

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.

Establish plans and monitor policy implementation

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

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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
 - 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

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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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Developed by Asset Skills

Version Number 2

Date Approved January 2012

Indicative Review Date January 2016

Validity Current

Status Original

Originating Organisation Creative and Cultural Skills

Original URN CCSAPAA4

Relevant Occupations Archaeology and Archaeological Sciences; Conservation Officer

Suite Archaeological Practice

Keywords Archaeology; Archaeological Practice; Heritage; Conservation;
