

## **Unit AJ7          Oversee project costs, quality and progress**

### **Elements**

**AJ7.1    Oversee project costs against agreed budgets**

**AJ7.2    Oversee project against agreed quality standards**

**AJ7.3    Oversee project compliance with legal and statutory requirements**

**AJ7.4    Keep stakeholders informed of project progress**

### **Unit Commentary**

This Unit 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.

## AJ7 **Oversee project costs, quality and progress**

### AJ7.1 **Oversee project costs against agreed budgets**

#### **Performance Required**

*This will involve:*

- a) ensuring that appropriate **contract cost control systems** which are capable of providing accurate data and early warning of problems are in place
- b) ensuring accurate **cost data** is provided at agreed contract stages and prepared in a format to facilitate decision making
- c) identifying and thoroughly investigating adverse cost trends and variances and obtaining an accurate forecast of the impact on the project budget, with the support of professional advisors as appropriate
- d) identifying realistic **opportunities for cost-savings**, recommending **appropriate measures to restore costs and expenditure to budget** and confirming action agreed between contracting parties
- e) identifying circumstances where parties are in breach of their contractual obligations regarding payments and financial control and recommending **appropriate action**

#### **Occupational Context**

- 1 Contract cost control systems:**
  - financial reporting systems
  - interim valuations
- 2 Cost data:**
  - work completed
  - liabilities to sub-contractors and suppliers
  - valuations
  - payments
  - forecasts of expenditure

#### **3 Opportunities for cost saving:**

- resource management and logistics
- applications of new technology
- energy management
- plant and labour which better meet project requirements
- variations in quality

#### **4 Appropriate measures to restore costs and expenditure to budget:**

- improve operational management
- improve financial management
- use of alternative sub-contractors / suppliers
- use of alternative methods
- vary project requirements (design, materials, specifications)
- reduce variations
- improve quality control

#### **5 Appropriate action**

- re-negotiate the contract
- determine the contract
- seek legal remedy
- initiate contract claim

#### **Knowledge Requirements**

*You need to know about:*

##### Cost control systems

- Types of cost control system
- What types of cost control systems are appropriate to projects of different scale and complexity

##### Cost savings

- Strategies for achieving cost saving during work in progress
- Implications of varying the contract

**AJ7    Oversee project costs, quality and progress**

**AJ7.1    Oversee project costs against agreed budgets**

**Required Skills**

*You should demonstrate:*

- How to operate cost control systems
- How to use data from cost control systems to take appropriate corrective action

**Evidence Required**

*You should provide evidence that you can oversee project costs against agreed budgets*

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

- monitoring contract costs against agreed budgets, meeting all of the performance criteria

**Evidence Rules**

The candidate should have been involved in at least 2 substantive projects.

## AJ7 **Oversee project costs, quality and progress**

### AJ7.2 **Oversee project against agreed quality standards**

#### **Performance Required**

*This will involve:*

- a) **ensuring that quality standards** are correctly specified and responsibilities for maintaining compliance are in place and understood by **interested parties**
- b) ensuring 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
- c) ensuring that inspection reports are completed to the agreed schedule
- d) identifying work which fails to meet required standards and advising on appropriate corrective action in accordance with the terms of the contract and your terms of appointment
- e) identifying works and activities in breach of statutory and legal requirements and referring these promptly to **interested parties** in accordance with your own contractual and legal obligations
- f) where appropriate, and within the terms of your appointment, recommending relevant amendments to specified **quality standards**
- g) recording and notifying the employer and contractor of any failure to remedy unacceptable standards or to respond appropriately in a given time to requests for remedial action

#### **Occupational Context**

##### **1 Quality standards include:**

- statutory requirements (including scheduled monument consent, CDM)
- project specifications
- manufacturers / suppliers instructions
- certification authorities (e.g. BSI, ISO)
- Codes of Practice
- advisory guidance and best practice

##### **2 Means of ensuring quality:**

- visual inspection
- comparison with specifications
- contractors reports

##### **3 Interested parties**

- employer
- contractor
- suppliers
- statutory and regulatory authorities

#### **Knowledge Requirements**

*You need to know about:*

##### Quality control systems

- Types of quality control system employed by contractors and clients
- What types of quality control systems are appropriate to projects of different scale and complexity

##### Quality inspection

- Methods and techniques for verifying compliance with quality standards
- The archaeologists duties and responsibilities under CDM regulations
- Sources of expert advice and support on quality assessment and control

##### Quality control

- Strategies for achieving improvements in quality control during work in progress
- Implications of varying quality standards within the contract

**AJ7    Oversee project costs, quality and progress**

**AJ7.2    Oversee project against agreed quality standards**

**Required Skills**

*You should demonstrate:*

- How to apply quality control systems
- How to assess compliance with quality control standards
- How to take corrective action where quality standards are not being met

**Evidence Required**

*You should provide evidence that you can oversee project against agreed quality standards*

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

- ensured that quality standards and responsibilities for maintaining compliance were met
- ensured that inspection reports were completed to schedule

**Evidence Rules**

The candidate should have been involved in at least 2 substantive projects.

## AJ7 **Oversee project costs, quality and progress**

### AJ7.3 **Oversee project compliance with legal and statutory requirements**

#### **Performance Required**

*This will involve:*

- a) ensuring that **legal and statutory requirements** are correctly specified and responsibilities correctly allocated and clearly understood by **interested parties**
- b) ensuring that appropriate **monitoring** and reporting arrangements are in place and are effective
- c) investigating instances of non-compliance with **legal and statutory requirements** thoroughly and recommending appropriate **remedial action** to **interested parties**, in accordance with the terms of your appointment
- d) identifying and summarising any changes in **legislation and statutory requirements** which have a potential impact on the project and passing these promptly to **interested parties**
- e) verifying that records are maintained and statutory returns are completed accurately, legibly, on time and in accordance with the terms of your appointment

#### **Occupational Context**

##### **1 Legal and statutory requirements:**

- Planning regulations (including Planning policy Guidance notes: PPG 15/16)
- Health and safety legislation (including CDM)
- relevant legislation governing works on archaeological sites (including: Scheduled Monuments, Treasure Act, Discovery and Treatment of Human Remains)

##### **2 Interested parties**

- employer
- contractor
- suppliers
- statutory and regulatory authorities
- consultants

##### **3 Monitoring systems:**

- visual inspection
- comparison with regulatory requirements and approvals
- comparison with standard specifications
- contractors' reports
- site meetings

##### **4 Remedial action:**

- instigate contingency action and restore compliance
- agree waiver

#### **Knowledge Requirements**

*You need to know and understand how to:*

- Deal with problems arising from non-compliance with statutory legislation

*You need to know about:*

Regulations and procedures relevant to the control and enforcement of:

- Planning regulations and planning policy guidance
- Scheduled ancient monument legislation
- Treasure act legislation
- Legislation on the discovery & treatment of human remains
- Health and safety legislation (including CDM)
- Other relevant legislation governing archaeological work

Sources of information on legal and statutory requirements

Ensuring compliance

- Methods and techniques for verifying compliance with legal and statutory requirements
- The archaeologist's duties and responsibilities under CDM regulations
- Sources of expert advice and support on compliance with legal and statutory requirements

**AJ7**    **Oversee project costs, quality and progress**

**AJ7.3**    **Oversee project compliance with legal and statutory requirements**

**Required Skills**

N/A

**Evidence Required**

*You should provide evidence that you can oversee project compliance with legal and statutory requirements*

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

- ensured that appropriate monitoring and reporting arrangements were in place and were effective
- investigated instances of non-compliance with legal and statutory requirements then and recommended appropriate remedial action

**Evidence Rules**

The candidate should have been involved in at least 2 substantive projects.

## AJ7    **Oversee project costs, quality and progress**

### AJ7.4    **Keep stakeholders informed of project progress**

#### **Performance Required**

*This will involve:*

- a) providing the key stakeholders with timely, forward-looking and relevant information which is consistent with the project plans
- b) providing **team members** and higher-level managers with effective opportunities to contribute to the information you provide
- c) ensuring that the content of the information meets your **stakeholders'** needs, while maintaining agreements on confidentiality
- d) providing information in styles and formats most appropriate to the types of **stakeholders** involved
- e) ensuring that your distribution methods are effective in reaching the key **stakeholders**
- f) actively seeking and assessing information from **stakeholders** which may affect the running of the project.

#### **Occupational Context**

##### **1    Team members**

- researchers
- excavators
- curators

##### **2    Stakeholders**

- public/ private
- individual/ group
- commercial/ academic
- contributors/ benefactors
- internal/ external

#### **Knowledge Requirements**

*You need to know about:*

##### Communication

- The methods which may be used to keep stakeholders up-to-date and how to agree methods appropriate to different groups
- Communication skills appropriate to different stakeholders needs

##### Information handling

- The importance of ensuring information is consistent with agreements on confidentiality
- The use of appropriate methods for disseminating information (minutes, reports, e-mail)

##### Involvement and motivation

- The importance of involving other relevant people in producing information
- The contributions other relevant people can make to information and how to involve them

##### Organisational context

- The range of stakeholders you need to keep informed

##### Working relationships

- The importance of keeping all key stakeholders informed on project progress.

**AJ7**    **Oversee project costs, quality and progress**

**AJ7.4**   **Keep stakeholders informed of project progress**

**Required Skills**

N/A

**Evidence Required**

*You should provide evidence that you can keep stakeholders informed of project progress*

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

- kept internal and external stakeholders informed of project progress

**Evidence Rules**

The candidate should have been involved in at least 2 substantive projects.