Overview

This standard is for archaeologists who deal directly with clients in securing commissions and have discretion to negotiate and 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 organisation's 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 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.

Performance criteria

You must be able to:

Obtain the client's requirements, budget and timetable

P1 Identify the client's broad goals, expectations and priorities and establish 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

P2 Identify project purpose, relevant performance standards and requirements of other stakeholders

P3 Identify, apply and communicate relevant technical and ethical standards

P4 Accurately identify relevant cultural, archaeological, conservation and environmental factors and constraints likely to influence service delivery

P5 Accurately identify client preferences, options for and constraints on project financing and procurement

P6 Accurately identify client's and other stakeholders' perceptions of options and constraints on timetable for project development and implementation

P7 Provide constructive advice on alternative courses of action, where requirements cannot realistically be met by own organisation

P8 Summarise and accurately record client requirements for services; agree a basis for further action; and confirm this in writing

Agree fees for professional services

P9 Explain clearly the options for the professional appointment, the range of services to be provided and recommend and justify the fee basis in the context of the client's project requirements

P10 Provide the client with opportunities to discuss the options for appointment, range of services and the recommended fee basis

P11 Agree with the client the scope of the commission and the method and form of appointment

P12 Accurately calculate, to the level of detail required, a fee quotation incorporating all relevant factors, risks and opportunities

P13 Identify and incorporate in the offer, qualifications necessary to protect your organisation's interests

P14 Ensure 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

P15 Ensure that the quotation is submitted in accordance with client's requirements and recorded for future reference

P16 Negotiate, agree and confirm valid adjustments acceptable to both parties in a manner which maintains goodwill and trust where challenged by the client

Establish and maintain relationships with clients and stakeholders

P17 Communicate with clients and stakeholders in a manner which promotes enthusiasm, goodwill and trust, demonstrates a duty of care and honours promises and undertakings

P18 Maintain honest and constructive relationships with the client and stakeholders, ensuring that clients are aware of their own duties and responsibilities

P19 Inform the client at an appropriate level of detail about activities, progress, results and achievements

P20 Offer advice and help with sensitivity and encourage the client to ask questions, seek clarification and make comments at appropriate stages

P21 Provide clear and accurate information about emerging threats and opportunities on a continuing basis

P22 Present proposals for action clearly, at an appropriate time and with the right level of detail for the degree of change, expenditure and risk involved

P23 Deal with differences of opinion in a way which minimises offence, and resolve conflicts in ways that maintain respect and minimise delay and disruption

Knowledge and understanding

You need to know and understand:

K1 How to identify client goals, expectations and priorities

K2 How to identify the needs and interests of stakeholders

K3 How to advise the client on options when their requirements and/or expectations are unrealistic

K4 How and when to recommend other courses of action where the project is beyond your own organisation's capability

K5 How to access information relevant to preparing an initial project

K6 How to evaluate an initial project proposal in terms of:
- Timescale
- Physical feasibility and constraints
- Procurement routes

K7 What information it is important to collect at the initial stage (and how to obtain it)

K8 Financial feasibility and business risk (for the client and for your own organisation)

K9 Legal, regulatory and environmental constraints

K10 Relevant technical and ethical standards

K11 Your own organisation's capability

K12 The selected Form of Appointment and the associated range of services

K13 Different methods for calculating fees

K14 Types of qualification necessary in submitting quotations for fees

K15 Fee profiling

K16 Fee negotiation

K17 How to use work breakdown methods for estimating resource costs

K18 Sources of cost data for calculating costs

K19 How to use risk analysis techniques

K20 Cash flow analysis

K21 How to factor overhead costs

K22 How to calculate profit

K23 How to liaise and communicate with clients and stakeholders at the formal, informal and social level and maintain honest and constructive relationships

K24 How and when to keep clients and stakeholders informed of progress, results and achievements

K25 How to advise clients and stakeholders of emerging threats and opportunities

K26 How to resolve conflicts and differences of opinion without losing the client's confidence

CCSAPAH4
Agree professional services

Developed by	
Version number	
Date approved	
Indicative review date	
Validity	
Status	
Originating organisation	
Original URN	
Relevant occupations	
Suite	
Key words	