



Pathway guide

# Project Management

August 2018



# Pathway guide

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# Project Management

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## Introduction

This guide supports the Project Management pathway. It is designed to help you understand more about qualifying in this area.

You must use this guide in conjunction with the core assessment documentation which is available on the RICS website and comprises of:

- Requirements and competencies guide
- Candidate guide for your RICS assessment, e.g. APC, Academic, Senior Professional, Specialist
- Counsellor guide.

You can download all the supporting guidance from [rics.org/apcguides](https://www.rics.org/apcguides)

All RICS pathways are global, though it is appreciated that markets may vary from country to country. If you have any queries please contact your local office.

## About the competencies

The RICS competency framework ensures those applying for the RICS qualification are competent to practise and meet the highest standards of professionalism required by RICS. There is a wide range of pathways available to qualify as an RICS professional covering many different areas of practice.

The RICS assessment aims to assess that you are competent to carry out the work of a qualified chartered surveyor. To be competent is to have the skill or ability to perform a task or function. The RICS competencies are also based upon attitudes and behaviours. The competencies are presented in a generic way so they can be applied to different areas of practice and geographical locations. It is important that you interpret them within the context of your own area of practice or specialism and location.

Each competency is defined at three levels of attainment. You must reach the required level in a logical progression and in successive stages.

**Level 1** – knowledge and understanding

**Level 2** – application of knowledge

**Level 3** – reasoned advice, depth and synthesis of technical knowledge and its implementation.

The competencies are in three distinct categories:

**Mandatory** – the personal, interpersonal, professional practice and business skills common to all pathways and mandatory for all candidates.

**Technical core** – the primary skills of your chosen pathway.

**Technical optional** – Selected as additional skill requirements for your pathway from a list of competencies relevant to the area of practice.

The mandatory competency requirements are set out in detail in the Requirements and competencies guide.

## Choosing your competencies

It is important that you give careful thought to your choice and combination of competencies. Your choice will inevitably reflect the work you do in your day-to-day environment (driven by the needs of your clients/employer). Your choice and combination of competencies will be a reflection of your judgement.

At the final assessment interview, the assessors will take these choices into account. They will expect you to present a sensible and realistic choice that reflects the skills needed to fulfil the role of a surveyor in your field of practice.

This guide should help candidates and employers with a degree of assistance in choosing the competencies that are most appropriate to their area of practice.

## Where to find help

RICS has fully trained teams across the globe who will be able to help you with any queries. For details of your local office – [rics.org/contactus](https://www.rics.org/contactus)

## About the pathway

Project managers occupy a central role in the development process driving successful completion of projects. Project management is a thriving professional discipline much in demand around the globe.

Consequently, these chartered professionals can choose from a variety of potential employers including clients and consultants from both the public and private sectors, with either commercial or not-for-profit aims.

Typically, project managers will be appointed at the beginning of a project and will assist the client in developing the project brief and then selecting, appointing and co-ordinating the project team. He or she will then usually represent the client throughout the full development process managing the inputs from the client, consultants, contractors and other stakeholders.

### RICS qualification

Chartered Project Management Surveyors operate across the land, real estate and construction markets and their skill sets and knowledge are sought in both private and public sector organisations, for most sizes and types of projects.

The profession requires a combination of technical competence and business acumen. Leadership skills, motivational/soft skills and risk management expertise are tools commonly considered essential to be an effective project manager.

The diversity of clients and the variable workload make a career in project management both challenging and rewarding. The activities they are most commonly involved with typically include:

- Identifying and developing the client brief
- Leading and managing project teams
- Identifying and managing project risks
- Establishing communication and management protocols
- Managing the feasibility and strategy stages
- Establishing the project budget and project programme
- Coordinating legal and other regulatory consents
- Advising the selection/appointment of the project team
- Managing the integration and flow of design information
- Managing the preparation of design and construction programmes/schedules and CPM networks
- Advising on alternative procurement strategies
- Conducting tender evaluation and contractor selection
- Establishing time, cost, quality and function control benchmarks
- Controlling, monitoring and reporting on project progress
- Administering consultancy and construction contracts.

### Chartered alternative designations

All candidates qualifying through this pathway will be entitled to use the designation 'Chartered Commercial Project Management Surveyor'.

RICS also offers a Project Management pathway as part of the Associate Assessment.

For further details please go to [rics.org/associate](https://www.rics.org/associate)

# Pathway requirements

Mandatory	Core	Optional
<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Ethics, Rules of Conduct and professionalism</li> </ul> <p><b>Level 2</b></p> <ul style="list-style-type: none"> <li>• Client care</li> <li>• Communication and negotiation</li> <li>• Health and safety</li> </ul> <p><b>Level 1</b></p> <ul style="list-style-type: none"> <li>• Accounting principles and procedures</li> <li>• Business planning</li> <li>• Conflict avoidance, management and dispute resolution procedures</li> <li>• Data management</li> <li>• Diversity, inclusion and teamworking</li> <li>• Inclusive environments</li> <li>• Sustainability</li> </ul>	<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Contract practice</li> <li>• Development/project briefs</li> <li>• Leading projects, people and teams</li> <li>• Managing projects</li> <li>• Programming and planning</li> </ul> <p><b>Level 2</b></p> <ul style="list-style-type: none"> <li>• Construction technology and environmental services</li> <li>• Procurement and tendering</li> <li>• Project finance</li> </ul>	<p><b>One to Level 2</b></p> <ul style="list-style-type: none"> <li>• Accounting principles and procedures <b>or</b> Communication and negotiation (must be taken to Level 3) <b>or</b> Conflict avoidance, management and dispute resolution procedures <b>or</b> Sustainability</li> <li>• BIM management</li> <li>• Commercial management</li> <li>• Consultancy Services</li> <li>• Contract administration</li> <li>• Development appraisals</li> <li>• Legal/regulatory compliance</li> <li>• Maintenance management</li> <li>• Performance management</li> <li>• Purchase and sale</li> <li>• Stakeholder management</li> <li>• Supplier management</li> <li>• Works progress and quality management</li> </ul> <p>Plus, <b>one to Level 2</b> from the full list of technical competencies, including any not already chosen from the optional list.</p>

# Technical competencies guidance

## Accounting principles and procedures

This competency covers the basic principles of accounting and the interpretation of company accounts in order that reasoned advice can be given to clients.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of accounting concepts and the format and preparation of management and company accounts, including profit and loss statements, cash flow statements and balance sheets.

Examples of knowledge comprised within this level are:

- The Generally Accepted Accounting Principles (GAAP) relevant to the candidate’s geographical area of experience and how property is treated in an entity’s accounts
- International Accounting Standards (IAS), broadly how IAS vary from National GAAP and how property is treated in an entity’s accounts prepared under IAS
- An entity’s financial results and basic accounting principles including balance sheets, profit and loss, and cash flow statements
- The role of the auditor.

#### Level 2

Provide evidence of interpretation of company accounts and balance sheets in your area of practice and application of appropriate accounting and regulatory standards.

Examples of activities and knowledge comprised within this level are:

- Applying knowledge obtained to achieve Level 1 above and specific knowledge of the accounting standards that relate to property
- Considering financial statements to establish, for example, the financial strength of an entity
- Reviewing and understanding analysts’ reports on financial statements
- Considering and understanding common financial measures such as return on capital employed, NAV, net assets per share, gearing ratio, EBIT, EBITDA and PE ratio.

#### Level 3

Provide evidence of reasoned advice given to clients with regards to profit and loss statements and balance sheets.

Examples of activities and knowledge comprised within this level are:

- Providing clients, in an appropriately supervised manner, with reasoned advice relating to the financial standing of a company, e.g. for agency activities such as leasing, buying and selling or to assess suitability for a commercial relationship
- Preparing, or assisting in the preparation of, service charge accounts
- Preparing, or assisting in the preparation of, management accounts for a property
- Preparing, or assisting in the preparation of, an entity’s accounts, i.e. balance sheet, profit and loss, and cash flow statements
- Providing other professional advice related to the interpretation and/or preparation of accounts.



## Building information modelling (BIM) management

This competency encompasses the establishment and management of the information modelling systems on projects. It covers collaborative process and technological principles involved in implementing Building Information Modelling (BIM).

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of the technical, process and collaborative aspects of the use of BIM on projects.

Examples of knowledge comprised within this level are:

- BIM strategies and implementation
- The various technical options and solutions for information modelling
- The collaborative processes necessary for BIM adoption
- Standard classification systems and their use in infrastructure
- Relevant internationally recognised management standards such as Construction Operations Building Information Exchange [COBie].

#### Level 2

Develop and apply management systems to facilitate the use of BIM on projects including unified control and reporting procedures.

Examples of activities and knowledge comprised within this level are:

- Preparation of a BIM execution plan
- Design and implementation of a BIM management process
- Analysis of comparative BIM solutions
- Maintenance of an information model
- Agree and implement contractual aspects of BIM such as separate protocol
- Facilitate and manage project team members for BIM implementation.

#### Level 3

Show how the knowledge and experience gained in this competency has been applied to advising clients and/or senior management on BIM strategy.

Examples of activities and knowledge comprised within this level are:

- Analysing, assessing, evaluating and reporting on options for BIM strategies at a corporate or project level
- Designing and advising on collaborative strategies for the successful implementation of BIM on projects
- Advising on the contractual and commercial implications of using BIM on projects
- Advising on options for software and protocols on BIM projects
- Advising on technical information systems requirements for BIM at corporate or project level.

## Commercial management

This competency covers the commercial management of construction works, including how commercial competitiveness balances against profitability. They must have a thorough understanding of the financial processes used to achieve profitability and how these integrate with the overall delivery of the project.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
<p>Demonstrate knowledge and understanding of the principles of the management of construction projects.</p>	<p>Apply your knowledge to the financial management of construction projects, including regular monitoring and reporting on cashflow and profitability.</p>	<p>Monitor, report and advise on project cashflows and profitability. Evaluate and advise on the financial implications and appropriate management actions.</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The components that make up the cost to the contractor</li> <li>• The effect that the design and construction processes have on the cost</li> <li>• The techniques used to reconcile the cost against income</li> <li>• The techniques to financially manage sub-contractors and suppliers</li> <li>• Use of cashflows.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Collecting of data for reports</li> <li>• Carrying out cost to completion exercises</li> <li>• Preparing cashflows</li> <li>• Preparing reports such as liability statements, cost to complete and cost value reconciliations</li> <li>• Applying value engineering processes</li> <li>• Preparing and submitting cost data for in-house and/or external use in relation to areas such as cost of preliminaries, comparative cost of different construction techniques and taxation allowances.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <p>Monitoring, analysing, reporting and advising on project cashflows and profitability for internal use</p> <p>Evaluating and advising on financial implications and appropriate management actions.</p>

## Communication and negotiation

This competency covers the way in which a surveyor communicates, in writing, graphically and orally. It also looks at the process and strategy of a negotiation. Effective communication is a fundamental aspect of professionalism and candidates must be able to communicate complex technical matters to both technical and non-technical people in a clear fashion. Negotiation is a regular part of a surveyor’s work and this competency deals with taking a systematic approach to achieving a satisfactory conclusion.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of effective oral, written, graphic and presentation skills including the methods and techniques that are appropriate to specific situations.

Examples of knowledge comprised within this level are:

- Good grammar and spelling
- The etiquette of written communication in emails, letters and reports
- Common formats for reports
- Presentation of figures and data using spreadsheets, graphs and charts
- How to deliver a report at a meeting
- How to structure and deliver a presentation
- Establishing your objectives and strategy for a negotiation
- The process of negotiation.

#### Level 2

Provide evidence of practical application of oral, written, graphic and presentation skills that are appropriate in a variety of situations, specifically including where negotiation is involved.

Examples of activities and knowledge comprised within this level are:

- Writing letters or other formal documents
- Compiling a report
- Compiling minutes of meetings
- Producing pricing documents
- Delivering reports at meetings
- Taking part in interviews, e.g. for contractor selection
- Giving presentations to staff or project teams
- Negotiating a loss and expense claim, Extension of Time, acceleration programme, contract sum or final account
- Agreeing the value of an instruction.

#### Level 3

Provide evidence of evaluation of your communication in a variety of situations.

Examples of activities and knowledge comprised within this level are:

- Issuing reports to clients
- Producing in-house management communications
- Chairing meetings
- Conducting interviews
- Presenting at seminars
- Public speaking on behalf of your business
- Agreement of fees with a client
- Advising on complex negotiations or disputes, e.g. claims for loss and expense.

## Conflict avoidance, management and dispute resolution procedures

This covers the recognition, avoidance, management and resolution of disputes, involving an awareness of different dispute resolution processes and an understanding of the application of dispute resolution procedures appropriate to the area and jurisdiction of professional practice.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of the techniques for conflict avoidance, conflict management and dispute resolution procedures including for example adjudication and arbitration, appropriate to your pathway.

Examples of knowledge comprised within this level are:

A basic knowledge and understanding of some of the following, as most appropriate to your market sector/areas of specialism:

- Common causes of disputes
- The contribution of some of the following to dispute avoidance:
  - Risk management (its basic principles and techniques)
  - Early warning systems
  - Partnering techniques
  - Clear and robust client briefings
- Theories of negotiation and the role of effective communication and negotiation
- The primary features, advantages and disadvantages of a range of dispute resolution procedures and their surrounding statutory and/or non-statutory legal/ judicial context [e.g. how forms of contract deal with dispute resolution, and the scope of such clauses]:
  - Mediation (could include contracted and project mediation) and conciliation
  - Dispute Resolution Boards (DRBs)

#### Level 2

Provide evidence of practical application in your area of practice having regard to the relevant law.

Examples of activities and knowledge comprised within this level are:

- Adopting – or encouraging the adoption of (as appropriate) – suitable dispute avoidance techniques
- Negotiating actively on behalf of clients [e.g. performance failure, unavailability, contract variations, contract interpretations and payment] prior to third-party referral
- Assisting in the collation or preparation of claims/counter-claims and submissions
- Assisting in the identification, gathering and collation of facts and expert evidence for use in expert reports
- Sufficient understanding of the main points of the statutory or non-statutory law relevant to/underpinning any particular dispute resolution process and its application.

#### Level 3

Provide evidence of the application of the above in the context of advising stakeholders in the various circumstances referred to above.

Examples of activities and knowledge comprised within this level are:

- Advising clients of the most suitable means of dispute avoidance on their projects, and of dispute resolution procedures appropriate to their individual circumstances, demonstrating appreciation of when to seek further specialist advice and when to advise clients within the scope of the insurance cover of the candidate’s organisation
- Involvement in, or assistance with, a referral to a third-party resolution process and associated management of that process on behalf of clients

NB: Please note that the roles of acting as a third-party dispute resolver – or expert witness, are – for the vast majority of candidates – not likely to be an activity that is undertaken. It is only a small minority of candidates with substantive work experience for whom this is likely to be relevant.

continued on next page

## Conflict avoidance, management and dispute resolution procedures (continued)

### Level 1

- Dispute Resolution Advisers [DRAs]
- Adjudication
- Independent expert determination
- Arbitration
- Litigation
- The possible roles of a surveyor as an expert witness and/or an advocate, to include an awareness of the existence and scope of applicability of RICS guidance for expert witnesses and advocates
- The range of nominating bodies and services available to resolve disputes, and particularly the role of the RICS Dispute Resolution Service and any specialised dispute resolution schemes it offers relevant to your market sector
- The RICS Global Professional Statement on Conflict of Interest and any appropriate national RICS guidance.

### Level 2



### Level 3



## Construction technology and environmental services

This competency covers the design and construction of buildings and other structures. Candidates should have a clear understanding of the design and construction processes commonly used in the industry. They should have detailed knowledge of construction solutions relevant to their projects.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of the principles of design and construction relating to your chosen field of practice.

Examples of knowledge comprised within this level are:

- The stages of design from inception to completion
- Impact of current legislation and regulations (both national and international)
- How the various elements of the building or infrastructure work and inter-relate
- The process of constructing the works
- Operational and maintenance processes post contract
- Basic construction and environmental services knowledge in your area of practice.

#### Level 2

Apply your knowledge to the design and construction processes.

Examples of activities and knowledge comprised within this level are:

- Appreciating how design solutions vary for different types of buildings or infrastructure in your area of practice
- Understanding alternative construction details in relation to functional elements of the design such as different types of piling, cladding, renewal technologies, and plant or structural frame solutions
- Assessing designs for suitability
- Proposing alternative designs solutions both pre and post contact, e.g. inclusive environment principles.

#### Level 3

Advise on the selection and application of particular processes within your area of experience. This should include liaison with specialists and consultants to develop project specific design and construction solutions.

Examples of activities and knowledge comprised within this level are:

- Advising on the choice of construction solutions for your project
- Advising on the choice of environmental services solutions for your project
- Reporting on the impact of different design solutions and construction processes on cost and programme.

## Consultancy services

This competency is about the provision of consultancy services to a range of different clients from inception to completion. Consultancy can occur in all aspects of the construction industry on both the client and contractor’s side. Project managers need to be able to manage consultancy contracts and report on their performance to clients.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of the procurement and execution of advisory and strategic consultancy services in the context of the real estate and construction sectors.

Examples of knowledge comprised within this level are:

- Different forms of procurement for consultancy services
- The types of problems, risks and issues that may arise during each phase of the consultancy cycle
- The importance of agreeing a clear contract with clients
- Managing the use of resources
- Managing client expectations
- Importance of confidentiality when dealing with sensitive information
- KPIs.

#### Level 2

Apply your knowledge of the provision of consultancy services in the context of the real estate sectors.

Examples of activities and knowledge comprised within this level are:

- Preparing consultancy service plans
- Preparing client briefs
- Providing reports to clients
- Negotiating client contracts
- Keeping appropriate records
- Compiling KPIs and monitoring progress on them.

#### Level 3

Give reasoned advice, prepare and present consultancy reports, together with relevant analysis to clients, in the context of the real estate sectors.

Examples of activities and knowledge comprised within this level are:

- Providing reports containing strategic advice and recommendations to a range of clients
- Presenting to clients
- Implementing consultancy intervention
- Reporting on KPIs.

## Contract administration

This competency covers the role of a surveyor administering a construction contract, including the roles and responsibilities of the administrator under the main forms of contract. They should have a detailed understanding of the contractual provisions relating to the forms of contract that they have administered.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of the contractual, legislative and statutory terminology/requirements, of a construction contract.

Examples of knowledge comprised within this level are:

- The various standard forms of contract and sub-contract
- Basic contractual mechanisms and procedures applied at various stages of the contract
- The roles and responsibilities of the administrator.

#### Level 2

Implement administrative procedures necessary to run a construction contract.

Examples of activities and knowledge comprised within this level are:

- Issuing instructions
- Dealing with payment provisions
- Managing change procedures
- Involvement with dispute avoidance
- Dealing with completion and possession issues
- Issuing certificates.

#### Level 3

Advise on the administrative procedures necessary for the smooth running of a construction contract including document control techniques and systems, meetings and reporting procedures.

Examples of activities and knowledge comprised within this level are:

- Resolving disputes
- Assessing entitlement for extension of time
- Assessing entitlement for loss and expense
- Advising all parties of their contractual rights and obligations.



## Contract practice

This competency concerns the ability to recognise, understand and interpret the different procurement routes and contracts, including the different options available within their area of practice. Candidates should have a detailed understanding of appropriate use of alternative procurement routes and contracts.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
<p>Level 1</p> <p>Demonstrate knowledge and understanding of the various forms of contract used in the construction industry and/or your area of business.</p>	<p>Level 2</p> <p>Apply your knowledge of the use of the various standard forms of contract at project level, including the implications and obligations that apply to the parties to the contract.</p>	<p>Level 3</p> <p>Provide evidence of reasoned advice, prepare and present reports on the selection of the appropriate form of contract and warranties for your chosen procurement route. This should include advising on the most appropriate contractual procedure at the various stages of a construction or other contract.</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The purpose of contracts and their relevance in the construction industry</li> <li>• The typical elements of a 'project' that need to be considered when selecting a form of contract</li> <li>• Alternative forms of contract available and the principal reasons for these</li> <li>• The bonds, warranties, insurances, parent company guarantees as they relate to the area of practice.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Providing options for alternative forms of contract with respect to specific procurement routes</li> <li>• Reviewing particular key contract provisions and how these differ between alternative forms of contract</li> <li>• Highlighting the impact of alternative contractual arrangements on that party to the contract.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Providing reports on the ability of different forms of contract to achieve specific requirements and objectives of the contractual parties</li> <li>• Advising on the purpose of warranties and bonds, and the different forms available</li> <li>• Providing guidance on the provisions of contract if either party fails to comply with the terms set out therein</li> <li>• Identifying the correct procedure for the application of a contract provision and the potential impact if this is not followed.</li> </ul>

## Development appraisals

This competency is about the role of development appraisals. It includes the development appraisal techniques including Net Present Value and Residual Land Valuations. Candidates should have a detailed understanding of how these techniques are applied in the acquisition, disposal and evaluation of development opportunities.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
<p>Demonstrate knowledge and understanding of the principles and practices underlying a valid development appraisal.</p>	<p>Identify, select, assemble and analyse data relevant to carrying out development appraisals. Undertake appraisals using relevant techniques and methodology and identify possible sources of development funding.</p>	<p>Interpret and provide evidence of reasoned advice on development appraisals and further opportunities.</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The role of development appraisals in the marketplace and the situations where their use is appropriate</li> <li>• The content of appraisals and how different issues such as planning requirements can be reflected</li> <li>• The sensitivities of appraisals, what factors affect the appraisal</li> <li>• Social, physical, legal and financial factors which have an influence upon the appraisal process</li> <li>• Residual valuation methodologies.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Analysing appropriate sources of information and data for input into a residual method or other type of valuation</li> <li>• Preparing appraisals for possible acquisition, disposal or valuation of development sites including residential, commercial and/or mixed use</li> <li>• Using different techniques and software available for appraisals [whilst having an understanding of the basic principles of development appraisal]</li> <li>• Undertaking a sensitivity analysis</li> <li>• Assisting in the selection of appropriate sources of development finance.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Using development appraisals to advise on the acquisition, disposal or valuation of development sites</li> <li>• Producing reasoned analysis of risk using appropriate sensitivity analysis</li> <li>• Advising on the appropriate sources of development finance.</li> </ul>

## Development/project briefs

This competency is about understanding the preparation and development of a brief that reflects the client’s requirements. It includes how the information provided by the client is understood and used by the project team to manage the design and construction of the client’s aesthetic, functional and operational requirements for the development/project. It also covers the clarification and coordination of the roles of individual project stakeholders.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of the information required to prepare a development brief or project brief.

Examples of knowledge comprised within this level are:

- Client’s requirements, including the project definition, and any key constraints
- The roles of individual stakeholders
- The terms of reference between the client and the project team
- The components of a development brief
- Understanding a project brief.

#### Level 2

Apply your knowledge to identify, select, assemble and analyse information relevant to the preparation of development briefs or outline project briefs.

Examples of activities and knowledge comprised within this level are:

- Preparing and understanding the outline business case
- Stating the client’s required cost, time and performance/quality expectations
- Establishing success measurement criteria and benefits of the project to the client
- Establishing any known project risks, constraints and interfaces
- Developing an outline project plan
- Developing a development brief
- Developing a project brief
- Assessing the client’s appetite for risk in relation to construction and development projects.

#### Level 3

Apply information in the preparation and presentation of development briefs or detailed design briefs, or parts thereof.

Examples of activities and knowledge comprised within this level are:

- Developing a project execution plan for managing the detailed design and specification of the development/project
- Clearly identifying whether the information prepared by the project team accurately reflects the development/project brief
- Establishing clear procedures for managing changes to the development/project brief.

## Leading projects, people and teams

Candidates in this pathway both lead and manage a range of construction related teams both large and small and across sectors. For example, a consultant project manager may lead and manage design teams and lead on the procurement of projects, a construction project manager may lead and manage a team of sub-contractors and consultants and a client side project manager is likely to lead a team of external consultants that procure and administer a range of construction related projects.

Within each sector the project manager should be aware of how to manage people and teams and the role of leadership and motivation that enables those teams to function.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
<p>Demonstrate knowledge and understanding of the characteristics and behaviour required to lead and manage teams.</p>	<p>Provide evidence of application of your role as a team and project leader and manager.</p>	<p>Provide evidence of how you have contributed to the improved performance of people and teams.</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The different styles of leadership</li> <li>• The different motivation theories</li> <li>• Effective organisational design and communication strategies</li> <li>• The climate necessary for the creation of high performing teams.</li> <li>• The skills required to organise yourself and others.</li> <li>• An understanding of governance structures and communication strategies.</li> <li>• An understanding of how people behave in a range of scenarios.</li> <li>• Human resource management legislation</li> <li>• An understanding of how to measure and assess teams performance.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Using leadership and management skills and motivation theories in practice.</li> <li>• Managing organisational and communication procedures in a project setting.</li> <li>• Being actively involved in the interview and selection of people or consultants or contractors or sub-contractors where you have assessed their relative merits against a client brief or KPIs.</li> <li>• Having the skills to assess and identify poor performance and an understanding of potential corrective actions available.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Advising upon the structure and make up of project/delivery teams</li> <li>• Leading and managing people or consultants or contractors or sub-contractors and reporting on their performance.</li> <li>• Reviewing and analysing any skill gaps and making recommendations.</li> <li>• Advising on the appointment or recruitment of people, consultants, contractors or sub-contractors based upon selection criteria suitable for the project.</li> <li>• Adapting your natural leadership and/or management styles to improve personal and team performance.</li> <li>• Identifying and recommending appropriate action when poor performance is observed. Implementing such actions as are agreed.</li> </ul>

## Legal/regulatory compliance

Legal and regulatory compliance is an essential knowledge area for project managers. Having a clear understanding on how legislation needs to be adhered to at all stages of the project lifecycle enables project managers to manage effectively.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
<p>Demonstrate knowledge and understanding of any legal/regulatory compliance requirements in relation to your area of practice.</p>	<p>Apply your knowledge to comply with legal/regulatory requirements in specific situations within your area of practice.</p>	<p>Provide evidence of reasoned advice, prepare and present reports on legal/regulatory compliance requirements in relation to your area of practice.</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The law relating to building regulations and planning</li> <li>• Basic land and property law</li> <li>• Law relating to health and safety, disability, and construction, design and management regulations</li> <li>• Other laws that impact construction projects, e.g. party walls rights of light, listed buildings.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Applying health and safety at work practices, disability, and construction, design and management regulations</li> <li>• Submitting planning, listed building or building regulation applications</li> <li>• Instructing the use of specialist consultants to advise on legislation such as planning consultants, highways engineers, property lawyers, etc.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Giving written, reasoned advice on legal and regulatory compliance for a project</li> <li>• Giving clients reasoned advice on representations on consultation matters, in written reports, in liaison with solicitors.</li> </ul>

## Maintenance management

This competency is about organising and running maintenance and improvement operations for a portfolio of commercial, residential, or mixed-use property. This requires an understanding of the legal framework for determining the owner’s and occupiers’ rights and responsibilities in authorising, executing, and paying for repairs and maintenance, a knowledge of how to determine maintenance needs from both technical and functional perspectives, a knowledge of health and safety and other statutory requirements relevant to managed occupied buildings, and an understanding of how maintenance planning, procurement, and monitoring functions are formulated and operated. A knowledge of how to apply principles of sustainability in relation to building use and maintenance; and, where appropriate, how building maintenance interfaces with conservation, is also required.

### Examples of likely knowledge, skills and experience at each level

<p>Demonstrate knowledge and understanding of the nature of building maintenance, and the principles and practice of building maintenance management.</p>	<p>Apply your knowledge to gather building maintenance information, formulate policies, and implement maintenance management operations.</p>	<p>Provide evidence of reasoned advice, prepare and present reports on maintenance management issues.</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The legal rights and responsibilities of owners and occupiers regarding maintenance repairs and improvements</li> <li>• Planned, service level, and reactive maintenance</li> <li>• Maintenance inspections and monitoring</li> <li>• Maintenance planning, prioritising and programming</li> <li>• Fiscal planning in maintenance management</li> <li>• Procurement of maintenance contracts</li> <li>• Effective communication with building occupiers</li> <li>• Energy and environmental management of occupied buildings</li> <li>• The relationship between maintenance and conservation</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Carrying out condition surveys of buildings</li> <li>• Receiving, prioritising and actioning repair notifications from occupiers</li> <li>• Managing maintenance programmes and contracts</li> <li>• Producing planned maintenance programmes</li> <li>• Planning and monitoring maintenance expenditure and budgets</li> <li>• Procure maintenance contracts</li> <li>• Inspecting completed maintenance works</li> <li>• Integrating maintenance policies with environmental and conservation requirements and policies.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Providing assessments of condition for individual buildings or portfolios of properties</li> <li>• Advising on maintenance policies</li> <li>• Advising on planned maintenance programmes</li> <li>• Preparing budget and expenditure reports and predictions for building maintenance</li> <li>• Preparing and negotiating partnership agreements with contractors and providers of maintenance and servicing works.</li> </ul>

## Managing projects

This competency is about the stages a project goes through during its life-cycle and the role of the project manager in that process. This includes its inception, briefing, financial feasibility, quality controls, completion timescales and subsequent programming. It also includes the contractual and legislative/statutory requirements, stakeholder management, management reporting and auditing, and the assessment of the performance of a project and its individual stakeholders.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of all the stages of a project life-cycle including the feasibility study process, the tools and techniques associated with project controls, and the essential requirements of a project audit/closeout report.

Examples of knowledge comprised within this level are:

- The role of a project manager
- The project team structures and procedures such as PIDs, PEPs and PMPs
- How and why tasks are carried out at a particular stage and when it's appropriate to deviate from the norm
- The principles of contractual, legislative and statutory requirements of projects (including town planning legislation and building regulations), document control, the requirements and information management systems, administrative processes, and management reporting requirements associated with a project
- The client's requirements and the development/project brief including the business case drivers for the development
- The techniques for the effective control of time and cost during the life-cycle of a project including the reasons for any design, cost and programme variations
- Project risks and contingency planning
- The management of change.

#### Level 2

Apply the principles of the project life-cycle process including the implementation of management procedures necessary for the smooth running of a project life-cycle/whole life costing and risk assessment.

Examples of activities and knowledge comprised within this level are:

- Preparing a project execution plan and/or other similar management tools
- Implementing a development appraisal or feasibility study for a project
- Managing document control, information management systems and management reporting systems
- Using value management/value engineering techniques to advise on and improve the viability of the development
- Carrying out a life-cycle/whole life costing exercise including analysing reasons for, and implementation of, any design, cost and programme variations
- Reporting on project processes and procedures, performance and lessons learnt.
- Analysing the actual performance of the project and the team and identifying potential improvements.

#### Level 3

Provide evidence of reasoned advice to the client on the detailed procedures associated with the project life-cycle, including strategies and procedures to analyse, predict and control time and cost on projects.

Examples of activities and knowledge comprised within this level are:

- Designing and advising on a project execution plan and/or other similar management tools
- Providing reasoned and interpretive advice on development appraisals, feasibility studies and business plans
- Advising on the contractual, legislative and statutory requirements for a project
- Advising on and designing document control and information management systems and management reporting systems
- Assessing and advising upon the chosen procurement route, project team structures and procedures
- Interpreting the results of a life cycle/whole life costing exercise and give advice on how these results can be used to improve a development's viability
- Assessing potential design changes to improve the development viability
- Assessing and advising upon the performance of the project team
- Preparing audit reports and advising the client including identifying lessons learnt and recommending appropriate responses.

## Performance management

This competency is about a broad range of performance management approaches and methodologies in the project management of construction and development briefs

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
<p>Demonstrate knowledge and understanding of performance management approaches and methodologies.</p>	<p>Apply your knowledge and understanding of performance management within a business context.</p>	<p>Provide evidence of reasoned advice on the organisational requirements of performance management and show evidence of performance metric tracking across services and capabilities.</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The different types of performance data and data collection techniques</li> <li>• The various techniques for measuring performance</li> <li>• The principles of KPIs and SLAs and how these align with stakeholder objectives.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Collection of benchmarking data</li> <li>• Development and use of KPIs</li> <li>• Preparing data/information</li> <li>• Using selected methodologies and techniques such as balanced scorecards to achieve agreed outcomes</li> <li>• Methods to improve performance management.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Interpreting benchmark data and/or KPIs to propose a clear action plan</li> <li>• Providing feedback on performance</li> <li>• Implementing a performance management plan.</li> </ul>



## Procurement and tendering

This competency covers how a project is structured and delivered in terms of risk allocation and contractual relationships and how tendering processes are used to establish a contract price. Candidates should have a clear understanding of the different types of procurement and tendering commonly used and the advantages and disadvantages of each to the parties involved. They should have a detailed working knowledge of the procurement routes and tendering procedures used on their projects.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of the main types of procurement. Demonstrate knowledge and understanding of the tendering and negotiation processes involved in procurement.

Examples of knowledge comprised within this level are:

- The main types of procurement used in both the public and private sectors, both nationally and internationally
- Tendering and negotiation processes involved in procurement
- Ancillary processes such as partnering and framework agreements
- Codes of practice and procedures commonly used.

#### Level 2

Apply your knowledge to the implementation of the procurement routes selected for your projects and to carrying out tendering and negotiation processes relevant to them.

Examples of activities and knowledge comprised within this level are:

- Implementing procurement routes such as traditional, design and build and management forms
- Producing and/or compiling tender documentation such as letter of invitation, form of tender, health and safety documentation, design documentation and contractual details [Please note: pricing documents are covered under the Quantification and costing of construction works]
- Carrying out of tendering and negotiation processes such as single and two stage tendering, the use of codes of practice and electronic tendering.

#### Level 3

Give reasoned advice on the appropriateness of various procurement routes. Manage the tendering and negotiation process and present reports on the outcome.

Examples of activities and the application of knowledge comprised within this level are:

- Evaluating the appropriateness of various procurement routes
- Managing the tendering and negotiation process
- Preparing procurement and tendering reports.

## Programming and planning

This competency is about the management of time and the duration of activities from project inception to completion. It covers an understanding of programming techniques and critical path features including use of computer software to produce programmes.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Describe the principles of financial and programme monitoring of projects, including planning techniques such as Gantt charts, etc. Demonstrate knowledge and understanding of the various types of programmes and schedules commonly used on projects.

Examples of knowledge comprised within this level are:

- The principles of programme and financial monitoring of projects
- Planning techniques including Gantt chart programmes, critical path analysis and the significance of float
- The types of programmes and schedules, including computer software, commonly used on projects.

#### Level 2

Assess, interpret and report on the programme control of projects.

Examples of activities and knowledge comprised within this level are:

- Evaluating alternative programme techniques
- Reviewing and interpreting Gantt charts and other programmes
- Evaluating the significance of float
- Explaining the critical path determined by a programme
- Understanding project milestones and acceleration techniques
- Analysing and evaluating actual performance against planned performance.

#### Level 3

Provide evidence of reasoned advice on, or implement the principles of, executive programme control of projects. Your advice should demonstrate a good understanding of planning techniques (pert diagrams, network analysis/ critical path method).

Examples of activities and knowledge comprised within this level are:

- Producing an executive/master programme for a project including showing the critical path determined by the programme
- Providing advice on progress achieved against programme
- Providing advice on corrective measures required to maintain and/or accelerate progress where delays have occurred in relation to the programme
- Establishing project objectives.

## Project finance

This competency covers the effective cost control of construction projects during the construction phase, including the principles of controlling and reporting costs on any construction project. They should have a detailed understanding of the control and reporting processes used on their projects.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of the effective control of costs during a project. Demonstrate understanding of the legal and contractual constraints and the effect of time and quality on the cost of a project.

Examples of knowledge comprised within this level are:

- The effective control of costs during the construction phase of a project
- The legal and contractual constraints on the cost of a project such as changes in building legislation and design risk allocation
- The reporting and forecasting of costs during the construction phase
- The principles of risk allowances.

#### Level 2

Apply your knowledge to the management of project costs. This should include the preparation and presentation of financial reports on the performance of a project at appropriate intervals, to provide effective forecasting of costs, risks and their financial implications.

Examples of activities and knowledge comprised within this level are:

- Managing project costs during the construction phase
- Reporting and forecasting costs for different procurement routes and client types
- Using cashflows in financial management
- Managing provisional sums and risk allowances.

#### Level 3

Advise on strategies and procedures to control predicted expenditure in line with a budget.

Examples of activities and knowledge comprised within this level are:

- Implementing change control procedures within the contract
- Establishing reporting regimes/protocols
- Using risk management and analysis techniques.

## Purchase and sale

This competency is about the sale of property (including all types of tenure) as it relates to development projects. In order to achieve this competency the candidate must apply his/her knowledge and experience to assist sellers and purchasers in the marketing/selection of property and in the negotiation of a transaction through to completion. Candidates should be able to apply their knowledge of the residential property market in order to provide reasoned advice to clients on the appropriate solutions for them.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of how various types of property are sold (or a similar interest is acquired for a client) and the different types of interests that may be placed on the market. Demonstrate an understanding of the economics of the market for such interests and the appropriate legal frameworks.

Examples of knowledge comprised within this level are:

- The quality of location, design and specification of property
- The legal requirements surrounding the purchase and sale of property (e.g. money laundering)
- Economic framework surrounding the purchase and sale of property
- The methods of sale available to vendors
- The principles and application of the Real Estate Agency and Brokerage Standards (REABS) and other related guidance.

#### Level 2

Apply your knowledge and skills to the purchase or sale of all types of property and demonstrate practical experience of the associated decision-making process, marketing, reporting and completion of the transaction. Demonstrate knowledge and understanding of other forms of property transaction and the reasons supporting the decision to proceed along the chosen purchase or sale route.

Examples of activities and knowledge comprised within this level are:

- Applying the appropriate methods and techniques to successfully undertake purchase and/or sales of property and developments
- Managing agents and lawyers in property transactions
- Managing the process of negotiation and consultation between clients
- Understanding client requirements and preparation of Terms of Engagement
- Undertaking inspections and gathering information relevant to the property purchase or sale.

#### Level 3

Provide evidence of reasoned advice and report to clients on all types of purchase or sale transactions. Demonstrate the ability to see complex cases through from start to finish with appropriate assistance. Be able to provide the client with a holistic view of the entire transactional market and advise him/her clearly and appropriately, not only on the sale or disposal market but also on other areas.

Examples of activities and knowledge comprised within this level are:

- Providing strategic advice on purchase and sale of property and provide recommendations on the options available for the property
- Dealing with disputes
- Providing advice as to alternative dispute resolution options in the event of breakdown of negotiations and take any necessary action to protect the clients position
- Handling other external factors affecting the buying and selling process such as technological, economic and political issues
- Managing the project lifecycle so that construction programmes and property transactions are programmed effectively.

## Stakeholder management

This competency deals with the techniques associated with managing stakeholders on large, complex projects. Candidates should demonstrate an effective understanding and application of the various ways to identify, analyse and engage with the relevant project stakeholders.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of the principles and techniques associated with engaging and communicating with all relevant project stakeholders, including an understanding of decision-making in pluralistic clients.

Examples of knowledge comprised within this level are:

- The challenges, opportunities and benefits of stakeholder management
- The key aspects of the individual, team and the project with regards to stakeholder management
- The process of stakeholder management and tools such as the Iceberg Model.

#### Level 2

Apply the knowledge to ensure that all parties are aligned with the project objectives using identification, analysis, matrix and engagement techniques.

Examples of activities and knowledge comprised within this level are:

- Preparing a stakeholder management strategy report covering planning and resourcing
- Applying the techniques of discover, understand, plan, engage and assess value to undertake the management of stakeholder
- Preparing a structure chart and a RACI [Responsible, Accountable, Consulting and Informed] table to clarify roles and responsibilities.

#### Level 3

Provide evidence of reasoned advice and implement systems to manage risk by competent management in relation to specific projects.

Examples of activities and knowledge comprised within this level are:

- Advising on the options for stakeholder management, bearing in mind the size, complexity and objectives of the project
- Advising on the benefits, value and costs of stakeholder management
- Advising on different methodologies for stakeholder management bearing in mind the maturity of the client and geographic spread of the project.

## Supplier management

This competency relates to managing the supply chain and the providers of those services.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of how to manage suppliers using a logical process to ensure that scope and value of the service received meets organisational requirements.

Examples of knowledge comprised within this level are:

- A practical knowledge of the following areas:
  - Contracts
  - Service level agreements
  - KPIs
  - Performance monitoring
  - Benchmarking
  - Construction supply chains in the candidate’s area of practice.

#### Level 2

Apply your knowledge and understanding by using an existing process to manage suppliers to ensure that the scope and value of the service received meets the projects and contractual requirements.

Examples of activities and knowledge comprised within this level are:

- Involvement in a range of the activities listed above at Level 1 through:
  - Performance review meetings
  - Auditing of suppliers/sub contractor’s performance
  - Budgeting
  - Ordering variations to the service
  - Payment of suppliers
  - Developing collaborative relationships.

#### Level 3

Provide evidence of appropriate approach to the management of an individual supplier or group of suppliers based on the scale of the service.

Examples of activities and knowledge comprised within this level are:

- Using user/customer feedback to provide effective supplier management, ensuring that performance matches the needs of the contract and project
- Developing partnership relationships to deliver joint objectives with the supply chain
- Developing learning and innovation within the supply chain.

## Sustainability

This competency covers the impact of sustainability issues. Candidates should have a thorough understanding of the impact made by sustainability on their area of responsibility and have been involved with the financial management of that impact.

### Examples of likely knowledge, skills and experience at each level

#### Level 1

Demonstrate knowledge and understanding of why and how sustainability seeks to balance economic, environmental and social objectives at global, national and local levels, in the context of land, property and the built environment.

Examples of knowledge comprised within this level are:

- The principles of sustainability within project management
- The relationship between property and the environment
- How national and international legislation, regulations and taxation relating to sustainability affect construction
- Criteria by which sustainability is measured in relation to operational buildings and construction projects
- The principles of how design, technology, construction and operational processes can contribute to sustainable building
- Renewable technologies
- The principles of material resource efficiency within the supply chain.

#### Level 2

Provide evidence of practical application of sustainability appropriate to your area of practice, and the circumstances in which specialist advice is necessary.

Examples of activities and knowledge comprised within this level are:

- Carrying out capital cost and value engineering exercises to determine the impact of sustainability issues on design and construction processes
- Carrying out whole life analysis exercises which take account of sustainability issues
- Managing projects with BREEAM, LEED, SKA Rating, Passivhaus standards applied
- Corporate social responsibility
- Understanding the measures undertaken by governments and international bodies to encourage the reduction of the environmental impact of development.

#### Level 3

Provide evidence of reasoned advice given to clients and others on the policy, law and best practice of sustainability, in your area of practice.

Examples of activities and knowledge comprised within this level are:

- Giving reasoned advice to your client and stakeholders on the impact of sustainability
- Giving reasoned advice on the application of environmental law and policy
- Interpreting environmental reports and giving reasoned advice on the financial impact and programme implications on a project
- Giving advice on sustainable material selection and how performance baselines can be estimated.

## Works progress and quality management

It is essential that candidates selecting this competency demonstrate application of monitoring time, quality and finance criteria as they relate to construction or infrastructure projects and be able to show application of contractual intervention as required during the project lifecycle.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
<p>Inspect and record progress and quality of building works.</p>	<p>Report and advise upon the adequacy of progress and quality of building works.</p>	<p>Manage and co-ordinate progress and quality of building works as a contract administrator/ supervising officer or equivalent.</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>What is required to carry out a site inspection, and the importance of recording progress of works</li> <li>The requirements of recording progress, and comparing to the project programme</li> <li>Contract cash flows and forecasting</li> <li>The requirement for quality descriptors as set out in the contract documentation</li> <li>Show an understanding of the differences between the duties of a CA and those of a person appointed solely to report on progress and quality issues.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Carry out inspections of works being completed on site, and prepare the necessary reports showing progress and quality issues that have arisen</li> <li>Prepare reports for clients detailing the effects of additional instructions, amendments to specifications, and the likely effects on finances and progress</li> <li>Record for in house and external purposes reports on quality of works on site, including any works rejected, and the reasons for doing so</li> <li>Compare progress of construction works at any stage of the works against the contract programme, or status of current gross financial valuation to original projections/cash flow.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Prepare reports for clients, on works progress quality or cost</li> <li>Implement systems for recording progress and quality issues as part of CA duties, and prepare reports for external circulation</li> <li>Act as a CA and incorporate into your duties the requirements for progress, financial and quality reporting.</li> </ul>





## Confidence through professional standards

RICS promotes and enforces the highest professional qualifications and standards in the valuation, development and management of land, real estate, construction and infrastructure. Our name promises the consistent delivery of standards – bringing confidence to markets and effecting positive change in the built and natural environments.

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