

# Kenneth Aitchison

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## PERSONAL PROFILE

- Heritage and education professional with over 25 years' experience of undertaking research and delivering successful cultural heritage, historic environment and foresight projects for academic, government agency and commercial clients with real international impact.
- Owner and Executive Director of consultancy business with staff or offices in UK, US and Ireland.
- Working in senior policy development positions for trade and professional associations in the heritage sector (FAME – Federation of Archaeological Managers and Employers, Institute for Archaeologists and Icon: the Institute of Conservation).
- Demonstrated thought leader in cultural heritage and the historic environment, shown through a wide range of peer-reviewed publications and international academic conference presentations, with work supported and validated by an extensive network of academic and professional contacts who provide wide opportunities for cross-disciplinary project partnering and idea-testing.
- Internationally recognised as the leading world expert in acquiring and analysing employment data for professional archaeology that is then used for foresight and policy development (awarded PhD by research publication for work in this area).
- Experienced Chair of international committees.
- Assured communicator, able to work with wide ranges of stakeholders.
- Confident team-builder, with experience in engaging support from, and managing, diverse, multicultural teams and projects.
- Chair of the Board of Trustees of a Charity.

## **EDUCATION**

2009-11 University of Edinburgh, School of History, Classics and Archaeology  
PhD by Research Publications  
Thesis title: Demand and Supply in UK Archaeological Employment, 1990-2010  
Supervisor: Prof. Ian Ralston

### *Brief synopsis*

Three previously published, peer-reviewed, reports on detailed surveys of archaeological employers across the UK, undertaken in 1997-98, 2002-03 and 2007-08, with particular attention paid to workforce demographics and skills issues. Supporting text presented as a contemporary history of professional archaeology in the UK from 1990 (and the start of formalised, polluter-pays development-led archaeology in the UK) until 2010. This covered policy and practice changes over time including the effects of the global economic downturn that began in 2008, with case studies on organisations and particularly significant projects that influenced how professional practice was and is delivered. Subsequently published as "Breaking New Ground: How Archaeology Works" by Landward Research in 2012.

1995-98 University of Sheffield, Department of Archaeology and Prehistory  
MA Landscape Archaeology (awarded with Distinction)  
Dissertation title: Excavations on the south bastion of Porte du Rebut, mont Beuvray, 1996.

1988-92 University of Edinburgh, Department of Archaeology  
MA (Hons) Archaeology

## **FURTHER QUALIFICATIONS**

PRINCE2® Practitioner and Foundation (Firebrand Training, 2013, renewed 2018)

Office for National Statistics Approved Researcher (Safe Researcher or Safe User of Research data Environments [SURE]) (ONS, 2018)

Certificate in Monitoring and Evaluation for NGOs (Capacity Africa Institute, 2016)

## EMPLOYMENT

2010 – present      Landward Research Ltd  
Executive Director

- As the owner of my own consultancy firm, I design, deliver and project-manage capacity building projects on behalf of clients. These education and training projects identify how individuals and employers can become more skilled, knowledgeable and capable, improving the quality of their work.
- I am embedded as the CEO of FAME, the Federation of Archaeological Managers and Employers – the trade association for commercial archaeology in the UK and Ireland
- I actively promote my company through demonstrating high profile thought leadership at international conferences.
- I am responsible for all staff development, including the appointment and professional development of interns.
- I specialise in gathering evidence via labour market research, identifying sectoral skills needs and capacity building requirements, building up trend data and identifying and addressing skills gaps; this evidence is then used for foresight analysis and to guide policy development. I have undertaken this for professional conservation and archaeology in the UK, for archaeology across Europe and am currently delivering projects to trial this in Africa.
- I undertake capacity development work, particularly in developing and delivering e-learning as a tool for continuing professional development.
- I monitor and evaluate projects and project proposals, specialising in training and learning projects.
- I have worked as an Expert Assessor for the European Commission:
  - Horizon 2020 Programme, evaluating project proposals (Disaster Resilience & Climate Change topic 3: Mitigating the impacts of climate change and natural hazards on cultural heritage sites, structures and artefacts (providing advice in 2015-16),
  - Marie Skłodowska-Curie Individual Fellowships (2018, 2019), and
  - Culture Programme (Multi-annual cooperation projects and Cooperation measures) (in 2010-11, 11-12 and 12-13).

2012-2014              Icon: the Institute of Conservation  
Skills Strategy Manager

- Icon is the professional association for conservators-restorers in the UK, where I was responsible for delivering the sectoral National Conservation Education and Skills Strategy.
- My work on the skills strategy, a sectoral technical and vocational education and training (TVET) reform project (where the workforce and their employers had typically entered the sector with a very academic background that was ill-suited for the skills that they needed to develop and apply) involved active responsibility for engaging employers and all other sector-wide stakeholders in ensuring that their requirements were being met by the strategy.
- I developed and delivered a new vocational qualification framework and the first comprehensive labour market intelligence review for the sector.

- 2012-2014                      York Archaeological Trust  
European Project Coordinator
- I wrote a successful application to the European Commission's Lifelong Learning Programme for a Multilateral Network project. I then coordinated, project managed and led internal evaluation. This project was a strategic two-year transnational labour market analysis programme identifying longitudinal and international labour market trends, skills gap identification and analysis, involving 23 partners in 21 European states with a total budget of over €700,000.
- 2001-2010                      Institute for Archaeologists  
Head of Projects and Professional Development
- I took the lead role in devising and implementing strategies to develop professional standards for historic environment professionals, securing funding to finance such projects and developing partnerships with other national and international historic environment and professional organisations.
- 2000-2001                      University of Sheffield  
Project Archaeologist
- I held project officer responsibilities at ARCUS (Archaeological Research and Consultancy at the University of Sheffield), the commercial, applied archaeology arm of the University, leading commercial fieldwork and desk-based projects for clients, particularly focussing on industrial heritage.
- 1992-2000                      Various employers  
Archaeological fieldworker
- I worked on a wide range of archaeological projects in the UK, Syria, Lebanon, Cyprus, Israel, France and Germany.
  - I was working while I undertook my MA Landscape Archaeology at the University of Sheffield (1995-98), setting up my first business whilst a student.

## **PROFESSIONAL MEMBERSHIPS**

Member of Chartered Institute for Archaeologists  
Certified Member of the Market Research Society  
Registered Professional Archaeologist

## **MEMBERSHIP OF LEARNED SOCIETIES**

Fellow of the Society of Antiquaries of Scotland  
Member of UK Evaluation Society

## SKILLS

- Project development and management – project management, financial management, team management (qualified PRINCE2® Practitioner)
- Managing diverse, multicultural projects (leading multi-partner EC-funded projects)
- Training development and delivery (for professional associations, as a guest lecturer and e-learning designer and developer)
- Experience with developing and delivering major externally-funded programmes, including making applications for project funding, with good understanding of the processes of consortium building, project definition, coordination of application process (multiple successful applications for project funding from the European Commission)
- Experience of the coordination and supervision of public administration capacity-building programmes (successfully led projects that contributed in this specific area)
- Computer literacy – confident user of Microsoft Office (including training in Advanced Excel 2016 techniques), SAGE One, Articulate (e-learning development), Adobe Acrobat, Novisurvey (online survey software-as-a-service), many other applications
- Language skills: competence on a scale of 1 to 5 (1 – excellent; 5 – basic)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
English	mother tongue		
French	2	3	3
Arabic	5	4	5
Nepali	5	4	5
German	5	4	5

## TEACHING

- Guest lecturer on Masters courses at the University of Manchester, University of Sheffield and Birkbeck.
- Co-author of Teaching and Learning Guide on Employability and Curriculum Design
- E-learning platform development, to support either asymmetrical distance learning (self-guided learning without a tutor) or as blended learning, supporting classroom learning experiences.
- Design of e-learning modules (text, graphic components, self-test materials).
- Supervision of student interns recruited through UCL Advances.
- Organiser and co-organiser of multiple local, national and international conference sessions, particularly on themes of Building Capacity and Professional Skills.
- Presentation of papers and posters in more than 75 conference sessions.

## **ADMINISTRATION**

- Responsible for the establishment and then successful running of a limited company, constituted as a social enterprise with no distribution of profits to shareholders.
- Established wholly owned subsidiary companies in the United States, Ireland and Scotland (the Scottish company is currently dormant).
- Responsible for all financial administration and reporting of company, with turnover in 2018-19 of £117,663.
- Responsible for the employment of staff, payroll and staff development.
- Responsible for selecting and engaging subcontractors.
- Responsible for client liaison, including contractualisation and financial administration.
- Project Management using adapted PRINCE2® methodology.
- Writing up research and quality managing other research work.
- Demonstrated ability to prioritise workload and to meet deadlines.
- Leader and contributor to writing many research proposals.
- Excellent interpersonal, verbal and written skills.

## **POSITIONS OF RESPONSIBILITY AND COMMITTEE MEMBERSHIPS**

- Chair of Chartered Institute for Archaeologists' International Cultural Heritage Practice Special Interest Group
- Chair of European Association of Archaeologists' Discovering the Archaeologists of Europe Community
- Chair of the Board of Trustees, Open Past (Scottish Charitable Incorporated Organisation)
- Member of Society for American Archaeology's Intergovernmental Affairs Committee
- Member of ICOMOS International Committee on Archaeological Heritage Management
- Member of Register of Professional Archaeologists Ethics Committee

## **FURTHER INFORMATION**

- Honorary Visiting Research Fellow in the Department of Archaeology and Anthropology at the University of Winchester
- Honorary Research Associate in the Department of Archaeology at the University of York
- Research Associate of the Centre for Applied Archaeology – University College London
- Accredited lobbyist to the European Union, Parliament and Commission (signatory of the Transparency Register)

## PUBLICATIONS

Selected publications – full list presented as Appendix

- Aitchison, K. 2019. "Listen to Me! Lobbying for archaeology", **Archäologische Informationen** 42, 149-152 <https://journals.ub.uni-heidelberg.de/index.php/arch-inf/article/download/69353/62692>
- Aitchison, K. 2018. "Cultural heritage in times of economic crisis", in C. Smith (ed.) *Encyclopedia of Global Archaeology* 2nd edn. New York: Springer. [https://doi.org/10.1007/978-3-319-51726-1\\_1177-2](https://doi.org/10.1007/978-3-319-51726-1_1177-2)
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- Aitchison, K. 2015. "Professional archaeology in the UK in 2015", **Cultural Trends** 24/1, 1-4. [https://www.researchgate.net/publication/272360606\\_Professional\\_archaeology\\_in\\_the\\_UK\\_in\\_2015](https://www.researchgate.net/publication/272360606_Professional_archaeology_in_the_UK_in_2015)
- Guest Editor of Special Issue of **Archaeologies: the Journal of the World Archaeological Congress** – 10/3 *Discovering the Archaeologists of the World*, 2014. <https://link.springer.com/journal/11759/10/3/page/1>
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- Aitchison, K., 2012, **Breaking New Ground: how archaeology works**, Landward Research <http://astore.amazon.co.uk/landreseltd-21/detail/B007U5SAKK>
- Aitchison, K., 2011, 'The Economic Crisis and the Coming Second Wave – how the economic situation will affect archaeological practice in universities and government', **Archaeological Review from Cambridge** 26.1, 79-98 [https://www.researchgate.net/publication/267699624\\_The\\_Economic\\_Crisis\\_and\\_the\\_Coming\\_Second\\_Wave\\_How\\_the\\_economic\\_situation\\_will\\_affect\\_archaeological\\_practice\\_in\\_universities\\_and\\_government](https://www.researchgate.net/publication/267699624_The_Economic_Crisis_and_the_Coming_Second_Wave_How_the_economic_situation_will_affect_archaeological_practice_in_universities_and_government)
- Schlanger, N. & Aitchison, K. (eds), 2010, **Archaeology and the Global Economic Crisis: multiple impacts, possible solutions** <http://www.archeonet.be/images/Archaeology-and-the-Crisis-Schlanger-Aitchison.pdf>
- Aitchison, K., 2009, 'After the "gold rush": global archaeology in 2009', **World Archaeology** 41(4), 659-671. [https://www.researchgate.net/publication/249007160\\_After\\_the\\_%27gold\\_rush%27\\_Global\\_archaeology\\_in\\_2009](https://www.researchgate.net/publication/249007160_After_the_%27gold_rush%27_Global_archaeology_in_2009)
- Aitchison, K., 2009, 'Archaeology and Construction Engineering Skills: developing e-learning for two sectors', in van Londen, H., Kok, M.S.M & Marciniak, A. (eds) **E-learning Archaeology, Theory and Practice**, 162-170. University of Amsterdam: Amsterdam. <http://e-archaeology.org/wp-content/uploads/2016/06/Aitchison.pdf>
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- Aitchison, K. & Giles, M., 2006, **Guides for Teaching and Learning in Archaeology, Number 4: Employability and Curriculum Design**. Higher Education Academy. also online at [http://www.hca.heacademy.ac.uk/resources/guides/archaeology/Teaching\\_and\\_Learning-guide\\_4-fullversion.pdf](http://www.hca.heacademy.ac.uk/resources/guides/archaeology/Teaching_and_Learning-guide_4-fullversion.pdf)
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- Aitchison, K., 2001 [2000], 'The funding of professional archaeological practice in England', **Cultural Trends** 39, 1-32.



## APPENDIX – FULL PUBLICATION LIST

- Karl, R., Möller, K., Connolly, D., Trausmuth, T., Krierer, K.R., Rocks-Macqueen, D., Aitchison, K., Edeso, M., Pintucci, A. & Marciniak, A. 2019. "Der archäologische Grabungs-Kompetenz-Pass – ein Mittel zur Dokumentation durch Praxis erworbener archäologischer Fertigkeiten". **Archäologische Informationen** 42, 237-250. <https://journals.uni-heidelberg.de/index.php/arch-inf/article/view/69362/62704>
- Dore, C. & Aitchison, K. 2019. "Value, Sustainability and Heritage Impact". **The Archaeologist** 108, 14-15. [https://www.archaeologists.net/sites/default/files/news/TA%20108%20final%20low%20res%20spreads\\_p14-15.pdf](https://www.archaeologists.net/sites/default/files/news/TA%20108%20final%20low%20res%20spreads_p14-15.pdf)
- Hays-Gilpin, K., Thies-Sauder, M., Jalbert, C., Heath-Stout, L., & H. Thakar with contributions by Aitchison, K., Driver, J., Supernant, K., & A. VanDerwarker. forthcoming. "Progress Report from the Task force on Sexual Harassment and Anti-Harassment Policies and Procedures". **The SAA Archaeological Record** 19/4, 8-11. [http://onlinedigeditions.com/publication/?i=618321#%22issue\\_id%22:618321,%22page%22:10](http://onlinedigeditions.com/publication/?i=618321#%22issue_id%22:618321,%22page%22:10)
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