

Unit AJ4 Agree professional services

Elements

AJ4.1 Obtain the client's requirements, budget and timetable

AJ4.2 Agree fees for professional services

AJ4.3 Establish and maintain relationships with clients and stakeholders

Unit Commentary

This Unit is for archaeologists who deal directly with clients in securing commissions and have discretion to negotiate and agree fee arrangements. It deals with establishing clients requirements and agreeing the basis for a commission to provide professional services covering all types of archaeological commission.

In order to obtain the client's requirements, budget and timetable, you need to establish not only the client's goals, aspirations and practical needs, but also what constraints might apply. You will need to gain sufficient preliminary information about the client, the site and the complexity of the project envisaged to make an initial judgement about whether your own organisation is able to take on the project. And if you do, what sort of project team would need to be assembled; what procurement arrangements would be preferable; and the likely cost and timescale.

In order to advise on the need for and scope of professional services, you will need to understand the limits of your own organisations capability; the range of other specialists who will need to be involved; the types of service they provide and sufficient about their roles, responsibilities and normal fee arrangements to give the client realistic and accurate advice about their appointment. You will need to be able to assess the commercial risks and liabilities involved in taking on the type of project envisaged and be able to weight your fee proposals accordingly. Also, to be able to assess the extent to which the client may involve you in changes and abortive effort! You will also need to understand the processes involved in fee tendering and be able to put together bids which are realistic, but also competitive.

In order to establish and maintain relationships with clients, you will need to build and maintain an atmosphere of trust with clients and their representatives. Your communications with clients must be clear and sensitive to their level of understanding of archaeological processes. You will also need to be able to deal with good news as well as bad in a tactful but honest way.

AJ4 Agree professional services

AJ4.1 Obtain the client's requirements, budget and timetable

Performance Required

This will involve:

- a) identifying the client's broad **goals, expectations and priorities** and establishing sufficient detail about the client and their needs to make a judgement about your own organisation's ability to provide the services required within the timescale
- b) **identifying** project purpose, relevant performance standards and requirements of other **stakeholders**
- c) accurately **identifying** relevant cultural, archaeological, conservation and environmental factors and constraints likely to influence service delivery
- d) accurately **identifying** client preferences, options for and constraints on project financing and procurement
- e) accurately **identifying** client's and other **stakeholders'** perceptions of options and constraints on timetable for project development and implementation
- f) providing constructive advice on alternative courses of action, where requirements cannot realistically be met by own organisation
- g) summarising and accurately recording client requirements for services; agreeing a basis for further action; and confirming this in writing

Occupational Context

1 Client goals, expectations and priorities:

- project outcomes
- performance
- quantity
- quality
- cost
- time

2 Identification of client requirements:

- client consultation
- reference to standard documentation
- comparative field research
- research with stakeholders

3 Stakeholders (may include):

- client
- those directly affected by project activity and outcomes
- interested organisations and individuals
- regulatory authorities
- funding agencies

Knowledge Requirements

You need to know and understand how to:

- Identify client goals, expectations and priorities
- Identify the needs and interests of stakeholders
- Advise the client on options when their requirements and/or expectations are unrealistic
- Recommend other courses of action where the project is beyond your own organisation's capability
- Access information relevant to preparing an initial project

- Evaluate an initial project proposal in terms of:
 - Timescale
 - Physical feasibility and constraints
 - Procurement routes

You need to know about:

Sources of information

- What information it is important to collect at the initial stage (and how to obtain it):

Project feasibility

- Financial feasibility and business risk (for the client and for your own organisation)
- Legal, regulatory and environmental constraints
- 6 Your own organisation's capability

AJ4 Agree professional services

AJ4.1 Obtain the client's requirements, budget and timetable

Required Skills

N/A

Evidence Required

You should provide evidence that you can obtain the client's requirements, budget and timetable

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

identified the client's broad goals, expectations and priorities and agreed a basis for further action

Evidence Rules

The candidate should have been involved in agreeing professional services on at least 2 projects.

AJ4 Agree professional services

AJ4.2 Agree fees for professional services

Performance Required

This will involve:

- a) explaining clearly the options for the professional appointment, the **range of services** to be provided and recommending and justifying the fee basis in the context of the client's project requirements
- b) providing the client with opportunities to discuss the options for appointment, range of services and the recommended fee basis
- c) agreeing with the client the scope of the commission and the method and form of appointment
- d) accurately calculating, to the level of detail required, a fee quotation incorporating all **relevant factors, risks and opportunities**
- e) identifying and incorporating in the offer **qualifications necessary** to protect your organisation's interests
- f) ensuring that the quotation is complete, accurate, conforms to organisational house style and is presented and supported in a manner which maximises the opportunities for acceptability
- g) ensuring that the quotation is submitted in accordance with client's requirements and recorded for future reference
- h) where challenged by the client, negotiating, agreeing and confirming valid adjustments acceptable to both parties in a manner which maintains goodwill and trust

Occupational Context

1 Range of services

- archaeological investigations
- research
- consultancy services
- management services

2 Relevant factors:

- cost of resources
- scale charges
- organisational objectives and policies
- professional codes of conduct
- terms and conditions of appointment
- insurances

3 Risks and opportunities:

- project risk
- client risk
- business risk
- legal / regulatory constraints
- reputation of own organisation
- business development opportunities

4 Qualifications necessary:

- assumptions concerning the purpose and the subject of the valuation, market conditions or legal interest
- contract conditions
- programme

Knowledge Requirements

You need to know about:

Professional fees

- The selected Form of Appointment and the associated range of services
- Different methods for calculating fees
- Relevant aspects of the Codes of Professional Conduct
- Types of qualification necessary in submitting quotations for fees
- Fee profiling
- Fee negotiation

Estimating

- Using work breakdown methods for estimating resource costs
 - Sources of cost data for calculating costs
 - Using risk analysis techniques
 - Cash flow analysis
 - Factoring overhead costs
- 6 Calculating profit

AJ4 Agree professional services

AJ4.2 Agree fees for professional services

Required Skills

You should demonstrate:

- How to recommend and justify the fee basis
- How to present and support quotation in a manner which maximises the opportunities for acceptability

Evidence Required

You should provide evidence that you can agree fees for professional services

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

- agreed the scope of the commission and the method and form of appointment
- submitted a quotation in accordance with client's requirements which conforms to organisational procedures

Evidence Rules

The candidate should have been involved in agreeing professional services on at least 2 projects.

AJ4 Agree professional services

AJ4.3 Establish and maintain relationships with clients and stakeholders

Performance Required

This will involve:

- a) communicating with clients and **stakeholders** in a manner which promotes enthusiasm, goodwill and trust, demonstrates a duty of care and honours promises and undertakings
- b) maintaining honest and constructive relationships with the client and stakeholders which includes ensuring that clients are aware of their own duties and responsibilities
- c) informing the client at an appropriate level of detail about activities, progress, results and achievements
- d) offering advice and help with sensitivity and encouraging the client to ask questions, seek clarification and make comments at appropriate stages
- e) providing clear and accurate information about emerging threats and opportunities on a continuing basis
- f) presenting proposals for action clearly, at an appropriate time and with the right level of detail for the degree of change, expenditure and risk involved
- g) dealing with differences of opinion in ways which minimise offence, and resolving conflicts in ways that maintain respect and minimise delay and disruption

Occupational Context

1 Stakeholders (may include):

- client
- those directly affected by project activity and outcomes
- interested organisations and individuals
- regulatory authorities
- funding agencies

Knowledge Requirements

You need to know and understand how to:

- Liaise and communicate with clients and stakeholders at the formal, informal and social level and maintain honest and constructive relationships
- Keep clients and stakeholders informed of progress, results and achievements
- Advise clients and stakeholders of emerging threats and opportunities
- Resolve conflicts and differences of opinion without losing the client's confidence

You need to know about:

Communications

- 6 Professional codes of conduct

AJ4 Agree professional services

AJ4.3 Establish and maintain relationships with clients and stakeholders

Required Skills

You should demonstrate:

- How to communicate with clients and stakeholders
- How to offer advice and help with sensitivity
- How to deal with differences of opinion

Evidence Required

You should provide evidence that you can establish and maintain relationships with clients and stakeholders

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

informed the client of detail about activities, progress, results and achievements

Evidence Rules

The candidate should have been involved in agreeing professional services on at least 2 projects.