Overview

This standard is for archaeologists who are responsible for the implementation of new policies in any occupational context within the profession. It is necessary to plan for the successful implementation of new policies and to promote the process of implementation. The process should be monitored and the effects of the new policy should be evaluated.

Performance criteria

You must be able to:

Establish plans for the implementation of policies and proposals

P1   Identify relevant objectives for implementation of policies and proposals

P2   Identify and assess programme factors and time constraints accurately and realistically

P3   Define and communicate the respective roles of affected parties with realistic time limits set for achievement

P4   Ensure that organisational arrangements and procedures to maximise the co-operation and participation of all parties are initiated and implemented

P5   Accurately identify control requirements and procedures for policy implementation

P6   Prepare and present to interested parties in an agreed format, an operational plan for implementation which identifies accurately relevant constraints and parameters

Promote policy implementation

P7   Establish and implement a plan for promoting and effecting the introduction of policy for the historic environment

P8   Communicate policy requirements to all interested parties using appropriate strategies

P9   Ensure that likely targets of positive support for policy changes are identified and appropriate contacts are made in a manner which is likely to enlist goodwill

P10 Encourage supporters of policy change to agree to clear statements of need for, and nature of, changes and improvements

P11 Ensure that potential resistance to policy change is identified and appropriate contacts made to identify and answer concerns and minimise opposition

Develop support arrangements for implementation

P12 Identify the need for incentives to support policy implementation

P13 Collect and evaluate data to identify most appropriate type(s) of incentive against appropriate criteria

P14 Calculate resource implications of introducing incentives

P15 Identify available resources for incentives and potential funding bodies

P16 Prioritise incentive requirements accurately having regard to priorities for the historic environment, time constraints and availability of resources

P17 Ensure that bids for resources which are sufficient to meet prioritised incentive requirements are made to funding bodies and justified

P18 Ensure that an appropriate audit system which is capable of identifying breaches of conditions and potential and actual fraud is developed, implemented and monitored

Monitor and evaluate the effects of policies and operations

P19 Identify aspects of the historic environment which may be affected by proposed policies and operations

P20 Identify the effects to be monitored are and prioritise those with the most likely impact

P21 Identify appropriate and realistic evaluation criteria

P22 Develop a suitable monitoring system which is capable of generating valid and reliable data about each identified effect

P23 Ensure that the monitoring system is implemented and reliable data are gathered regularly and monitored

P24 Ensure that information collected is summarised, evaluated realistically and justifiable conclusions are drawn and presented in a suitable format for decision making

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Knowledge and understanding

You need to know and understand:

K1 How to identify relevant objectives for implementation of policies and proposals

K2 How to identify and assess programme factors

K3 How to identify and assess required resources

K4 How to define and communicate roles of parties

K5 How to initiate and implement organisational arrangements and procedures to maximise co- operation and participation of all parties

K6 How to identify controlling requirements and procedures for policy implementation

K7 How to identify and present relevant constraints and parameters

K8 Programme factors affecting time period requirements and presenting constraints

K9 Types of resource requirement

K10 Roles of parties

K11 Types of organisational arrangement and procedure

K12 Control requirements and procedures for policy implementation

K13 Types of constraint and parameter which are likely to arise

K14 How to establish and implement plans for promoting and effecting introduction of policy

K15 How to communicate, enlist support for and minimise opposition to policy requirements using appropriate strategies

K16 Types of communication strategy appropriate to you work

K17 How to identify, and assess incentive requirements

K18 How to calculate, justify and prioritise incentive requirements

K19 How to develop and implement audit and monitoring systems

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K20 The types of incentive that may be appropriate

K21 The criteria for evaluation

K22 Appropriate audit systems

K23 Types of resource and funding bodies

K24 Aspects of the environment which may be affected by policies and operations

K25 How to prioritise effects with the most likely impact

K26 How to identify and apply appropriate and realistic evaluation criteria

K27 How to develop and implement monitoring systems capable of generating valid and reliable data

K28 How to justify conclusions drawn from information collected

K29 The known impact of different environmental effects

K30 Appropriate types of evaluation criteria

K31 Types and purposes of monitoring systems

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