

A PROJECT MANAGEMENT GUIDE FOR AN ORGANIZATION IN THE CULTURAL RESOURCE
MANAGEMENT SECTOR

By

Emma Graves, B.A.

A Project Submitted in Partial Fulfillment of the Requirements

for the Degree of

MASTER OF SCIENCE

in

Project Management

University of Alaska Anchorage

May 2023

APPROVED:

LuAnn Piccard, M.S., PMP, Committee Chair

Roger Hull, B.S., PMP, Committee Member

Ryan Schmidt, Ph.D., Committee Member

LuAnn Piccard, M.S., PMP, Chair

Department of Project Management

Kenrick Mock, Ph.D., Dean

College of Engineering

TABLE OF CONTENTS

ABSTRACT..... 1

INTRODUCTION 2

 BACKGROUND 2

 PROJECT DESCRIPTION..... 2

 PURPOSE 2

 SCOPE 2

 OBJECTIVES 3

 BOUNDARIES..... 3

PROJECT METHODOLOGY 5

 INITIATION 5

 PLANNING 5

 RISK IDENTIFICATION..... 6

 EXECUTION..... 6

 MONITORING AND CONTROLLING..... 7

 SCOPE MANAGEMENT 7

 RISK MANAGEMENT..... 7

 CHANGE MANAGEMENT 8

 CLOSEOUT..... 8

RESEARCH METHODOLOGY AND ANALYSIS 9

 RESEARCH QUESTION 1 9

 RESEARCH METHDOLOGY..... 9

 RESEARCH RESULTS 10

 KEY POINTS 11

 RESEARCH QUESTION 2..... 12

 RESEARCH METHDOLOGY..... 12

 RESEARCH RESULTS 13

 KEY POINTS 14

 RESEARCH QUESTION 3..... 14

 RESEARCH METHDOLOGY..... 15

 RESEARCH RESULTS 15

 KEY POINTS 17

 RESEARCH SUMMARY 18

PRODUCT NARRATIVE..... 19

 SUMMARY 19

APPROACH 19
PROJECT MANAGEMENT APPLICATION..... 20
RESEARCH RESULTS APPLICATION 24
PRODUCT CLOSEOUT 25
CONCLUSION..... 25
PROJECT LESSONS LEARNED 26
RECOMMENDATIONS 28
REFERENCES 29

LIST OF EXHIBITS

EXHIBIT 1: QUESTION ONE RESEARCH RESULTS 11
EXHIBIT 2: EASILY ACCESSIBLE RESOURCES ON CULTURAL RESOURCE MANAGEMENT AND PROJECT MANAGEMENT GUIDES 12
EXHIBIT 3: TYPES OF FONTS USED IN FORMAL DOCUMENTS AT DRAYTON ARCHAEOLOGY..... 14
EXHIBIT 4: PRODUCT APPROACH 20
EXHIBIT 5: SIMPLIFIED RACI CHART EXAMPLE..... 21
EXHIBIT 6: STAKEHOLDER ANALYSIS MATRIX EXAMPLE (WORDLAYOUTS.COM, 2016) 22
EXHIBIT 7: STAKEHOLDER MAP EXAMPLE (TEMPLATELAB.COM, N.D.) 22
EXHIBIT 8: RISK REGISTER EXAMPLE (DZIADOSZ & REJMENT, 2015) 23
EXHIBIT 9: SIMPLIFIED RISK REGISTER EXAMPLE..... 23
EXHIBIT 10: EXAMPLE OF HOW FORMATTING RESEARCH FROM QUESTION TWO WAS UTILIZED IN THE PROJECT MANAGEMENT GUIDE . 25

LIST OF APPENDICES

APPENDIX A: CULTURAL RESOURCE MANAGEMENT PROJECT MANAGEMENT GUIDE TEMPLATE 30

ABSTRACT

Drayton Archaeology, a cultural resource management company, is working to expand their operations into larger and more complicated projects. Many changes and updates to the company's internal processes and structure are necessary to ensure a large expansion would be feasible. One of those updates is the creation of a project management guide. For many years, Drayton Archaeology has utilized a close-knit company structure and informal communication to provide instructions to project managers on how to plan, execute, and close projects within the company. To support growth objectives, a more robust project management approach was necessary to improve effectiveness and outcomes, including a formal, written project management guide for project managers. Research assessed other project management guides in adjacent industries and what it was it could be used and tailored for the cultural resource management sector. Additionally, internal company research assessed current project management processes and determined other necessary content to include. Based on research conducted, a guide was produced and approved for use by Drayton Archaeology sponsors and integrated into the company's formal process portfolio. This paper includes research conducted, and methodologies used to create the project management guide for use by Drayton Archaeology. A template based on the project management guide created for Drayton Archaeology is included in the appendices of this paper.

Key words: archaeology, archeology, project management guide, cultural resource management, CRM

A Project Management Guide for an Organization in the Cultural Resource Management Sector

INTRODUCTION

BACKGROUND

As part of the University of Alaska Anchorage's project management master's program, this project combines project management knowledge with the need for a project management guide at Drayton Archaeology (Drayton or DA). Drayton Archaeology is a cultural resource management company operating in Blaine, Washington. The company has operated for many years as a small business but is now planning to grow the business for the future. As a small company, many written guides, policies, or procedures were not required or helpful as communication was straightforward between the few employees and there was not a need for many standardized processes.

With growth on the horizon, the company is looking to develop more standardized processes and documentation not only to improve current procedures and methodologies at the company but also to provide more uniform information for future employees and development within the company. This project management guide is one of many first steps the company is taking to formalizing their company processes and procedures. This paper will discuss how the project management guide was developed, including the project management methodology and research analysis, and recommendations for future developments.

PROJECT DESCRIPTION

PURPOSE

The purpose of this project was to create a project management guide for Drayton Archaeology. The project management guide will operate as a clear and easy to understand road map on the duties of project management at Drayton Archaeology for project managers as well as employees and stakeholders. It will include guidelines for how to start, run, and finish a project at Drayton Archaeology. Categories addressed included procedures, resources, potential challenges, and common mistakes of each of the six phases for project management. Currently, Drayton Archaeology has two people managing projects, each with unique methods and techniques. This guide formally documents those methods and techniques to incorporate them into the company structure.

SCOPE

The scope of this project included all the work associated with the planning, execution, and delivery of the project management guide. Deliverables included in the scope are research results and analysis, a project management guide outline, and a project management guide. The research was conducted both

internally, within Drayton Archaeology, and externally by searching the internet for answers to specific research questions such as what information and formatting is best for the guide as well as addressing how easily resources relating to project management for cultural resource management can be accessed online.

The project management guide outline is a brief overview of what topics the project management guide will discuss, what format those topics will be in, and what will be included in the final guide. This outline will allow Drayton Archaeology sponsors to approve and provide input on the project management guide before completion.

The project management guide will provide guidelines on how to start, run, and finish a project at Drayton Archaeology. It will include topics on initiating, planning, executing, monitoring/controlling, and closing. The guide will operate as a clear and easy to understand road map of the duties of project management for project managers, employees, and stakeholders. The guide does not include alterations or changes to current resources or processes already in place at Drayton Archaeology. The guide will function as a living document where future changes and updates can be made but managing those changes and updates are not included within the scope of the project. The project has a necessary completion date of May 1st, 2023.

OBJECTIVES

The main objective of this project was to create a project management guide and demonstrate mastery of project management techniques and methodologies. To accomplish this the following sub-objectives were identified and addressed:

- Conduct a project management needs assessment of Drayton Archaeology to ensure that the application of a project management guide would be beneficial.
- Gather information on project management guides within cultural resource management or surrounding industries.
- Create a project management guide outline to direct the format and content of the project management guide.
- Produce a project management guide to assist project managers at Drayton Archaeology in initiating, planning, executing, monitoring/controlling, and closing projects.

BOUNDARIES

Developed in the planning phase of this project, specific expectations were assigned to the deliverables of this project to definitively define what would be included and excluded in the scope. These boundaries

allowed for the project deliverables to be clearly understood and provided instructions on the limits of each deliverable.

Project Management Guide Research Boundaries

Included in the scope:

- Research on common project management guides, project management guides used in cultural resources management companies, and project management guides used in similar fields as cultural resource management.
- Research on what resources are easily available for the combined topic of cultural resource management and project management as opposed to similar industries.
- Discussions with Drayton Archaeology sponsors on the current practices at Drayton Archaeology relating to project management, what they would like to see included in the project management guide, and what their vision of the guide looks like.
- Written notes on all research were used to develop the project management guide.

Excluded from the scope:

- Human research of any kind beyond a discussion of expectations with sponsors.

Project Management Guide Outline Boundaries

Included in the scope:

- A brief overview of what topics the project management guide will discuss, what format those topics will be in and what will be included in the final guide.

Excluded from the scope:

- This outline is not a final deliverable and will not be used for any purpose beyond providing information on what the final project management guide format will be and the information it will include.

Project Management Guide Boundaries

Included in the scope:

- Guidelines on how to start, run, and finish a Phase I project at Drayton Archaeology. Included are the topics of initiating, planning, executing, monitoring/controlling, and closing.
- Categories included topics on the stages of project management at Drayton Archaeology: intake, initiating, planning, field planning, fieldwork, reporting, and completion.

- Addressed in each stage may include topics such as: the goal of the stage, the barriers or challenges, stakeholders, and responsible actors, necessary skills and resources, procedure, common mistakes, and lessons learned.
- The guide serves to operate as a clear and easy to understand road map on the duties of project management at Drayton Archaeology to project managers and employees.
- The guide resides inside a new folder within the company's shared Google Drive as a Google Document with hyperlinks to resources also located on the drive.

Excluded from the scope:

- Drayton Archaeology policies and procedures relating to project management beyond a simple introduction.
- Any future updates or changes made in the future will not be included.
- The project management guide does not include the creation of supplemental documents in addition to the guide.
- No project management software setup or instructions will be included in the guide unless already in place within the company structure.
- No alterations or changes to any current resources for project management are included.
- This plan does not include an implementation plan of the delivery or oversee how the document is incorporated into the company.

PROJECT METHODOLOGY

INITIATION

The initiation for this project began in August of 2022 when potential project ideas were discussed with Roger Hull, M.S., PMP and a project management guide was determined to be a good potential project idea. This idea was then discussed with Ryan Schmidt, PhD, the project manager at Drayton Archaeology, later in August to determine whether a project management guide fit within the needs of Drayton Archaeology. It was determined that the guide would be beneficial for the company and Drayton Archaeology sponsorship for the project was set up.

PLANNING

The planning phase of the project began in September 2022 with the development of a preliminary project charter and a preliminary schedule. The scope for the project was further developed and narrowed in October as well as preliminary research methods and approach. In November, the first project management plan draft was created. The final project management plan was completed in December of 2022 with the project set to start in the execution phase January 1st, 2023.

RISK IDENTIFICATION

During the planning phase, a large emphasis was placed on risk identification resulting in the need for a well thought out risk management plan to be utilized in the execution phase. Risks were identified by utilizing lessons learned from previous projects completed by the project manager in the duration of the master's program in addition to examining potentially problematic areas in the project execution schedule where risks could occur. Risk identification was determined to be a large part of ensuring project success because of the high impact that the identified risks could have on the project schedule and quality.

EXECUTION

The execution of this project began on January 1st, 2023. The first phase of research took place between January 2nd to January 10th. An initial planning meeting for the project management guide between the project manager and sponsors at Drayton Archaeology took place on January 9, 2023. At this meeting the scope was further developed and details on what the project management guide should include were discussed. Following this meeting the development of the project management guide and the second phase of research took place simultaneously. Once the outline was complete, a second meeting with the Drayton Archaeology sponsors took place covering topics such as scope, wording standardization, and specific details on each stage of the project management process, occurring on March 1st, 2023. The outline of the project management guide was shared and reviewed by Drayton Archaeology sponsors. At this meeting, the scope was reviewed, common terms and phrasing were standardized, more specific information about the project management stages was gathered, and the guide outline was reviewed. Final internal research was conducted during this meeting.

Following this meeting, the outline was reviewed, and changes were suggested by the DA sponsors. An additional meeting occurred on March 31st, 2023, to discuss the formatting and content of the guide after a thorough review of the outline was conducted. At this time, with all the necessary information and approvals gathered, the drafting of the project management guide began. The project management guide was drafted between March 31st, 2023, and April 6th, 2023. Following the completion of the project management guide draft, a meeting was held on April 7th, 2023, with the primary DA sponsor to discuss knowledge gaps in the guide and fill in some additional information. These edits were made between April 8th, 2023, and April 10th, 2023. On April 10th, 2023, the project management draft was sent to the DA sponsors for approval or edits. Edits were completed between April 11th and April 12th, 2023, and the final project management guide was sent to Drayton for implementation.

MONITORING AND CONTROLLING

Simultaneously with the execution stage of this project, monitoring and controlling was used to track, review, and regulate the progress of the project. During this stage, the scope management plan, risk management plan, and change management plan were heavily focused on.

SCOPE MANAGEMENT

Throughout the project, a significant focus was placed on scope management as the scope was intentionally not entirely developed in the project management plan and many changes were anticipated. The scope for the project was defined by addressing the need for a project management guide at Drayton Archaeology as well as what information was necessary to include, what research would need to be done to provide guidance in making the guide, and how to make the guide into a functional document.

The project scope was intentionally left slightly vague due to planned future conversations with Drayton Archaeology sponsors to narrow the scope in the execution phase to ensure it meets the needs of the company. The project manager initially narrowed the scope from the original scope in the project management plan during the first project meeting with the Drayton Archaeology sponsors. The scope change at that time included more information on the purpose and content of the guide as well as information on where the guide would reside and how it ought to be managed. Once the scope was narrowed and more defined, the project manager worked with project sponsors to consistently address and discuss the scope in meetings and communications to ensure that it continued to meet the needs of the project.

During a meeting on March 31st, 2023, a DA sponsor proposed a substantial scope change that would have changed the format and delivery of the guide. The project manager considered the scope change request but ultimately determined that it would not be feasible to implement within the time constraints of this project. A compromise was reached by having the project continue as planned and using the new scope change request to create an additional project that will take place upon the completion of this project.

RISK MANAGEMENT

During the planning and execution phases, risk management was identified as an important knowledge area to pay particularly close attention to as the potential impact that risks could pose to the project were considerable. The project management plan supplied a detailed risk management plan that provided the structure for risk management activities for the project and served as a guide to preventing and mitigating risks throughout the project. The risk management plan identified risks in three categories of high,

medium, and low as well as providing a risk response implementation plan. Opportunities were also identified and monitored throughout the project execution for potential exploitation.

Two planned risks were realized in the duration of the execution of the project. During the initial planning meeting with Drayton Archaeology sponsors, an unplanned risk was identified and added to the risk register. The risk response implementation plan was followed to ensure the best recovery for the realization of the planned risks using the planned response identified in the risk register. Due to the planning and implementation of the risk responses, the project was able to recover entirely with all final deliverables being completed in time.

An example of how risk was managed in this project is the risk of unexpected delays in schedule, which was given a medium severity level due to having a likely probability and a marginal impact. In order to prevent this, a buffer should be placed in the schedule so delays will not result in late deliverables. The planned response for this risk, if it is realized, was mitigating the risk by eliminating variables that were putting a strain on the project schedule. Following this response, when this risk was realized the project manager eliminated several factors that caused strain on the project schedule. This resulted in more time being available to address deliverables and more flexibility than before on when work could be completed.

CHANGE MANAGEMENT

An important part of the execution process was monitoring and managing the changes associated with the original project plan. This ensured that there wouldn't be any unnecessary delays or complications in the project execution phase. The change management plan outlined a five-step change control process and included the use of documents such as a change log and change requests that were updated for every approved change and included into the project management plan. The project resulted in six approved change requests including changes made to scope, the risk register, opportunities, and requirements traceability matrix. These changes were all evaluated, approved, and implemented by the project manager and ensured that the project plan was consistent, organized, and reliable.

CLOSEOUT

The closeout phase of the project occurred between April 12, 2023 and May 1st, 2023. Final deliverables, including a final report, the final project management guide, and a final presentation, were produced and completed. Though a closeout plan was not included in the project management plan, course requirements, acceptance criteria, and project objectives provided guidance in successfully closing out the project. The project was marked as complete on May 1st, 2023 following the final presentation and submission of final deliverables. The final project management guide was delivered to Drayton

Archaeology sponsors on April 12th, 2023, for incorporation and management of the document into the company resources.

RESEARCH METHODOLOGY AND ANALYSIS

The research conducted in preparation for writing the project management guide was completed to provide information on what resources are available on the topic, what format works best for guides or similar documents, and what information would be best to include. These three research questions provided the necessary information to create a comprehensive and well-developed project management guide.

RESEARCH QUESTION 1

What easily accessible resources are available on the topic of project management guides and cultural resource management? This question was important to ask because it provided insight into what resources were available in the industry of cultural resource management compared to other industries. This applies to the project because it supplied information on how hard it would be to find easily accessible information for the industry - not only for the duration of this project but also to see what gaps may need to be filled for future projects. Cultural resource management is a relatively small field that puts less of an emphasis on formal project management processes than adjacent fields and it is helpful to understand how far the gap is between project management information such as project management guides, relating to cultural resource management and adjacent industries.

RESEARCH METHODOLOGY

To answer the first research question, five Google searches were conducted and the top eight results of each search were examined. The purpose of choosing the top eight searches was that it is approximately the amount of search results on the first page of Google following the advertisements. Each search included different key words for either cultural resource management or similar industries such as “Geology ‘project management guide’” or “cultural resource management ‘project management guide.’” When searching, the words “project management guide” were always searched in quotes to improve the likelihood of accurate results. Searching Google for a group of words inside of quotation marks indicates to the search engine that you only want to find results that contain those words in that order. Combined with the search of the industry should bring up any easily accessible information on those two subjects. Similar industries included the industries of geology and construction management as cultural resource management often works with or alongside these industries.

Three searches were done for archaeology and cultural resource management with different combinations of phrasing to ensure an understanding of the best results for project management guides within the

industry. The results for each search were examined to determine how many easily accessible resources were available on the topic of that industry and project management guide. Advertisements were not included in the top eight search results. This research did not utilize an incognito browser to control targeted results.

RESEARCH RESULTS

For adjacent industries, geology and construction management results were examined. The Google search of “Geology ‘project management guide’” prompted three resources directly related to the search out of the top eight results. One of the resources was a project management guide on geologic surveys, another was a geotechnical design manual from the Washington Department of Transportation that included assistance and instruction on project management topics, and the last was a project management guide for mining (Hill & Hill 2021; Hickson & Owen 2015; Allen 2022). For the search of “construction management ‘project management guide,’” eight out of eight results directly related to the search topics. Examples of the easily accessible resources included “Construction Project Management 101- Four Point Guide”, “Construction Project Management Beginners Guide,” and “How to Effectively Run Construction Management Projects,” (Uearthlabs.com n.d.; Przystal 2022; Waida 2021).

For the cultural resource management or archaeology industry three searches were conducted with different wordings. The first was “Cultural resource management archaeology ‘project management guide’” which produced one relevant result out of the eight top search results. That result was a document on the “Management of Research Projects in the Historic Environment” focusing on marine archaeological geophysical surveys. While the result did not directly apply to the context of cultural resource management at Drayton Archaeology, it could still provide a project manager with useful information (Dunkley, 2011). The second search was “cultural resource management ‘project management guide’” where zero out of eight top results were related to both project management and cultural resource management. Finally, “Archaeology and ‘project management guide’” was searched also resulting in no relevant matches that contained information on both project management and archaeology.

Quite a large gap is depicted in the results of these searches showcasing how little resources are available for project management within cultural resource management while industries like construction have a multitude of resources (Exhibit 1). Most cultural resource management projects work directly with construction projects yet don’t have nearly as many resources on project management. This can create a challenge for new project managers in the field of cultural resource management or companies trying to expand their project management techniques because there are not many easily accessible resources

available to them to assist in their understanding of how project management tools and techniques can be applied to their field.

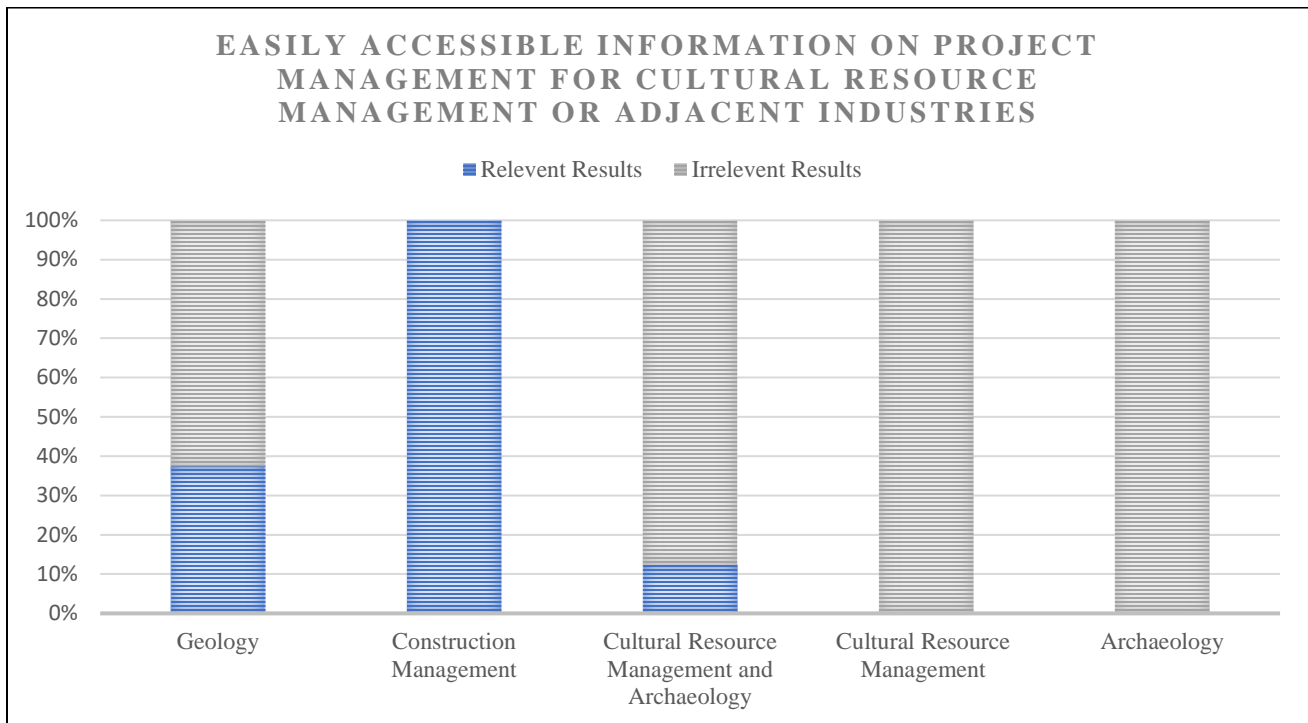


Exhibit 1: Question one research results.

KEY POINTS

This research question asked what easily accessible resources are available on the topic of project management guides and cultural resource management. Only 4% of 24 of the top results on Google about the cultural resource management industry and project management guides were relevant and contained a resource that was a project management guide in the field of cultural resource management (Exhibit 2). Construction management, an industry that cultural resource management works with on the majority of their projects, had 100% relevant resources on project management guides for construction management. From the information gathered to answer this question, it was evident that there is a gap of easily accessible resources on the topic of project management guides and cultural resource management compared to adjacent industries. This results in the creation of products, such as the project management guide for this project, on these topics being more complicated and tedious due to the lack of resources. The answer to this question not only informed how long the project management guide for this project would take, or how much work it would take to produce without accessible resources but also provided insight into growth opportunities for future projects like this one that combined cultural resource management and project management.

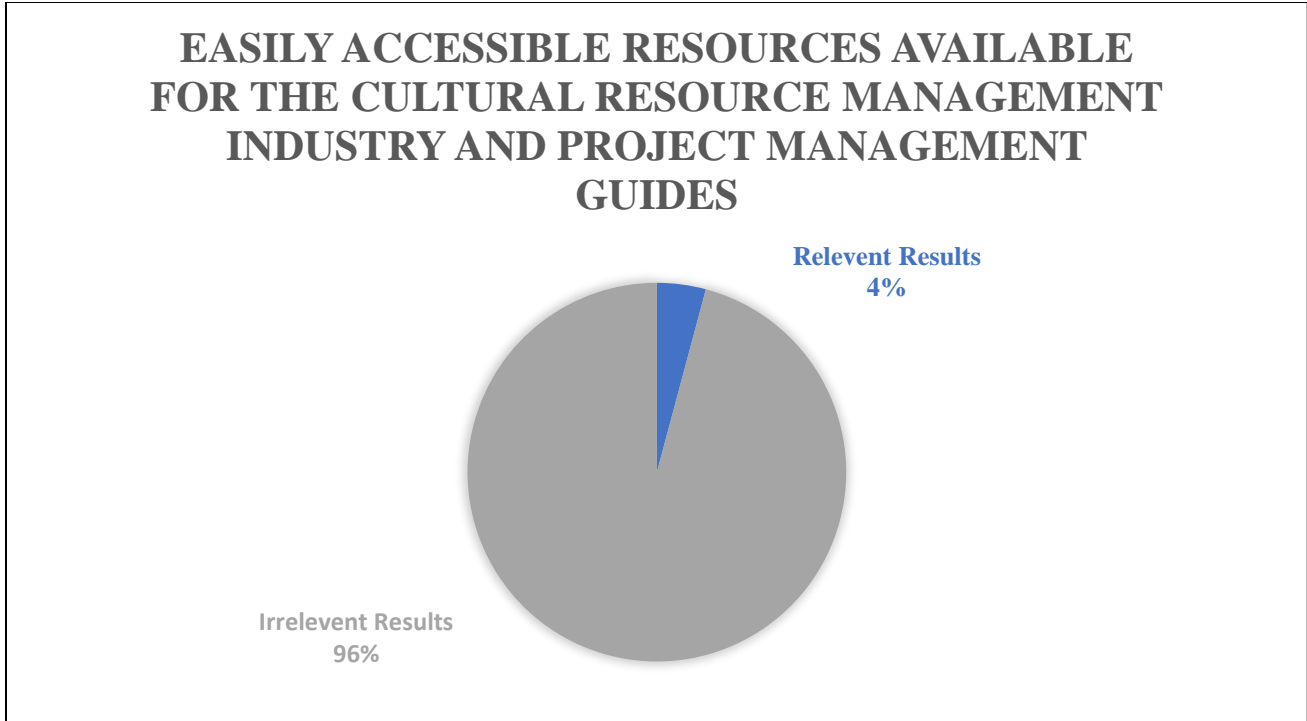


Exhibit 2: Easily Accessible Resources on Cultural Resource Management and Project Management Guides

RESEARCH QUESTION 2

What format works best for project management guides or similar documents? This question was addressed so that it would provide information that would assist in the formatting of the project management guide for the project. This question was important to ask because it provided information on what formatting other companies or industries use for their guides or similar documents as well as provided information on how Drayton Archaeology would prefer the format of the guide. This helped to provide information on how to format the project management guide outline for a well formatted result for project sponsors approval.

RESEARCH METHDOLOGY

The answer to this question was found by performing both internal, within Drayton Archaeology, and external research, searching the internet for helpful documents.

External Research Methodology

The external research was done by researching examples of project management guides, guidebooks, or policy and procedure documents. Notes were taken on a sample of documents found in those categories to answer questions such as what the purpose of the document was, what type of information was included, how is the information organized, and what audience was the document written for. Asking these

questions provided understanding in what aspects of formatting or information would be helpful to include in the project management guide. This research was then combined with internal research.

Internal Research Methodology

The internal research for this question was found by researching other formal documents used in the company to determine what format the company has previously used and benefited from. Ten documents were pulled and examined for layout, font, and formatting.

RESEARCH RESULTS

External Research Results

Several online documents and resources were examined including Washington Department of Transportation's Project Management Guide webpage, a Florida Department of Transportation's Cultural Resource Management Handbook, and a Federal Transit Administration's Project and Construction Management Guidelines.

The Washington Department of Transportation's Project Management Guide was very informative and as a webpage, it acted more as a living document than the other two documents which were in a portable document format (Gabel, n.d.). The live links on the webpage were very resourceful and resulted in the idea that the project management guide for this project should also have live links and act as more of a living document that can be resourceful and consistently updated. The biggest takeaway from the Florida Department of Transportation's Cultural Resource Management Handbook was the numerical numbering system and paragraph formatting (FDOT Central Environmental Management Office, 2004). The document followed a standard numerical heading format that made it easy to navigate and locate the order of information which would make it useful to incorporate into the project management guide.

For the Federal Transit Administration's Project and Construction Management Guidelines, the header and footer appeared to be a useful addition to the papers formatting (Campion, et al., 2011). The Project and Construction Management Guidelines' document included headers that informed the reader what section of the paper they were in and footers with information on when the last update was provided. Due to the example in this document, the last updated footer was incorporated into the project management guide as it acts as a living document and will be updated often. This will help track when the most recent changes occurred and who made them.

Internal Research Results

The documents pulled from the company did not have a consistent formatting style but many did follow common patterns. It was determined that the best formatting to fit within the company preferences would be 11-point Arial font and a specific heading style. With the sample of ten formal company documents

pulled, the fonts, letter sizing, and general formatting varied. Four documents were in Times New Roman with either a size 12 or 11 font, five were in Arial size 11 font and one was in Calibri size 11 font (Exhibit 3). The font and text size of the guide was determined that it should be Arial size 11 font since it appeared the most popular. The formatting of the documents varied as well but the most common headings, page numbers, and general appearance of the documents were copied so the guide effortlessly fits in with other company documents.

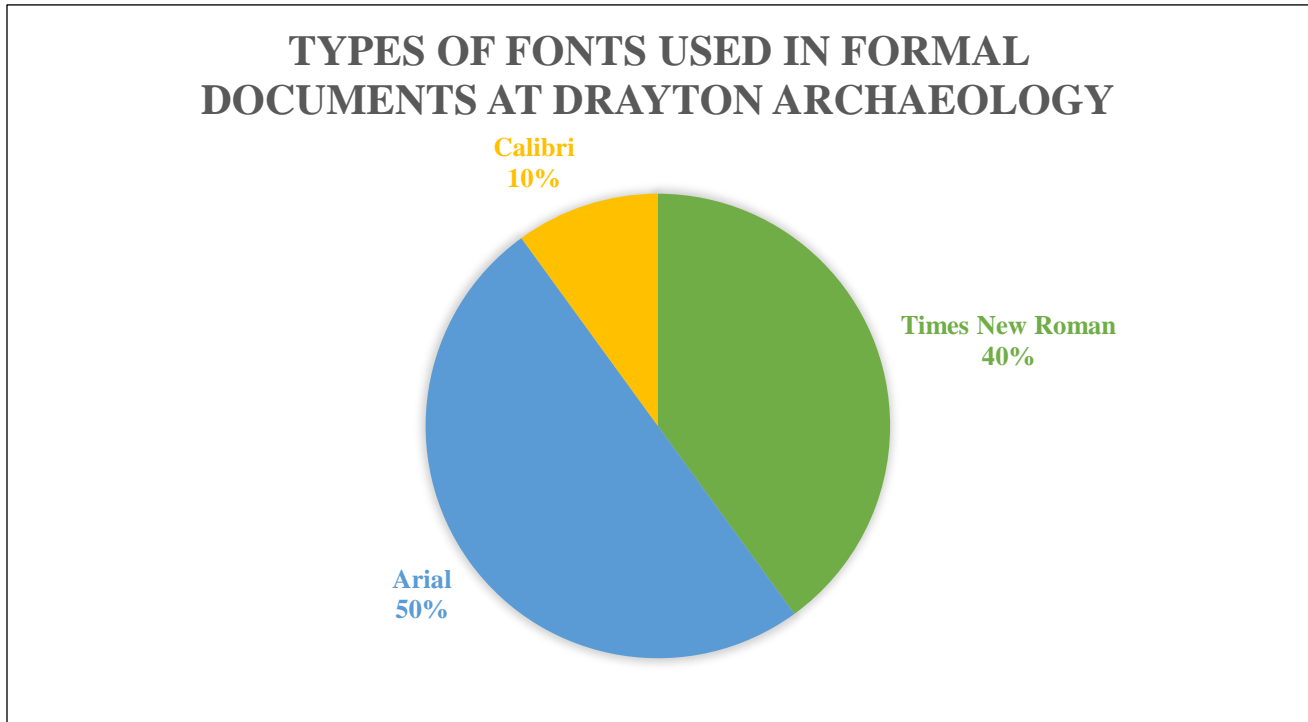


Exhibit 3: Types of Fonts Used in Formal Documents at Drayton Archaeology

KEY POINTS

Question two set forth to answer what format would work best for project management guides or similar documents both internally and externally. Through external research, much inspiration was taken such as allowing the project management guide to function as a living document with updated links and having an area where it can be logged when the document was last updated and by who. Internally, it was determined that the formatting should follow the most used composition as showcased in a sample of ten formal company documents. This resulted in the decision to incorporate the most common formats to have the guide best fit in with other documents.

RESEARCH QUESTION 3

What information on project management techniques and methodologies applied to cultural resource management would be beneficial to include in the project management guide and what practices are

currently being utilized? This question was important because it could provide the project management guide with more information on how to best manage projects using advanced and helpful project management tools and techniques. Provided that there are accessible resources on project management techniques and methodologies applied to cultural resource management or archaeology, this information would be very helpful to include in setting Drayton Archaeology project managers up for success by using tried and true methods of project management in the cultural resource management industry.

RESEARCH METHDOLOGY

This research question was addressed both internally, through conversations with Drayton Archaeology sponsors, and externally, through reviewing a project management resource on cultural resource management.

External Research Methodology

To perform the external research to answer research question three, the book *Project Management for Archaeology* was reviewed (Vilanova, Kloppenbord, & Wells, 2017). The consultation of this resources was intended to provide new information on how to manage projects in cultural resource management, preferably with the inclusion of project management techniques and methodologies. Several additional potential resources were considered but it was ultimately discounted due to not including specific information connecting project management and the field of cultural resource management and archaeology.

Internal Research Methodology

The internal research methodology for this project included discussing with Drayton Archaeology sponsors the information they thought would be best to include. This ensured that the project met the quality of what the Drayton Archaeology sponsors were expecting and that the project management guide proved useful to the company.

RESEARCH RESULTS

External Research Results

After reviewing the resource, *Project Management for Archaeology*, some information was determined to potentially be useful to incorporate into the project management guide (Vilanova, Kloppenbord, & Wells, 2017). This book provided a very useful overview of what an archaeology project looked like, the stages and workflows of an archaeology project, and helpful introductory information on project management techniques that could apply to those projects. Three types of archaeology projects were defined in this book: graduate research projects, funded grant projects, and commercial application projects. Drayton Archaeology projects are commercial application projects described as “for-profit archaeological works,

linked to constructions and development by third parties that may affect the archaeological heritage,” (Vilanova, Kloppenbord, & Wells, 2017).

Vilanova, Kloppenbord and Wells discussed that “... success in an archaeological project can be measured in the particular objectives of the project being reached (demonstrated in the final report and any publishable material), the satisfactory handling/conservation of any significant finding (including the proper management policies of said materials), the efficient relationship between stakeholders (for example, government officials and construction firms) and the project team and the team’s professional growth,” (p. 14). This was a very important point to consider that often gets overlooked even though it can be critical in understanding the goals of the project.

When discussing project management for archaeological projects, Vilanova, Kloppenbord, and Wells provided helpful insight into how aspects of archaeological projects can complicate the management of a project, especially in the execution phase. They included examples such as risks specific to archaeological projects and fieldwork techniques to manage scope and keep a project on track. Some of the potential risks mentioned were weather conditions, the increase in workload and probability of locating cultural materials later towards the end of the project, and delays associated with needing to examine cultural materials in the field (Vilanova, Kloppenbord, & Wells 2017, p.16).

The guidance provided in *Project Management for Archaeology* not only included information on how to smoothly and effectively run projects through all the entire life cycle, but also detailed what it takes to be a good project manager in archaeology. Vilanova, Kloppenbord and Wells state that, “Leadership in archaeology involves not only knowledge and experience but also the common sense to follow your research project and adjust to local circumstances that do not conform to the expected scenario. It involves taking decisions on the spot, having a clear mind of your objectives, of the responsibilities of your core team, your stakeholders, and lots (and lots) of good communication skills,” (p. 145).

Overall, *Project Management for Archaeology* proved to provide extensive in-depth information on project management tools and techniques applied to the archaeology field. The book discussed project management resources such as a project charter, a RACI chart, and a work breakdown structure. While this guide was much more directed to students within the academic archaeology subsection, it would be a beneficial resource to anyone looking for information on how to apply project management processes to their archaeology projects. Several concepts discussed in this book, in addition to the previously mentioned information, would prove useful in including in the project management guide such as a RACI chart, workflow diagrams, and the company’s definition of project success.

Internal Research Results

To complete the internal research for this question, several meetings took place with Drayton Archaeology sponsors to determine what information would be best to include in the project management guide so that it was practical for the company. It was determined that the project management guide should include resourceful information on all six stages of projects at Drayton. Some resources within the company were disclosed, including a preliminary workflow document where portions of the tasks in the six stages were documented. After establishing that the guide would restructure and readdress the tasks within the project stages, it was discussed that the guide should go in depth on additional processes and aspects of each stage. The first aspect that was chosen to focus on within each stage for the guide was a general overview depicting what occurs during the stage, why it was important, and how it contributed to the project as a whole. The second aspect considered in the guide was information on the timeline to provide information on how long the stage took and possibly provide information on individual tasks as well. Another aspect considered was what resources were associated with this stage and what were those resources used for, and the addition of hyperlinks that would link the list to active, up to date, resources. Finally, it was suggested that barriers and challenges should be described as well to fully inform project managers of what to expect within that stage.

KEY POINTS

This research question set forth to inquire about project management information applied to cultural resource management and what project management practices are currently being utilized at Drayton Archaeology. Through external research, the book *Project Management for Archaeology* was reviewed (Vilanova, Kloppenbord, & Wells, 2017). This book provided insight into the potential project management tools and techniques that could be used to manage efficient and successful projects in archaeology. It contained information on all stages of a project including specific examples of how aspects of archaeology are applied using standard project management processes and resources. Several concepts discussed by Vilanova, Kloppenbord, and Wells proved useful in being included in the project management guide such as a RACI chart, workflow diagrams, and the company's definition of project success.

For the internal portion of this research question, conversations with Drayton Archaeology sponsors resulted in the determination that the guide should be formatted to include the six stages of a project at Drayton. The guide provided comprehensive information on each stage and included information such as what tasks were completed in that stage, a timeline, resources, and anticipated challenges. This allowed the guide to lay the information out in a way that was familiar to the company in addition to providing a more in-depth information on those stages that have not been previously documented.

RESEARCH SUMMARY

Research for this project answered three questions that provided information on how many resources would be easily accessible, what format worked best, and content that would be important to include. For the first part of the research, it was discovered that there is a significant lack of easily accessible resources on project management guides within the cultural resource management industry, especially compared to similar industries. Out of the 24 top Google search results on the cultural resource management industry and project management guides, only 4% of the results provided relevant and helpful information. In a search done on project management guides and construction management, an industry that cultural resource management often works alongside, 100% of the results were relevant and helpful. The lack of resources for project management guides in cultural resource management resulted in the creation of the project management guide for this project being more cumbersome. In addition to providing insight into how long the project management guide would take to produce or how much work it would take without available resources, it also identified the potential for growth within cultural resource management to publish more project management resources.

Through the second part of this research, the formatting for the guide was determined. Through reviewing similar documents available on the internet, many aspects were taken into consideration for formatting in the final project management guide such as having active links to resources, and having an area where it can be logged when the document was last updated and by who. Internal research of formal company documents resulted in the determination of what formatting would be best to incorporate into the guide so that it can assimilate into the company structure.

The final part of the research utilized internal company conversations with Drayton sponsors and the use of an external resource, *Project Management for Archaeology*, to determine what information should be included in the guide. Conversations with Drayton Archaeology sponsors resulted in the determination that the guide should include comprehensive information on what to expect from each stage of a project at Drayton Archaeology. These conversations provided information on the stages of a project within the company, what could be expected from each stage, resources that were utilized, and what challenges commonly occurred. The information gathered from these conversations provided the material to include in the final project management guide.

PRODUCT NARRATIVE

SUMMARY

The project management guide was created to combine the need for such a resource at Drayton Archaeology and to demonstrate mastery of project management knowledge to fulfill requirements for the University of Alaska Anchorage's project management master's program. The guide provided recommendations on how to start, run, and finish a project by providing information on the six stages of a project at Drayton Archaeology. The document included the description, timeline, procedure, resources, and challenges of each project stage. It was the first step in documenting and formalizing operating procedures, thereby identifying underdeveloped components to make improvements in the future. It provides clear instructions on current practices that will assist both future and current employees in understanding each part of the whole project management process. Furthermore, conversations with stakeholders and sponsors that occurred in the process of producing the guide provided insightful information on what future work needs to be done to continue to better project management processes at Drayton.

APPROACH

The product of this project was approached by using a linear sequence of events to produce a completed project management guide. The best way to accomplish this project was by producing a sequence of phases in the execution stage of the project so that the product is completed in a systematic and organized manner. Three phases were created: research, outline, and guide (Exhibit 4). In the research phase, three research questions were considered to determine what available resources there were, what formatting should be used, and what content should be included. The outline phase of the project allowed for a beta document to be shown to Drayton sponsors that included the resources and content included in the research findings so that a determination could be made on what should be included or discarded in the final draft. This phase included creating the outline of the project management guide, discussing it with the sponsors, making edits, and receiving further approval. Finally, the guide phase of the project was where the majority of the information was written within the approved guide format. The guide was then reviewed, edited, and approved by Drayton sponsors.

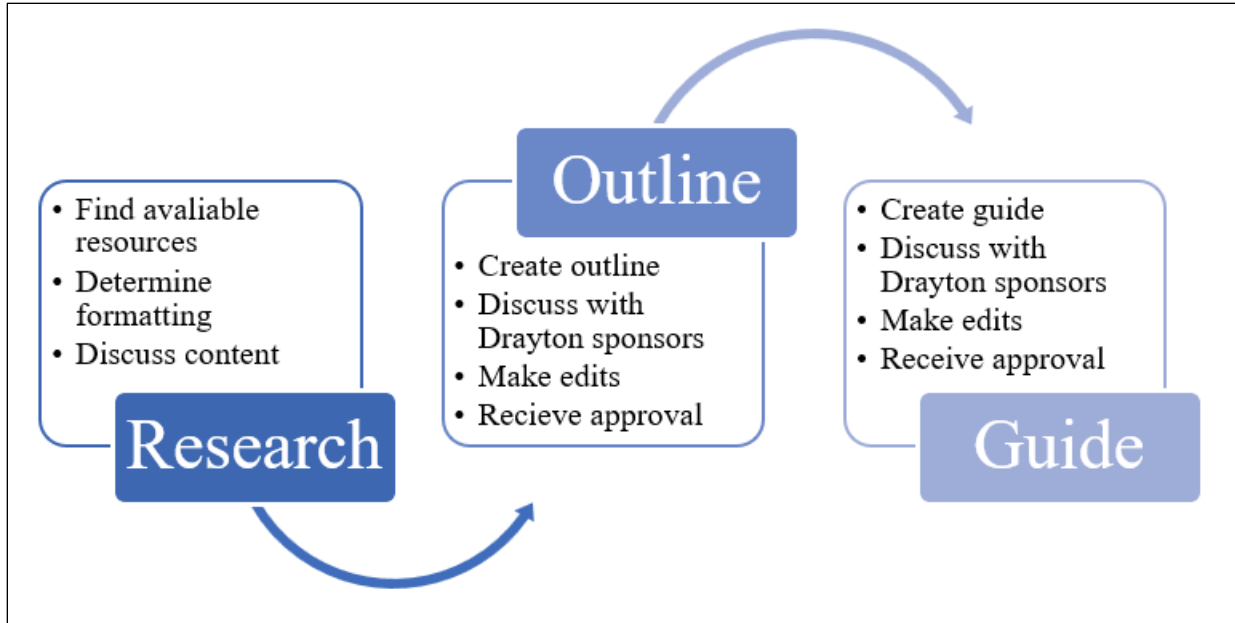


Exhibit 4: Product Approach

PROJECT MANAGEMENT APPLICATION

In the creation of the project management guide outline, several project management tools and techniques were considered. It was important to consider the audience of the guide when deciding which project management concepts to include and how to include them because it is unlikely that the guide would have sole viewership from people with knowledge of project management processes. Taking this into account, several project management tools were simplified in the consideration of their inclusion into the guide.

One of the first project management tools considered was the RACI chart. A RACI chart, or Responsibility Assignment Matrix, is a table that identifies the roles and responsibilities associated with tasks, milestones, or deliverables (Martins, 2022). For each stakeholder or involved individual, the letter R, A, C, or I is assigned that explains their role in association with a specific task, milestone, or deliverable. R means responsible, A is accountable, C is consulted, and I is for informed. The following table, exhibit 5, was considered for inclusion in the project management guide. When discussing the RACI chart during a meeting with Drayton sponsors about the content of the project management guide outline, it was determined that while the chart was helpful it may not be as applicable for this project and audience. It was determined that the chart should not be included in the project management guide but that it might be revisited in the future for similar projects where it would be more helpful.

Stakeholder Analysis Matrix				
Stakeholder	Interests	Influence	Needs	Expectations

Exhibit 6: Stakeholder Analysis Matrix Example (Wordlayouts.com, 2016)

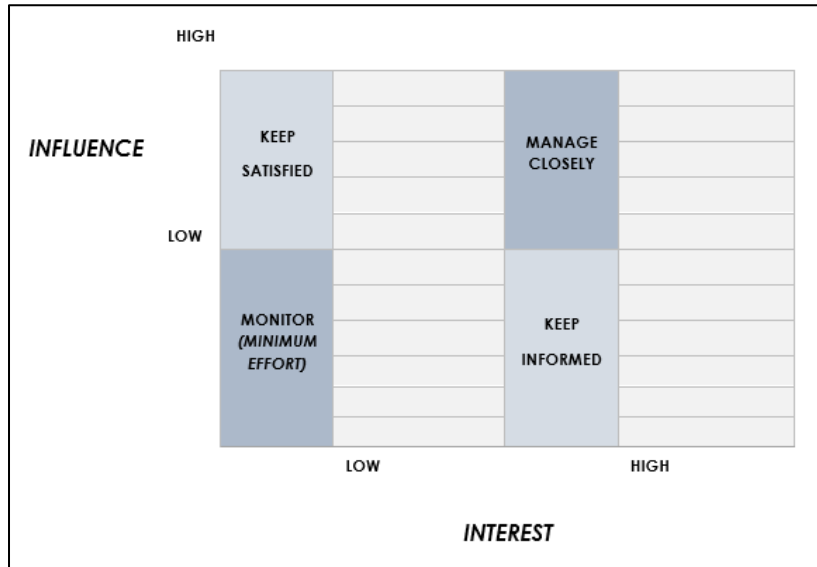


Exhibit 7: Stakeholder Map Example (templatelab.com, n.d.)

Additionally, a risk register was considered for incorporation into the project management guide. A risk register is a table that identifies potential setbacks and aims to identify, analyze, and manage those

setbacks before they can cause substantial damage to the project (Team Asana, 2022). A typical risk register, exhibit 8, can be daunting to someone not familiar with project management or risk management. In order to simplify the concept of a risk register to an audience who may not have a deep understanding of project or risk management, a table was created and incorporated into the project management guide outline for consideration in the final guide (Exhibit 9). After a meeting with Drayton sponsors to discuss the incorporation of the simplified risk register, it was decided that there were not enough identified risks to make the resource necessary. The table was replaced with a paragraph for each identified risk acknowledged as a barrier or challenge and included information that would have otherwise been detailed in the table. Through the discussion of this resource, the need for future development of identified risks within the stages of project management at Drayton was identified.

Lp.	The main of risks	Owner of risk	Reason/cause	Effect	Risk assessment			Risk response strategy	Cost of strategy
					Probability	Impact	Level of risk		
Designing risk									
1	Lack of acceptance by Investor of design proposals	Investor	Delays in approval	Increase in costs due to the suspension of work of the design team	5-40%	50thous.-500thous.	Low	Market observation, alternative designing solutions	0
2	Delays and difficulties in obtaining opinions and permits	Investor	Delay of designing work, unknown scope of design	Disturbed designing process	5-40%	500thous.-2millions	Medium	Earlier diagnosis of the situation in local authorities offices, organization of meetings preceding designing process	50thous.
3	Conflict among designing team members	Designer office	Insufficient flow of information among team members	Disturbed designing process	0-5%	50thous.-500thous.	Low	Response of a team leader to all form of conflicts - mediation in a team	15thous.
4	Too optimistic assessment of employee workload	Designer office	Approval of unrealistic deadlines for individual work	Delay of designing work	5-40%	50thous.-500thous.	Low	Proposing for employees to work overtime or ordering of part of work to another designing team	120thous.
5	Incorrect information from investor/lack of clear guidelines	Investor	Design may be issued with duplicate error or detected error can generate timing constrains	Verification of errors will increase costs and increase time due to the development of the next revision of design	40-70%	2-5 millions	High	Application to investor for extension of time to complete a design due to additional circumstances	20thous.
6	Staff do not have sufficient knowledge about the subject of design	Designer office	Errors in design	Verification of errors will increase time due to the repeated checks of designing work	5-40%	2-5 millions	Medium	Designing team leader strengthens control over work, providing for employees consultation with an expert	65thous.
Time risk									
7	Acceptance of unrealistic deadlines in contract	Designer office	Faulty contractual provisions	Deterioration of design quality of failure to meet the deadline	40-70%	2-5 millions	High	Employment of new employees or ordering part of work to another party during a contract	105thous.
Budget risk									
8	Underestimation of design budget	Investor	Budget may not be sufficient to carry out designing tasks	Deterioration of design quality	40-70%	2-5 millions	High	Limiting scope of design to necessary minimum	40thous.

Exhibit 8: Risk Register Example (Dziodosz & Rejment, 2015)

Barrier or Challenge	Effect	Likelihood	Impact	Level of Priority	Response

Exhibit 9: Simplified Risk Register Example

Although none of the formal versions of the project management tools discussed above were directly incorporated into the report, the principles were incorporated into the text of the guide. The discussion about the utilization of the resources prompted further insight into how such resources could better benefit Drayton in the future in other ways. Now that the foundation of the project management stages has been laid out through the finalized project management guide, future reflections may result in these resources being reexamined in their utility for the guide and ensuing projects.

RESEARCH RESULTS APPLICATION

The research for this project was done to provide a foundation of information that could contribute to the development of the project management guide. What was determined to be beneficial in the research stage of the project did not always prove to be the most helpful in the context of the project management guide and how it applied to its functionality and audience within the company. The information gathered in the research of this project was incorporated into the project management guide outline which was then discussed with Drayton Archaeology sponsors to determine what information should be included and disregarded for the final project management guide.

The results of research question one, which determined that there was a lack of helpful resources on project management guides for cultural resource management, helped to determine and adjust the time estimates for how long the creation of the project management guide would take. With limited resources that directly applied to the cultural resource management industry, the estimated duration for completing the guide was increased because more time would need to be applied to altering available resources to relate to cultural resource management projects.

In the research results for research question two, many different formatting options were determined to be potentially useful to incorporate in the project management guide. After introducing these formatting options in the project management guide outline, two options proved useful in incorporating into the final guide: hyperlinks to active resource documents and a footer providing information on who had last updated the document and when (Exhibit 10). The internal research gathered on formatting was applied in full to the final guide as it had already been utilized within the company.

Resources

Scheduling: [Google Drive Project Calendar](#) and [the Drayton Staff Availability Google Drive Calendar](#)

Proposals: [Project Proposal Template](#) and [examples of previous reports.](#)

Research: [WISAARD](#), [County Accessor Parcel Viewer](#)

Last Updated: March 1, 2023.

By: Emma Graves

Exhibit 10: Example of How Formatting Research from Question Two was Utilized in the Project Management Guide

For the research results from question three, the basic principles of the information that were determined to be potentially beneficial to include in the guide were incorporated into the final guide but in a simplified structure that could be accessible to all audiences. For the external research, the information that was determined to be potentially beneficial to include was the use of a RACI chart, workflow diagrams, and the company's definition of success. As discussed above in the project management application section, the RACI chart was determined not to be included because it would not be helpful for all stages and could be confusing to members of the audience who were not familiar with the chart. Information that would have been included in the RACI chart was included in the written section of the procedure section of the guide. The concepts of workflow diagrams and creating a definition of project success for the company were determined to be beneficial but not for the time constraints and utility of the guide. It was decided that these concepts will be reserved for use in later projects. For the internal research conducted for question three, all the information that was discussed as beneficial to include was incorporated into the final guide.

PRODUCT CLOSEOUT

Upon the approval of the final draft of the project management guide, the document was published on the company's shared Google Drive. In this location, it will reside as a living document that can be updated periodically. As an implementation plan of the delivery or oversight of how the document is maintained or utilized within the company beyond its publication was not included in the scope of the project, the product was then considered complete.

CONCLUSION

The purpose of this project was to create a project management guide for Drayton Archaeology as part of the University of Alaska, Anchorage's project management master's program. This project combined the project management knowledge acquired in the duration of the program with the need for a project

management guide at Drayton Archaeology. By providing Drayton Archaeology with this project management guide, it will be able to better plan and manage projects and use the higher level of efficiency to focus on growing and working towards the future. By producing this guide for Drayton Archaeology, the company will be able to have a foundation of formalized project management stages, procedures, and instructions that can be utilized to better plan and manage future projects as well as build upon to create additional resources. The creation of this guide also produced many subsidiary benefits such as opening a conversation at Drayton about future projects and identifying gaps in the current project management processes.

The research conducted for this project determined the formatting and content for the project management guide. Additionally, it was ascertained that there is a significant lack of resources on project management within cultural resource management compared to adjacent industries. The resources that were available was examined for helpful information that could be included in the project management guide. The information gathered on what the best formatting and content to include was then applied to the project management guide outline, which was then presented to Drayton stakeholders for approval and edits. After an outline was approved, the project management guide was produced. The guide discussed what Phase I archaeology projects are and the different variations of Phase I projects at Drayton Archaeology. Then the guide broke down the six stages of a project at Drayton: intake, initiating, planning, fieldwork, reporting, and completion. Within each stage an overview discussed what occurred during this stage and how it was important to the overall project process. Following the overview was a time frame section that described how long that stage would take and, if necessary, how long individual tasks within the stage would typically take. Next, specific tasks and procedures were provided in order of occurrence with a description of who would typically perform this task, how to complete it, and what resources may be helpful. Resources were additionally provided in list form in the following section with hyperlinks to the active document location. Finally, the project management guide addressed the potential barriers and challenges of each stage to pass on some lessons learned to help prepare future project managers.

While the full, completed guide could not be published as to protect the company's private policies and procedures, a template that includes the formatting, topics, and instructions utilized in creating the completed guide can be found in the appendices and may be of assistance to people trying to complete a similar project (Appendix A).

PROJECT LESSONS LEARNED

Numerous lessons were learned during the duration of this project. The reflection and documentation of these lessons assists the project manager, project team, and others looking to execute a similar project so that successes can be repeated, and mistakes can be avoided for future projects. First, the scope was

intentionally ambiguous in the planning stage of the project because the scope was intended to be further defined during the research stage in meetings with Drayton Archaeology sponsors. This was, in theory, to allow for a well-informed scope that the project manager and Drayton sponsors could agree on prior to the development of the project management guide. However, not having a set date where scope could be finalized and agreed upon prompted scope creep and late-stage scope change requests. Though this was managed using the change and scope management plans, many complications and miscommunications could have been prevented had there been a more developed plan for how to determine scope after the project was in the execution stage.

Furthermore, when considering the scope of the project, the audience of the product was not extensively considered and determined. The scope did not determine who the official audience of the product would be within the company. It also would have been helpful to consider the company's organizational maturity level which would have assisted in understanding how to address the audience and scope of the product. It was assumed that the audience of the guide would be project managers at Drayton but as the guide was further developed that audience changed to all employees as much of the information in the guide would be helpful in familiarizing the entire company with the project management processes. While not having a defined audience in this case may have worked in the favor of the guide as it allowed the document to become more accessible to others which increased the benefit of the guide, it still should have been considered in the final scope definition for the project.

Additionally, within the realm of stakeholder management, it is best to clearly state project goals and expectations in the beginning of the project. Within the planning and execution of this project, several questions were asked by sponsors that should have been addressed in the first stages of planning the project by the project manager. The communication on project goals and expectations provided to sponsors was typically included in long project documents such as the project charter or project management plan. In hindsight, these documents were likely overwhelming and contained extensive information on portions of the project they wouldn't have an interest in. Instead, an email or document should have been sent that outlined the information that is more important to their interest in the project in addition to the other project documents so that they may review them as well if they choose.

During the execution of the project, the schedule was under utilized due to the project manager being the only team member working on the project. Since the project manager created the schedule and was already aware of when tasks were to take place, the schedule was not used unless changes needed to be made. In the project management plan, a system should have been put in place for the schedule to be monitored or addressed weekly. This could have helped with keeping the schedule on track, addressing any slipping tasks, or marking tasks as completed.

Finally, one of the most important lessons learned during this project was the benefit of focusing on solving a problem and not creating a product when first scoping and planning a project. For this project, the product was first established as a beneficial topic to focus on for completing the University of Alaska's project management master's program capstone project requirements. The product was then brought to Drayton Archaeology for sponsorship and the benefit of the guide within the company. While the product of this project fits both the need of fulfilling the requirement for the capstone project and is beneficial to Drayton, the project could have been better if it had been initiated to address a problem instead.

RECOMMENDATIONS

The project management guide was one of the first steps at creating more resources at Drayton Archaeology. Using this guide will help current project managers manage projects more efficiently by having a documented process and instructions to follow for a standard Phase I project. In addition to project managers, this document can help new employees get familiar with Drayton Archaeology's processes as it describes all stages of a project. In the future, this guide will be further developed and added to with more tools and resources, additional barriers, and challenges as they are encountered, and updated processes as they are developed. An additional project that will adapt a portion of the information provided in the project management guide into a checklist of tasks for each stage and resources for each task is imminent following the completion of this project.

Many future opportunities were realized during the planning and execution of this project. As this is the first time that project management processes are being formally documented at Drayton it lays the foundation for future projects that will utilize its information. Suggested projects to build upon that foundation include workflow documents for each stage and for different types of projects, a more developed closeout process, and a lessons learned repository. Additionally, this project could be altered to provide a simplified document to clients to better inform them of the project process at Drayton.

Research conducted to produce this guide determined that there is a significant lack of resources on project management for cultural resource management. It would greatly benefit the cultural resource management industry if more resources and easily accessible information were available to project managers in the future. This project aspires to be one of many scholarly works on the combination of these two topics and encourages others to produce similar projects that will provide the industry with much greater knowledge and assist in producing better projects overall.

REFERENCES

- Allen, T. (2022, February 10). *Geotechnical Design Manual*. Retrieved from Washington State Department of Transportation: <https://wsdot.wa.gov/engineering-standards/all-manuals-and-standards/manuals/geotechnical-design-manual>
- Campion, D., Neathery, C., Reinfurt, J., Bailey-Campbell, P., Schulz, D., & Sillars, D. (2011). *Project and Construction Management Guidelines*. U.S. Department of Transportation Federal Transit Administration.
- Dunkley, M. (2011). *Marine Archaeological Geophysical Survey*. English Heritage. Retrieved from Academia.
- Dziadosz, A., & Rejment, M. (2015). Risk Analysis in Construction Project - Chosen Methods. *Elsevier Ltd.*, 259-265.
- FDOT Central Environmental Management Office. (2004). *Cultural Resource Management Handbook*. Florida Department of Transportation Environmental Management Office.
- Gabel, M. (n.d.). *Project Management Guide*. Retrieved from Washington State Department of Transportation: <https://wsdot.wa.gov/engineering-standards/project-management-training/project-management/project-management-guide>
- Hickson, R., & Owen, T. (2015). *Project Management for Mining: Handbook for Delivering Project Success*. Englewood, Colorado: Society for Mining, Metallurgy & Exploration.
- Hill, G., & Hill, B. (2021). *Project Management, Including Data Management Best Practices Framework*. 2021: Southeast Regional Carbon Sequestration Partnership.
- Lee, E. (2015). *Management of Research Projects in the Historic Environment: The MoRHE Project Managers' Guide*. Historic England.
- Lopez, A. (2021). *Stakeholder Mapping 101: A Quick Guide to Stakeholder Maps*. Retrieved from Projectmanger.com: <https://www.projectmanager.com/blog/stakeholder-mapping-guide>
- Martins, J. (2022). *Your Guide to RACI Charts, With Examples*. Retrieved from Asana: <https://asana.com/resources/raci-chart>
- Przystal, M. (2022, October 26). *Construction Project Management: Beginners Guide*. Retrieved from Archdesk.com: <https://archdesk.com/blog/construction-project-management-guide/>
- Team Asana. (2022, December 10). *What is a risk register: a project manager's guide (and example)*. Retrieved from Asana: <https://asana.com/resources/risk-register>
- TemplateLAB. (n.d.). *28 Stakeholder Map Templates (Word, Excel & PowerPoint)*. Retrieved from TemplateLab: <https://templatelab.com/stakeholder-map/>
- Uearthlabs.com. (n.d.). *Construction Project Management 101 - Four Part Guide*. Retrieved from Uearthlabs.com: <https://www.uearthlabs.com/blogs/construction-project-management-guide>
- Vilanova, R., Kloppenbord, T., & Wells, K. (2017). *Project Management for Archaeology*. New York, NY: Business Express Press.

Waida, M. (2021, June 3). *How to Effectively Run Construction Management Projects*. Retrieved from Wrike.com: <https://www.wrike.com/blog/how-to-effectively-run-construction-management-projects/>

WordLayouts. (2016). *8 Best Template to Analysis Stakeholders (Word, Excel, PowerPoint, and PDF)*. Retrieved from WordLayouts: <https://www.wordlayouts.com/stakeholder-analysis-template/>

APPENDIX A: CULTURAL RESOURCE MANAGEMENT PROJECT MANAGEMENT GUIDE TEMPLATE

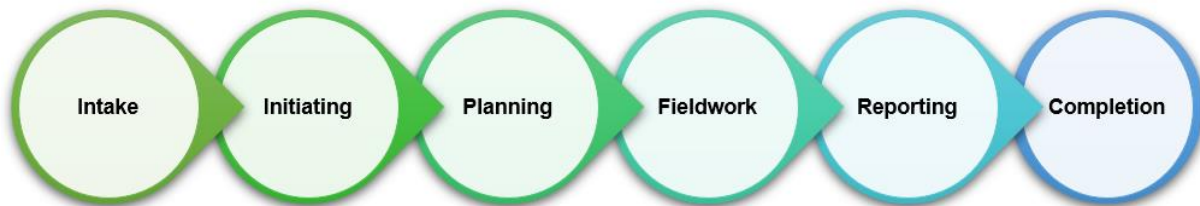
Cultural Resource Management

Project Management Guide

Phase I Projects

What is a Phase I Project?

Describe what a Phase I project is, what the regulatory requirements are, and how this type of project operates within your company. Include detailed information on the processes and procedure for this type of project at your company. Consider what factors are measured to determine whether the project was a success. Discuss common types of Phase 1 projects at your company. This could include projects that are slightly altered from the typical Phase 1 project because of different requirements by specific regulations or clients. Discuss these projects and their differences with enough detail so that someone who is unfamiliar with that project can gain an understanding of what to expect.



Overview

Discuss what occurs at this stage of the project. Why is it important? How does this part of the project contribute to the bigger picture? What occurs during this stage? Who is involved?

Time Frame

Describe the typical timeline for this stage in the project. How long does this stage typically take? Be specific and discuss nuances.

Understanding the Project

As this is the first stage in the project, it is important to understand the scope of the project. Here you can include questions and guidelines on how to do so.

Procedure

In this section, describe the procedure for this stage. What tasks are associated with this stage, what occurs during that task, who is completing that task, etc. Helpful resources in illustrating this information would be a RACI chart or similar table.

Resources

Describe what resources are utilized during this stage of the project and in what circumstances they are the most helpful. If possible hyper-link or include the resource in the appendices of the document for easy access.

Potential Barriers and Challenges

In this section, describe what challenges and barriers are often encountered at this stage of the project. Utilized lessons learned or brainstorm what challenges occur most often. Discuss how to prevent or respond to these challenges. A helpful resource in showcasing this information is a risk matrix which can be included either in the body of the document or attached as an appendix.



Stage 2: Initiating

Overview

Discuss what occurs at this stage of the project. Why is it important? How does this part of the project contribute to the bigger picture? What occurs during this stage? Who is involved?

Time Frame

Describe the typical timeline for this stage in the project. How long does this stage typically take? Be specific and discuss nuances.

Procedure

In this section, describe the procedure for this stage. What tasks are associated with this stage, what occurs during that task, who is completing that task, etc. Helpful resources in illustrating this information would be a RACI chart or similar table.

Resources

Describe what resources are utilized during this stage of the project and in what circumstances they are the most helpful. If possible hyper-link or include the resource in the appendices of the document for easy access.

Potential Barriers and Challenges

In this section, describe what challenges and barriers are often encountered at this stage of the project. Utilized lessons learned or brainstorm what challenges occur most often. Discuss how to prevent or respond to these challenges. A helpful resource in showcasing this information is a risk matrix which can be included either in the body of the document or attached as an appendix.



Overview

Discuss what occurs at this stage of the project. Why is it important? How does this part of the project contribute to the bigger picture? What occurs during this stage? Who is involved?

Time Frame

Describe the typical timeline for this stage in the project. How long does this stage typically take? Be specific and discuss nuances.

Procedure

In this section, describe the procedure for this stage. What tasks are associated with this stage, what occurs during that task, who is completing that task, etc. Helpful resources in illustrating this information would be a RACI chart or similar table.

Resources

Describe what resources are utilized during this stage of the project and in what circumstances they are the most helpful. If possible hyper-link or include the resource in the appendices of the document for easy access.

Potential Barriers and Challenges

In this section, describe what challenges and barriers are often encountered at this stage of the project. Utilized lessons learned or brainstorm what challenges occur most often. Discuss how to prevent or respond to these challenges. A helpful resource in showcasing this information is a risk matrix which can be included either in the body of the document or attached as an appendix.



Overview

Discuss what occurs at this stage of the project. Why is it important? How does this part of the project contribute to the bigger picture? What occurs during this stage? Who is involved?

Time Frame

Describe the typical timeline for this stage in the project. How long does this stage typically take? Be specific and discuss nuances.

Procedure

In this section, describe the procedure for this stage. What tasks are associated with this stage, what occurs during that task, who is completing that task, etc. Helpful resources in illustrating this information would be a RACI chart or similar table.

Resources

Describe what resources are utilized during this stage of the project and in what circumstances they are the most helpful. If possible hyper-link or include the resource in the appendices of the document for easy access.

Potential Barriers and Challenges

In this section, describe what challenges and barriers are often encountered at this stage of the project. Utilized lessons learned or brainstorm what challenges occur most often. Discuss how to prevent or respond to these challenges. A helpful resource in showcasing this information is a risk matrix which can be included either in the body of the document or attached as an appendix.

Stage 5: Reporting



Overview

Discuss what occurs at this stage of the project. Why is it important? How does this part of the project contribute to the bigger picture? What occurs during this stage? Who is involved?

Time Frame

Describe the typical timeline for this stage in the project. How long does this stage typically take? Be specific and discuss nuances.

Procedure

In this section, describe the procedure for this stage. What tasks are associated with this stage, what occurs during that task, who is completing that task, etc. Helpful resources in illustrating this information would be a RACI chart or similar table.

Resources

Describe what resources are utilized during this stage of the project and in what circumstances they are the most helpful. If possible hyper-link or include the resource in the appendices of the document for easy access.

Potential Barriers and Challenges

In this section, describe what challenges and barriers are often encountered at this stage of the project. Utilized lessons learned or brainstorm what challenges occur most often. Discuss how to prevent or respond to these challenges. A helpful resource in showcasing this information is a risk matrix which can be included either in the body of the document or attached as an appendix.

Stage 6: Completion



Overview

Discuss what occurs at this stage of the project. Why is it important? How does this part of the project contribute to the bigger picture? What occurs during this stage? Who is involved?

Time Frame

Describe the typical timeline for this stage in the project. How long does this stage typically take? Be specific and discuss nuances.

Procedure

In this section, describe the procedure for this stage. What tasks are associated with this stage, what occurs during that task, who is completing that task, etc. Helpful resources in illustrating this information would be a RACI chart or similar table.

Resources

Describe what resources are utilized during this stage of the project and in what circumstances they are the most helpful. If possible hyper-link or include the resource in the appendices of the document for easy access.

Potential Barriers and Challenges

In this section, describe what challenges and barriers are often encountered at this stage of the project. Utilized lessons learned or brainstorm what challenges occur most often. Discuss how to prevent or respond to these challenges. A helpful resource in showcasing this information is a risk matrix which can be included either in the body of the document or attached as an appendix.