<ul style="list-style-type: none"> <li>• Make ClfA's voice more influential in creating and shaping the legal, policy and practice environments that better enable professionals to create more public benefits from archaeology</li> </ul>		

<p>4 A well-governed and effective institute</p> <p><b>Provide the governance and resources that let the profession to flourish</b></p>	<ul style="list-style-type: none"> <li>• Identify and ensure adherence to the principles of good governance; and develop directors, staff and representatives</li> <li>• Ensure sufficient, skilled and motivated staff, keeping roles, responsibilities and succession under review</li> <li>• Encourage archaeologists to feel that CIfA is their Institute, addressing the reasons why some do not</li> <li>• Encourage and empower archaeologists to promote CIfA's values, work and accreditations, and support them to become more active contributors to their profession</li> <li>• Manage financial reserves to be no more than sufficient, investing surpluses in developing the profession</li> </ul>			<p><b>well.</b></p>
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If CIfA applies the strategies that meet these objectives, and reaches the desired outcomes...

***By 2030 CIfA-accredited professionals will be setting and meeting improved standards for learning, competence and ethical practice. They will be trusted influencers in the discipline. Their professionalism will deliver greater public benefit, and they will be better recognised for doing so.***