
Overview

This standard covers the competence of archaeologists to estimate resources and develop programmes for projects. A programme defines the scope of the works and is a scheme worked out to include all the activities needed to achieve the project outcomes, resourced and scheduled.

On large and complex projects the role of the project manager will normally be to direct and verify the activities of specialists and others who will be preparing material at the level of technical detail. On smaller projects or on those that are straightforward, the project manager may well be expected to do all this work themselves.

**Performance
criteria**

You must be able to:

Specify and estimate resources required for the project

- P1 agree the required degree of accuracy in specifying and estimating resources with clients
- P2 realistically estimate, justify and agree the methods, resources and time needed to achieve the required project outcomes with clients
- P3 verify that resources required for component project activities are estimated and specified accurately, and sufficient information is provided to facilitate their acquisition
- P4 verify that assumptions on which estimates are based, qualifications and sources are clearly stated
- P5 verify that contingent allowances are clearly identified and are related to comparable experience
- P6 ensure that where adjustments in costs are requested by clients, the consequences are accurately assessed and clients advised
- P7 ensure that estimated resources are consistent with the successful achievement of project outcomes
- P8 clearly explain resource estimates to clients and indicating they meet the specification of requirements

Develop programme and schedules for the project

You must be able to:

- P9 agree the required degree of accuracy of the programme and schedules with clients
- P10 estimate, justify and agree with clients the resources and time needed to achieve the required outcomes of the project and schedules
- P11 verify that programme links between component activities are correctly identified
- P12 analyse scope for changes to identify the most significant areas for reduction where reductions in duration are requested by clients,
- P13 verify that schedules are mutually compatible with impinging programmes
- P14 agree the programme with clients in a manner conducive to their continuing support

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Estimate resources and develop programmes for archaeological practice

Knowledge and understanding

You need to know and understand:

- K1 how to use proprietary spread-sheet packages
- K2 the order of magnitude estimating - purposes and limitations
- K3 time/cost/quality relationships
- K4 direct costs / indirect costs / allowances
- K5 methods of increasing accuracy of costs and estimates
- K6 sources of information about good current practice in estimating
- K7 means of obtaining budget estimates from others
- K8 methods of determining which areas of estimates have most influence on accuracy of total estimate
- K9 means of specifying resources in the categories of: finance, human resources; materials; facilities; information
- K10 how to deal with uncertainty
- K11 how to schedule resources - determined by demand
- K12 methods of preparing and structuring programmes and schedules
- K13 the significance of terms used in planning and scheduling
- K14 the dependencies and restraints between starts and ends of activities
- K15 how to use proprietary computer based planning tools

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