State of the Archaeological Market December 2012

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State of the Archaeological Market December 2012

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1 EXECUTIVE SUMMARY

Commercial, applied archaeology grew modestly in the nine months to December 2012. However, a wider data collection exercise has revealed that the size of the entre archaeological sector had been consistently overestimated. The total numbers working in archaeology are considerably lower than had been previously believed.

Within commercial, applied archaeology, overall business confidence is improving.

Levels of staff turnover are low, and have continued to be lower than reported in previous surveys. Employing organisations continue to consider that people who have left that employer have typically remained in archaeology.

Salaries had typically remained unchanged or risen only by inflation in 2012. However, more organisations reported salaries rising by above inflation than had been the case in April 2012.

Significant numbers of archaeological businesses have subsidiary offices located elsewhere in the United Kingdom.

Profitability is low and average turnover decreased in 2011-12 when compared with 2010-11. The majority of revenue in applied archaeology comes from undertaking field investigation and post-fieldwork analysis.

Business confidence, as measured through anticipation of growth in staff numbers, market deterioration and the failure of businesses in the sector is improving. Respondents were more positive about retaining staff numbers and the future state of the market than had been the case in April 2012; for the first time since January 2010, more respondents considered that market conditions would improve than thought it would deteriorate. However, the overwhelming majority of respondents expect some archaeological businesses to fail in the next year, and respondents were more negative on this point than they had been in April 2012.

The most commonly reported area of skills losses continues to be in fieldwork skills, which has been the case since this series of reports began to collect data in 2009. More organisations are investing in training in many skills areas than are reporting that they are losing skills, although post-excavation analysis and artefact and ecofact conservation are the two areas where skills are more often bought in from external providers than were investment is made in training staff.

In general, respondents were more likely to recognise skills issues affecting the archaeological profession as a whole than within their own organisations.

IfA ROs and FAME members were much more likely than organisations across the archaeological profession as a whole to have supported someone undertaking the NVQ in Archaeological Practice, and were very significantly more likely to consider supporting someone in the future than the profession as a whole. Over the period since April 2012, support for the NVQ had increased,

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2 INTRODUCTION

The Institute for Archaeologists (IfA) and the Federation of Archaeological Managers and Employers (FAME) have collected data on employment and skills issues in applied archaeological practice since October 2008 in response to the ongoing economic downturn.

A series of nine quarterly surveys were initially conducted, gathering and presenting data from October 2008 to April 2011. The reports on those earlier surveys are available on the IfA website via the Recession – managing and planning page and on the FAME website http://www.famearchaeology.co.uk/.

Subsequently, IfA and FAME commissioned Landward Research Ltd to gather data and to present six-monthly reports on the state of the archaeological market. This is the third of these reports, and thus the twelfth in the series.

The report presented here is based on data gathered from FAME member organisations and IfA Registered Organisations, who are considered to represent the majority of employers working in commercial, client-funded applied archaeology. Data have also been incorporated from the (April 2012) ALGAO: England Staffing and Service Survey[1] report.

The data gathered for this report is extracted from a larger dataset, obtained for the *Archaeology Labour Market Intelligence: Profiling the Profession 2012-13* project[2] which obtained information from archaeological employers in all sectors. Throughout, comparisons are made between the results for the entire archaeological profession, represented in *Profiling the Profession 2012-13* and the selected organisations involved in the delivery of applied archaeological practice represented by the FAME members and IfA Registered Organisations.

2.1 Responses

Data were gathered as part of the broader *Archaeology Labour Market Intelligence: Profiling the Profession 2012-13* project.

In total, 511 organisations were asked to provide responses to the *Profiling the Profession 2012-13* survey; 72 of these were IfA Registered Organisations and 51 were FAME members. Several of these organisations are both IfA ROs and FAME members, and so the total number of organisations approached that were either IfA ROs or FAME members was 84.

The questionnaire was issued in January 2013, seeking data that applied on 14th December 2012. The questionnaire was deployed via a Novisystems online survey package, with automated reminder emails encouraging completion being sent periodically until early February 2013.

A total of 48 responses were received from FAME member or IfA Registered Organisations, a response rate of 57.1%. By comparison, 224 responses were received by the *Profiling the Profession 2012-13* project, a response rate of 43.4%.

[1] Ingle, C. 2012. Report on ALGAO: England Staffing and Service Survey 2012. Unpublished report.

[2] Aitchison, K. & Rocks-Macqueen, D. 2013. Archaeology Labour Market Intelligence: Profiling the Profession 2012-13. Landward Research.

2.2 IfA Registered Organisations

is your organisation an IfA Registered Organisation?

Of 48 responses, 43 were from IfA registered organisation (89.6% of the respondents). This represented 59.7% of the IfA Registered Organisations approached for data. 30 of the 48 respondents were FAME members (62.5% of the respondents).

2.3 FAME Membership

is your organisation a member of FAME (the Federation of Archaeological Managers and Employers)?

30 of the 48 respondents were FAME members (62.5% of the respondents, 58.8% of the FAME membership).

2.4 Constitution

The questionnaire asked about how respondent organisations were legally constituted. The largest set of responses came from private limited companies, and while this did not represent a majority of respondents, it must be noted that some respondent organisations are both private limited companies and registered charities and so could have marked either as their response.

how is your organisation legally constituted?

constitution	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
private limited company (ltd)	18	38%	44	19%	15	35%
public limited company (plc)	1	2%	2	1%	1	2%
registered charity	13	27%	22	9%	7	16%
constituent part of a local planning authority	6	13%	69	29%	9	21%
constituent part of a university	5	10%	25	11%	4	9%
other	5	10%	72	31%	7	16%
total	48		234		43	

As employers, IfA ROs and FAME members are significantly more likely to be private limited companies than is typical across the whole archaeological sector, and are much less likely to be constituent parts of local planning authorities.

Using the numbers of staff reported as being in employment on 14 December 2012 (not all respondents gave figures for this), on average, public limited companies were the largest in the sector. However, data were only received from one plc, and so there is potential for this to represent an error.

Excluding the return from this one plc, registered charities are, on average, the largest organisations in the sector.

The data continue to demonstrate (as was also shown in April 2012 report and previously) that the majority of individual members of staff at the respondent organisations work for limited companies - ltd or plc - or charities (80%), and also that the majority of individuals (66%) work for not-for-distributable profit organisations (charities, part of local planning authorities, part of universities).

staff numbers by organisational legal constitution

	orgs	total staff	avg staff
private limited company (ltd)	18	351	19.5
public limited company (plc)	1	105	105
registered charity	12	738	61.5
constituent part of a local planning authority	6	106.25	17.7
constituent part of a university	5	131	26.2
other	4	46	11.5
	46	1477.25	32.1

(orgs = number of organisations providing staffing data)

2.5 Location of Head and Subsidiary Offices

Respondents were asked about the locations of both their head office and of any subsidiary offices which were being included in their answers.

where is the head office of your organisation located?

constitution	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
East Midlands	3	6%	13	6%	3	7%
East of England	3	6%	24	10%	5	12%
Greater London	4	8%	13	6%	3	7%
North East England	1	2%	12	5%	1	2%
North West England	1	2%	10	4%	1	2%
South East England	7	15%	32	14%	7	16%
South West England	7	15%	30	13%	6	14%
West Midlands	6	13%	17	7%	5	12%
Yorkshire and the Humber	4	8%	28	12%	3	7%
Scotland	6	13%	34	15%	5	12%
Wales	5	10%	14	6%	3	7%
Northern Ireland	0	0%	2	1%	0	0%
outside the UK	1	2%	3	1%	1	2%
total	48				43	

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Very few respondent organisations had head offices in either the North West or the North East of England. No responses were received from organisations based in Northern Ireland.

Very little change could be recognised between the figures previously reported (April 2012) and those received for December 2012. In comparison with the data received across the whole *Profiling the Profession 2012-13* project (covering all areas of archaeological employment), the figures suggest that organisations delivering commercial, applied archaeology are geographically distributed in a similar way to all archaeological employers.

19 of 48 respondents reported having subsidiary offices. Of those that reported having subsidiary offices, the numbers of these ranged between one and eleven, an average of 2.6 for each organisation that reported that they had subsidiary offices. The existence of these subsidiary offices continues to be a major factor in the landscape of archaeological work, and must reflect the existence of working opportunities for companies in these areas.

FAME members and IfA Registered Organisations are more likely to have subsidiary offices than other organisations across all areas of archaeological employment.

are you also answering on behalf of any subsidiary offices? if so, please indicate where they are located?

location	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
East Midlands	4	8%	5	6%	3	7%
East of England	4	8%	8	9%	3	7%
Greater London	3	6%	4	5%	2	5%
North East England	5	10%	7	8%	3	7%
North West England	5	10%	7	8%	4	9%
South East England	6	12%	9	10%	5	12%
South West England	8	16%	12	14%	5	12%
West Midlands	3	6%	7	8%	5	12%
Yorkshire and the Humber	4	8%	8	9%	3	7%
Scotland	5	10%	14	16%	5	12%
Wales	1	2%	4	5%	3	7%
Northern Ireland	1	2%	1	1%	1	2%
outside the UK	1	2%	2	2%	1	2%
total	50		88		43	

Comparing the locations of head offices with subsidiary offices, it is clear that while some parts of the UK have few organisations based there, those areas are attractive enough for organisations to establish subsidiary offices there. More IfA Registered Organisations and FAME members have subsidiary offices in North East England, North West England and Northern Ireland than have head offices in these areas. By contrast, more IfA Registered Organisations and FAME members have their head offices in Wales than have subsidiary offices there.

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total numbers of offices reported by location

	head offices	subsidiary offices	total	
East Midlands	3	4	7	7%
East of England	3	4	7	7%
Greater London	4	3	7	7%
North East England	1	5	6	6%
North West England	1	5	6	6%
South East England	7	6	13	13%
South West England	7	8	15	15%
West Midlands	6	3	9	9%
Yorkshire and the Humber	4	4	8	8%
Scotland	6	5	11	11%
Wales	5	1	6	6%
Northern Ireland	0	1	1	1%
outside the UK	1	1	2	2%
	48	50	98	

The data acquired cannot be disaggregated in terms of the numbers of individuals working at different offices, so this means that the geographical distribution of staff can only be presented on the basis of the head office locations. There is a general reflection of the overall UK population pattern in the distribution of archaeologists' place of work, which represents the direct links between economic development activity and applied archaeological practice.

IFA ROs and FAME member organisations' staff are more likely to be located in London than is typical for all archaeological employers.

staff numbers by head office location

location	State of the Archaeological Market December 2012			Profiling the Profession 2012-13			State of the Archaeological Market April 2012		
	orgs	staff		orgs	staff		orgs	staff	
East Midlands	3	78	5%	21	295	12%	3	96	8%
East of England	3	49	3%	10	81	3%	5	110	9%
Greater London	4	427	29%	9	311	12%	2	124	10%
North East England	1	24	2%	12	129	5%	1	23	2%
North West England	1	12	1%	9	200	8%	1	13	1%
South East England	6	288.3	20%	26	423	17%	7	344.1	28%
South West England	7	215	15%	24	253	10%	5	288	23%
West Midlands	6	68	5%	11	178	7%	5	54	4%
Yorkshire and the Humber	3	27	2%	25	202	8%	2	25	2%
Scotland	6	185	13%	29	335	13%	5	111.6	9%
Wales	5	82	6%	9	145	6%	3	40	3%
Northern Ireland	0	0	0%	2	8	0%	0	0	0%
outside the UK	1	22	1%	2	295	12%	1	15	1%
total		1477.3			2560		40	1243.7	

(orgs = numbers of organisations providing staffing data)

2.6 Years trading

Respondents were asked when their organisation began trading.

in which year did your organisation first start operating?

started operating	State of the Archaeological Market December 2012		Profiling the Profession		State of the Archaeological Market April 2012	
18th century			1	1%		
19th century	1	2%	4	2%		
1900s	1	2%	2	1%		
1910s						
1920s			2	1%		
1930s	1	2%	2	1%		
1940s	1	2%	2	1%	1	2%
1950s	1	2%	2	1%		
1960s			3	2%		
1970s	15	32%	24	14%	8	19%
1980s	3	6%	19	11%	6	14%
1990s	8	17%	48	27%	15	36%
2000s	14	30%	49	28%	8	19%
2010s	2	4%	19	11%	4	10%
total	47		177		42	

The majority (51%) of IfA ROs and FAME member organisations had been founded since 1990, reflecting the changed nature of applied archaeology in the 1990s following the introduction of PPG16 in England in 1990 and comparable guidance elsewhere in the UK in the years immediately following that, although more of these organisations were founded in the 1970s than in any other particular decade (representing the continuation of organisations established in the rescue period).

Typically, IfA ROs and FAME member organisations are longer-established than the whole population of archaeological employer organisations (67% of which were founded since 1990).

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Comparing foundation dates by constitutional bases, 15 of the 24 organisations founded since 1990 (63%) are private or public limited companies, while only three of 20 (15%) of the pre-1990 foundations are, reflecting archaeology's commercialisation and the transition to the private-sector delivery model for applied archaeology that PPG16 indirectly led to.

foundation dates by constitutional basis

	plc	ltd company	charity	part of lpa	part of university	other
19th century					1	
1900s	1					
1930s				1		
1940s			1			
1950s				1		
1970s		1	9	4		1
1980s		2	1			
1990s		5			2	1
2000s		9	2		2	1
2010s		1				1

3 STAFF NUMBERS

Respondents were asked a series of questions about staffing levels, enquiring about the numbers of staff they had on 14 December 2012, and were asked for comparative retrospective data. Respondents were also asked about the relative level of staff turnover and whether they thought that any staff they had lost had left the archaeological profession or not.

3.1 Employment

Respondents were asked how many staff worked for their organisation on 14 December 2012. For comparative purposes, they were also asked for the same data that applied on 13 August 2007, the census date of Profiling the Profession 2007-08.

how many members of staff (FTE) did your organisation have on 14 December 2012 / 13 August 2007?

staff turnover	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
	Dec 12	Aug 07	Dec 12	Aug 07	Apr 12	Aug 07
number providing data	46	40	202	151	41	34
total	1477.3	1858.05	2571.4	2563.2	1243.7	1233.6
average	32.1	46.45	12.8	17.0	31.1	37.4

Respondents representing IfA ROs or FAME members reported a slight increase in average organisational sizes over the period from April 2012. These organisations were also typically larger than the average for all organisations in all archaeological sectors.

Previous estimated totals for the entire archaeological profession, presented in earlier iterations of the State of the Archaeological Market reports overestimated the total numbers of people in work as archaeologists.

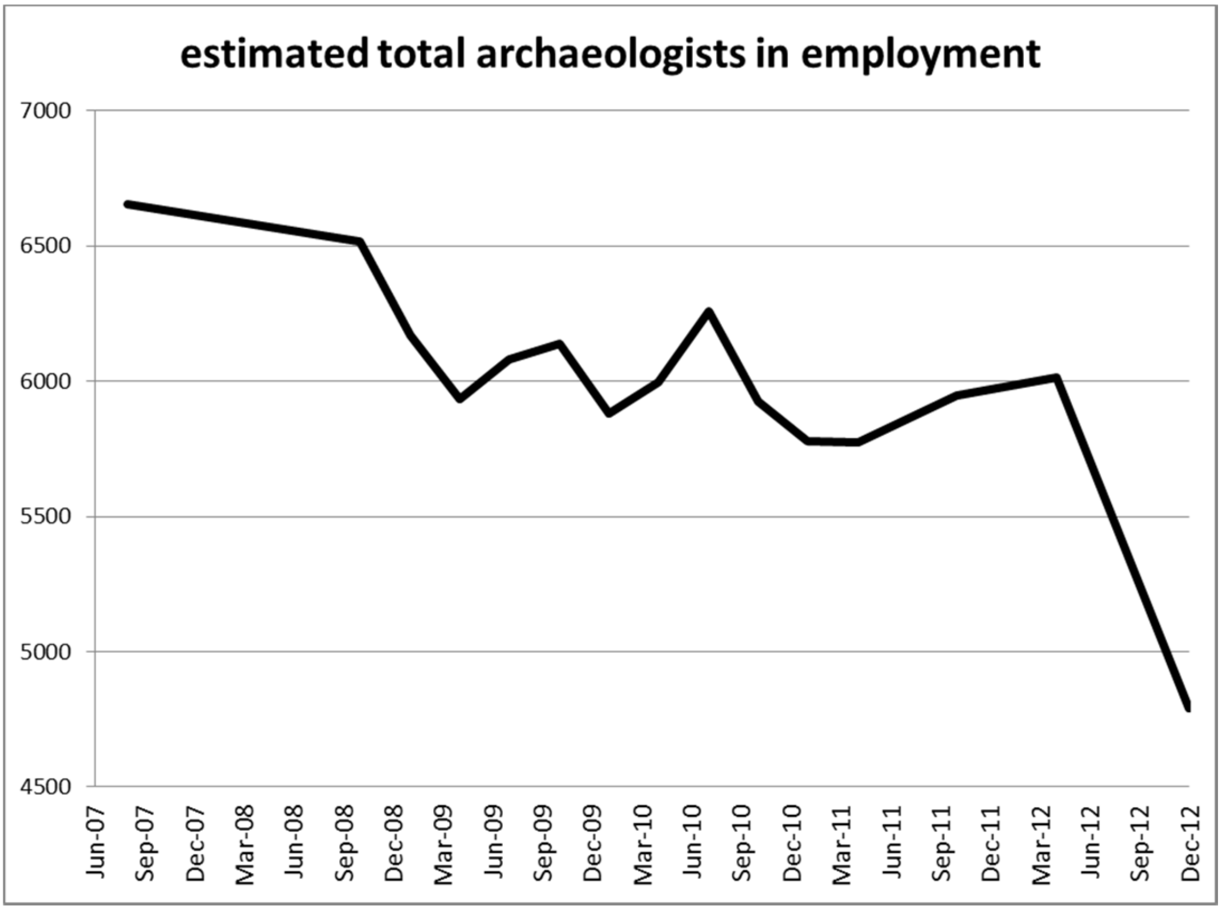
Profiling the Profession 2012-13 has now re-examined all subsectors, and has presented an estimated figure for the total number of archaeologists in work in December 2012 of 4,792.

"Overall it was estimated that 4,792 archaeologists were employed in archaeology in the UK in 2012-13, a drop of 30% from the total five years before. Great effort was taken in confirming this number considering the large drop in numbers. Phone calls were made to organisations to confirm numbers and externally gathered data such as the *Fourth Report on Local Authority Staff Resources* (EH / ALGAO / IHBC 2012) was used to confirm these estimates. A possibility is that the 2007-08 survey over estimated some of the numbers. That report listed an estimated 724 archaeologists employed by local authorities for Historic Environment advice but based off the ALGAO survey numbers this appears to be too high but only by about 200. This survey puts the number of archaeologists working at museums significantly lower than the 2007-08 survey by about 200. However, even if the 2007-08 survey overestimated numbers by 800 the difference is still a 30% loss in archaeology jobs" (Aitchison & Rocks-Macqueen 2013, 44).

total numbers of archaeologists in employment in the UK, 2007-2012

	Aug-07	Oct-08	Jan-09	Apr-09	Jul-09	Oct-09	Jan-10	Apr-10	Jul-10	Oct-10	Jan-11	Apr-11	Oct-11	Apr-12	**Dec-12**
curatorial	512	505	505	505	505	505	505	485	485	485	485	442	442	440	**485**
other	2105	2105	2105	2105	2105	2105	2105	2105	2105	2105	2105	2105	2105	2105	**1495**
commercial	4036	3906	3561	3323	3472	3526	3270	3404	3669	3333	3189	3225	3399	3467	**2812**
total	6653	6516	6171	5933	6082	6136	5880	5994	6259	5923	5779	5772	5946	6012	**4792**

While the numbers of individuals reported as working for IfA ROs and FAME member organisations increased, it had been identified that non-RO / FAME commercial archaeology was in fact smaller than had been previously estimated. Furthermore, the numbers working for 'other' organisations – universities, national government agencies, museums and civic society organisations had also been overestimated, as these had not been re-examined since the *2007-08 Profiling the Profession* exercise.



3.2 Staff turnover

Respondents were asked about the relative (not absolute) levels of staff turnover in the previous six months.

what level of staff turnover have you experienced in the last six months?

staff turnover	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
none (all current staff were working for us six months ago)	14	30%	144	71%	24	13%
some (up to 10% of current staff were not working for us six months ago)	23	49%	37	18%	11	44%
moderate (up to 25% of current staff were not working for us six months ago)	4	9%	12	6%	2	25%
considerable (over 25% of current staff were not working for us six months ago)	6	13%	10	5%	1	0%
total	47		203		38	

The responses suggest that, in a period of modest growth for ROs and FAME members, staff turnover (which includes movement between employers as well as completely new appointments) became more common in the nine months between April and December 2012 than had been the case in the previous six months.

When compared with the entire archaeological profession, IfA ROs and FAME members clearly have a much higher level of staff turnover – there is significantly more ‘churn’ in applied archaeological practice than in other sectors of the profession.

3.3 Staff lost from the sector

Pre-October 2011 surveys had identified merely whether organisations had net gains or losses of numbers of staff. Since October 2011, in an attempt to identify whether staff were being lost from the sector, respondents have been asked whether they felt that staff who had formerly worked for them were still working in archaeology or not.

what level of staff turnover have you experienced in the last year (since the start of 2012) - in terms of how many of your members of staff are new?

staff destinations	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
all found alternative employment within archaeology	8	25%	10	14%	2	13%

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most found alternative employment within archaeology	13	41%	10	14%	7	44%
even split between leaving the profession and finding alternative employment within archaeology	2	6%	10	14%	4	25%
most left the profession	5	16%	19	26%	0	0%
all left the profession	4	13%	25	34%	3	19%
total	32		74		16	

Overall, respondents considered that most people who had left their employ in the previous year had found work elsewhere in archaeology, with a higher rate reporting this than was the case in April 2012. However, they also noted relatively more people leaving the profession than had been reported in April 2012.

In comparison with the archaeological profession as a whole, people who were formerly employed by IfA ROs or FAME member organisations were more likely to find alternative employment in archaeology than people who had formerly worked for other archaeological organisations, suggesting that there is more potential to find comparable employment in applied archaeology than in other subsectors.

3.4 Salaries

Respondents were asked whether salaries had typically risen or fallen during the twelve months of 2012. This was specifically not a question about the total salary bill, as that would be directly influenced by the total number of personnel on the payroll.

have salaries at your organisation typically risen or fallen since January 2012? (this is thinking about individual salaries, not the total salary bill)

salary changes	**State of the Archaeological Market December 2012**		**Profiling the Profession**		**State of the Archaeological Market April 2012**	
risen by above inflation	9	19%	26	13%	1	3%
risen by inflation	17	36%	41	20%	17	45%
unchanged	16	34%	103	51%	18	47%
fallen by up to 10%	5	11%	20	10%	2	5%
fallen by over 10%	0	0%	12	6%	0	0%
total	47		202		38	

In April 2012, 92% of employers reported that salaries had either remained unchanged or had risen only by inflation; by contrast, in December 2012 the percentage reporting such “static” salaries was 70%.

Most salaries either remained unchanged or had risen by inflation. More organisations reported salaries rising by above inflation than had been the case in April 2012, while five saw salaries fall in absolute terms.

Salaries at IfA ROs or FAME member organisations were more likely to have risen by or above the rate of inflation than were salaries across the sector as a whole.

In terms of the numbers of individual employees, salaries remained unchanged or rose at organisations where 95% of archaeologists worked.

December 2012	orgs	individuals	
risen by above inflation	9	185	13%
risen by inflation	17	656.25	44%
unchanged	16	566	38%
fallen by up to 10%	5	70	5%
fallen by over 10%	0	0	0%

4 FINANCIAL PERFORMANCE

Respondents were asked a series of questions about their organisation's financial performance over the previous six months and the three years before that. It was recognised that some respondents might be reluctant to release such information (even though the responses were anonymous) and so the questionnaire stated "*please note - answering the questions on this page is optional, but if you can give indicative figures these will be extremely valuable*".

4.1 Turnover

what was your annual turnover (in £m) for each of the last three years?

annual turnover	State of the Archaeological Market December 2012			Profiling the Profession			State of the Archaeological Market April 2012		
		average	change		average	change		average	change
2008-09							21	£1.89m	
2009-10	32	£1.91m		59	£1.17m		21	£1.86m	-1.6%
2010-11	32	£1.83m	-4.2%	64	£1.06m	-9.4%	21	£1.87m	+0.5%
2011-12	33	£1.71m	-6.6%	66	£1.01m	-4.7%			

The previous *State of the Archaeological Market* report (April 2012) suggested that turnover had typically increased in 2010-11 when compared with 2009-10. This survey has a larger dataset - 32 respondents rather than 21 – and it can now be said with more confidence that average turnovers fell in 2010-11, and they continued to fall in 2011-12.

IfA ROs and FAME members typically turnover greater volumes of revenue than other archaeological organisations; the bigger picture across all of archaeology reflects that seen in the *State of the Archaeological Market* sample, with average revenues falling from 2009-10 and again from 2010-11.

4.2 Profit levels

Respondents were asked about the levels of profit (or surplus, for not-for-profit enterprises) realised in the nine months since April 2012.

what level of profit or surplus has your organisation generated in the financial year to date? (the nine months since April 2012)

level of profit	State of the Archaeological Market December 2012		Profiling the Profession		State of the Archaeological Market April 2012	
<5%	28	70%	51	60%	15	75%
5-10%	9	23%	15	18%	3	15%
10-25%	2	5%	9	11%	2	10%
>25%	1	3%	10	12%	0	0%
total	40		85		20	

The majority of respondents were generating very low levels of profit, although typically rates had increased slightly when compared with the figures from April 2012. In comparison with the wider archaeological profession, IfA ROs and FAME members typically reported producing lower levels of profit (or surplus) than the average figures that were reported for all organisations.

4.3 Areas of activity (turnover)

In order to identify which areas of activity were generating income, respondents were asked to estimate how their income broke down in terms of a set of areas of activity which has also been used to track skills, training and qualification issues. These areas do not precisely match those used in the April 2012 and earlier iterations of *State of the Archaeological Market*.

broadly, what percentages of your turnover this financial year (in the nine months since April 2012) have been generated through each of the following areas of activity?

<table>
<tr><th></th><th>State of the Archaeological Market December 2012</th><th>Profiling the Profession 2012-13</th><th></th><th>State of the Archaeological Market April 2012</th></tr>
<tr><td rowspan="2">field research, including invasive and non-invasive fieldwork together with post-fieldwork analysis and reporting</td><td rowspan="2">68%</td><td rowspan="2">41%</td><td>fieldwork (invasive and non-invasive)</td><td>50%</td></tr>
<tr><td>post-fieldwork analysis</td><td>20%</td></tr>
<tr><td rowspan="2">provision of advice or information to clients or customers (including desk-based or environmental assessment)</td><td rowspan="2">28%</td><td rowspan="2">41%</td><td>provision of advice to clients</td><td>6%</td></tr>
<tr><td>desk-based or environmental assessment</td><td>12%</td></tr>
<tr><td></td><td></td><td></td><td>data management</td><td>2%</td></tr>
<tr><td></td><td></td><td></td><td>conservation of artefacts or ecofacts</td><td><1%</td></tr>
<tr><td>education or training services</td><td>3%</td><td>13%</td><td></td><td></td></tr>
<tr><td>museum or visitor services</td><td>1%</td><td>5%</td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td>other</td><td>10%</td></tr>
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These figures are based on the aggregated individual percentages provided by the 36 IfA RO / FAME respondents to this question, not the reported absolute value of each area, but they show that fieldwork and post-fieldwork analysis dominate as sources of income. There was very little relative change between the figures reported in December 2012 and April 2012

Multiplying these percentages by the calculated total financial turnover figures produces some rough estimates of the value of the different areas of activity (to the 33 organisations that provided both turnover figures and breakdowns by areas of activity. These figures are indicative, and cannot be confidently extrapolated to the entire sector.

	2011-12	
field research and post-fieldwork analysis	£38.37m	68%
provision of advice to clients	£15.80m	28%
education / traning services	£1.69m	3%
museum / visitor services	£0.56m	1%
total	£56.43m	

5 BUSINESS CONFIDENCE

A series of questions relating to business confidence that were asked in the previous surveys continued to be asked, allowing changes over time to be clearly identifiable. A series of graphs are presented which specify levels of business confidence, calculated as the percentage of respondents expressing a positive view at the survey date minus the percentage of respondents who expressed a negative view (therefore a score of 100% means that all respondents were positive, and a score of -100% means that all respondents were negative).

5.1 Staff retention

Relative to this year, how many staff do you anticipate having in the future? Please ensure that all staff, including those on short-term or temporary contracts, are included.

level of profit	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
increase staff numbers	18	38%	29	14%	11	26%
maintain staff numbers	21	44%	139	68%	16	37%
lower staff numbers	4	8%	21	10%	4	9%
don’t know or no answer	5	10%	5	2%	12	28%
total	48	+74%	10	+72%	31	+54%

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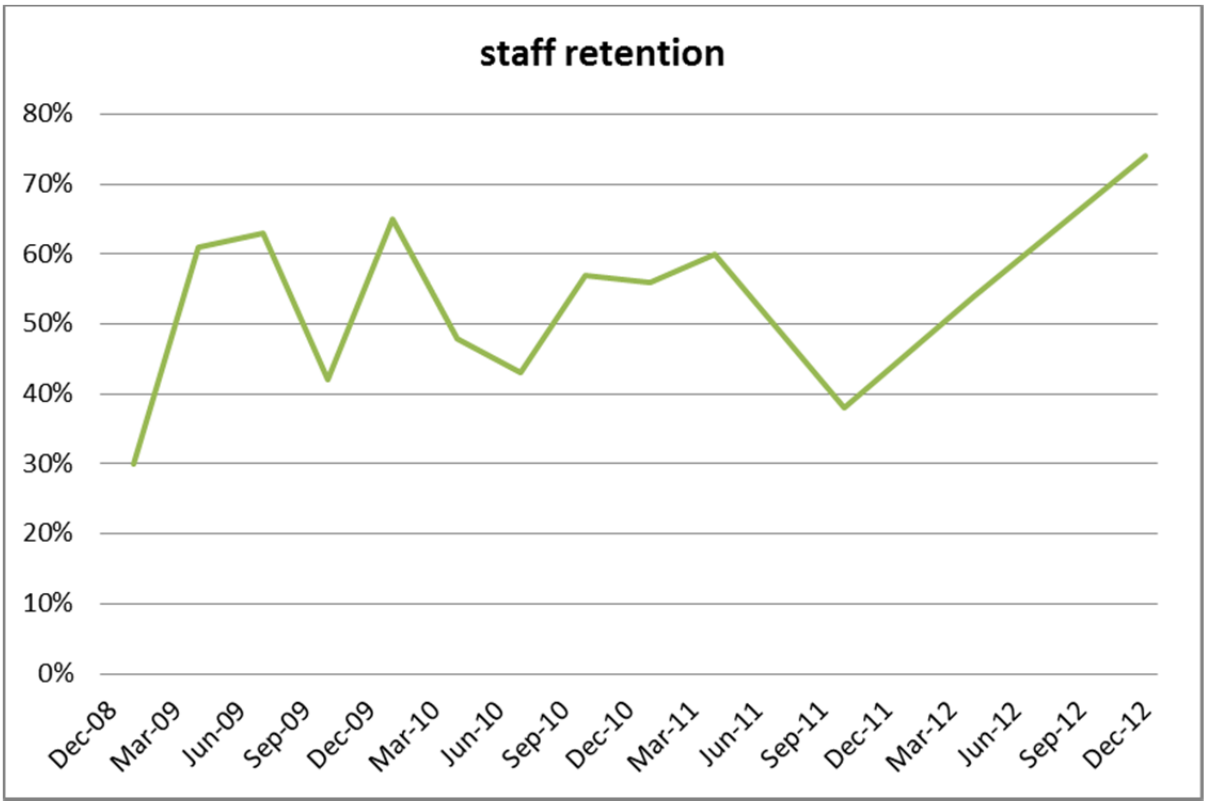
Business confidence, in terms of maintaining or increasing staff levels, has improved since April 2012 The overall sentiment in this area has been positive since this series of surveys began in January 2009, as more businesses continue to expect to maintain or increase their staff numbers in the forthcoming period than expect to lose staff.

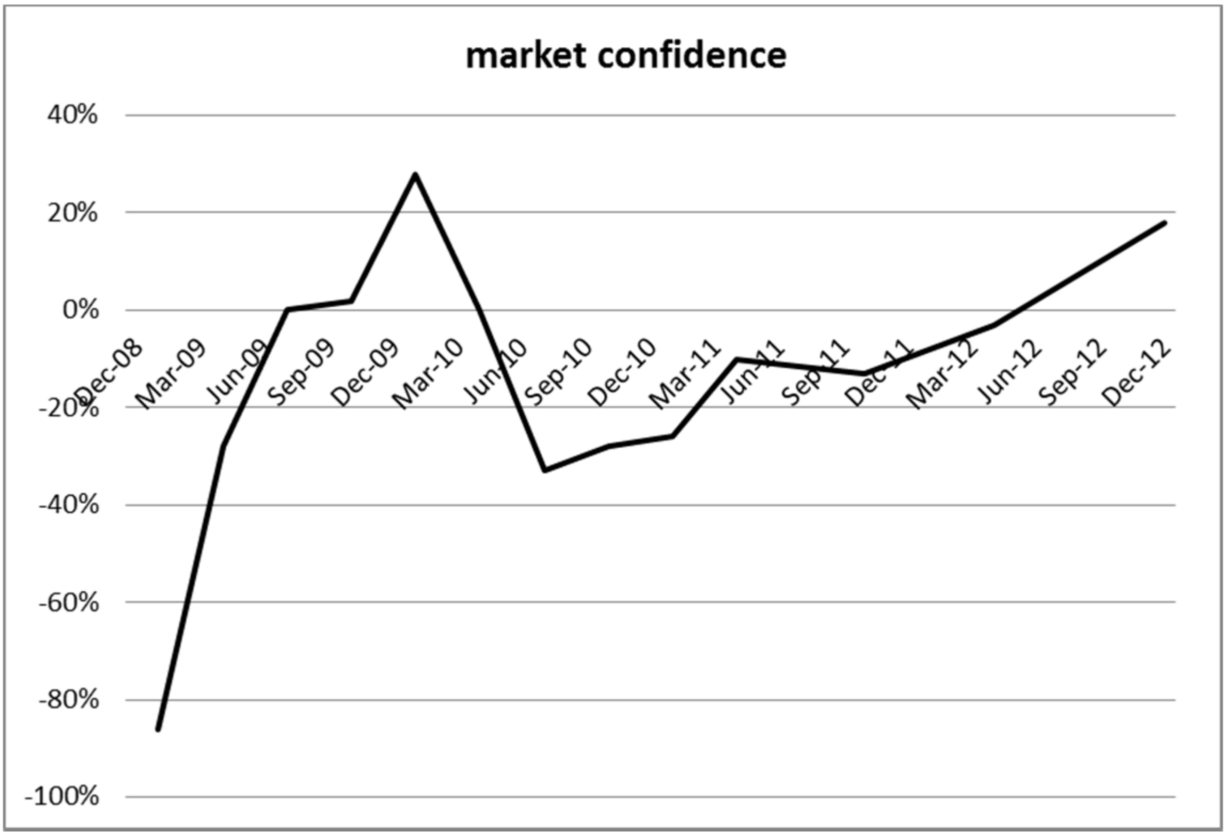


5.2 Market conditions

Do you believe that market conditions - in the sense of the environment that your organisation operates in - will deteriorate over the next 12 months? (to 31 December 2013)

market deteriorates	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
the market will deteriorate	13	30%	82	45%	10	32%
the market will not deteriorate	21	48%	58	32%	9	29%
don't know	10	23%	41	23%	12	39%
total	44	+18%	181	-13%	31	-3%

For the first time since January 2010, more respondents considered that market conditions would improve than thought it would deteriorate. Overall, attitudes have been becoming more positive since September 2010, and now more IfA ROs and FAME members see a positive future for the market than feel that it will deteriorate. The respondents to this survey (most of which are delivering applied archaeological services) are more positive about the future than the archaeological profession (in all subsectors) as a whole.



5.3 Businesses ceasing trading

do you expect any archaeological practices to cease trading over the next 12 months (to 31 December 2013)?

businesses ceasing trading	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
yes	32	73%	136	74%	15	48%
no	4	9%	9	5%	1	3%
don't know	8	18%	38	21%	15	48%
total	44	-64%	183	-69%	31	-45%

The overwhelming majority of respondents continue to believe that some archaeological practices will fail in the next year. This view has become more negative since April 2012, when nearly half of respondents did not offer an opinion, and views in December 2012 were more negative than they have been at any time since December 2009. The views of IfA ROs and FAME members are close to those held by the archaeological profession as a whole.

5.4 Expansion

Respondents were asked about their plans for future business expansion.

do you have any plans to expand your business significantly over the next twelve months (to December 2013) (e.g. in premises, vehicles, capital equipment)?

expansion plans	State of the Archaeological Market December 2012		Profiling the Profession		State of the Archaeological Market April 2012	
yes	16	36%	30	17%	7	23%
no	28	64%	140	79%	20	65%
don’t know	0		8	4%	4	23%
total	44	-28%	178	-62%	31	-42%

Overall, IfA RO and FAME respondents remain unlikely to invest in expansion in the next year, although views are more positive than they were in April 2012. However, IfA ROs and FAME members are much more likely to be planning to expand their business than are organisations in the sector as a whole.

6 SKILLS TRAINING AND QUALIFICATIONS

The survey sought to identify which areas of skills were being lost to the sector, where skills were being bought in (skills shortages) and where organisations were seeking to address the issue through training (skills gaps). They were then asked in general terms whether they considered there were particular areas with skills problems across the sector.

6.1 Areas of skills losses

Fieldwork skills continued to be the area of skills loss most frequently reported, with over half of the ROs / FAME members that reported losing skills during 2012 identifying fieldwork as being an area of skills loss. Post-fieldwork analysis was the second most-frequently reported area of skills loss. The way that this question was asked was changed from that used in the earlier *State of the Archaeological Market* surveys.

Across the archaeological profession as a whole, fieldwork and leadership skills were the most common reported areas of loss.

in the last twelve months (during the course of 2012) has your organisation lost skills in any of these areas?

	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
fieldwork (invasive or non-invasive)	8	53%	13	33%	6	
post-fieldwork analysis	6	40%	10	25%	2	
artefact or ecofact conservation	3	20%	7	18%	1	
providing advice to clients	4	27%	11	28%	1	
desk-based or environmental assessment	3	20%	6	15%	2	
data management	2	13%	10	25%	0	
Leadership	4	27%	12	30%		
business skills	3	20%	5	13%		
project management	2	13%	6	15%		
education / training	0	0%	7	18%		
information technology	2	13%	7	18%		
people management	2	13%	7	18%		
other	1	7%	3	8%	1	
total respondents	15		40			

6.2 Areas of skills buy-in

Artefact or ecofact conservation continues to be an area with significant skills shortages, but this is being addressed through the buying-in of expertise, rather than through training (see below). Post-fieldwork analysis is bought in more frequently than fieldwork skills, despite those being the area where losses are most frequently reported. As with areas of skills loss and areas of training investment, the way that this question was asked was changed from that used in the earlier *State of the Archaeological Market* surveys.

In the last twelve months (during 2012) has your organisation had to buy in skills (eg by hiring consultants or external contractors) in any of these areas?

skills bought in	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
fieldwork (invasive or non-invasive)	15	39%	45	41%	11	
post-fieldwork analysis	17	45%	56	51%	9	
artefact or ecofact conservation	23	61%	47	43%	11	
providing advice to clients	0	0%	2	2%	1	
desk-based or environmental assessment	3	8%	11	10%	1	
data management	2	5%	10	9%	2	
Leadership	0	0%	1	1%		
business skills	2	5%	6	5%		
project management	2	5%	3	3%		
education / training	4	11%	12	11%		
information technology	12	32%	27	25%		
people management	5	13%	5	5%		
other	6	16%	13	12%		
total respondents	38		110			

6.3 Areas of training

In the last twelve months (during 2012) has your organisation invested in skills training in any of these areas?

training investment	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
fieldwork (invasive or non-invasive)	15	38%	29	25%	14	
post-fieldwork analysis	12	31%	28	25%	11	
artefact or ecofact conservation	7	18%	14	12%	2	
providing advice to clients	3	8%	16	14%	4	
desk-based or environmental assessment	12	31%	19	17%	8	
data management	7	18%	25	22%	4	
leadership	8	21%	16	14%		
business skills	9	23%	24	21%		
project management	14	36%	31	27%		
education / training	9	23%	27	24%		
information technology	16	41%	40	35%		
people management	15	38%	29	25%		
other	7	18%	14	12%	7	
total respondents	39		114			

While significant numbers of IfA ROs and FAME members continued to report that they had lost skills capacity in the previous six months (particularly in fieldwork and post-fieldwork), a greater number of organisations were seeking to address this issue through training than reported losing skills in almost all areas. This approach to ameliorating skills gaps, where more organisations were committing to training than were losing the skills (although some organisations will have both lost capacity and invested in training in the same area), suggests that employers are continuing to recognise the value of training investment. Significant numbers of organisations invested in training in non-technical, professional areas such as project management, information technology and people management.

The pattern of areas of training investment for the archaeological profession as a whole closely mirrored that for IfA ROs and FAME members.

6.4 Skills shortages across the sector

Respondents were asked about their perceptions of skills issues across the archaeological sector. The phrase "skills shortages" was used here in the questionnaire; this can have a technical definition relating to a problem skills area that is addressed through bringing in external expertise, but here was considered to refer to areas where there is a general underprovision of skilled labour.

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thinking beyond your organisation, do you think there are skills gaps or shortages across the archaeological sector in any of these areas?

training investment	State of the Archaeological Market December 2012		Profiling the Profession 2012-13		State of the Archaeological Market April 2012	
fieldwork (invasive or non-invasive)	10	31%	35	28%	5	
post-fieldwork analysis	14	44%	60	47%	8	
artefact or ecofact conservation	9	28%	39	31%	7	
providing advice to clients	10	31%	32	25%	7	
desk-based or environmental assessment	8	25%	25	20%	8	
data management	10	31%	35	28%	2	
leadership	14	44%	39	31%		
business skills	21	66%	62	49%		
project management	13	41%	44	35%		
education / training	9	28%	36	28%		
information technology	9	28%	27	21%		
people management	18	56%	51	40%		
other	3	9%	7	6%	4	
total	32		127			

IfA ROs and FAME member organisations were much more likely to consider that there were skills issues across the archaeological profession as a whole than to identify them within their own organisation. Business skills and people management were most frequently identified as problems that the sector as a whole was believed to have. Responses from across the whole profession also particularly recognised business skills as being something which the sector was thought to lack.

6.5 NVQ

The National Vocational Qualification in Archaeological Practice was first awarded in 2009 (the formal title for this qualification is now the *EDI Level 3 NVQ Certificate in Archaeological Practice)*. Respondents were asked about whether they had previously supported a member of staff gaining such a qualification, and whether they would consider doing so in the future.

have you or would you consider supporting a member of staff to gain a vocational qualification in archaeological practice (NVQ)?

NVQ support	**State of the Archaeological Market December 2012**				**Profiling the Profession 2012-13**				**State of the Archaeological Market April 2012**			
	have supported		would consider in future		have supported		would consider in future		have supported		would consider in future	
yes	15	42%	30	71%	30	21%	83	49%	2	13%	15	68%
no	19	53%	6	14%	100	68%	44	26%	13	87%	3	14%
don't know	2	6%	6	14%	16	11%	41	24%	0		4	18%
total	36		42		146		168		15		22	

IfA ROs and FAME members were much more likely than organisations across the archaeological profession as a whole to have supported someone undertaking the NVQ, and were very significantly more likely to consider supporting someone in the future than the profession as a whole. Over the period since April 2012, support for the NVQ had increased, with many more employers saying that they had supported someone working towards the qualification, while the level of potential support for future candidates also remained high. Clearly, the qualification is something that is supported and valued by the employers delivering applied archaeology that are surveyed in the *State of the Archaeological Market* project.

7 FURTHER COMMENTS

Extensive further comments were received to the *Archaeology Labour Market Intelligence: Profiling the Profession 2012-13* survey.

The following comments (reproduced *verbatim*) were received from IfA ROs or FAME members.

After significant downsizing and restructuring in 2010 and 2011 the imposition of a risk-averse business model necessitates a cautious but confident growth plan based on local market dominance and maintaining first-rate CPD, training and staff benefits

As a sole trader with no staff, some of this is difficult to fill in sensibly. The formal skills/training section is an example - it is true that it is done formally, but in the context of my personal IFA CPD, and as there is only me much of the response is probably highly misleading. The increase in salary section reflects that fact that I actually made some money (the previous few months were basically set-up), but that is probably not what is really meant by this section. You might need a few more 'not applicable' options in the future - perhaps with a section to permit explanation.

Because we are tied to a University grading system we need to be 'creative' in finding ways to adjust to IFA salary recommendations. For example short-contract staff can not be given additional incremental awards (as is the case for all permanent staff, whom we are therefore able to migrate onto new spine points). The only way to address this is to terminate contracts and then rehire (after one month interruption of service) on higher grades. Two of the staff submitted were below the IFA minima since we deemed it fairer to extend contracts rather than terminate their employment. We consequentlu juggle with 'overtime' payments in order to redress.

I think there is a problem where one-person or other very small companies try to meet standards developed for larger organisations. This has arisen with both IfA registration and Achilles UVDB accreditation

Our reporting on volunteers is a little misleading. At the time of the survey we have only two volunteers, but over the course of a year we have engaged with over 100 volunteers, some for a week or two and others for longer periods.

Some archaeology is excellent but unfortunately much falls well short of desirable standards. If Archaeologists wish to be treated as a profession, then they must do more to introduce consistent standards, training and conduct

The biggest problems faced by the industry are appalling margins and loss of skills - it is just not as much fun as it used to be (at all levels). Margins have a direct bearing on both confidence and salaries and we still feel that some companies are buying work at unsustainably low rates. Not a strategy that helps anybody in the long term. Without the margin there is no confidence to invest in staff, training or equipment. On the salaries front we just do not understand why some ROs feel the need to put pressure on the IFA minima specifically and salaries in general. We compete with other ROs on the majority of larger projects and are all in the same boat! We have found recruitment difficult in some areas. This is particularly acute where client advice is needed rather than more academic/hands on archaeology. However, this is exactly the environment where supply and demand should start to push salaries up in some areas. This has to be good going forward although difficult to manage in the short term. It does, however, require that people have the confidence to move jobs occasionally - difficult of course when your current employer has seen you through hard times. As for the fun - we just have to pick our selves up and inject some of that *locked-up enthusiasm back into the system.*

The question about salaries, we put decreased, but this is due to our employer imposing 3 days of mandatory unpaid holiday. This results in annual salaries dropping, but staff are still paid the same rate per day. Perhaps we should have put unchanged?

The recession is going to have repercussions for many years to come, even though it has been stated that we are now out of recession. We reviewed our tenders for projects from pre-crash in 2008 to what we are quoting for schemes now and it is clear that tenders are approximately at 50% the level they were previously. With increasing costs and salary rises this really is not a sustainable model; however it is not possible to simply raise fee proposals to cover this plummet in profit as the market will not support it (i.e. another company will be granted the contract by putting in an artificially low bid). We have seen many examples of this where even the largest ROs out there have put in what can only be described as 'loss-leader' quotations which have clearly not been sufficient to provide even a minimally adequate level of service to fulfil a project brief (recently we were informed by a consultant that a quotation we provided was approximately 33% higher than that provided by two of the largest ROs). This slashing of tenders and raising of costs has seen our profits drop sharply from approximately 25% to below 10% (and a subsequent profit warning from our accountants), which clearly does not allow a business to grow. Staffing levels need to be sufficient to cover schemes and equipment still needs to be purchased however; leaving the company in an ever increasingly precarious position financially. The lack of resources available also means that the company directors have to spend increasingly longer hours striving to maintain the company at its current levels. Yes, the turnover has increased significantly; however profits are non-existant and currently the directors are working 6-7 days a week, averaging over 60 hrs a week. I am at a loss to see how the situation can be changed significantly in the next few years (possibly even the next decade) as the commercial market is driven by cost and not quality.

Universities still producing graduates that in some cases unfit for the workplace, unable to write English and express themselves adequately and have totally unrealistic expectations of archaeology as a career or profession. I feel that the heritage sector and undergraduates are currently being let down (in general terms - there are still very good departments and individuals at some universities) badly by UK universities as they have become detached and distant from the 'real' archaeological and professional world beyond University-based archaeology. Many courses are irrelevant to the needs of the profession, too many undergraduates are advised to undertakle post-graduate degrees with the false promise that it will help them get a job in archaeology and too few graduates have a posotive mental attitude to work, what is required of them and what they can contribute.

We have noticed the rise of 0 hours contracts as a response to huge fluctuations in work load and a proliferation of 'one man bands' able to carry out small scale works very cheaply. Projects are increasingly difficult to programme, the level of very small projects appears relatively constant, medium and large scale projects are increasingly difficult to price competitively. It is not so much that there are many more organisations competeing, but there are fewer pieces of work making each job a much more critical'must win'.

8 APPENDIX – QUESTIONNAIRE

Profiling the Profession 2012-13

Dear Colleague,

Profiling the Profession 2012-13 is a survey of employment and training in professional archaeology in the United Kingdom.

This is the fourth in a series of surveys, the results of which can be seen at profilingtheprofession.org.uk.

The scale and nature of employment in UK archaeology changed dramatically during the course of the 1990s and the first

decade of the 21st century following the introduction of the developer-funding model, and then has been transformed again following the global economic decline which began in 2007-08.

The most recent of this series of studies captured data from employers in August 2007, immediately before the effects of the global economic changes had serious and adverse effects upon archaeological employment in the UK .

Capturing and analysing data again in 2012-13 will quantify the changes that the economic transformations have brought; the purpose of collecting, analysing and sharing this information is to support employers, individual workers and training providers who are seeking to address these changes.

This project is funded by English Heritage, Historic Scotland, Cadw, Northern Ireland Environment Agency: Built Heritage and is supported by the Lifelong Learning Programme of the European Union.

Your responses are fully confidential and will not be seen by anyone outside the Landward Research Ltd project team.

If you require further advice or information, please email kenneth.aitchison@landward.eu.

Please complete the questionnaire by 27th January 2013. Your contribution is enormously valued.

Landward Research Ltd is Registered as a Data Controller with the Information Commissioner's Office. All data received will be used only for research purposes. No information that could be used to identify any individual or organisation will be available to any other organisation.

Online Survey Software Powered by NoviSystems.com

Profiling the Profession 2012-13

1. Please enter the name of the organisation that you are providing data for (to avoid duplicate entries being made)

2. Where is the head office of your organisation located?

3. Are you also answering on behalf of any subsidiary offices? If so, please indicate where they are located.

East of England East Midlands Greater London North East England

North West England South East England South West England West Midlands

Yorkshire and the Humber Scotland Wales Northern Ireland

outside the UK

4. How is your organisation legally constituted?

5. Please indicate the principal area (or areas) of your organisation's activity

select one or indicate broad %

field investigation and research
provision of historic environment advice and information
museum and visitor / user services
educational and academic research

6. In which year did your organisation first start operating in archaeology?

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Profiling the Profession 2012-13

Staffing

When completing this set of questions, please consider that 'archaeological staff' should be interpreted broadly as anyone using their professional expertise and capabilities to work directly or indirectly (such as in a managerial, commissioning or curatorial position) with the investigation, conservation or interpretation of the historic environment.

1. How many people were working for your organisation on 14th December 2012?

paid staff unpaid volunteers

archaeological staff
non-archaeological staff

2. How many members of staff did your organisation have on 13th August 2007 (the census date of Profiling the Profession: Archaeology Labour Market Intelligence 2007-08)?

3. Relative to this year, how many staff did you have in previous years - and how many do you anticipate having in the future?

Please ensure that all staff, including those on short-term or temporary contracts, are included.

more than now the same as now less than now none don't know

five years ago - 2007-08 paid staff volunteers

three years ago - 2009-10 paid staff volunteers

last year - 2011-12 paid staff volunteers

next year - 2013-14 paid staff volunteers

in three years time - 2015-16 paid staff volunteers

4. What level of staff turnover have you experienced in the last year (since the start of 2012) - in terms of how many of your members of staff are new?

5. If you have lost staff in the course of 2012, do you believe that these people left the archaeological profession or did they stay within it with different employers?

6. Have salaries at your organisation typically risen or fallen since January 2012? (NB - this is thinking about individual salaries, not the total salary bill)

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Profiling the Profession 2012-13

The Workplace

This page of questions asks about the setup in your organisation's workplace.

1. Which of the following rights and benefits are provided to employees? If you are self-employed, please answer as well as you are able.

yes no don't know or not applicable

28 or more days paid holiday leave per annum
occupational sick pay (paid sickness leave over and above Statutory Sick Pay)
paid maternity leave over and above Statutory Maternity Leave
the opportunity to take unpaid maternity leave
paid paternity leave over and above Statutory Paternity Leave
the opportunity to take unpaid paternity leave
the opportunity to jobshare or use other flexible working arrangements
subsidised accommodation or subsistence allowance
please list any other employee benefits that you provide (eg funding IfA subscriptions)

2. do you have any further comments you would like to make about employee rights or benefits?

3. Are salaries within the organisation tied to any scale system?

4. If a salary scale is used, then what kind of a system is this?

5. Are any trade unions recognised in the organisation's workplace?

6. Which trade unions are recognised in your workplace (please check all that apply)

Prospect UCU (University and College Union)
Unison Unite
other (please specify)

7. Does your organisation use a formal Quality System?

8. If you do employ a Quality System, please check all that apply

Investors in People Registered Museum
IfA Registered Organisation ISO 9001
other system (please specify)

9. Thinking about Investors in People (IiP), is your organisation:

10. If your organisation has not committed to IiP, which of the following is the main reason for that?

11. Thinking now about IfA Registered Organisation status, is your organisation:

12. If your organisation has not committed to IfA Registration, which of the following is the main reason for that?

13. Is your organisation a member of FAME (the Federation of Archaeological Managers and Employers)?

Profiling the Profession 2012-13

Financial Performance

This page of the questionnaire asks a series of questions about your organisation's past financial performance.

Please note - you can consider answering the questions on this page to be optional, but if you can give indicative figures these will be extremely valuable

1. What was your annual turnover (in £m) for each of the last three financial years?

2009-10 2010-11 2011-12 turnover (£m)

2. What level of profit or surplus has your organisation generated in the financial year to date? (the nine months since April 2012)

3. Broadly, what percentages of your turnover this financial year (in the nine months since April 2012) have been generated through each of the following areas of activity?

field research, including invasive and non-invasive fieldwork together with post-fieldwork analysis and reporting
provision of advice or information to clients or customers (including desk-based or environmental assessment)
education or training services
museum or visitor services

Profiling the Profession 2012-13

Business Confidence

The questions on this page ask about your feelings regarding your organisation and the archaeological sector as a whole. Please feel free to answer these questions as you see fit - whether you feel you are giving answers that apply to the whole professional archaeological sector or whether they relate to your particular area, these answers are very valuable and help to track sentiment across our whole sector.

1. Do you believe that market conditions - in the sense of the environment that your organisation operates in - will deteriorate over the next 12 months? (to 31 December 2013)

2. Do you expect any archaeological organisations to cease operations over the next 12 months (to the end of December 2013)?

3. Do you you have any plans to expand your business significantly over the next twelve months (to December 2013) (e.g. in premises, vehicles, capital equipment)?

Profiling the Profession 2012-13

Skills, Training and Qualifications

This page of questions asks about skills your organisation has and wants, the training to get those skills and qualifications to validate them.

1. Organisational training needs and plans
yes no don't know

does your organisation identify training needs for individuals?
do you (as an organisation) identify training needs for the organisation as a whole?
do you provide training or other development opportunities for paid staff?
do you provide training or other development opportunities for unpaid volunteers?

2. If you do provide training or other development opportunities, please indicate how you do this (check all that apply)
paid staff unpaid volunteers

formal off-the-job training (eg external training courses)
formal in-job training (eg in-house training courses)
informal off-the-job training (eg supported individual research and learning)
informal in-job training (eg mentoring)

3. Training planning

yes no don't know
does your organisation have a formal training plan?
does your organisation have a training budget?
is your training budget under your organisation's direct control?
do you record how much time employees spend being trained?
do you formally evaluate the impact of training on individuals?
do you formally evaluate the impact of training on the organisation?
does your organisation operate a performance appraisal scheme?
does your organisation encourage individuals to engage in their continuing professional development (CPD)?

4. In the last twelve months (during the course of 2012) has your organisation lost skills in any of these areas?

fieldwork (invasive or non-invasive) post-fieldwork analysis artefact or ecofact conservation
providing advice to clients desk-based or environmental assessment data management
leadership business skills project management
education / training information technology people management
other

5. In the last twelve months (during 2012) has your organisation had to buy in skills (eg by hiring consultants or external contractors) in any of these areas?

fieldwork (invasive or non-invasive) post-fieldwork analysis artefact or ecofact conservation
providing advice to clients desk-based or environmental assessment data management

leadership business skills project management
education / training information technology people management
other

6. In the last twelve months (during 2012) has your organisation invested in skills training in any of these areas?

fieldwork (invasive or non-invasive) post-fieldwork analysis artefact or ecofact conservation
providing advice to clients desk-based or environmental assessment data management
leadership business skills project management
education / training information technology people management
other

7. Thinking beyond your organisation, do you think there are skills gaps or shortages across the archaeological sector in any of these areas?

fieldwork (invasive or non-invasive) post-fieldwork analysis artefact or ecofact conservation
providing advice to clients desk-based or environmental assessment data management
leadership business skills project management
education / training information technology people management
other

8. Have you or would you consider supporting a member of staff to gain a vocational qualification in archaeological practice (NVQ)?

yes no don't know

have previously supported a member of staff
would support a member of staff in the future

Profiling the Profession 2012-13

Further Comments

This concludes the first part of the survey. If you have any further comments on your responses, or on archaeological employment and training in general or specific, please let us know.

If you would like to be sent a copy of the final Profiling the Profession 2012-13 report when it is published, please provide us with your email address

Please now complete the survey by providing information about the people working for your organisation, please choose "complete post profile"

Please complete your response by Sunday 27th January 2013

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