

Unit AJ2 Represent the interests of a cultural heritage organisation

Elements

AJ2.1 Generate external commitment to the future of the organisation

AJ2.2 Represent the interests of the organisation to policy makers and the public

Unit Commentary

This unit is for archaeologists who have responsibility for implementing the strategies and policies of the organisation and who have responsibility for the development of the organisation or a substantial part of the organisation. The organisation has interests that need to be represented. An indirect form of this is to generate external commitment to the organisation by promoting its successes and role in the community. A more direct form is to represent the interests to policy makers, i.e. those that are responsible for assigning budgets etc., and to the public. This unit covers generating external commitment to the future of the organisation and representing the interests of the organisation.

AJ2 Represent the interests of a cultural heritage organisation

AJ2.1 Generate external commitment to the future of the organisation

Performance Required

This will involve:

- a) Summarising clearly and accurately the **contribution of the organisation** to the community and presenting it to stakeholders
- b) Anticipating any likely **obstacles** or negative reactions to the contribution of the organisation and developing strategies for responding to them
- c) Identifying and implementing valid strategies for generating support for the organisation
- d) Eliciting support for the organisation from **key people**
- e) Involving the community in the development of the organisation
- f) Presenting recommendations and options for the contribution of the organisation to the **community** and discussing them with key people
- g) Identifying the support needed by others in promoting the work of the organisation and offering appropriate assistance

Occupational Context

1 Contribution of the organisation

- 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 Obstacles

- Financial
- Technical
- Political
- Environmental

3 Key people

- Public figures
- Prominent local business
- Established professionals
- Institutions

4 Community

- Local groups
- Local business
- Local charities
- Local services

Knowledge Requirements

You need to know and understand how to:

- Elicit suggestions from the community

You need to know about:

External support

- Stakeholders could include policy makers, fund holders, members, trustees and politicians.

The likely obstacles or negative reactions

- Who are the key people who need to support the organisation
- Why the support of key people is important
- Who the stakeholders are
- The process of gaining commitment takes into account the mission, values and goals of the organisation, as well as its immediate development and other external factors affecting the organisation

Generating interest

- The type of strategies and techniques that are available for generating support
- The type of recommendations and options that could be put forward by the organisation
- Who might need support in promoting the organisation, and what type of assistance could be provided
- The strategies that could be employed to gain commitment from stakeholders

AJ2 Represent the interests of a cultural heritage organisation

AJ2.1 Generate external commitment to the future of the organisation

Required Skills

You should demonstrate:

- People skills
- Marketing skills
- Networking skills
- Presentation skills

Evidence Required

You should provide evidence that you can generate external commitment to the future of the organisation

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

- generate external commitment to the future of the organisation from all stakeholders.

Evidence Rules

The candidate should have been involved in representing the interests of a cultural heritage organisation over a period of time

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AJ2.2 Represent the interests of the organisation to policy makers and the public

Performance Required

This will involve:

- a) Identifying clearly the interests of the organisation and confirming them with all the relevant people
- b) Identifying any **opportunities to influence** external policy making and taking action to represent the interests of the organisation
- c) Summarising clearly and accurately the **contribution** of the organisation to the community and presenting it to policy makers
- d) Highlighting the **successful** research, educational and cultural activities of the organisation
- e) Identifying **potentially damaging** factors and taking appropriate actions to minimise their effect
- f) Conducting all activity with external bodies and individuals in a professional manner
- g) Presenting information to meet the requirements of the recipients
- h) Disseminating information according to its sensitivity, confidentiality and openness to interpretation

Occupational Context

1 Opportunity to influence

- The dissemination of information
- Articles in external and internal publications
- Funding proposals
- Marketing materials.

2 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

3 Successful

- For the community
- For the organisation
- For the employees
- For the discipline
- For the professionals
- For the client
- For the stakeholders

4. Potentially damaging

- To the reputation of the organisation
- To the development of the discipline
- To the working life of the archaeologist
- To the community
- To the partners
- To the clients
- To the stakeholders

Knowledge Requirements

You need to know and understand how to:

- Identify the interests of the organisation
- Present information on the contribution of the organisation
- Identify opportunities for influencing policy makers
- Present information in a positive light

You need to know about:

Interests

- The types of potentially damaging factors, and how to minimise them

Representation

- Through the dissemination of information, through articles in external and internal publications, funding proposals and marketing materials.

Organisation

- Who the key policy makers are
- The successful activities of the organisation
- The sensitivity of the information
- The relative merits of different media

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Required Skills

You should demonstrate:

- Presentation skills
- Communication skills
- Networking skills

Evidence Required

You should provide evidence that you can represent the interests of the organisation to policy makers and the public

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

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