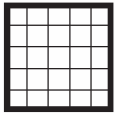


ENGLISH HERITAGE



MoRPHE-ology

IFA Conference, Swansea, 2008

Brian Kerr

Head of Archaeological Projects, English Heritage

MoRPHE: the Management of Research Projects in the Historic Environment

Introduction

- **Introducing MoRPHE**

Why is MoRPHE needed?

Who is it for?

When will it be adopted?

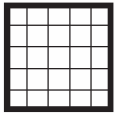
What is it?

- **What's different from MAP2?**

Management of Risks and Issues

Project roles

Closure



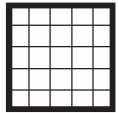
MAP 2 - 1991



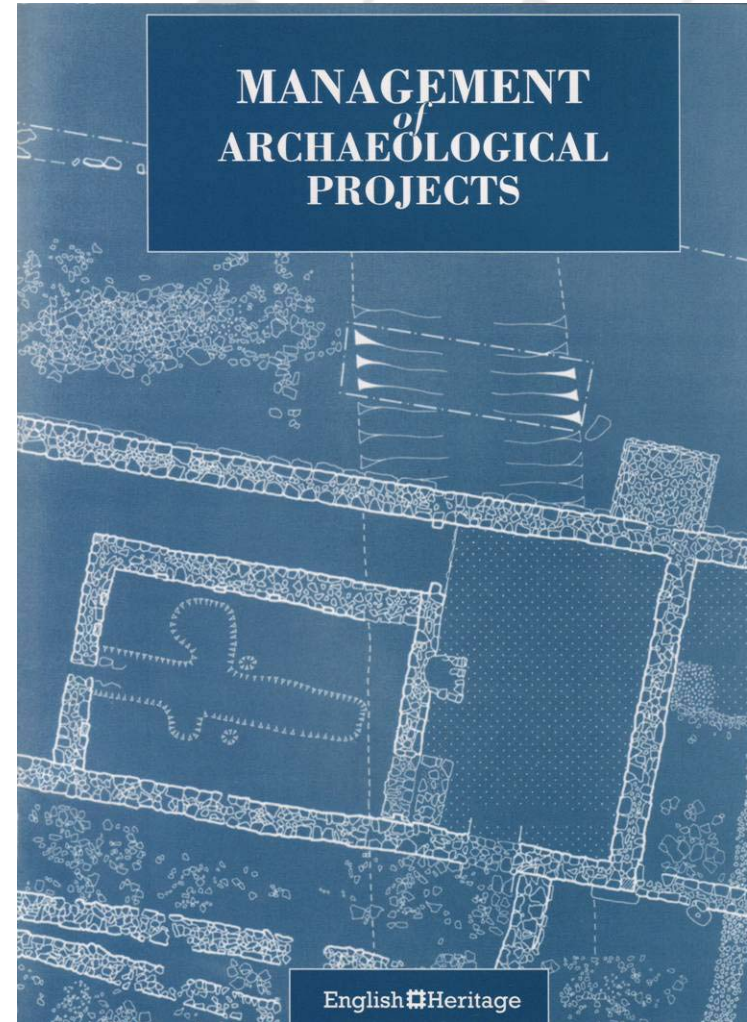
Focus on archaeological fieldwork, analysis and dissemination



Framework for project management

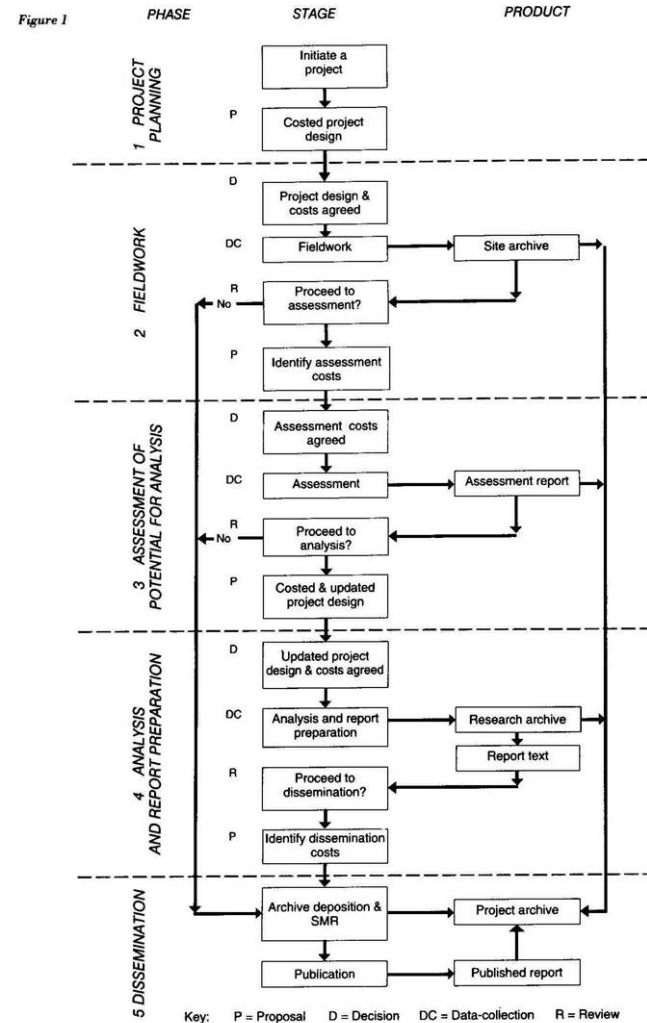


Templates for archives, project designs, assessments

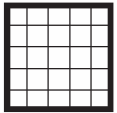


MAP 2 - Framework

Assessment of potential for analysis



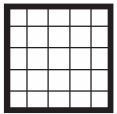
Project Officer/Monitor



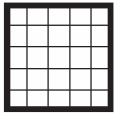
The need for change

- “EH has a corporate objective to replace this influential and well-established guideline with a *document that will reflect developments in the scope and range of historic environment research, and current project management practice*. This will maintain the reputation of EH and promote good management practices for the Historic environment.”

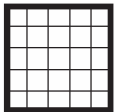
Project design Sept 2005



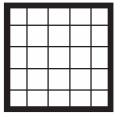
Changes since 1991 - EH



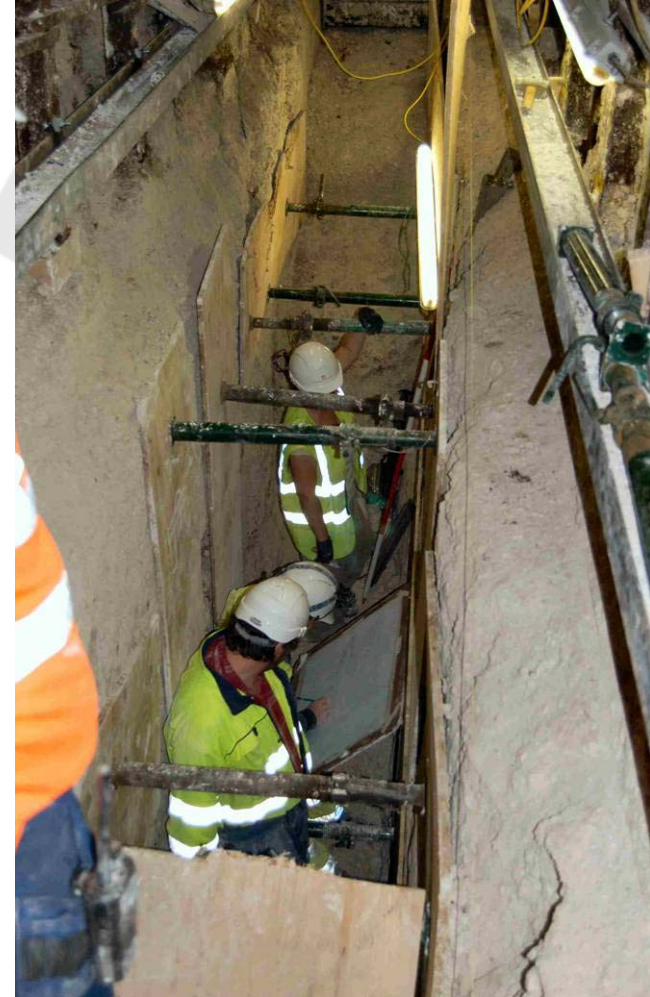
Apethorpe



EH major projects – PRINCE 2



Silbury Hill Conservation



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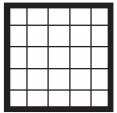
Chiswick House



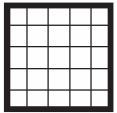
Property Development Programme



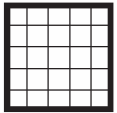
MoRPHE: the Management of Research Projects in the Historic Environment



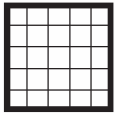
Kenilworth Castle



Witley Court



Developer-funded projects



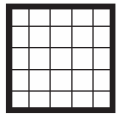
Why is MoRPHE needed?



Support the Research Strategy

Better governance

More effective commissioning



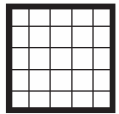
- More flexible than MAP2
- More relevant than PRINCE2



Purpose



- Develop expertise and shared approach across EH research projects
- Support EH Research Agenda 2005-10
- Engage the sector in development of good practice
- Guidance on project management only
- Will support HEEP procedures



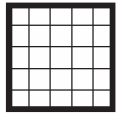
works with (doesn't replace) existing guidelines on techniques etc

Who is it for?



- EH staff involved in research
- Organisations working on EH-funded research

not specifically intended as a standard for the whole heritage profession



When is it coming in?



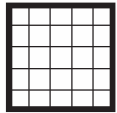
- Already in use by EH staff
- April 2008 for commissioned projects



Components



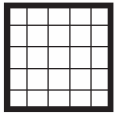
- Project Managers' Guide (PMG)
- Project Planning Notes (PPN)
- Technical Guides
- Specification for future PPNs



*for future project specification cite
MoRPHE PMG + appropriate PPN(s)*

MoRPHE Guide

General
guidance on the
principles of
project
management



Management of Research Projects
in the Historic Environment
The MoRPHE Project Managers' Guide

MoRPHE: the Management of Research Projects in the Historic Environment

Project Planning Notes



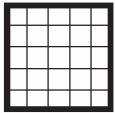
Detailed advice notes geared towards the needs of different types of projects



PPN1 – Marine Archaeology
Geophysical Survey



PPN2 – Developing Controlled
Terminology



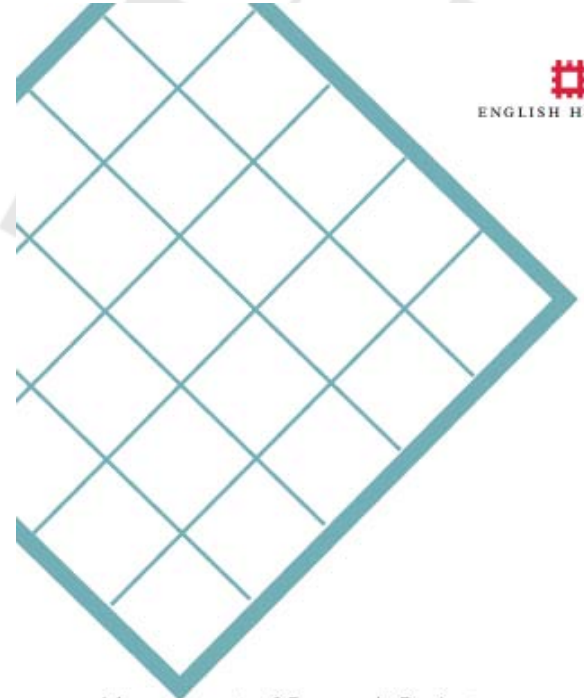
PPN3 – Archaeological Excavation

PPN4 – Complex Architectural Survey



PPN5 – Aerial Reconnaissance

PPN6 – Developing Procedural
Standards and Guidelines



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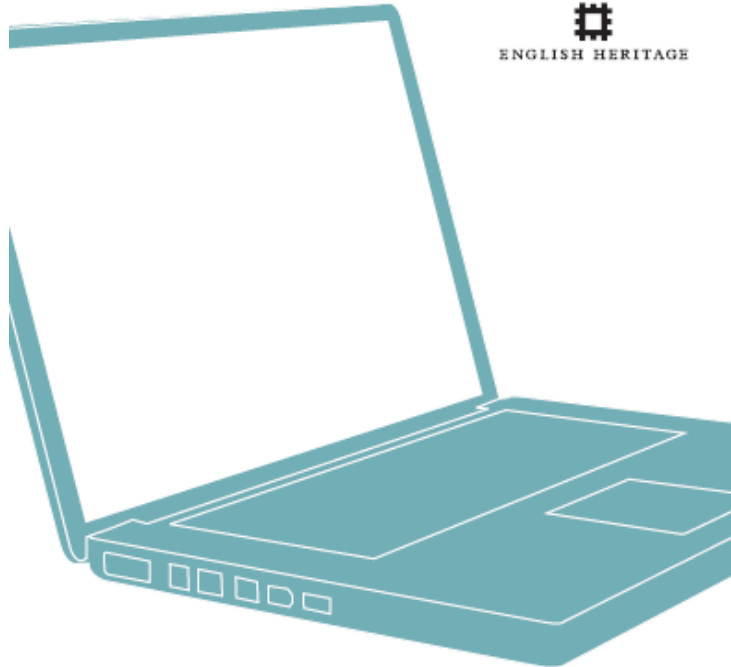
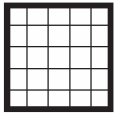
Management of Research Projects
in the Historic Environment

PPN 3: Archaeological Excavation

Version	Date	Comments
1.3	January 2009	1 st published version

MoRPHE: the Management of Research Projects in the Historic Environment

Technical Guidance Notes

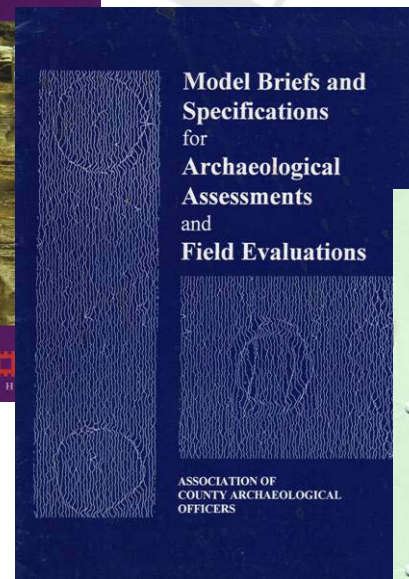
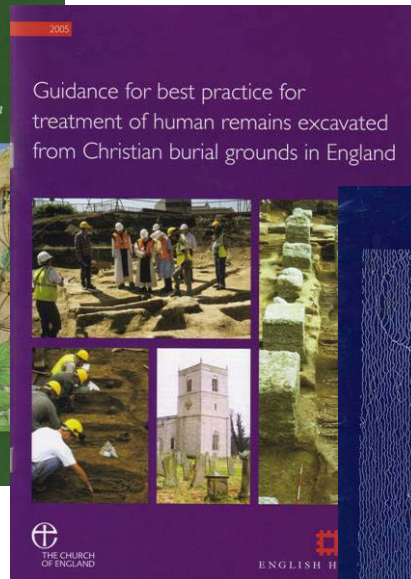
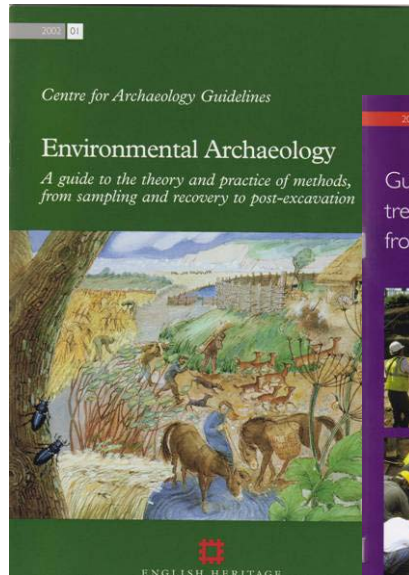
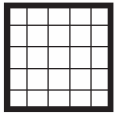


Management of Research Projects
in the Historic Environment
MoRPHE Technical Guide 1
Digital Archiving & Digital Dissemination

Version	Date	Comments
1	May 2006	First published version

MoRPHE: the Management of Research Projects in the Historic Environment

Guidance

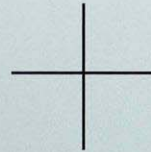


STANDARD AND GUIDANCE	
for archaeological field evaluation	
Contents	
STANDARD	
The Standard	2
Definition of archaeological field evaluation	2
Purpose of archaeological field evaluation	2
Occurrence	2
GUIDANCE	
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3. Procedures	3
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3.2 Briefs/project outlines, specifications and project designs	4
3.3 Fieldwork	5
3.4 Post fieldwork analyses and reports	6
3.5 Monitoring	6
3.6 Archiving, ownership and deposition	7
3.7 Other considerations	7
Annex 1 Field techniques	8
Annex 2 Report contents	8
Annex 3 Contents of a data structure report	9

What's in MoRPHE?

MoRPHE

Project Managers Guide



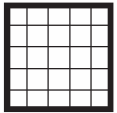
Project Planning Notes
and Technical Guides



Existing historic-environment
standards and guidance



Project Design



The MoRPHE Approach



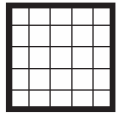
- Assumes an overall authority that approves research projects



- Manages Risks (uncertainty) very explicitly



- Caters for changes in plan (Issues)



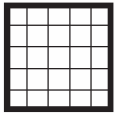
- Makes explicit ideas which can be overlooked (e.g. roles, documentation, key decisions)



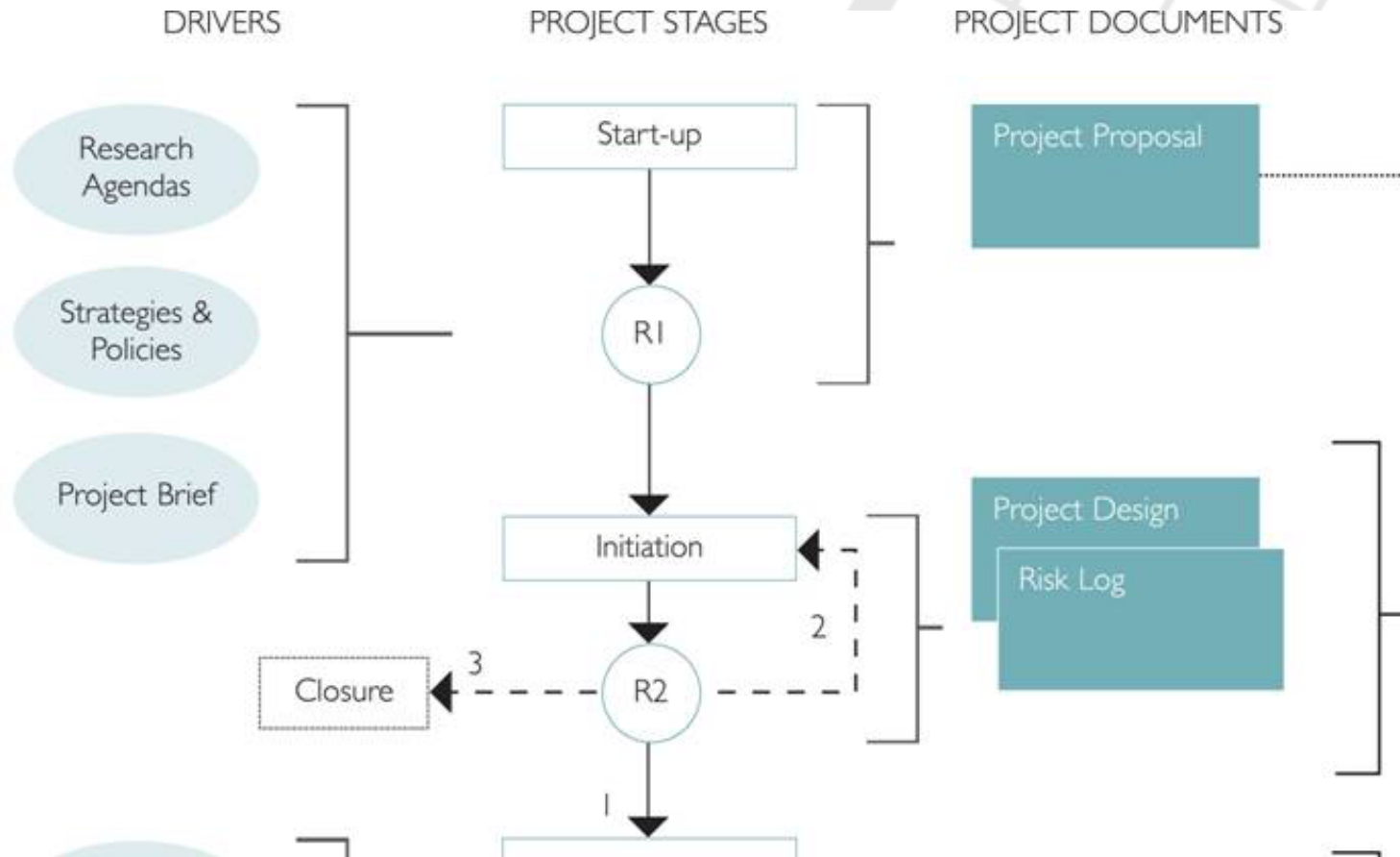
Control of projects



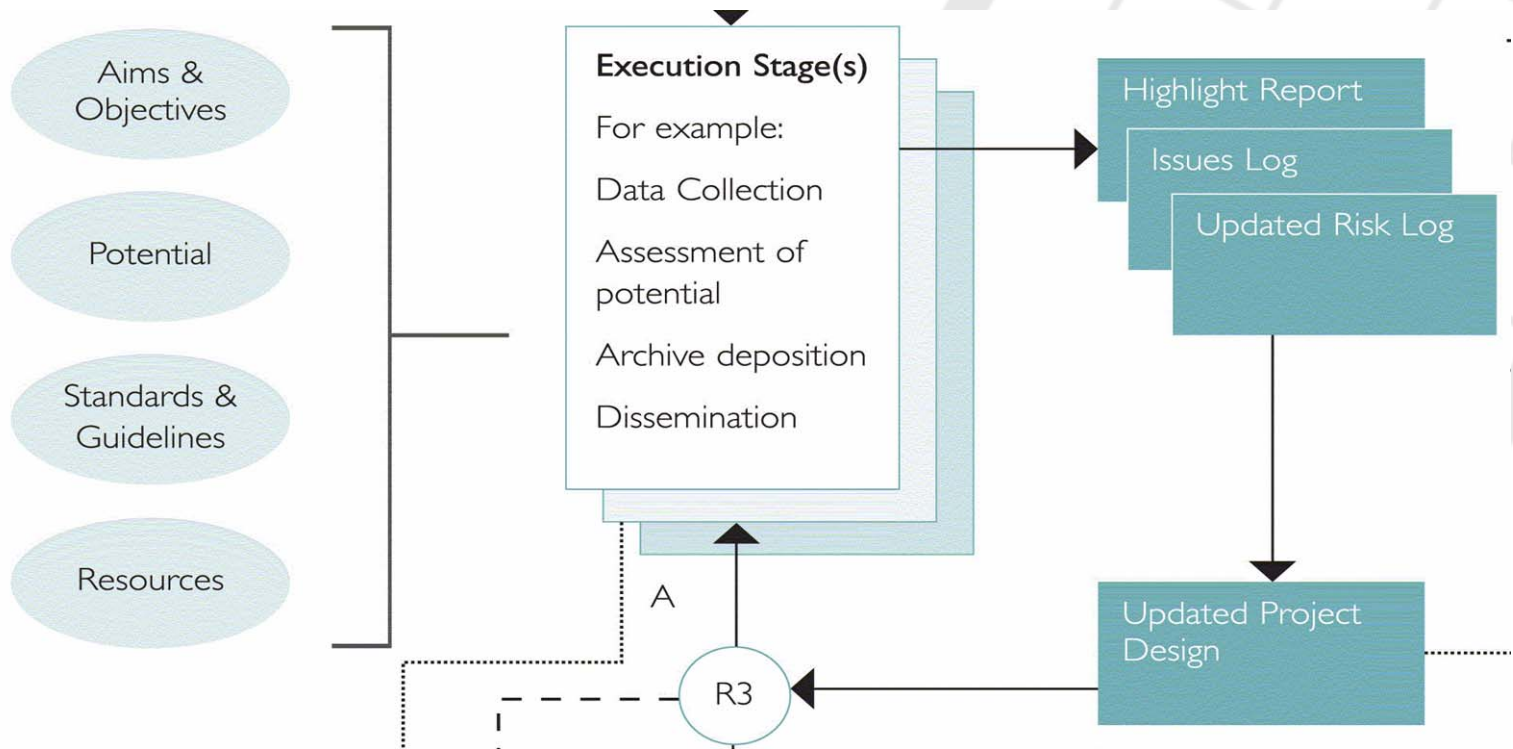
- More structured approach
- Key review points to mark progress
- Documentation for accountability
- Clearer definitions of responsibility
- Emphasis on communication



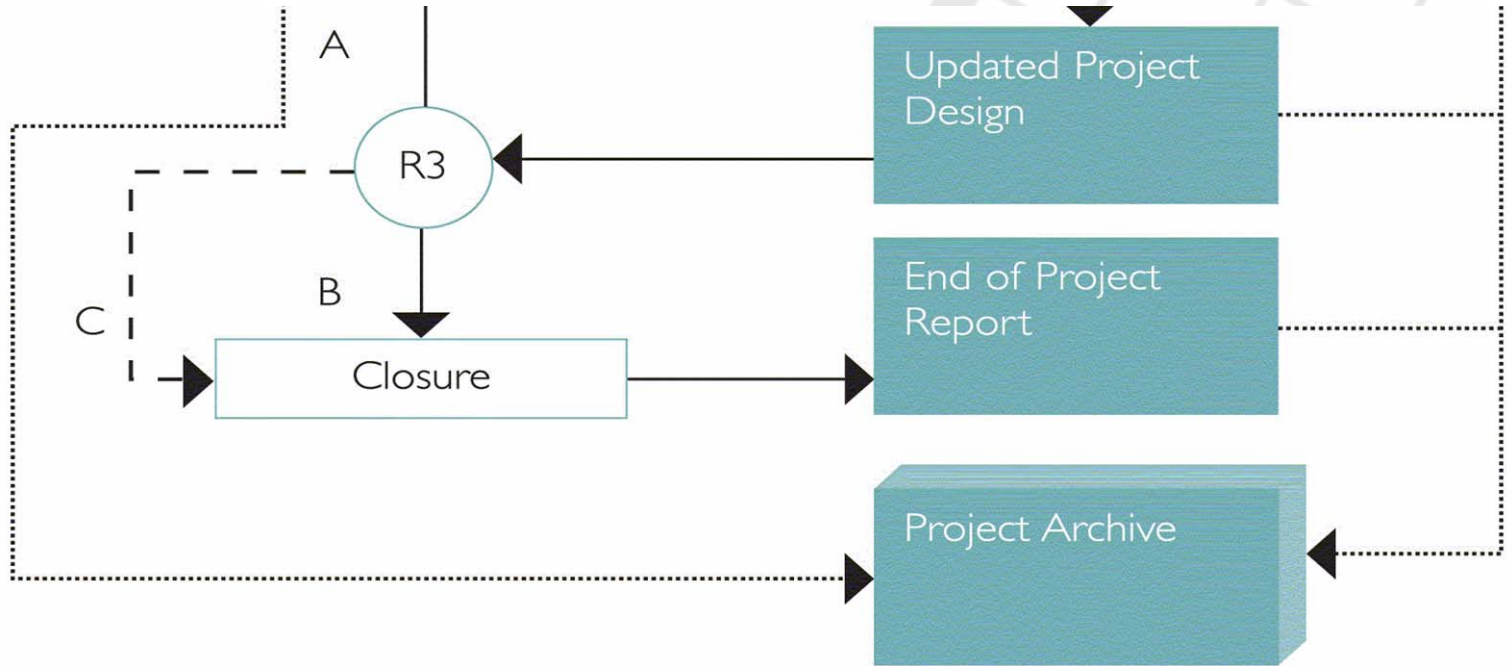
Start up and Initiation



Execution



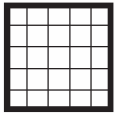
Closure



Review points

Essentially three questions

- R1 – Is it worth doing?
- R2 – Is it OK to start?
- R3 – Is it OK to continue?



Project Documentation



- Project Proposal

- Project Design*

- Risk Log*

- Issue Log*

- Highlight Report(s)

- Closure Report

** continuously reviewed (version control!)*

Key differences from MAP2



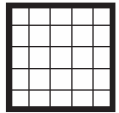
- Identification and management of risks and issues



- Project roles



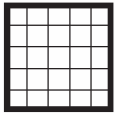
- Terminology



- Project closure



Risks and issues– cemeteries

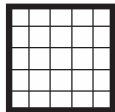


MoLAS – Royal Mint Black Death Cemetery (above) and Spitalfields (right)



Risk Log - example

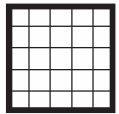
#	Risk	Impact	Likelihood	mitigation
1	Lack of applicants	Staff shortage	Low	Buy-in from local commercial unit?
2	Lack of archaeology	Project runs short	Low	Project continues for duration but core staff (other than DF) return to FC
3	Too much archaeology (or stunning discovery)	Project could over-run - major cost implications/accommodation issues/larger project timetable issues	Low-medium	Strict targeting of work to address aims only
4	Lack of finds/enviro work	F/E staff underemployed	Low	F/E staff to help excavate in slack periods
5	Too much finds/enviro work	F/E work falls behind	Low	a) Site staff to be released for F/E work if site progress allows, or b) F/E work to be completed back at FC
6	FC goes over budget	Project falls behind	Low	Establish budget



Project Roles



- “*Executive*” (signs off project decisions)
- “*Project Management*” (controls it day-to-day)
- “*Expert*” (team members, contractors)
- “*Assurance*” (independent monitor)
- “*Stakeholders*” (interested parties)

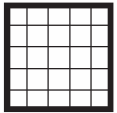


*NB roles are **not** job titles or grades
They can be combined in a project*

Executive decisions



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Project Closure



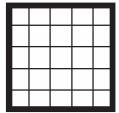
- Have all tasks and products been completed?



- How well were the aims and objectives met?



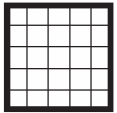
- What lessons were learned, e.g. how well were risks identified and issues dealt with?



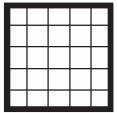
- Do the outcomes need to be reviewed in future?



Support for the project manager?



- Better management of risk
- Better documentation of decision-making processes
- Clear allocation of roles and responsibilities
- More flexible – can be tailored to projects of varying type, complexity and scale
- Project closure - lessons learned



Questions and comments to...

morphe@english-heritage.org.uk