



# TII Annual Conference 2019

## Archaeology Contracts – Ensuring Quality from Tender to Completion

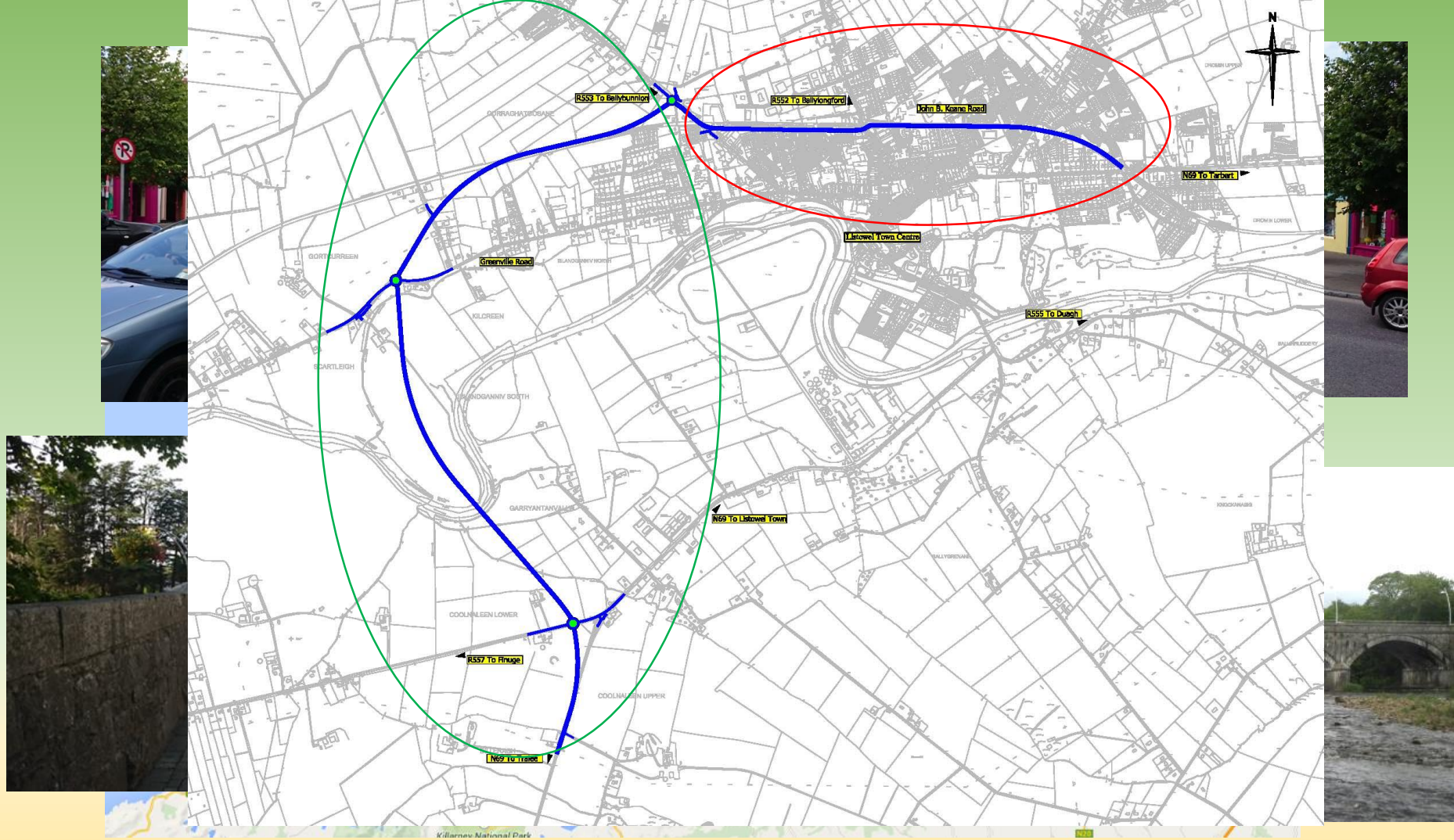
by

Tracy Smith and James Eogan

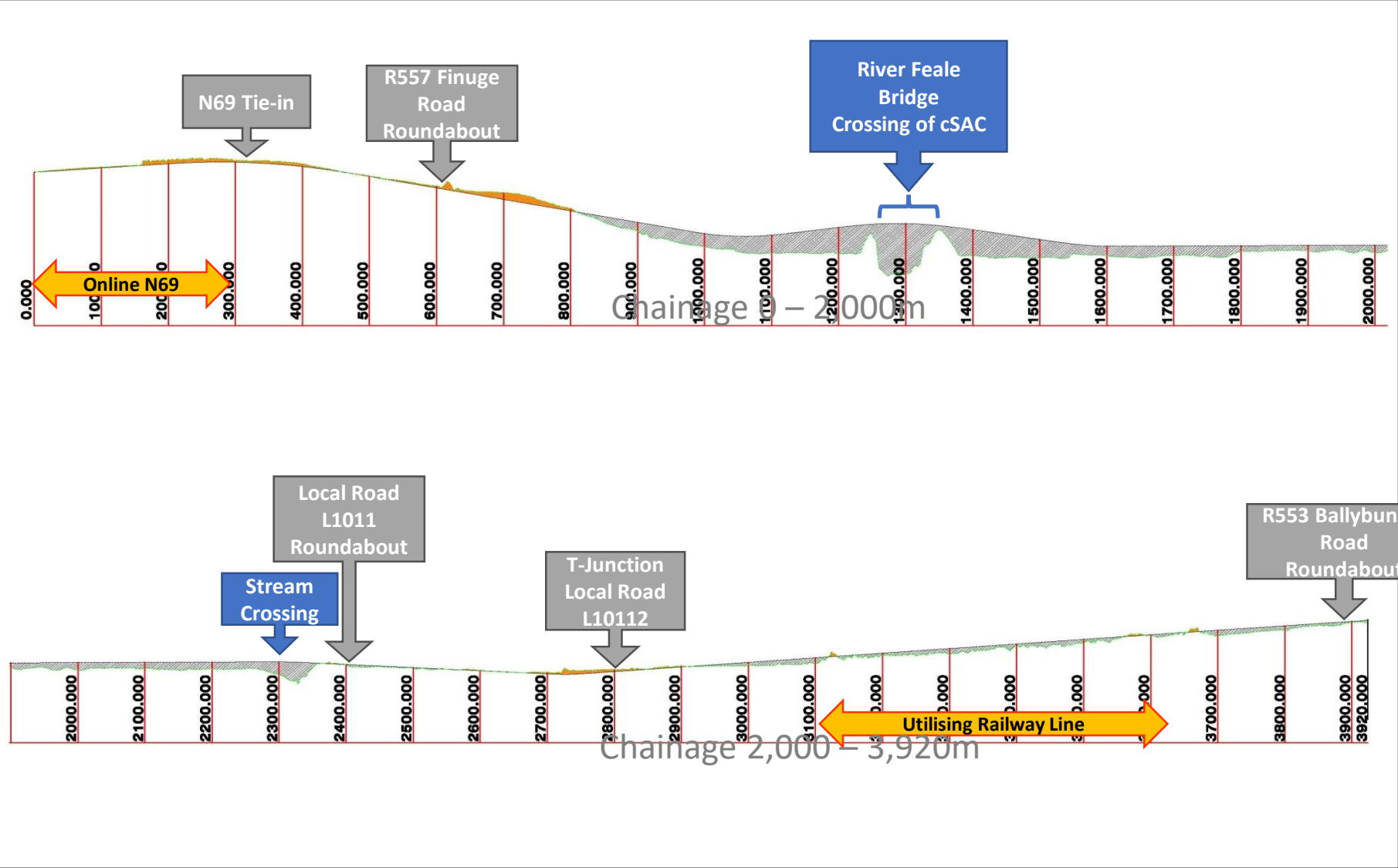
27<sup>th</sup> Sept 2019



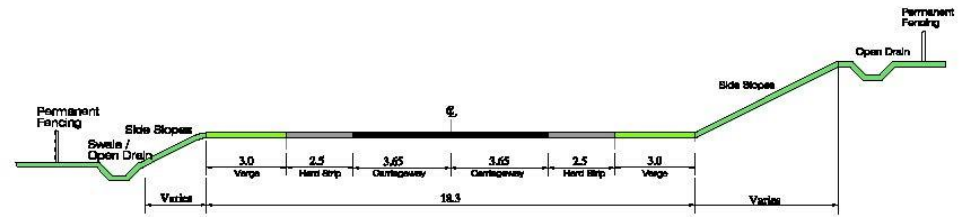
# Proposed Development



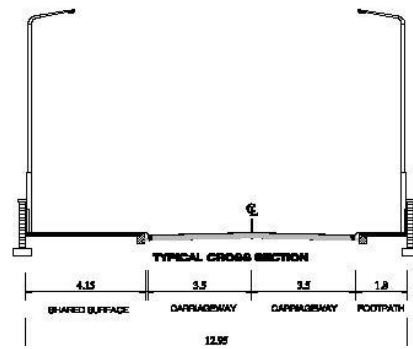
# Vertical Alignment



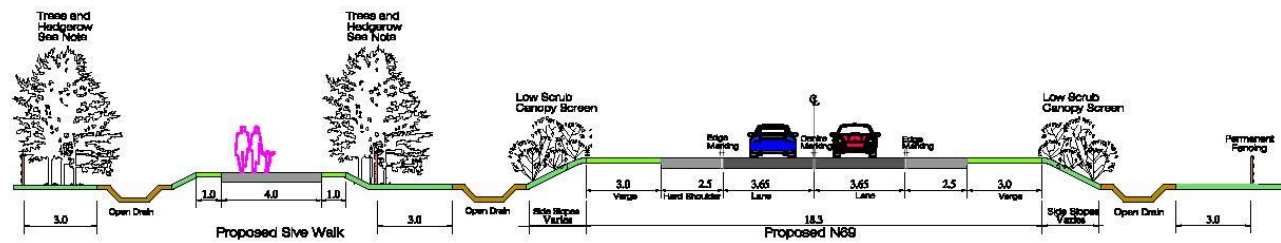
# Typical Cross Sections



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

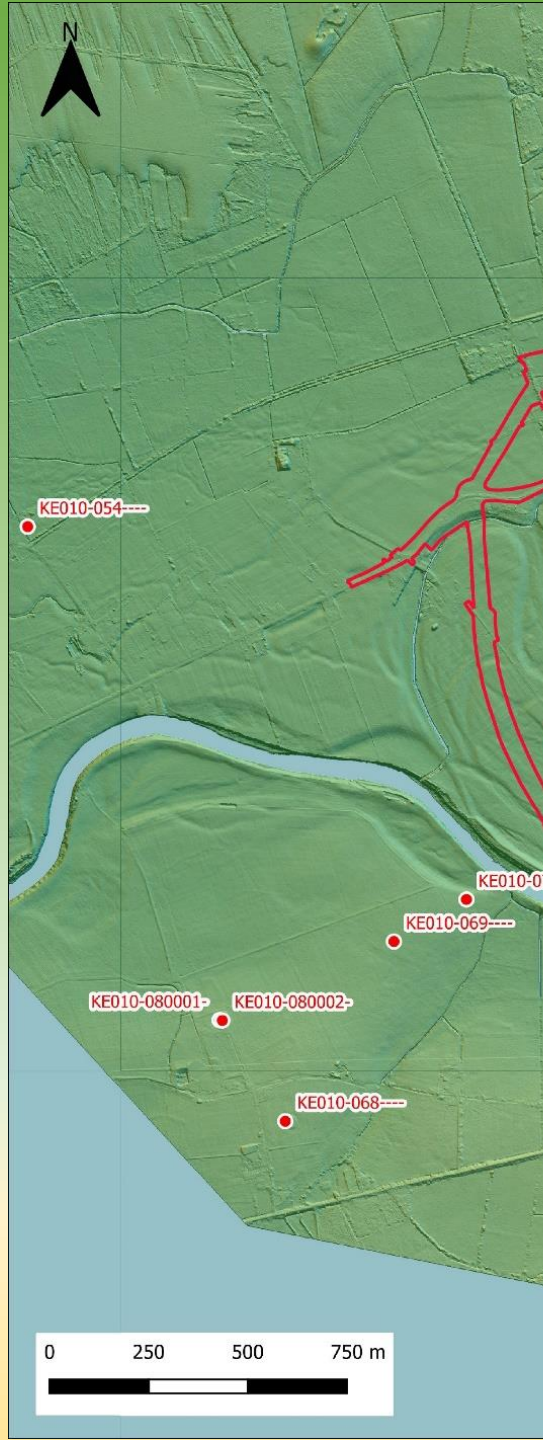
## St. (iv)

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

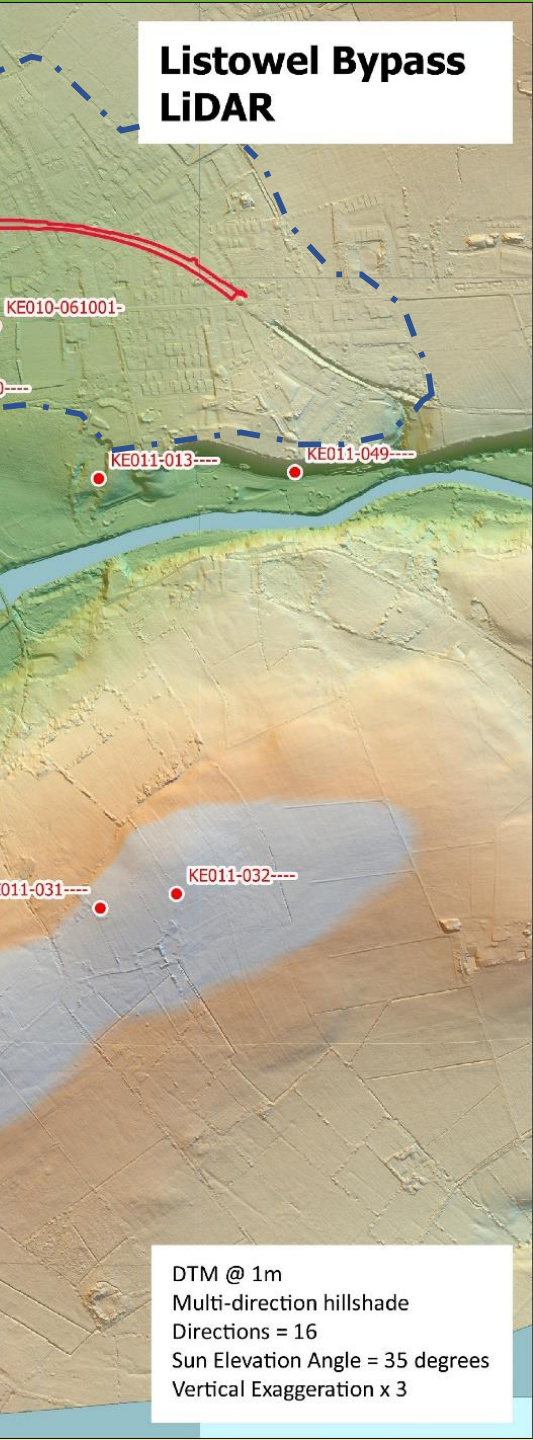
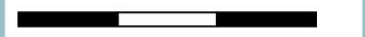
# Issues With Archaeological Consultancy Service Delivery – Lowest Price Award

- 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





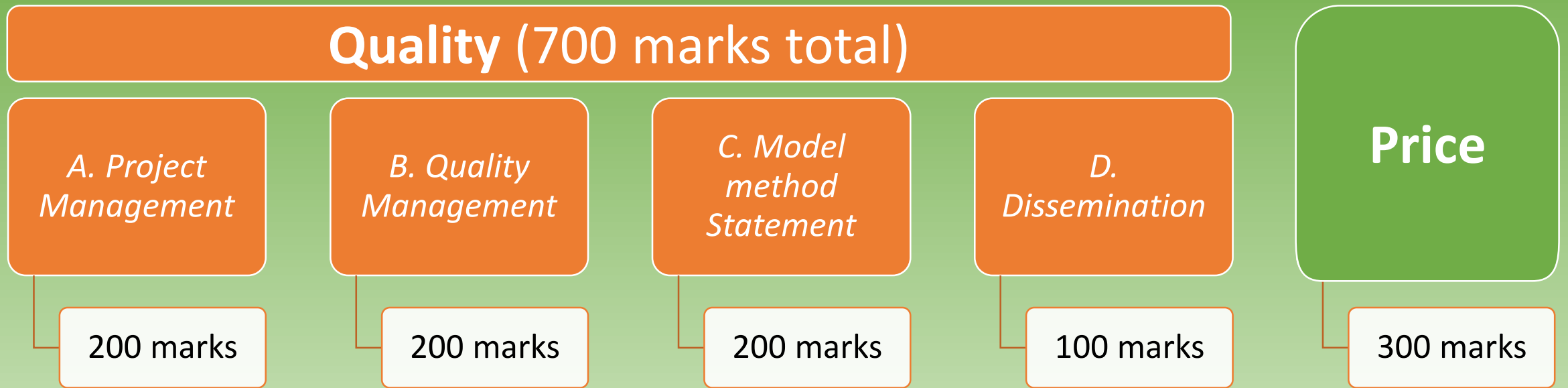
0 250 500 750 m



# Listowel Bypass LiDAR

DTM @ 1m  
Multi-direction hillshade  
Directions = 16  
Sun Elevation Angle = 35 degrees  
Vertical Exaggeration x 3

# 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

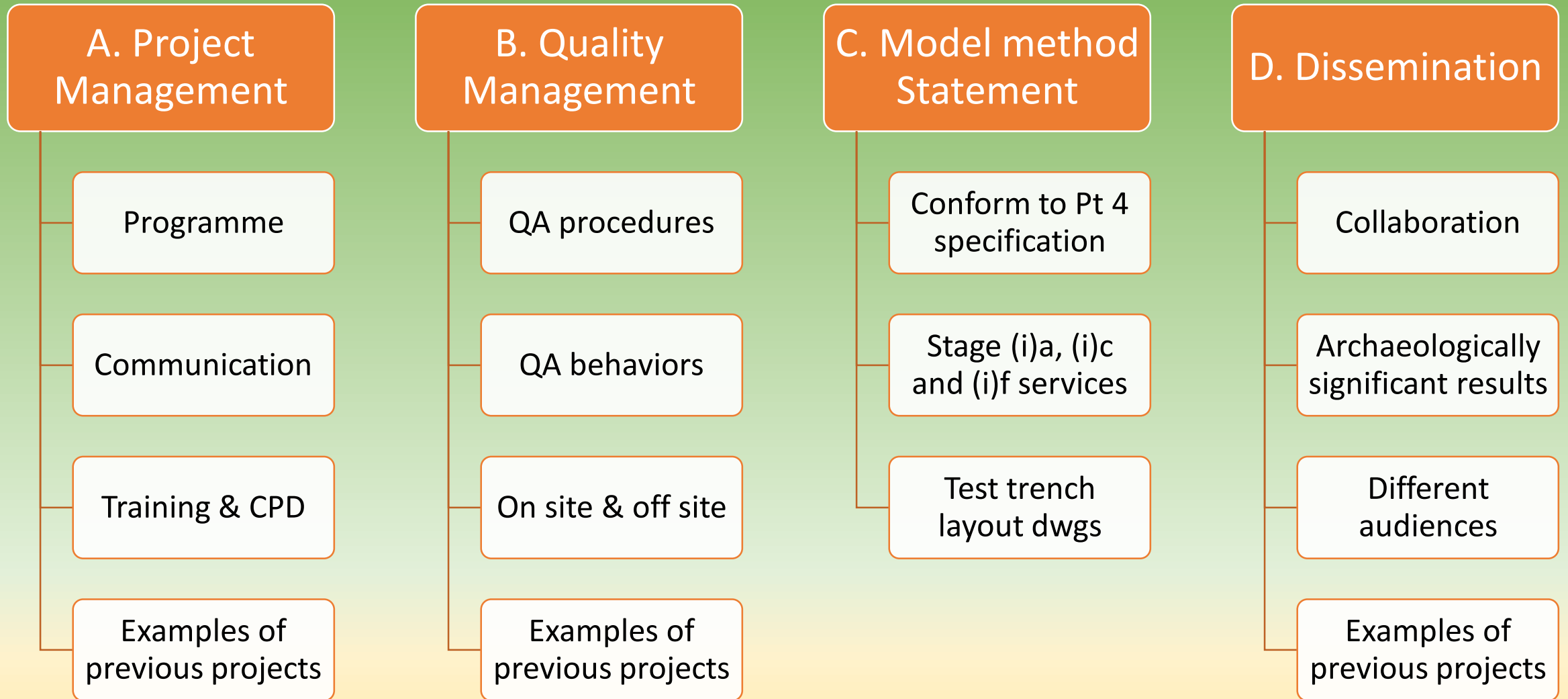
## Quality Criterion B

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

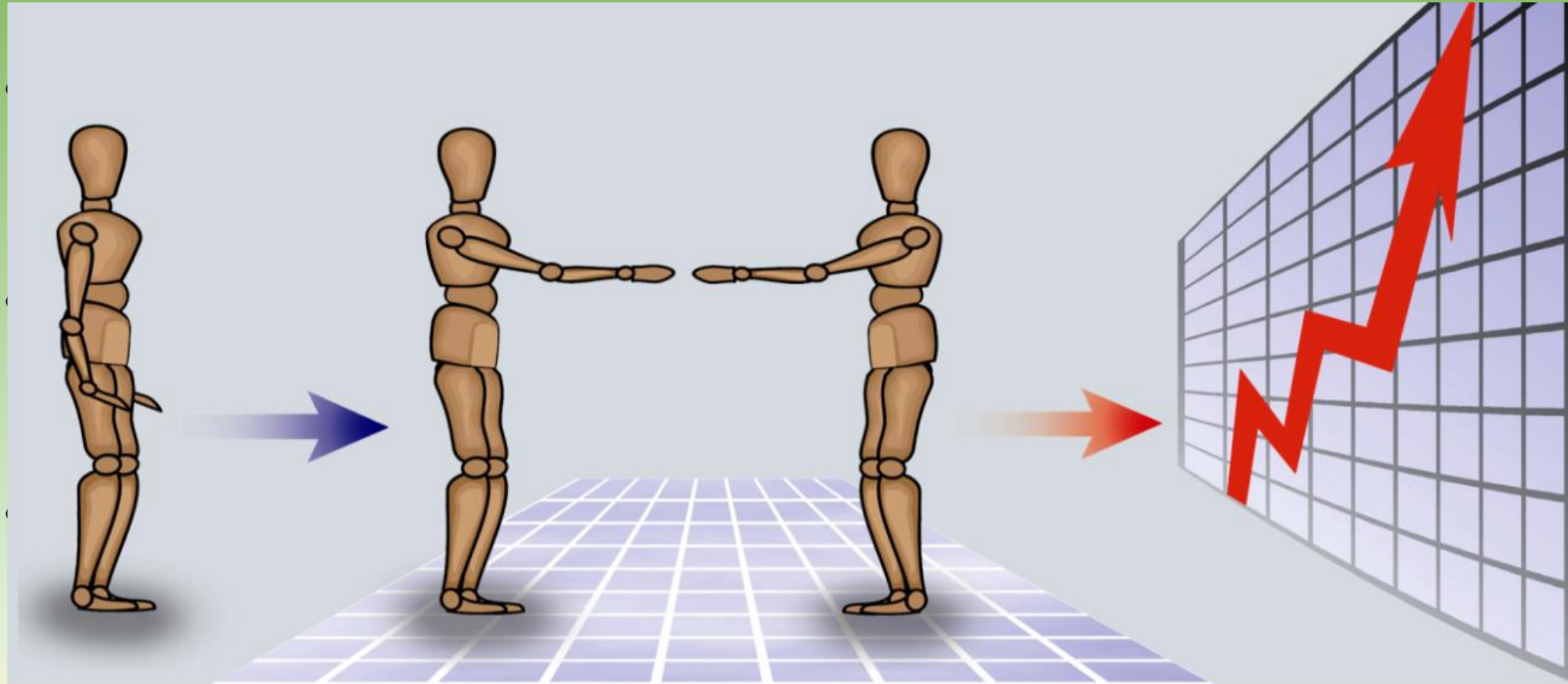
Quality methodology on site – logistics.

Communication

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



# Conclusions



**R<sub>1</sub>**

Resources

**R<sub>2</sub>**

Relationships

**R<sub>3</sub>**

Results