
Overview

This standard is for archaeologists who have responsibility for implementing the strategies and policies of the organisation or responsibility for the development of the organisation or a substantial part of the organisation. It is important to have a strategy for how an archaeological organisation will develop. This involves specifying (not necessarily deciding) what the aims and objectives are, usually in collaboration with key decision-makers such as trustees and governors. Plans to implement these aims and objectives have to be generated, and these can take the form of corporate plans or strategic plans (whichever terminology is used by the organisation). These plans can be related to the overall development of the organisation, or the development of specific functions or responsibilities within the organisation. This unit covers specifying the aims and objectives, i.e. identifying what they are and clearly recording them for further use by self and others and planning the future development of the organisation.

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Develop a strategy for the development of a cultural heritage organisation

Performance criteria

Specify the aims and objectives of the organisation

You must be able to:

- P1 identify and apply relevant technical and ethical standards
- P2 identify clearly the contribution of the organisation to the community
- P3 review all relevant information, strategic plans, position papers, proposals and other plans relating to the organisation's mission and objectives
- P4 identify any critical factors that affect the organisation's development
- P5 explore fully, with all the appropriate people, the current and potential activities of the organisation
- P6 develop an accurate and realistic review of the potential role of the organisation
- P7 create and present the mission statement and policies of the organisation
- P8 agree and disseminate any changes to the mission statement and policies

You must be able to:

Plan the future development of the organisation

- P9 identify clearly the strategy for the development of the organisation in line with the organisation's aims and objectives
- P10 develop the strategy in consultation with all the appropriate people
- P11 identify options for implementing the strategy and explore them with all the relevant people
- P12 ensure the plans clearly and accurately specify implementation methods and their required outcomes
- P13 ensure the corporate and operational plans and budgets clearly prioritise outcomes and distinguish between desirable and necessary outcomes
- P14 produce plans on time, within budget and in an appropriate format
- P15 identify potential problems and contingency options

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Knowledge and understanding

You need to know and understand:

- K1 relevant technical and ethical standards
- K2 how to disseminate information on the role of the organisation
- K3 how to identify the contribution of the organisation to the community
- K4 how to conduct an accurate and realistic review of the potential role of the organisation
- K5 the current and potential activities of the organisation, and with whom they should be explored
- K6 the reasons for consultation
- K7 organisational priorities relating to research, education, interpretation, visitor services, conservation and cultural activities.
- K8 the types of information and plans relating to the organisation's mission and objectives
- K9 the implications of producing inappropriate or ambiguous aims and objectives
- K10 the future development of the organisation relating to research, education, interpretation, visitor services, conservation and cultural activities.
- K11 who should be involved in the development of the strategy
- K12 the different options for implementing the strategy
- K13 the political factors that influence the plan
- K14 the economic factors that influence the plan
- K15 the social factors that influence the plan
- K16 the types of organisational resources that are required for implementation
- K17 the difference between corporate and business plans
- K18 how planning can improve the effectiveness of the organisation
- K19 how the delivery of the plan can have an impact on the content
- K20 how the delivery of the plan is monitored and evaluated

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