

MoRPHE for Users of MAP2

This fact-sheet highlights the key differences between the MoRPHE project management method and the approach given in 'Management of Archaeological Projects' 2nd edition, English Heritage 1991, generally known as 'MAP2'.

MAP2 specifically focussed on field archaeology and post-excavation research. Its general principles are widely applicable across the whole historic environment sector. Specifically, MAP2 established the formal requirement that projects funded by English Heritage should have an explicit research agenda, be properly planned, transparently documented and effectively managed; that the results be promptly and appropriately disseminated; and that the potential of the data should be subject to critical evaluation against the research agenda throughout the lifetime of a project. All of these principles persist in MoRPHE, the 'Management of Research Projects in the Historic Environment', introduced by English Heritage in 2006.

The main differences between MoRPHE and MAP2 are given below. Page references are to the text of the 'MoRPHE Project Managers Guide' (English Heritage 2006). This is available online from the English Heritage Free Publications list: www.english-heritage.org.uk/publications (search on 'MoRPHE').

How projects start:

MoRPHE starts at an earlier point in the planning and development of a project. MAP2 took the formal authorization of a project as its starting point. MoRPHE includes the work that is needed to pull plans together for authorization of funding and formal initiation. This more detailed approach is helpful in identifying, planning and commissioning research which supports the English Heritage Research Agenda. (See page 12).

How projects proceed:

MAP2 identified a set of project phases through which a research project should proceed. The emphasis was on post-fieldwork analysis and publication: the specific areas of concern in 1991. MoRPHE, in contrast, does not identify a fixed project path or flow through set phases of technical work. Emphasis is placed instead on tailoring each project to its particular requirements. 'Stages' are established which support the management of the project (e.g. when decisions need to be taken). These may or may not coincide with MAP2 phases. Projects in other research contexts will define stages that meet their needs. As experience with MoRPHE develops a range of standard Execution stages that can be picked and combined as necessary for a specific project may emerge. (See pages 12-15, 27).

MAP2 project phase	MoRPHE stage
Project Planning	Start Up
	Initiation
Fieldwork	Execution stage(s) <i>Planned stages for each project are documented in the Project Design</i>
Assessment of Potential for analysis	
Analysis and report presentation	
Dissemination	<i>Not a separate Stage – dissemination work is incorporated into Execution stages</i>
<i>Not a separate stage in MAP2</i>	Closure

Table 1 MAP2 phases and their MoRPHE stage equivalents

Project documentation

MoRPHE recommends a more documented approach aimed at providing all involved in the project with key information. (See pages 42 - 49). This introduces the logging of risks (which can be anticipated) and issues (unforeseen events that the project has to respond to). Regular brief ‘highlight’ reports on progress are encouraged, as is a final report on lessons learned during the project.

How projects conclude:

MAP2 projects finish at the point when the research is published. MoRPHE includes dissemination work as part of the Execution stages of a project. When all Execution stages are complete a separate Closure stage is included to ensure effective completion of project administration, and the recording of useful experience gained in the operation of the project, for re-use in future work. (See page 14).

Project staffing:

MoRPHE places greater emphasis on defining who will undertake what role(s) within a project. In particular, a more formalised involvement of the sponsor (Project Executive) to oversee the direction of the project, and to complement the role of the Project Manager. (See pages 16-19, and 23)

Terminology:

MoRPHE adopts terminology used in the PRINCE2 project management methodology (Office of Government Commerce 2002). This supports compatibility with professional project management in other disciplines. A Glossary is included in MoRPHE for reference. (See pages 54 – 55).

Further information:

MoRPHE replaced the use of MAP2 for historic environment research projects initiated and commissioned by English Heritage from April 2007. The change over is supported by additional guidelines and training.

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