
Archer Heritage Planning Ltd.

Quality Manual



May 2013



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1. INTRODUCTION

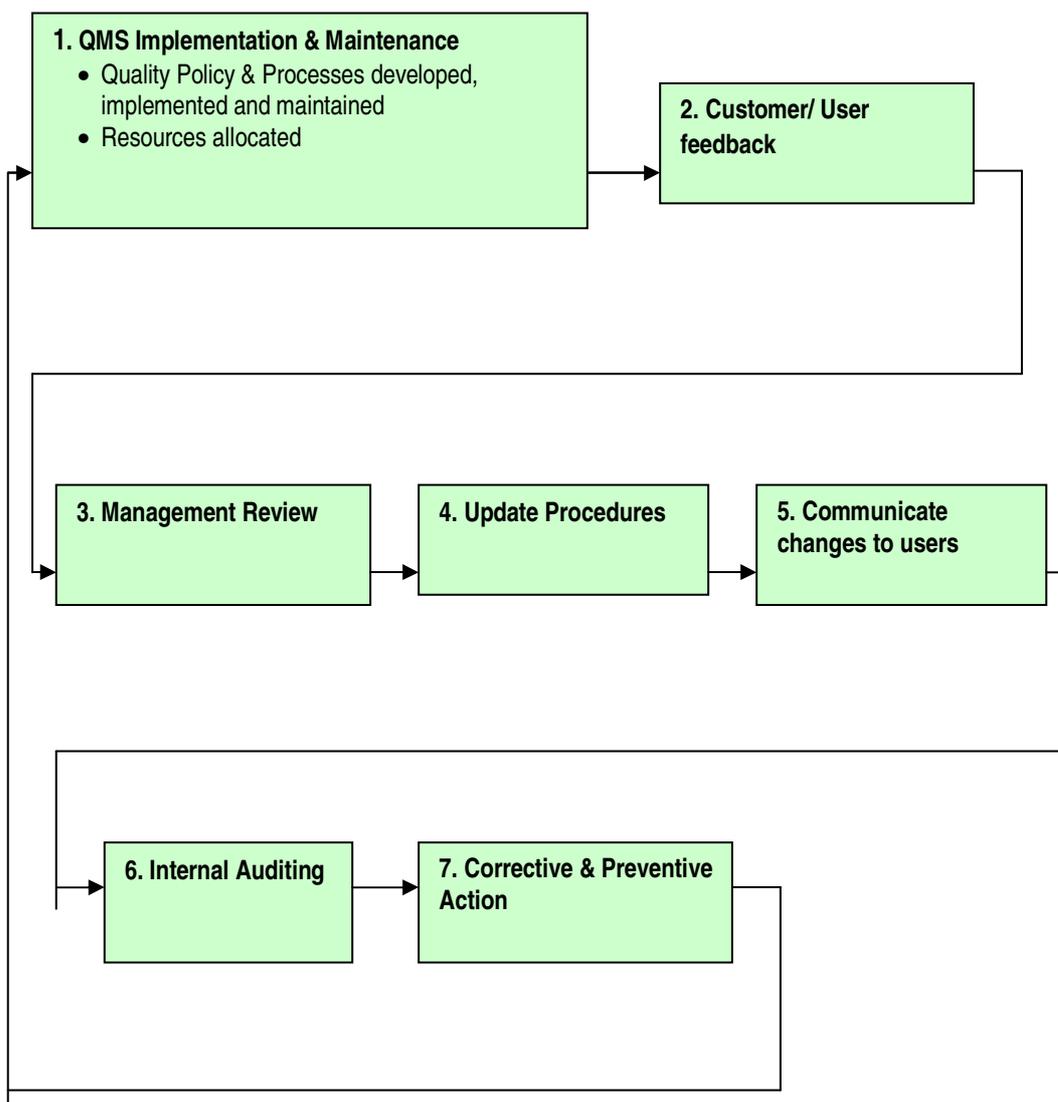
This manual consists of this **Quality Manual**, the **Quality Policy** and the **Processes and Procedures** listed in Section 6. The manual is controlled under the terms of the Documentation Control procedure.

1.1 Archer Quality Policy

Archer Heritage Planning is committed to delivering archaeological services to our customers in a timely, reliable and cost-effective manner. The management team and employees will adhere to the processes and procedures designed to deliver services to a standard that the customer expects.

The Quality Management System (QMS) is reviewed annually by the three directors and improved when required. The Quality Manual is controlled using the Documentation Control Procedure.

1.2 Structure of QMS



1.3 Scope

This manual is designed to be used as a reference manual for our Quality Management System. The system is founded on the principles of ISO9001:2008. The system covers all areas of Archer Heritage Planning operations.

Areas covered include:

Communications (email, post, telephone, internet)

Information systems - network, printers and storage, hard copy files

Licensing, site works, reporting and archiving

Estimating, invoicing, accounts and administration

2. CUSTOMER SATISFACTION

As a primary measure of the performance of our Quality Management System, Archer Heritage Planning monitors information relating to customer perception as to whether we are meeting customer requirements. This requirement is fulfilled by means of:

Review of positive and negative customer feedback reports and customer complaints;

Customer Engagement Process.

Customer feedback (both positive and negative) is monitored on a continual basis. Feedback is reported as it occurs for review by management and discussed at Monthly Operational meetings.

In addition to this, any new customer requirement identified from performance review on contract completion is discussed by management to determine suitable projects and improvement actions to meet these requirements.

3. MANAGEMENT RESPONSIBILITY

Archer Heritage Planning management are committed to the process of continual improvement as outlined in our Quality Policy. Management ensure the organisation maintains a focus on the customer as key to the success of their service provision. Management regularly review the Quality Management System, Quality Policy, Management Objectives and Processes as outlined below.

Changes to the Quality Management System are planned to allow for maintenance of the integrity of the system and achievement of any existing objectives.

3.1 Quality Planning

Planning is done in an appropriate manner for each service provided by Archer Heritage Planning. In all cases, management ensure that the correct resource level and experience are in place to support any of these planning structures.

For example, the Quality Management System itself, management regularly review and plan resource and change requirements using informal discussion as issues arise and are reviewed at Quarterly Operational meetings.

3.2 Management Objectives

The objective of the company is to provide regulatory compliance to our clients at the lowest possible cost whilst protecting archaeological heritage.

Management ensure that measurable objectives are set for the organisation that helps to maintain a focus on the customer as key to the success of their service provision.

Deliverables include;

Time taken to receive project licensing.

Project under or over-runs versus agreed estimate.

Post-excavation costs to reach no more than 50% of site work cost.

The setting, maintenance and monitoring of achievement of the objectives is done via the Quarterly Management meeting outlined below.

3.3 Responsibility, Authority and Communication

The main roles and responsibilities within Archer Heritage Planning are outlined in the Company Organogram. Job Descriptions exist for each position and are available for inspection.

3.4 Management Review Process

The Management team comprises:

Ciaran McGuinness, Director (Finance)

Aidan O'Connell, Director (operations)

Robert O'Hara, Director (systems)

Management review the Quality Management System at planned intervals to ensure its continuing suitability, adequacy and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the QMS, including the quality policy and quality objectives.

The management review process includes a structure of meetings that take place weekly, monthly and annually. The weekly meeting is seen as an operational style meeting focused on short-term issues. The monthly meeting allows management to review performance related issues from month to month and the quarterly meeting focuses on the functioning of the overall company, progress of objectives and trend development.

The weekly management meeting discusses:

Key Issues

Projects in progress

Tenders and estimates

Financials and quality issues.

The monthly management meeting discusses:

New projects

Health & Safety issues

Financials

Quality feedback

The annual management meeting discusses:

Training plan for following year

Safety statement review

Performance review

Systems improvements

3.5 Communication (Internal & External)

3.5.1 Internal

The management team ensure appropriate communication within the company on operational, safety or quality issues. Employees are instructed in safety, quality and operational issues at Site Induction meetings and on-going site meetings.

The QMS and supporting documentation is maintained on the Safety directory on the server.

3.5.2 External

The services provided by Archer are publicised using the company website www.archerheritage.ie.

4. RESOURCE MANAGEMENT

The Directors will determine and provide the resources to ensure that the Quality Management System is maintained and that it continues to improve its effectiveness and enhance Customer Satisfaction. Staff in Archer Heritage Planning is selected based on their level of education, skills, experience and competence. Archer Heritage Planning provides a training structure appropriate to the needs of each staff member. This is outlined in the training records.

4.1 Work Environment and Infrastructure

The management team monitor and maintain the appropriate infrastructure and work environment to achieve conformity to requirements. All work areas are maintained in a clean and tidy manner. Report writing and administration take place in the office in Balbriggan. Site works take place in porta-cabins on long-term sites around the country.

Directors use smartphones and mobile devices to send/ receive information when outside the office.

Archer Heritage Planning have direct control over communications, software and hardware tools used by our staff to carry out day to day job functions, e.g. phones, computers, printers, software, etc.

5. PROCESSES

5.1 Process Map

This flowchart outlines the processes which form the basis of the business. Management processes are those used by management to oversee the entire Quality Management System.



5.2 Process descriptions [operational]

5.2.1 Licensing

Most archaeological projects involving excavation, monitoring or assessment are carried out under licence to the Department of Arts, Heritage and Gaeltacht (DAHG) and the National Museum of Ireland (NMI). When works are commissioned by a client, the archaeologist (Rob O'Hara or Aidan O'Connell) prepares a method statement; licence application form and supporting documentation are submitted to the DAHG and NMI who return the licence within three weeks allowing the works to proceed.

The licence is extinguished after the specified duration, and requires a report detailing the works is submitted to DAHG and NMI.

5.2.2 Site works

When the license is received, the archaeologist arranges the works with the client which may involve site accommodation, fencing, set-out and topsoil stripping. Additional employees are engaged for the project and works commence as soon as the client provides site access which is usually within 2 weeks of receipt of licensing.

Site works involve the removal of topsoil, usually by machine (excavator, JCD, bulldozer), cleaning up of exposed archaeological features, excavation of features, written/drawn & photographic records, and sampling as required.

All records of the site comprise the site archive (drawings, photographs, site registers, notebooks, survey details and site database (MS Access database)).

When site works are completed a preliminary report on the results of excavations will generally be submitted to the client within 2 weeks of completion of site works or by agreement.

5.2.3 Post excavation

The site archive, artefacts and environmental samples are taken back to Archer Heritage Planning main office (or extra facilities where required), where they are sorted and assessed for further analysis. Soil samples are wet sieved as appropriate; any identified material is dried and labelled and issued for specialist analysis where appropriate.

Archaeological objects are recorded and sent to specialists for further analysis where appropriate. Reports are written and Figures and Plates prepared using the site archive as the information source. Specialist reports are reviewed and synthesised and final conclusions drawn as to the nature, extent and significance of the excavated archaeology.

Final reports are prepared and issued to DAHG, NMI and the client in hard copy and digital form.

5.2.4 Archiving

The site archive composed of notebooks, registers, drawings and survey books is boxed in an appropriate container and stored in a filing room in Archer Heritage Planning offices in Balbriggan. The soft copy archive composed of all of the MS Word reports, Autocad files, photos and specialist reports is retained on the main server with daily backups, and weekly copies stored off-site.

5.2.5 Publication

Archer Heritage Planning routinely prepare and publish summaries of all licensed work carried out in the previous year details of which are published on www.excavations.ie. General readership publications are submitted in archaeological journals and in landmark publications such as the site works at Lismullin, Co. Meath.

5.3 Process descriptions [administration]

5.3.1 Estimating

Architects, engineers, planners or clients request a quote for works and submit a map of the proposed area and project description. Most requests and documentation are received via e-mail.

The archaeologist reviews the works required and lets the administrator (Ciaran McGuinness) know how long the works will take. Ciaran prepares a quote on a spread sheet (MS Excel) detailing the works to be done and the proposed cost and this is sent back to the potential customer.

When an estimate is accepted a Job Folder is created in the Jobs server using a sequential numbering system and the Excel estimate file is copied to the Job Folder.

5.3.2 Tendering

Archer Heritage Planning subscribes to various tender websites including:

- CIS (for projects subject to the planning process);
- eTenders.ie (for public sector tenders published in Europe);
- eSourcingNI (for tenders in Northern Ireland); and
- DGMarkets (for tenders around the world).

When a suitable tender opportunity is published, a folder is opened in the Admin server (Admin/Tenders/Tender name) and the documents are downloaded. The administrator (Ciaran McGuinness) sets up an Excel file to model the proposed cost and replicate the Bill of Quantity. The archaeologists review the tender requirements to assess the works to be done and in conjunction with the administrator the Pricing Document is completed.

Supporting documentation is prepared as soft copies and submitted in line with the Instructions to Tenderers.

If the bid is successful a Job Folder is created on the server using a sequential numbering system and the Tender file is copied to the Job Folder.

5.3.3 Invoicing

Invoices are initially generated on Pro-Forma Invoices on MS Excel and then batch input to the SAGE accounting system; there are two ways in which invoices are originated:

- **Short term works** e.g. Environmental Impact Assessments, Archaeological & Architectural Assessments, Test trenching, Monitoring etc., are invoiced when the draft final report has been approved by the client. The notification is communicated by the archaeologist to the administrator.
- **Long-term works** such as excavations or long term assessment/monitoring works (roads, linear developments etc.) are invoiced per an agreed schedule with the client or on the basis of signed attendance timesheets which the archaeologist keeps and submits to administration.

The sequential numbering system is reviewed to make sure an invoice is issued for each number and that the estimate matches the invoice (or there is a reason why the out-turn is above or below the estimate/Bill of Quantity. Invoices are printed and posted to the customer.

5.3.4 Accounts

Archer Heritage Planning use Sage Line 50 accounting package for which Ciaran McGuinness has received training and certification from Sage Ireland. Sales Invoices and Purchase Invoices are entered at the end of each month using MS Excel spreadsheets as a control mechanism and to ensure accuracy between posting periods.

Cheque runs for suppliers are printed each month and cheques are manually generated. Sage Debtors reports are used to control outstanding amounts due to Archer. Outstanding debtors are controlled using Excel spreadsheets and direct customer contact via email and phone

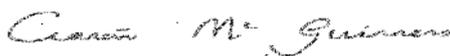
5.3.5 Communications

Archer Heritage Planning is a small company and most internal communication is face to face between Directors, communication to on-site staff is via smartphone and other mobile devices.

Phones are operated by the business unit from whom our premises are rented. E-mail is via MS Outlook on a 4 PC Network with central server (support by CTI Business solutions).

Archer Heritage Planning issues a quarterly newsletter to its clients and employees and updates the company website on a regular basis.

Signed



CIARAN MC GUINNESS



AIDAN O'CONNELL



ROB O'HARA