

Unit AK3 Develop your own resources and protect the interests of others

AK3.1 Develop yourself to improve your performance

AK3.2 Manage your own time and resources to meet your objectives.

AK3.3 Contribute to the protection of individual and community interests

Unit Commentary

This unit is about developing your own knowledge and skills and managing your time and other resources so that you can meet your objectives. In order to develop yourself to improve your performance, you need to assess your current performance, identify, plan and take action to meet your development needs. You also need to update your development plans in the light of your improved performance and changing circumstances. To manage your own time and resources to meet your objectives, you need to agree and prioritise your objectives, plan your time, delegate responsibilities to others, take decisions, and review and reschedule your activities as appropriate. To protect the interests of others you need to be fully aware of the legal and ethical standards that apply to archaeological practice and of your own responsibilities as a professional practitioner

AK3 Develop your own resources

AK3.1 Develop yourself to improve your performance

Performance Required

This will involve

- a) **assessing** your performance and identifying your development needs at appropriate intervals
- b) basing your assessment on your current objectives and likely **future requirements**
- c) ensuring that your assessment takes account of the skills you need to work effectively with other team members
- d) ensuring that your plans for personal development are consistent with the needs you have identified and the resources available
- e) ensuring that your plans for personal development contain specific, measurable, realistic and challenging objectives
- f) obtaining support from **relevant people** to help you create learning opportunities
- g) undertaking development activities which are consistent with your plans for personal development
- h) obtaining feedback from relevant people and using it to enhance your performance in the future
- i) updating your plans for personal development at appropriate intervals.

Occupational Context

1 Assessments take account of:

- work objectives
- personal objectives
- organisational policies and requirements.

2 Future requirements

- for information
- for technology
- for learning, education
- for training and skills
- for professional development

3 Relevant people

- team members
- colleagues working at the same level as yourself
- higher-level managers or sponsors
- specialists.

Knowledge Requirements

You need to know and understand how to:

- Assess your own current level of competence
- Develop a personal action plan for learning and self-development with realistic but challenging objectives
- Identify the need for support, select an appropriate source and obtain required help
- Assess your personal progress and update your plans accordingly.

You need to know about:

Communication

- The importance of getting feedback from others on your performance and how to encourage, enable and use such feedback in a constructive manner.

Management competence

- The principal skills required for effective managerial performance
- The types of interpersonal skills required for effective team work.

Organisational context

- The current and likely future requirements and standards within your job role and how they correspond to your level of competence as a manager
- Appropriate people from whom to get feedback on your performance.

Training and development

- The importance of continuing self-development to managerial competence
- The types of support which may be available from your team members, colleagues, line managers and specialists
- The types of development activities and their relative advantages and disadvantages to your own situation

AK3 Develop your own resources

AK3.1 Develop yourself to improve your performance

Required Skills

You should demonstrate:

- Self assessment
- Critical evaluation of performance

Evidence Required

You should provide evidence that you can develop yourself to improve your performance

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

- develop yourself to improve your performance

Observation of the candidate or witness testimony will be essential as evidence of performance

Documentary evidence may be presented in the form of a personal development plan, appraisal documentation, etc.

Evidence Rules

N/A

AK3 Develop your own resources

AK3.2 Manage your own time and resources to meet your objectives.

Performance Required

This will involve

- a) ensuring that your objectives are specific, measurable and achievable within **organisational constraints**
- b) prioritising your objectives in line with organisational objectives and policies
- c) planning your work activities so that they are consistent with your objectives and your **personal resources**
- d) ensuring that your estimates of the time you need for activities are realistic and allow for unforeseen circumstances
- e) **delegating** work to others in a way which makes the most efficient use of available time and resources
- f) taking decisions as soon as you have sufficient information
- g) ensuring that when you need further information to take decisions, taking prompt and efficient measures to obtain it
- h) minimising unhelpful interruptions to, and digressions from, planned work
- i) regularly reviewing progress and reschedule activities to help achieve your planned objectives.

Occupational Context

1 Organisational constraints

- policy
- resources
- developmental capacity
- legal/ political/ ethical/ social/ economic

2 Personal resources

- time
- financial
- work-life balance
- energy
- skills and expertise

3 Delegate to

- team members
- colleagues working at the same level as yourself
- support staff where appropriate
- people outside your organisation

AK3 Develop your own resources

AK3.2 Manage your own time and resources to meet your objectives.

Knowledge Requirements

You need to know and understand how to:

- Delegate work to others and monitor progress.
- Assess how much information is required before an effective decision can be taken
- Collect and check the validity of the information required for decision-making.
- Set objectives for yourself which are specific, measurable and achievable
- Plan activities so that they are consistent with known priorities and your own resources
- Estimate the amount of time required to carry out planned activities
- Identify and minimise unhelpful interruptions to planned work.

You need to know about:

Monitoring and evaluation

- The importance of regular reviews of activity and rescheduling of work to achieve planned objectives.

Planning

- The kind of contingencies which may occur and how to assess and plan for these.

Time management

- The importance of effective time management to managerial competence

Required Skills

You should demonstrate:

- Time management
- Delegation
- Self assessment
- Planning and organisation
- Resource management

Evidence Required

You should provide evidence that you can manage your own time and resources to meet your objectives

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

- manage your own time and resources to meet your objectives

Observation of the candidate or witness testimony will be essential as evidence of performance

Evidence Rules

N/A

AK3 Develop your own resources and protect the interests of others

AK3.3 Contribute to the protection of individual and community interests

Performance Required

This will involve

- a) Complying with best practice and legal and ethical standards in the planning and conduct of archaeological activities
- b) Ensuring that agreements and transactions for services conform to legal requirements, **ethical standards** and **recognised good practice**
- c) Ensuring that the needs of parties collaborating in archaeological activities are balanced against the interests and preferences of the wider community
- d) Ensuring that the interests and well being of self and others directly or indirectly affected by activities are properly **protected**
- e) Ensuring that sources of information and opinion used to inform research and analysis are investigated critically
- f) Ensuring that judgements and advice are sound and justifiable and based on current information and valid and reliable criteria
- g) Taking clear and unequivocal responsibility for personal decisions
- h) Complying with legal requirements and ethical standards relating to intellectual property and in obtaining, using and passing on information of a sensitive personal or confidential commercial nature.
- i) Conducting interactions in a manner which avoids **conflicts of interest** and maintains your own independence and maximises the goodwill and trust of others in yourself and those you represent

Occupational Context

- 1 The application of **ethical standards** concerns the ability to:
 - situate your behaviour in the context of principles of relation and obligation
 - recognise norms of consistency in matters of intention, description and action
 - evaluate the field of occupational practice in moral terms
- 2 Sources of **recognised good practice**:
 - codes of practice within the occupation
 - discipline;
 - statute law
 - voluntary codes of practice
 - duty of care
- 3 **Conflicts of Interest**:
 - offers which may result in adverse conditions to other individuals or the community
 - offers which involve the financial interest of the practitioner
 - the practitioner's family or friends
- 4 Systems for **protection of interest**:
 - insurance against risk
 - professional indemnity insurance
 - guarantees, warranties
 - contract conditions

AK3 Develop your own resources

AK3.3 Contribute to the protection of individual and community interests

Knowledge Requirements

You need to know and understand

Principles and law relating to:

- conflicts of interest
- ethical practice
- duty of care
- contracts (inc warranties and guarantees)
- intellectual property
- confidentiality and protection of information

Facts about:

- Contracts, agreements and offers
- Codes of professional conduct
- Insurances(hazards, business risk, professional risk)
- Data Protection Act
- Intellectual Property
- Copyright

Required Skills

N/A

Evidence Required

You should provide evidence that you can contribute to the protection of individual and community interests

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

- Maintain ethical standards
- Use sources of recognised good practice:
- Deal with conflicts of Interest:
- Employ systems for protection of interest:

Observation of the candidate or witness testimony will be essential as evidence of performance

Evidence Rules

N/A