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## Overview

This standard is relevant to archaeologists responsible for the development of projects on behalf of clients and the agreement of contracts to undertake the project. This function is performed both by internal project managers developing a project on behalf of their own organisation and by external consultants who are likely to be working for non-archaeological organisations. This unit involves formulating a brief for archaeological projects large or small.

The brief may be prepared by the client organisation or their consultant for discussion with internal teams, external contractors or statutory/regulatory bodies. Alternatively, it may be produced by the latter for the purposes of procurement of services from contracting bodies. In the case of large projects, where, for example, a maximum budget has been set by a funding body, the assessment and presentation of a proposal will be particularly important. On small projects this stage and the agreement of the brief may be integrated in a single process.

Performance  
criteria

*You must be able to:*

**Assess and present a proposal for a brief**

- P1 Fully take into account relevant investigations to establish the parameters of the brief, identify all areas of poor information and uncertainty and obtain additional valid information to develop a brief
- P2 Select and analyse relevant and valid data and qualify its status
- P3 Confirm proposed project budgets and related financial data are realistic
- P4 Seek clear statements of agreement and position from relevant interested parties
- P5 Produce a clear, accurate and unambiguous document setting out a summary of the brief parameters within an agreed timescale and present it to interested parties

**Agree a brief**

- P6 Discuss an initial brief with the contractor noting and summarising significant points raised
- P7 Fully explain and discuss with the contractor and other interested parties significant constraints, opportunities and areas of uncertainty within the brief
- P8 Propose appropriate and accurate modifications to the initial brief to reflect the outcome of discussions
- P9 Discuss provisions for subsequent changes to the brief with the contractor and other interested parties, clearly explaining implications and agree and accurately record decisions

## Knowledge and understanding

*You need to know and understand:*

- K1 How to select methods to investigate and obtain information and data to establish parameters of briefs
- K2 How to identify areas of poor and uncertain information
- K3 How to select and analyse relevant and valid data
- K4 How to establish the status of data and obtain statements of agreement and position
- K5 How to estimate projected project costs and related financial data
- K6 How to summarise and present brief parameters
- K7 The sources of information to establish parameters to briefs
- K8 The types of analytical techniques
- K9 How to present briefs
- K10 How to identify, explain and discuss constraints, opportunities and areas of uncertainty within briefs
- K11 How to modify and negotiate agreements on briefs
- K12 How to identify provisions for and implications of changing briefs
- K13 How to explain and discuss constraints, opportunities and areas of uncertainty with contractors and other interested parties

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**Validity**

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**Status**

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**Originating  
organisation**

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**Original URN**

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**Relevant  
occupations**

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**Suite**

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**Key words**