

**Unit AJ15 Evaluate archaeological project achievements and secure improvements**

**Elements**

**AJ15.1 Obtain and evaluate feedback information**

**AJ15.2 Provide advice and support to solve problems, make improvements and maintain progress**

**AJ15.3 Promote and protect planned work and those who carry it out**

**Unit Commentary**

This unit is concerned with the competence needed to implement continuous improvement in the processes and practice of managing projects through the acquisition and analysis of project feedback information and effective contingency management.

## AJ15 Evaluate archaeological project achievements and secure improvements

### AJ15.1 Obtain and evaluate feedback information

#### Performance Criteria

- a) identifying and agreeing areas of interest regarding **feedback** with interested parties
- b) identifying and agreeing with interested parties, valid and reliable **methods and sources** both for obtaining relevant feedback on projects, and for co-ordinating, reviewing and recommending improvements for future activities
- c) encouraging and enlisting the co-operation of interested parties in obtaining feedback and promoting the positive value of obtaining and using feedback
- d) obtaining, investigating and assessing available feedback data from all relevant sources and accurately identifying its relevance and potential future use
- e) reviewing and matching **feedback data** against original requirements and objectives and accurately summarising instances of shortfall and over provision
- f) identifying, recommending and justifying potential improvements consequent upon feedback to **interested parties**
- g) recording and classifying agreed improvements appropriately
- h) accurately summarising and disseminating agreed changes and improvements to interested parties

#### Occupational Context

- 1 Feedback**
  - projects in progress
  - completed projects
- 2 Feedback methods and sources**
  - project monitoring, records and documentation
  - independent evaluation
  - inspections and tests
  - research
  - performance in use
  - meetings
  - questionnaires
- 3 Feedback data**
  - management procedures
  - clients
  - project team performance
  - working arrangements
  - communications
  - quality standards
  - quality control
  - compliance
  - design and technical appraisal
  - operational appraisal
  - safety performance
  - commercial performance
- 4 Interested parties**
  - internal to the organisation
  - external to the organisation

#### Knowledge Requirements

*You need to know and understand how to:*

- Identify areas of interest

*You need to know about:*

Using feedback

- Sources for obtaining relevant feedback:
- interested parties
- Selecting and using valid and reliable methods of identifying and justifying the use of new data and improvements
- Methods of obtaining feedback
- Types of feedback data
- Database systems and procedures

## **AJ15 Evaluate archaeological project achievements and secure improvements**

### **AJ15.1 Obtain and evaluate feedback information**

#### **Required Skills**

*You should demonstrate:*

- Negotiation and people skills
- Techniques for extracting information
- Techniques for encouraging feedback

#### **Evidence Required**

*You should provide evidence that you can obtain and evaluate feedback information*

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

- obtained and evaluated feedback information

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

#### **Evidence Rules**

The candidate should have been involved in evaluating achievements and securing improvements on at least 2 projects or activities

## AJ15 Evaluate archaeological project achievements and secure improvements

### AJ15.2 Provide advice and support to solve problems, make improvements and maintain progress

#### Performance Criteria

- a) Ensuring that provision of **advice and support** takes place at an appropriate time and correctly addresses identified **problems**.
- b) Ensuring that advice and support accurately identifies likely **causes** of identified problems and possible solutions.
- c) Ensuring that methods of providing advice and support confirm joint commitment to objectives, demonstrate trust in those carrying out the work, give encouragement and reinforce confidence.
- d) Ensuring that provision of advice and support is sensitive to the personal needs and positions of those **to whom it is offered**.
- e) Ensuring that advice and support are provided only so far as is necessary to allow progress to be maintained and to enable individuals and groups to work autonomously.

#### Knowledge Requirements

*You need to know and understand how to:*

- Establish relationships between the organisation and external agencies.
- Prepare:
  - Event analysis reports.
  - Customer complaints reports
  - Budgets and variance reports

#### Occupational Context

##### 1 Advice and support involving

- discussions
- referral to other sources of knowledge and expertise
- hands-on assistance
- development activities.

##### 2 Problems

- disruption to programmes, projects and plans
- disruption to the flow of goods and services into the organisation
- disruption to the provision of goods and services by the organisation.

##### 3 Causes

- changes to external operating environments
- breakdown in policies
- breach of ethics and values
- cultural differences and misunderstandings
- political intervention
- emerging environmental and social consequences of the organisation's activities
- financial variances
- natural disasters
- human error.

##### 4 Advice and support offered to:

- project personnel
- contractors
- suppliers

## **AJ15 Evaluate archaeological project achievements and secure improvements**

### **AJ15.2 Provide advice and support to solve problems, make improvements and maintain progress**

#### **Required Skills**

*You should demonstrate:*

- Analytical and evaluation techniques that establish the relationship between the different operating parts of the organisation, such as supply chain analysis.
- Assessment and evaluation techniques that maintain and promote communications between the different agencies involved.
- Techniques to enhance motivation.
- Staff empowerment.
- Analytical and review techniques that establish the nature of problems and the identification of root causes and effects, such as event analysis

#### **Evidence Required**

*You should provide evidence that you can provide advice and support to solve problems, make improvements and maintain progress*

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

- provide advice and support to solve problems, make improvements and maintain progress

#### **Evidence Rules**

The candidate should have been involved in evaluating achievements and securing improvements on at least 2 projects or activities

## AJ15 Evaluate archaeological project achievements and secure improvements

### AJ15.3 Promote and protect planned work and those who carry it out

#### Performance Criteria

- a) Ensuring that the **promotion** of the benefits of programmes, projects and plans to stakeholders is clear and effective.
- b) Identify threats to programmes, projects, plans and people at an early stage.
- c) Where threats can be anticipated, ensuring that effective steps are taken to counter them in the planning and delegation of work.
- d) Ensuring that methods to counter threats take account of the reasons for and sources of the threats.
- e) Fully informing those under threat of the developing situation and the support available to them
- f) Ensuring that allocation of resources to the promotion and protection of programmes, projects and plans is specific and appropriate.

#### Occupational Context

##### 1 Promotion:

- lobbying
- maintaining the profile of the work and people
- explaining the work in conversations and meetings
- holding briefings
- publications.

#### Knowledge Requirements

*You need to know and understand how to:*

- Establish ethics and norms within organisations.
- Analyse risk in initiating and managing new programmes, projects and plans.
- Resource projects, programmes and plans.

*You need to know about:*

- Promotion, consultation and negotiation techniques.
- Analytical and evaluation techniques which establish the work routine of individual, team or group, such as work studies and process mapping.
- Assessment and evaluation techniques which appraises the work conducted.
- Assessment and evaluation techniques which establish the position of stakeholders.
- Objectives, work methods and activities of programmes, projects and plans within the manager's control.
- Potential sources of threats to activities inside and outside the organisation.
- Channels of communication and influence within the organisation.

**AJ15 Evaluate archaeological project achievements and secure improvements**

**AJ15.3 Promote and protect planned work and those who carry it out**

**Required Skills**

N/A

**Evidence Required**

*You should provide evidence that you can promote and protect planned work and those who carry it out*

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

- promote and protect planned work and those who carry it out

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

**Evidence Rules**

The candidate should have been involved in evaluating achievements and securing improvements on at least 2 projects or activities