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## Overview

This standard is about an archaeologist's role in project management. It involves monitoring costs, quality and compliance. It also covers responsibilities for maintaining good communications with stakeholders and others involved in the delivery of the project.

You need to monitor project costs against agreed budgets. Where cost trends are adverse, you need to be able to advise, with other consultants where appropriate, where changes in specification and other aspects of the project might be modified to achieve savings. You also need, where appropriate, to provide advice on breaches of contractual undertakings.

You need to be familiar with your obligations for project quality control including your legal and statutory obligations under health and safety legislation. You need to know how to deal with the discovery of work which fails to meet specifications within the terms of the contract, the terms of statutory approvals and your own conditions of engagement.

You need to ensure key stakeholders receive regular updates on the project and to make sure that the information, and the way it is provided, meets your stakeholders' needs. You need to ensure any agreements on confidentiality are maintained and to collect information from stakeholders which may affect the running of the project.

**Performance criteria**

*You must be able to:*

**Oversee project costs against agreed budgets**

- P1 Ensure that appropriate contract cost control systems which are capable of providing accurate data and early warning of problems are in place
- P2 Ensure accurate cost data is provided at agreed contract stages and prepared in a format to facilitate decision making
- P3 Identify and thoroughly investigate adverse cost trends and variances and obtain an accurate forecast of the impact on the project budget, with the support of professional advisors as appropriate
- P4 Identify realistic opportunities for cost savings, recommend appropriate measures to restore costs and expenditure to budget and confirm action agreed between contracting parties
- P5 Identify circumstances where parties are in breach of their contractual obligations regarding payments and financial control and recommend appropriate action

**Oversee project against agreed quality standards**

- P6 Ensure that quality standards are correctly specified and responsibilities for maintaining compliance are in place and understood by interested parties
- P7 Ensure that systems for inspection and recording the progress of the works are in accordance with contracted undertakings and appropriate to the complexity of the project and quality standards demanded
- P8 Ensure that inspection reports are completed to the agreed schedule
- P9 Identify work which fails to meet required standards and advise on appropriate corrective action in accordance with the terms of the contract and your terms of appointment
- P10 Identify works and activities in breach of statutory and legal requirements and refer these promptly to interested parties in accordance with your own contractual and legal obligations
- P11 Recommend relevant amendments to specified quality standards, where appropriate, and within the terms of your appointment
- P12 Record and notify the employer and contractor of any failure to remedy unacceptable standards or to respond appropriately in a given time to requests for remedial action

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**Oversee project compliance with legal and statutory requirements**

- P13 Ensure that legal and statutory requirements are correctly specified and responsibilities correctly allocated and clearly understood by interested parties
- P14 Ensure that appropriate monitoring and reporting arrangements are in place and are effective
- P15 Investigate instances of non-compliance with legal and statutory requirements thoroughly and recommend appropriate remedial action to interested parties, in accordance with the terms of your appointment
- P16 Identify and summarise any changes in legislation and statutory requirements which have a potential impact on the project and passing these promptly to interested parties
- P17 Verify that records are maintained and statutory returns are completed accurately, legibly, on time and in accordance with the terms of your appointment

**Keep stakeholders informed of project progress**

- P18 Provide the key stakeholders with timely, forward looking and relevant information which is consistent with the project plans
- P19 Provide team members and higher-level managers with effective opportunities to contribute to the information you provide
- P20 Ensure that the content of the information meets your stakeholders' needs, while maintaining agreements on confidentiality
- P21 Provide information in styles and formats most appropriate to the types of stakeholders involved
- P22 Ensure that your distribution methods are effective in reaching the key stakeholders
- P23 Actively seek and assess information from stakeholders which may affect the running of the project

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## Knowledge and understanding

*You need to know and understand:*

- K1 Types of cost control system
- K2 What types of cost control systems are appropriate to projects of different scale and complexity
- K3 Strategies for achieving cost saving during work in progress
- K4 The implications of varying the contract
- K5 Types of quality control system employed by contractors and clients
- K6 What types of quality control systems are appropriate to projects of different scale and complexity
- K7 The methods and techniques for verifying compliance with quality standards
- K8 The archaeologists duties and responsibilities under CDM regulations
- K9 Relevant technical and ethical standards
- K10. Sources of expert advice and support on quality assessment and control
- K11 Strategies for achieving improvements in quality control during work in progress
- K12 The implications of varying quality standards within the contract
- K13 How to deal with problems arising from non-compliance with statutory legislation
- K14 Planning regulations and planning policy guidance
- K15 Scheduled monument legislation
- K16 Treasure act legislation
- K17 Legislation on the discovery & treatment of human remains
- K18 Health and safety legislation (including CDM)
- K19 Other relevant legislation governing archaeological work
- K20 Methods and techniques for verifying compliance with legal and statutory requirements

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- K21 The archaeologist's duties and responsibilities under CDM regulations
- K22 Sources of expert advice and support on compliance with legal and statutory requirements
- K23 The methods which may be used to keep stakeholders up-to-date and how to agree methods appropriate to different groups
- K24 Communication skills appropriate to different stakeholders needs
- K25 The importance of ensuring information is consistent with agreements on confidentiality
- K26 The use of appropriate methods for disseminating information (minutes, reports, e-mail)
- K27 The importance of involving other relevant people in producing information
- K28 The contributions other relevant people can make to information and how to involve them
- K29 The range of stakeholders you need to keep informed
- K30 The importance of keeping all key stakeholders informed on project progress

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