



Chartered
Institute for
Archaeologists



Project
Management
SIG

Project management 101: What is a project?

Martin Locock BA PGCE MA MCIfA FHEA

Project management resources



APM Association for Project Management

PRINCE2 project management methodology



MoRPHE Historic England process based on PRINCE2

PMSIG ClfA Project Management Special Interest Group

Group recordings and resources

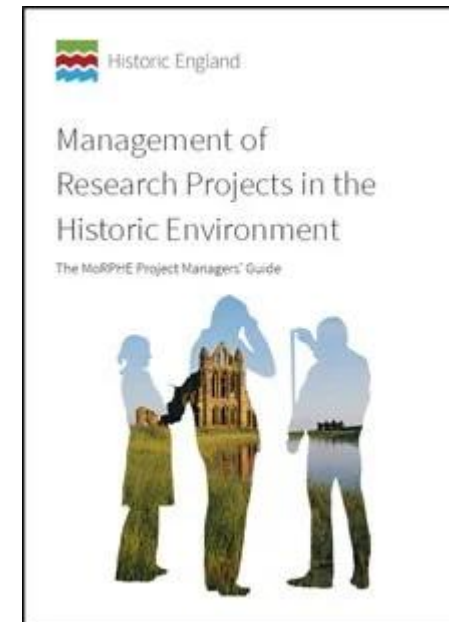
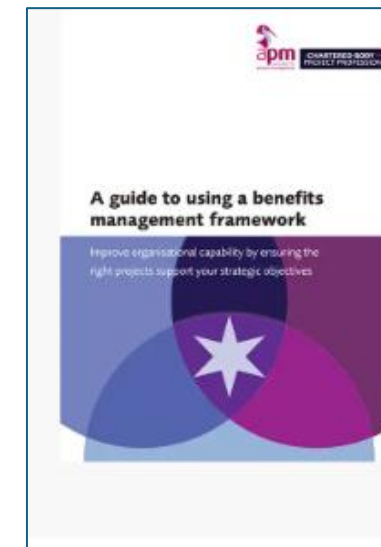
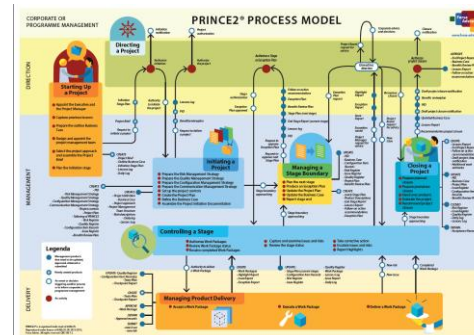
At the Project Management Group's Annual General Meeting in October 2025, Finnegan Pope Carter (MCIfA FGS) and Dr Paul Johnson (FSA MCIfA) from Magnitude Surveys joined us to share their presentation, 'Project Management & Geophysics - maximising potential and minimising risk'.

[Project Management & Geophysics recording - 29 October 2025](#)

Group member Martin Locock led the webinar '*Introduction to Project Management*' in July 2020. The session was intended for those working in the sector who have had little contact with project management and covers: project management as a discipline, common terminology and acronyms, the role of a project manager in the heritage sector, and challenges faced by those new to the role. It will give attendees an insight into the responsibilities and duties of a project manager.

[Introduction to Project Management webinar - 2 July 2020](#)

Group publications and newsletters



Example projects

- Appraisal of a development proposal by a consultant
- University training excavation season
- Research into the development of optical luminescence dating
- HS2 London-Birmingham railway upgrade
- Pottery report for an evaluation
- Re-listing of designated assets in Shropshire

- Range of scale and complexity

Planned activity to achieve a defined outcome

- Temporary
- Unique
- Not 'business as usual'
- May be part of a programme/ portfolio

Planned activity to achieve a defined outcome

- Temporary
- Unique
- Not 'business as usual'
- Part of a programme/ portfolio?
- Defined tasks and resources

Planned activity to achieve a defined outcome

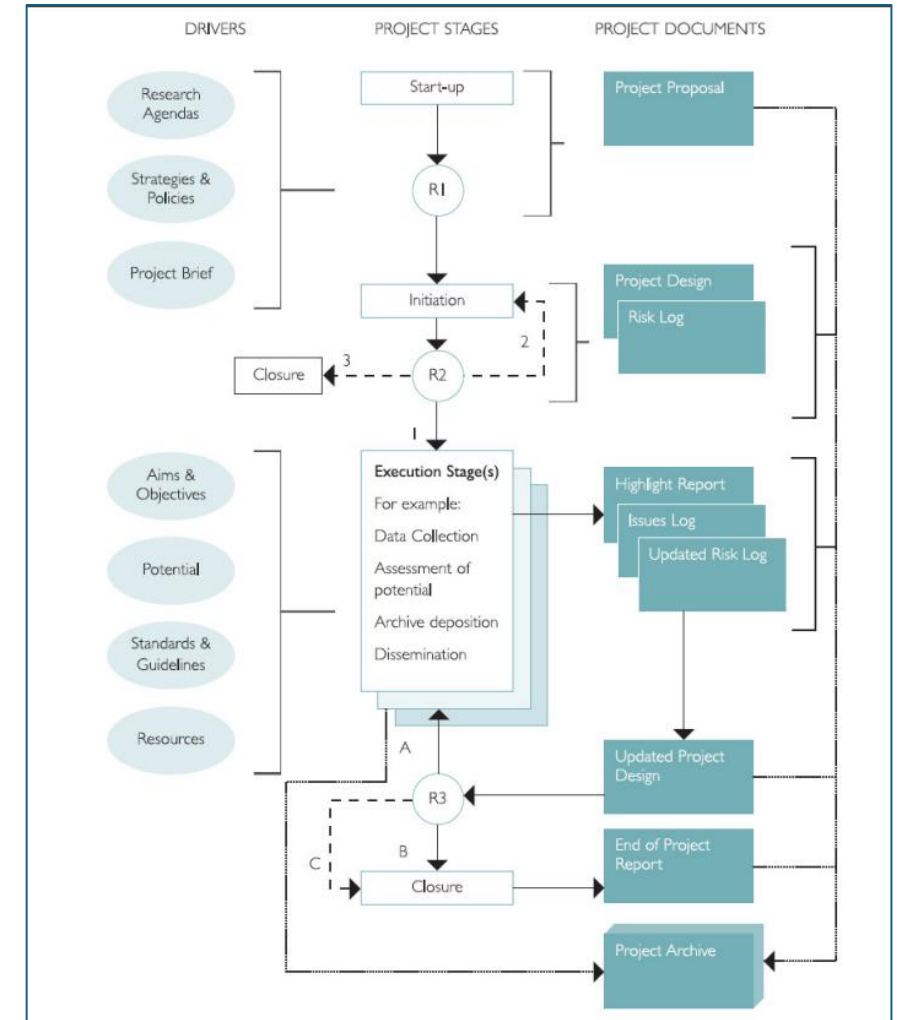
- Temporary
 - Unique
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 - May be part of a programme/ portfolio
-
- monitoring progress
 - quality measures

Planned activity to achieve a defined outcome

- Temporary
 - Unique
 - Not 'business as usual'
 - Part of a programme/ portfolio?
-
- Business benefit
 - Impact

Features of a project

- Ownership - stakeholders
- Scope
- Stages
- Documentation
- Resources
- Budget
- Risk management - mitigate / avoid



Starting a project

- Business case
 - Scope
 - Costs
 - Benefits
 - Resources/staff - existing/ new
- Governance structure
- Project plan – stages/outputs
 - WSI, Project Design, Specification

Delivering a project

- Work packages
- Progress against plan
- Changes
- Quality measures
- Reporting progress – checkpoint / exception
- Stage approval

Closing a project

- Intended closure / early closure
- Realise outputs if possible
- Documentation
- Lessons learned

The work undertaken will be carried out by suitably competent persons in accordance with that project design and the ClfA Code of conduct and give due regard to the guidance for archaeological excavation. All archaeological excavations will result in a report, published accounts where appropriate, and a stable, ordered, accessible archive.

Conclusion

Project management activity at all levels

Clarity

Targets and exception

Scope and assumptions

Next: 14 July Where do projects come from?

14

Project Management 101: Where
do projects come from?

14/07/2026 – 13:00-13:30

[More information...](#)