

Unit AJ1 Develop a strategy for the development of a cultural heritage organisation

Elements

AJ1.1 Specify the aims and objectives of the organisation

AJ1.2 Plan the future development of the organisation

Unit Commentary

This unit 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.

AJ1 Develop a strategy for the development of a cultural heritage organisation

AJ1.1 Specify the aims and objectives of the organisation

Performance Required

This will involve:

- a) Identifying clearly the **contribution** of the organisation to the community
- b) Reviewing all relevant information, strategic plans, position papers, proposals and other plans relating to the organisation's mission and objectives
- c) Identifying any **critical factors** that affect the organisation's development
- d) Exploring fully, with all the **appropriate people**, the current and potential activities of the organisation
- e) Developing an accurate and realistic review of the potential role of the organisation
- f) Creating and presenting the mission statement and policies of the organisation
- g) Agreeing and disseminating any changes to the mission statement and policies

Occupational Context

1 Contribution

- Research/ education/ training
- Interpretation
- Visitor services: entertainment and leisure
- Conservation
- Management of archives and collections
- Cultural activities
- Financial (profit/not for profit) resource/ input/ investment

2 Critical factors

- Culture/ society/ politics
- Capacity, access and resources
- Motivations, direction and force

3 Appropriate people

- Employees/managers/directors
- Clients/stakeholders/trustees
- Funding/regulatory/statutory bodies
- Associated professional institutions
- Local authorities and local business

Knowledge Requirements

You need to know and understand how to:

- Disseminate information on the role of the organisation
- Identify the contribution of the organisation to the community
- Conduct an accurate and realistic review of the potential role of the organisation

You need to know about:

The organisation processes

- The current and potential activities of the organisation, and with whom they should be explored
- The reasons for consultation

Organisational priorities

- Relating to research, education, interpretation, visitor services, conservation and cultural activities.
- The types of information and plans relating to the organisation's mission and objectives
- The implications of producing inappropriate or ambiguous aims and objectives

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AJ1.1 Specify the aims and objectives of the organisation

Required Skills

N/A

Evidence Required

You should provide evidence that you can specify the aims and objectives of the organisation

The candidate should be questioned, based upon the documentation provided, to explore how they:

- specify the aims and objectives of the organisation

Evidence Rules

The candidate should have been involved in developing a strategy for the development of a cultural heritage organisation

AJ1 Develop a strategy for the development of a cultural heritage organisation

AJ1.2 Plan the future development of the organisation

Performance Required

This will involve:

- a) Identifying clearly the **strategy for the development** of the organisation in line with the organisation's aims and objectives
- b) Developing the strategy in consultation with all the **appropriate people**
- c) Identifying options for implementing the strategy and exploring them with all the relevant people
- d) Ensuring the plans clearly and accurately specifying implementation methods and their required **outcomes**
- e) Ensuring the corporate and operational plans and budgets clearly prioritise outcomes and distinguishing between desirable and necessary outcomes
- f) Producing plans on time, within budget and in an appropriate format
- g) Identifying potential problems and contingency options

Occupational Context

1 Strategy for the development

- Research
- Education
- Interpretation
- Visitor services
- Conservation
- Management of archives and collections
- Cultural activities.

2 Appropriate people

- Employees/managers/directors
- Clients/stakeholders/trustees
- Funding/regulatory/statutory bodies
- Associated professional institutions
- Local authorities and local business

3 Outcomes

- Desirable/necessary
- Immediate/strategic/long term
- Visible/ with deliverables

Knowledge Requirements

You need to know about:

Future development

- Relating to research, education, interpretation, visitor services, conservation and cultural activities.
- Who should be involved in the development of the strategy
- The different options for implementing the strategy
- The political factors that influence the plan
- The economic factors that influence the plan
- The social factors that influence the plan

Organisation

- The types of organisational resources that are required for implementation
- The difference between corporate and business plans
- How planning can improve the effectiveness of the organisation
- How the delivery of the plan can have an impact on the content
- How the delivery of the plan is monitored and evaluated

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AJ1.2 Plan the future development of the organisation

Required Skills

You should demonstrate:

- Organisation and planning

Evidence Required

You should provide evidence that you can plan the future development of the organisation

The candidate should be questioned, based upon the documentation provided, to explore how they:

- plan the future development of the organisation

Evidence Rules

The candidate should have been involved in developing a strategy for the development of a cultural heritage organisation