



TII Annual Conference 2019

Archaeology Contracts – Ensuring Quality from Tender to Completion

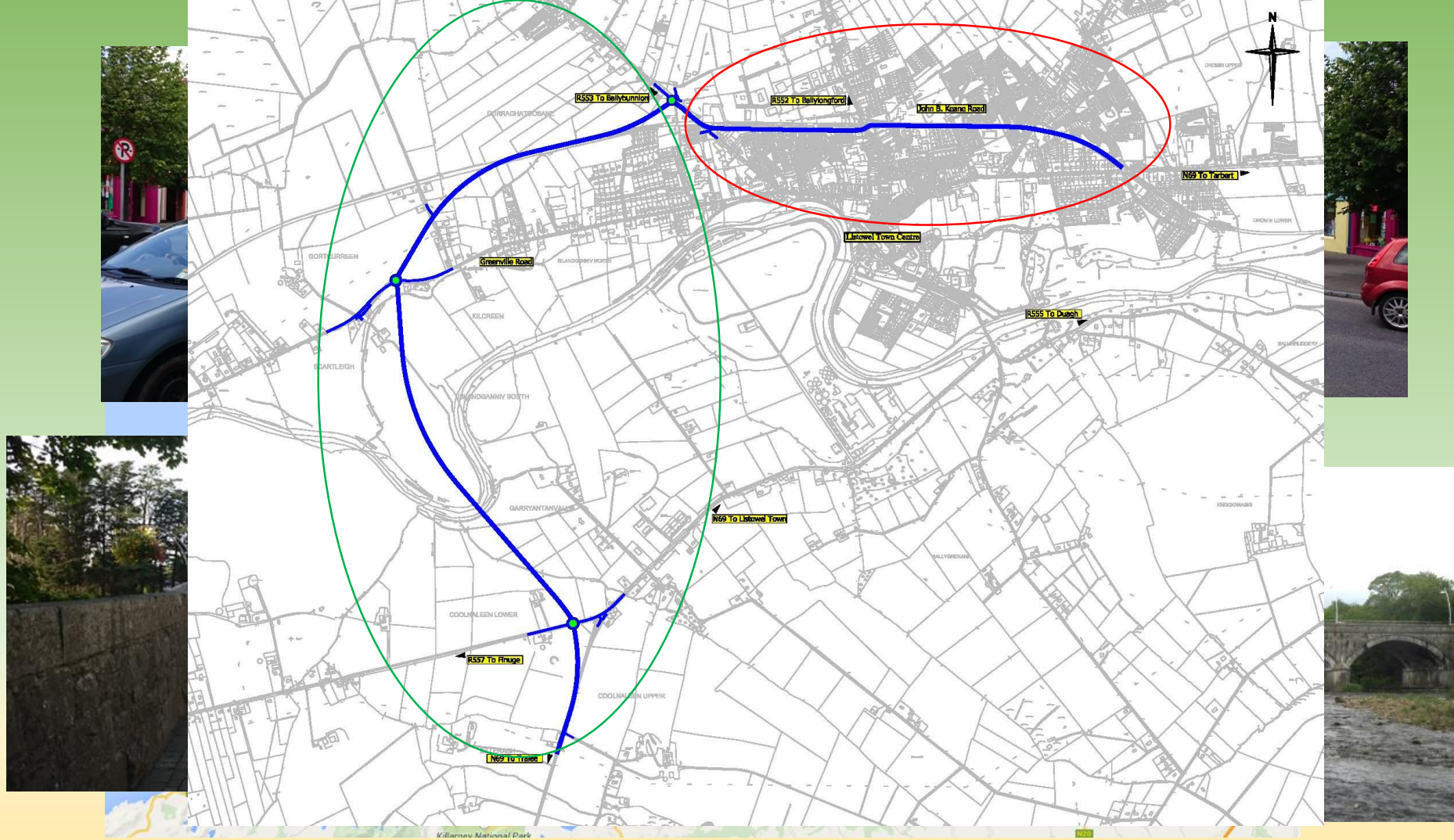
by

Tracy Smith and James Eogan

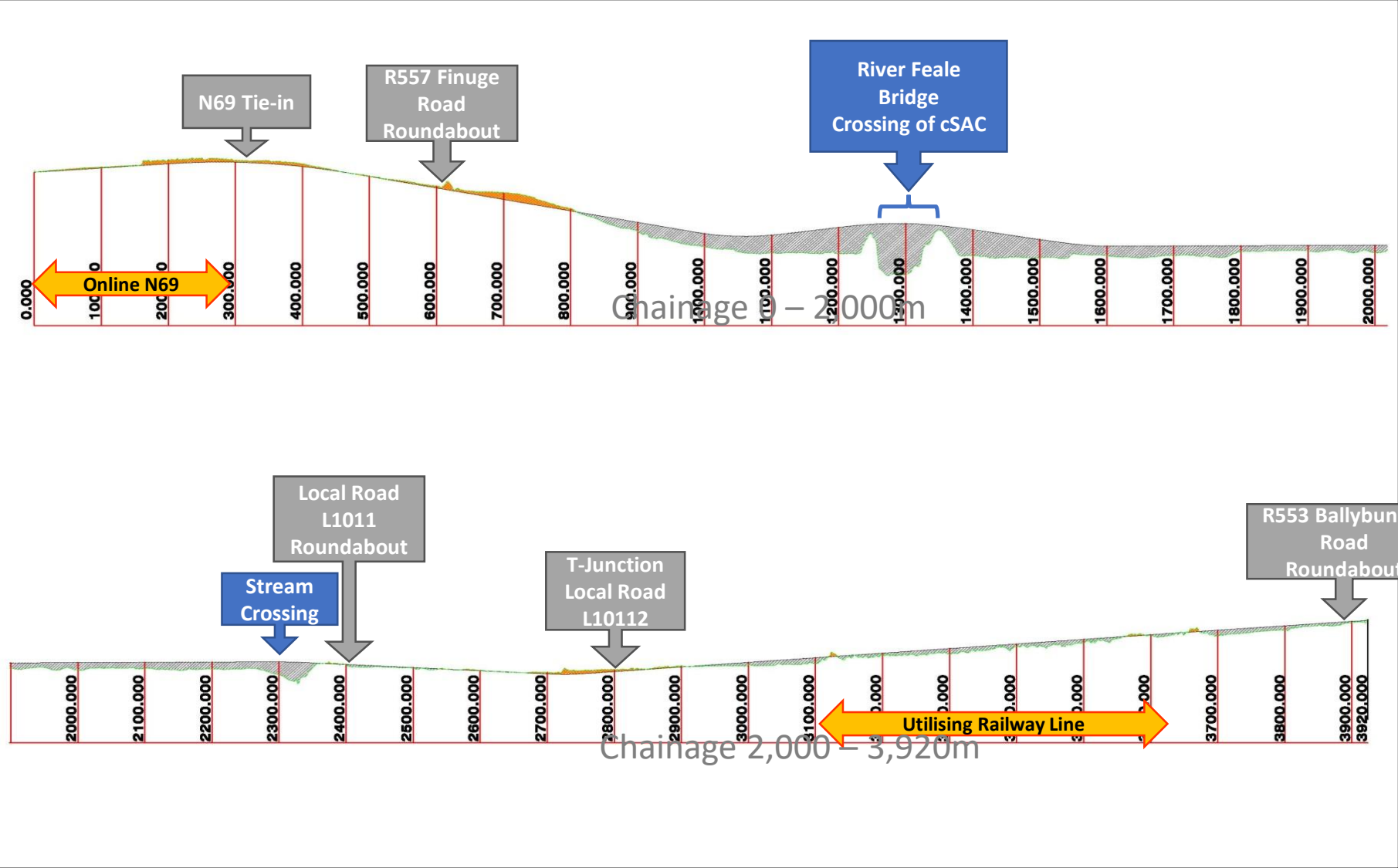
27th Sept 2019



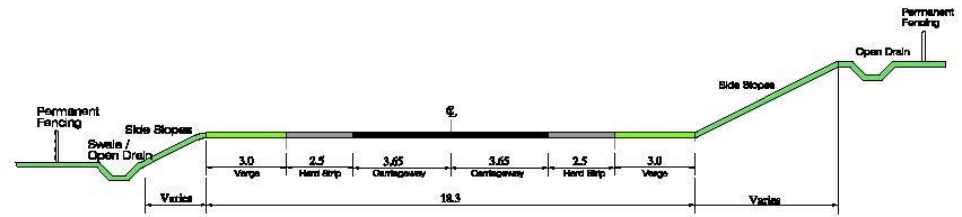
Proposed Development



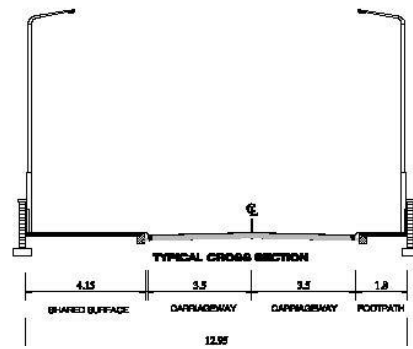
Vertical Alignment



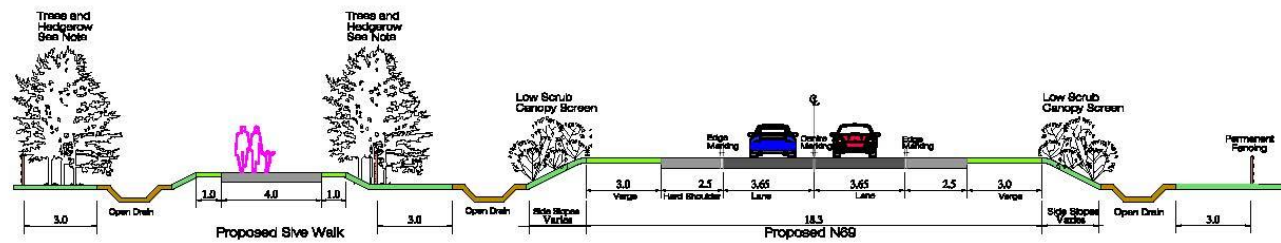
Typical Cross Sections



Typical Cross Section (rural)



Typical Cross Section (John B Keane)



Typical Cross Section (Sive Walk)

Archaeological Service Requirements

St. (i)

- Stage (i)a, c & f – Test excavation
- Stage (i)d – Underwater survey
- Stage (i)e – Architectural/Built Heritage surveys
- Stage (i)j – Aerial surveys
- Stage (i)l – Palaeoenvironmental coring
- PSCS

St. (ii)

- Topsoil stripping
- Pre-excavation services
- Environmental Remains Strategy
- PSCS

St. (iii)

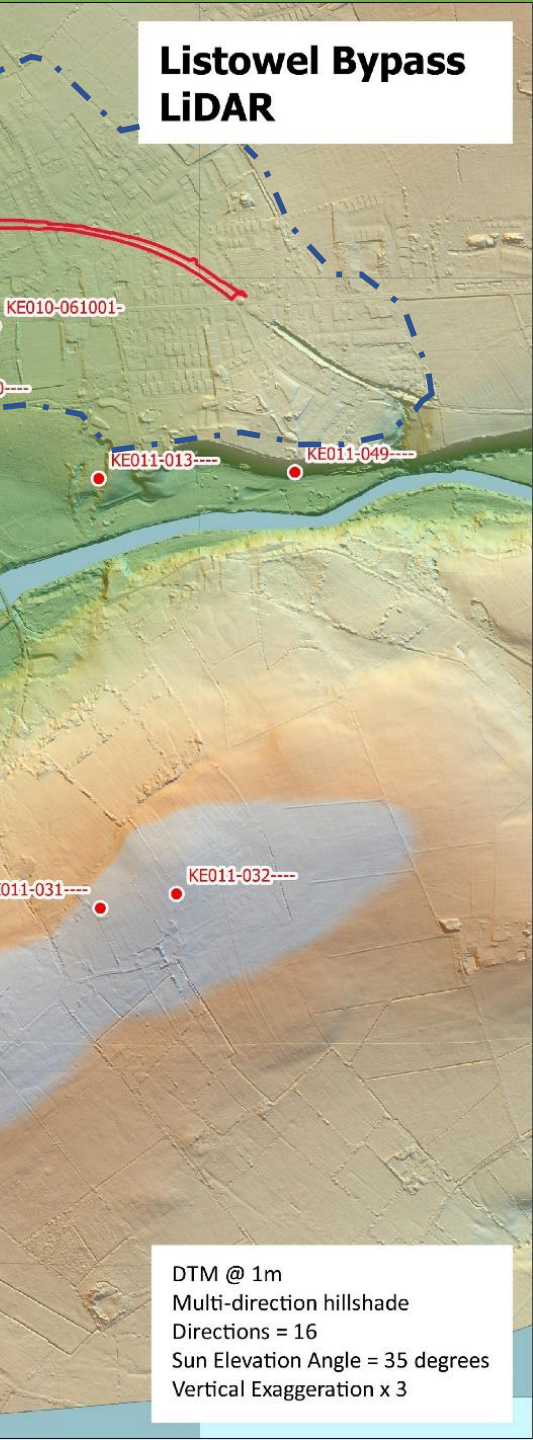
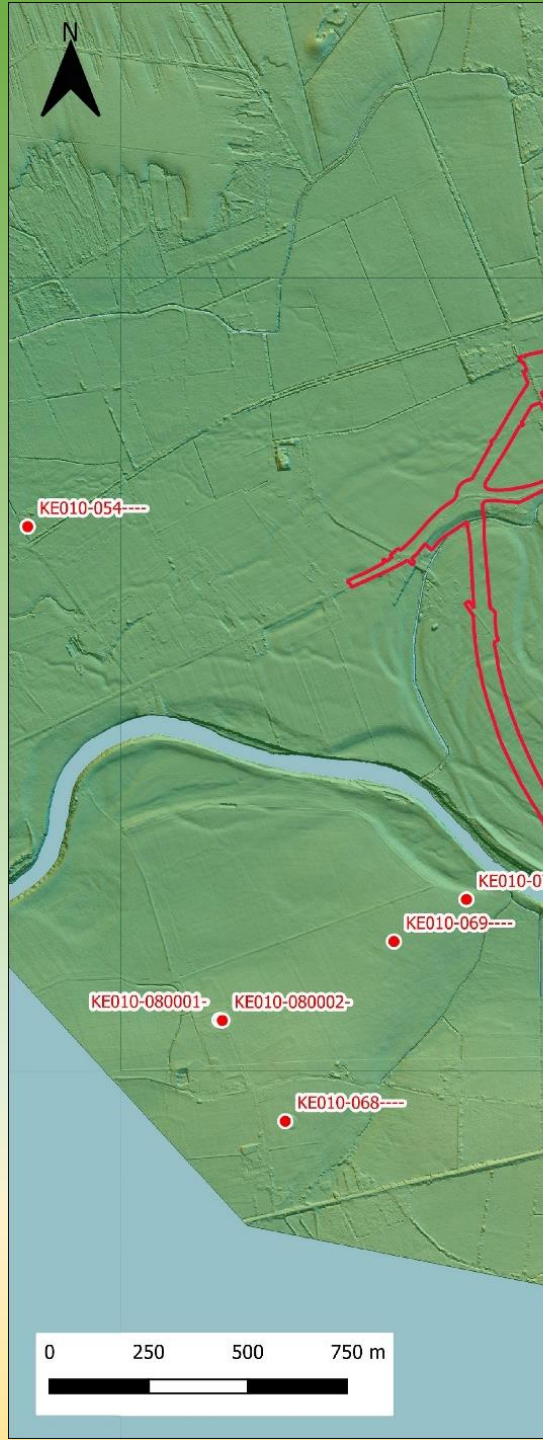
- Excavation
- Documentation
- Finds retrieval & storage
- Environmental sampling
- Post-excavation services
- Preliminary reporting
- PSCS

St. (iv)

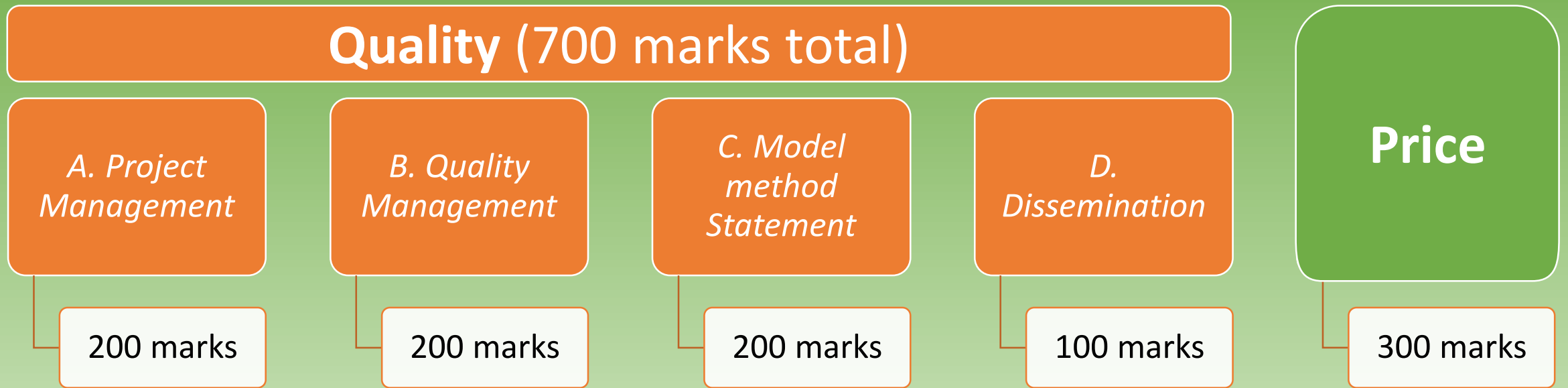
- Finds storage
- Cataloguing
- Analysis
- Databases
- Artefact conservation
- Specialist analysis
- Laboratory testing
- Illustration
- Final reporting
- Dissemination
- Publication
- Archiving

Issues With Archaeological Consultancy Service Delivery – Lowest Price Award

- Do-minimum approach
- Short-term and inefficient approach to project management
- Focus on cost containment to the detriment of quality
- Inadequate resourcing
- Poor decision making
- Inferior and inconsistent quality of documentation and reports
- *De facto* reliance on Client's and TII's staff for QA check
- Poor facilities (particularly staff welfare facilities)
- Lack of timely responses to Client and Statutory Authorities
- Inadequate staff training
- Reluctance to innovate
- Limited community engagement and dissemination



Quality Criteria and Marking



Public Contracts Directive (Directive 2014/24/EU):

Recital 92 When assessing the best price-quality ratio contracting authorities should determine the economic and qualitative criteria linked to the subject-matter of the contract that they will use for that purpose.

Those criteria should thus allow for a comparative assessment of the level of performance offered by each tender in the light of the subject-matter of the contract, as defined in the technical specifications. ... Contracting authorities should be encouraged to choose award criteria that allow them to obtain high-quality ... services that are optimally suited to their needs (<https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014L0024&from=EN>)

Quality Criteria

Quality Criterion A

Describe how your actions will lead to the efficient implementation and management of this project, to ensure that the services required in all stages are delivered in accordance with best archaeological practice

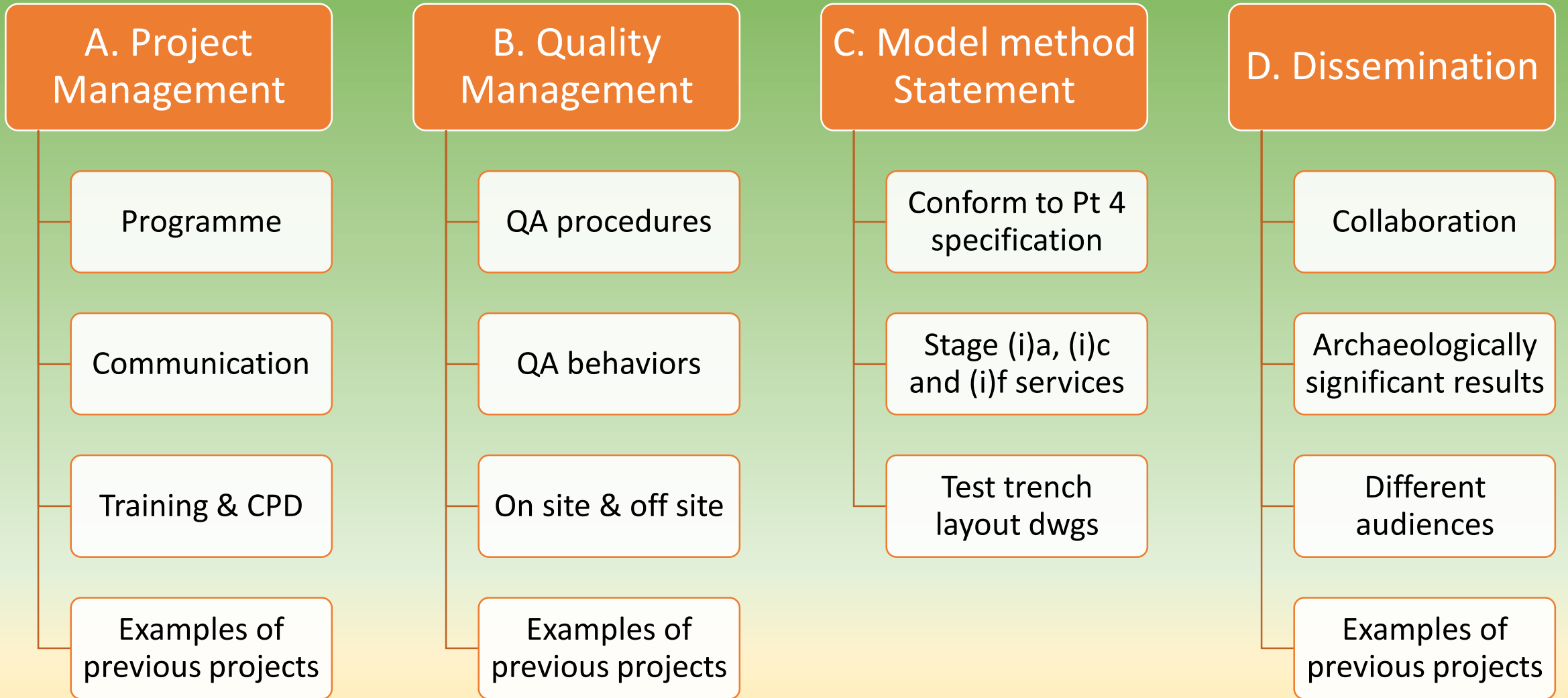
Quality Criterion B

Describe the quality management system that you will implement for this project to ensure that the services required in all stages are delivered to a consistently high quality

Quality Criterion D

Describe the actions you will take in partnership with the Contracting Authority to disseminate the archaeologically significant results of the project.

Quality Criteria – non-exhaustive list of factors to be considered



Benefits to Archaeology

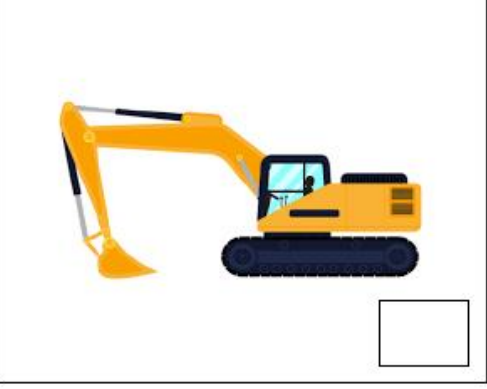
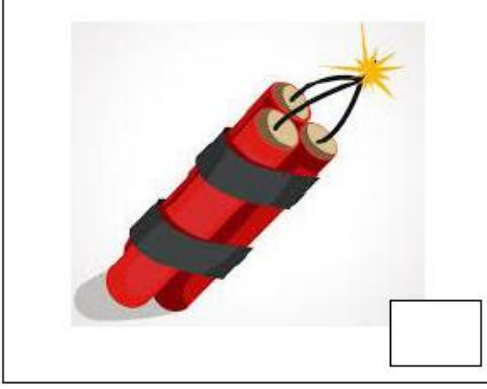
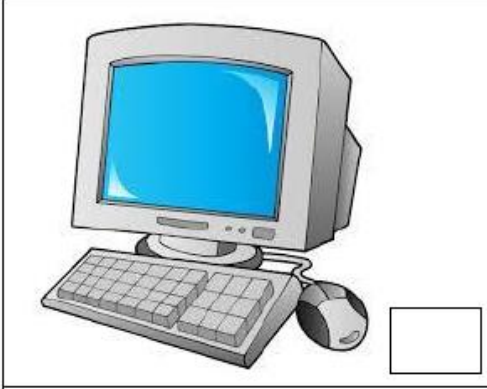
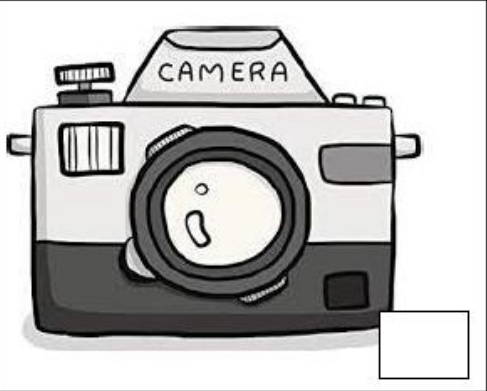
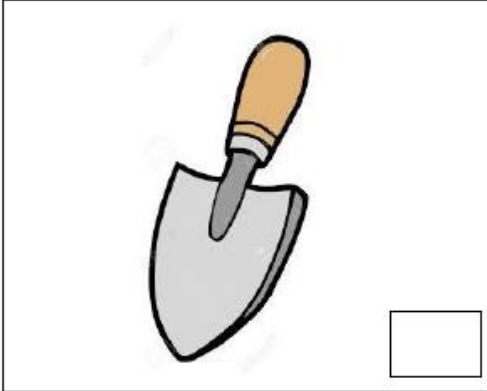
- Project and Quality Management
 - Senior Archaeologist and Excavation Director appointed to deliver the services from Stage (i)-(iv)
 - Quality assurance hard-wired into project at all stages and for all processes
 - Written Quality Plan and Work Breakdown Structure prepared by Consultant
 - Excavation Director responsible for preparing method statements and reports
 - Reports subject to internal QA review and sign-off prior to submission to Client
 - Plant contracted on a day rate rather than a linear metre basis
- Innovation
 - Drone used for photogrammetric site recording
 - Use of existing LiDAR data and combination with other datasets in GIS
 - School visits and primary school activity sheets
- Communications
 - Well structured, accurate and illustrated weekly progress reports
 - Client and Project Archaeologist informed of any potential issues or risks to programme in a timely manner
 - Client and Project Archaeologist consulted prior to decisions being taken
 - Pro-active in addressing the Client's concerns or requests for additional work
 - Collaborative approach to agreeing methodologies
- On-site staff training/CPD
 - On site training specialist service providers.
 - Regular staff toolbox talks on a variety of topics relevant to the project.
 - Staff training documented in the weekly progress reports
 - Collaboration with academic community e.g. facilitating UCC INSTAR project outreach



What tools do archaeologists use?

Activity Sheet 2

Please put Y (Yes) or N (No) in the box



Evaluation of Consultant Performance

Consultant Performance Assessment Sheet

1. MOBILISATION

- Rate the effectiveness and timeliness of the consultant's mobilisation for the contract.

Unacceptable (0) Unsatisfactory (4) Adequate (8) Good (10) N/A

Comments/Documentation supporting the above:

2. PROVISION OF ON-SITE ACCOMMODATION/FACILITIES/EQUIPMENT

- Rate the effectiveness of the consultant's provision of on-site accommodation/equipment/facilities.

Unacceptable (0) Unsatisfactory (4) Adequate (8) Good (10) N/A

- Rate extent to which adequate accommodation was provided on site.

Unacceptable (0) Unsatisfactory (4) Adequate (8) Good (10) N/A

- Rate contractor's/ consultant's ability to provide and supplement necessary accommodation.

Unacceptable (0) Unsatisfactory (4) Adequate (8) Good (10) N/A

Interim Average Mark: 10

Comments/Documentation supporting the above:

Welfare cabins off-hired this week.

Accommodation & facilities
management

ness

nts/feedback

Formal qualitative assessment of performance

Benefits to Employer

Delivery on programme on budget

H & S

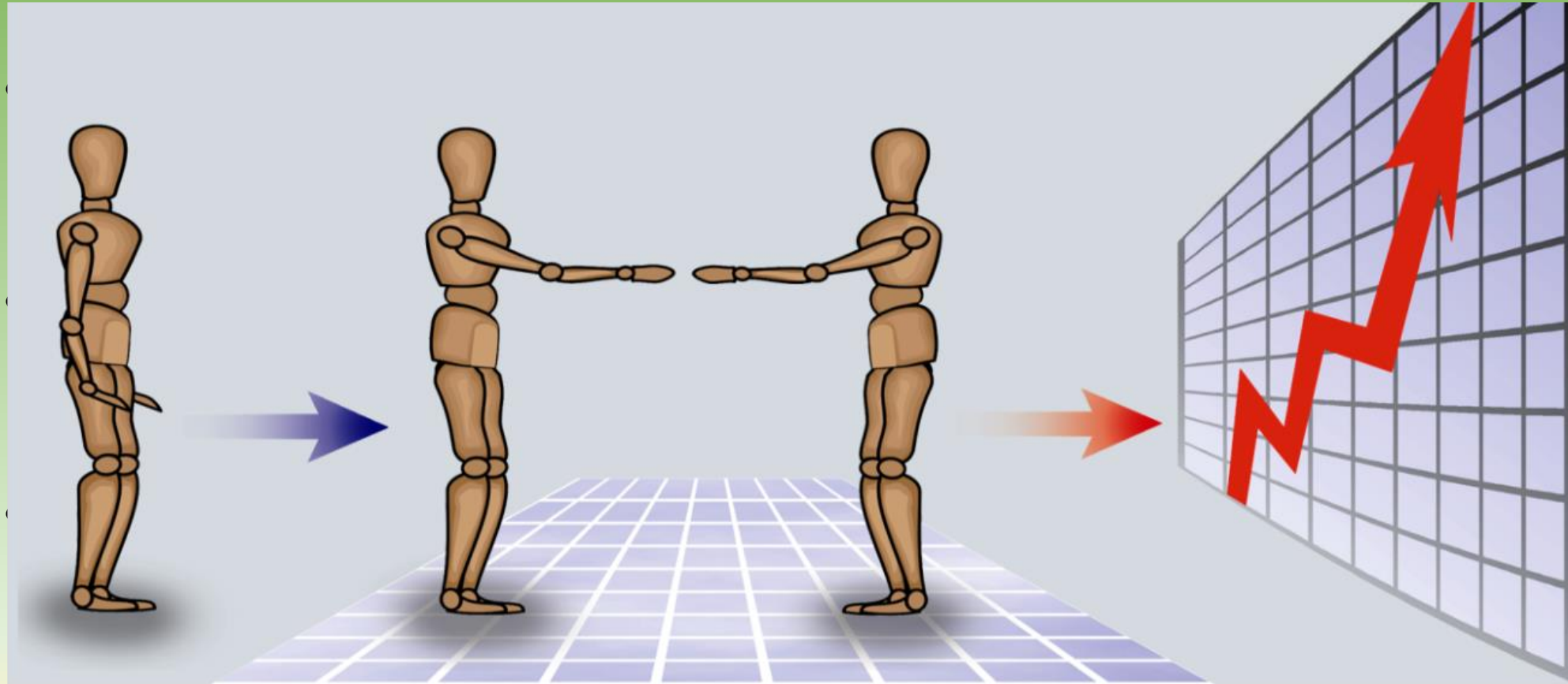
Quality methodology on site – logistics.

Communication

Community Archaeology, Outreach & Publicity Strategy – information sharing/openness/ positive feedback



Conclusions



R₁

Resources

R₂

Relationships

R₃

Results