



Your pathway to qualifying in

Project Management

Assessment of Professional Competence

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Introduction

About the APC

The RICS Assessment of Professional Competence (APC) ensures that those applying for RICS membership are competent to practise and meet the high standards of professionalism required by RICS. There is a wide range of pathways available to qualify as an RICS member covering 21 different areas of practice.

The APC normally consists of:

- a period of structured training
- a final assessment

The structured training is based on candidates achieving a set of requirements or competencies. These are a mix of technical, professional, interpersonal, business and management skills.

How to use this guide

This guide supports the core APC documentation. It is designed to help you understand more about qualifying as an RICS member in project management. The material is set out in three sections.

Section one – provides information on this area of practice with a general overview of the project management pathway.

Section two – lists the competency requirements of the project management APC pathway (as set out in the *APC Requirements and Competencies Guide*).

Section three – describes the main technical competencies associated with project management, providing expanded sector specific guidance on each of them. This forms the main part of the guide.

You MUST use this guide in conjunction with the core APC documentation which is available on the RICS website and comprises:

- *APC Requirements and competencies guide*
- *Candidate guides* – (the particular candidate guide you need will depend on your route to membership)
- *Guide for supervisors, counsellors and employers*

About the competencies

The APC aims to assess that you are competent to carry out the work of a qualified chartered/technical surveyor. To be competent is to have the skill or ability to perform a task or function. The RICS competencies are not just a list of tasks or functions, they are also based upon attitudes and behaviours. The competencies have been drawn up in a generic way so that they can be applied to different areas of practice and geographical locations. This guide is designed to help you interpret these competencies within the context of project management.

The competencies are defined at three levels of attainment and each APC pathway has its own specific combination of competencies that you must achieve at the appropriate level. You must reach the required level in a logical progression and in successive stages:

- **Level 1** knowledge and understanding
- **Level 2** application of knowledge and understanding
- **Level 3** reasoned advice and depth of technical knowledge.

The competencies are in three distinct categories:

Mandatory competencies – the personal, interpersonal, professional practice and business competencies common to all pathways and compulsory for all candidates. These are explained in more detail in the *APC Requirements and competencies guide*.

Core competencies – the primary competencies of your chosen APC pathway.

Optional competencies – a set of competencies selected by the candidate from a list defined for the particular pathway. In most cases there is an element of choice. These are mostly technical competencies, but certain mandatory competencies also appear on the optional competency list and candidates are permitted to select one of these at a higher level.

This guide only deals with the principal core and optional competencies associated with this area. It does not cover the mandatory competencies.

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

Completing the APC carries with it responsibility and commitment. Extensive support and guidance are available for candidates and employers. If you need any help during the training period please contact the National Association of your country of residence or the RICS Europe office in Brussels (see contact details on www.joinricsineurope.eu).

<p>About project management</p>	<p>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.</p> <p>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 .</p> <p>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.</p>
<p>RICS qualification pathways in this sector:</p>	<p>Project Management APC</p> <p>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 organizations , for most sizes and types of projects .</p> <p>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.</p> <p>The diversity of clients and the variable work-load make a career in Project Management both challenging and rewarding. The activities they are most commonly involved with typically include:</p> <ul style="list-style-type: none"> – 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

	<ul style="list-style-type: none"> - Controlling, monitoring and reporting on project progress - Administering consultancy and construction contracts.
Chartered alternative designations related to this pathway	All candidates qualifying under the Project Management APC pathway will be entitled to use the designation Chartered Project Management Surveyor .

Pathway Requirements

Project management (APC)

Mandatory competencies

You must achieve the minimum levels as set out in the mandatory competencies.

Core competencies

Level 3

- Contract practice (T017)
- Managing people (SP002)
- Procurement and tendering (T062)
- Programming and planning (T063)

Level 2

- Construction technology and environmental services (T013)
- Leadership (SP001)
- Project administration (T064)
- Project process and procedures (T068)
- Risk management (T077)

Optional competencies

Three competencies to Level 2 from the list below.

- Commercial management of construction (T010)
- Development appraisals (T023)
- Development/project briefs (T024)
- Project audit (T065)
- Project evaluation (T066)

Competency guidance

The pages that follow are intended to provide guidance for users on the main competencies associated with project management.

The guidance has been drawn up by experienced practitioners and aims to give you a clear and practical understanding of how to apply the listed core and optional competencies in the context of project management. The guidance does not cover the mandatory competency requirements.

The official competency definitions (at levels one, two and three) are provided, followed by a description of the key knowledge and activities that are likely to fall within the scope of each competency.

The information provided is designed to be helpful but informal guidance. The knowledge and activities described under each competency are not exhaustive, and should not be relied upon as any form of revision list. Candidates must satisfy themselves and their employers that they have reached the required level of attainment before applying for final assessment.

The competencies are arranged in alphabetical order. The full list of RICS competencies and pathway requirements can be found in the *APC Requirements and competencies guide*.

Commercial management of construction (T010)
Construction technology and environmental services (T013)
Contract practice (T017)
Development appraisals (T023)
Development/project briefs (T024)
Leadership (SP001)
Managing people (SP002)
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Programming and planning (T063)
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Project audit (T065)
Project evaluation (T066)
Project process and procedures (T068)
Risk management (T077)

Competency Name:		Commercial Management of Construction (T010)
Description of competency in context of this sector	This competency covers the commercial management of construction works. Candidates should have an awareness of 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	Demonstrate knowledge and understanding of the principles of management of construction projects.	
	Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> • Identifying and understanding the components that make up the cost of the project to the Contractor • Understanding of the affect that the design and construction processes have on the cost • Awareness of the techniques used to reconcile the cost against income • Awareness of the techniques to financially manage sub-contractors and suppliers • Understand the use of cashflows 	
Level 2	Apply your knowledge to the financial management of construction projects, including regular monitoring and reporting on cash flow and profitability.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Collecting data for reports • Carrying out cost to completion exercises • Preparing cashflows • Preparing reports such as liability statements, cost to complete and cost value reconciliations. • Applying value engineering processes • 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 	
Level 3	Monitor, report and advise on project cash flows and profitability; evaluate and advise on the financial implications and appropriate management action.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Monitoring, analysing, reporting and advising at a senior level on project cashflows and profitability for internal use • Evaluating and advising on financial implications and appropriate management actions 	

Competency Name:		Construction Technology and Environmental Services (T013)
Description of competency in context of this sector	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: <ul style="list-style-type: none"> • 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 work and inter-relate • The process of constructing the works • Operational and maintenance processes post contract 	
Level 2	Apply your knowledge to the design and construction processes.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Appreciating how design solutions vary for different types of building such as clear span requirements for warehousing or acoustic requirements for accommodation • Understanding alternative construction details in relation to a [1 ONLY?] functional element of the design such as different types of piling or structural frame solutions 	
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: <ul style="list-style-type: none"> • Advising on of the choice of construction solution on your project • Reporting on the impact of different design solutions and construction processes on cost and programme 	

Competency Name:		Contract Practice (T017)
Description of competency in context of this sector	This competency concerns the ability to recognise, understand and interpret the different procurement routes and contracts. Candidates should be aware of 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	Demonstrate knowledge and understanding of the various forms of contract used in the construction industry and/ or your area of business.	
	Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> • The purpose of contracts and their relevance in the construction industry. • The typical elements of a 'project' that need to be considered when selecting a form of contract • Alternative forms of contract available and the principle reasons for these. 	
Level 2	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.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Providing options for alternative forms of contract with respect to specific procurement routes. • Reviewing particular key contract provisions and how these differ between alternative forms of contract. • Highlighting the impact of alternative contractual arrangements on that party to the contract. 	
Level 3	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.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Providing reports on the ability of different forms of contract to achieve specific requirements and objectives of the contractual parties. • Advising on the purpose of warranties and bonds, and the different forms available. • Providing guidance on the provisions of contract if either party fails to comply with the terms set out therein. • Identifying the correct procedure for the application of a contract provision and the potential impact if this is not followed. 	

Competency Name:		Development Appraisals (T023)
Description of competency in context of this sector	This competency is about the role of development appraisals. Candidates should be aware of 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	Demonstrate knowledge and understanding of the principles and practices underlying a valid development appraisal.	
	Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> • the role of development appraisals in the marketplace and the situations where their use is appropriate • the content of appraisals and how different issues such as planning requirements can be reflected. • the sensitivities of appraisals, what factors affect the appraisal • Awareness of external factors which have an influence upon the appraisal process 	
Level 2	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.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Analysing appropriate sources of information and data • Preparing appraisals for possible acquisition, disposal or valuation of development sites including residential, commercial and/or mixed use • Using different techniques and software available for appraisals (whilst having an understanding of the basic principles of development appraisal) • Undertaking a sensitivity analysis • Assisting in the selection of appropriate sources of development finance 	
Level 3	Interpret and provide evidence of reasoned advice on development appraisals and further opportunities.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Using development appraisals to advise on the acquisition, disposal or valuation of development sites • Producing reasoned analysis of risk using appropriate sensitivity analysis • Advising on the appropriate sources of development finance 	

Competency Name:		Development/ Project Briefs (T024)
Description of competency in context of this sector	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 co-ordination 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: <ul style="list-style-type: none"> • A clear understanding of the client's requirements, including the project definition, and any key constraints. • A clear understanding of the roles of individual stakeholders. • A clear understanding of the terms of reference between the client and the project team. 	
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: <ul style="list-style-type: none"> • Preparing and understanding the outline business case • Clarifying 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 a Development/Project Brief and Outline Project Plan. 	
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: <ul style="list-style-type: none"> • 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 Development/Project brief • Establishing clear procedures for managing changes to the Development/Project brief. 	

Competency Name:		Leadership (SP001)
Description of competency in context of this sector	This competency covers the characteristics and behaviour of leaders. Candidates should be aware of the alternative styles of leadership and motivation. Candidates should have an understanding of how these techniques can be applied in their area of practice.	
Examples of likely knowledge, skills and experience at each level		
Level 1	Demonstrate knowledge and understanding of the characteristics and behaviour of a leader.	
	Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> • Awareness of different styles of leadership • Awareness of different motivation theories • Awareness of effective organisational design and communication strategies • Awareness of the climate necessary for the creation of high performing teams 	
Level 2	Provide evidence of application of your role as a leader appropriate to your area of practice.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Understanding how leadership and motivation theories can be applied in practice • Understanding how organisational design and communication strategies can affect leadership • Understanding of the ingredients necessary to create high performing teams. 	
Level 3	Provide evidence of evaluation of your leadership role.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Adapting your natural leadership style to meet challenges in your area of practice • Adapting your leadership style to improve personal and team performance • Demonstrating successful outcomes from your leadership and decision making • Receiving acceptable peer group reviews of your performance as a leader. 	

Competency Name:		Managing People (SP002)
Description of competency in context of this sector	This competency covers the principles and practice of managing people. Candidates should be aware of the skills required to manage people. Candidates should have an understanding of the appropriate application of these skills.	
Examples of likely knowledge, skills and experience at each level		
Level 1	Demonstrate knowledge and understanding of the principles and practice of managing people.	
	Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> • Awareness of human resource management legislation and techniques • Awareness of different motivation theories • Awareness of effective organisational design and communication strategies • Awareness of the climate and culture necessary for the creation of high performing teams 	
Level 2	Provide evidence of the application of the skills required to manage people.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Appreciating the principles of human resource legislation • Applying human resource techniques • Effecting improved human resource performance • Understanding how use of effective organisational design and communication strategies improves human resource performance • Understanding how climate and culture affect human resource performance 	
Level 3	Provide evidence of the evaluation of your people management skills.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Managing people and teams and achieving performance targets. • Carrying out performance appraisals and receiving acceptable individual and team peer reviews • Carrying out Training Needs Analyses • Recruiting people 	

Competency Name:		Procurement and Tendering (T062)
Description of competency in context of this sector	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 are aware of the different types of procurement and tendering commonly used and the advantages and disadvantages of each to the parties involved. Candidates 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: <ul style="list-style-type: none"> • 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 	
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: <ul style="list-style-type: none"> • Implementing procurement routes such as traditional, design and build, management forms, term and serial contracting and other types • 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 knowledge comprised within this level are: <ul style="list-style-type: none"> • Evaluating the appropriateness of various procurement routes • Managing the tendering and negotiation process • Preparing procurement and tendering reports 	

Competency Name:		Programming and Planning (T063)
Description of competency in context of this sector	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: <ul style="list-style-type: none"> • An understanding of the principles of programme and financial monitoring of projects • Knowledge of planning techniques including Gantt chart programmes, Critical Path Analysis and the significance of float • Knowledge of 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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 	

Competency Name:		Project Administration (T064)
Description of competency in context of this sector	This competency concerns the contractual, legislative/ statutory and other processes required to administer a project. It also covers the reporting and information management systems for projects.	
Examples of likely knowledge, skills and experience at each level		
Level 1	Demonstrate knowledge and understanding of contractual, legislative and statutory terminology/requirements in the management of a project.	
	Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> • An understanding of the principles of contractual, legislative and statutory requirements of projects . • An understanding of the principles of document control requirements and information management systems. • An understanding of the administrative processes and management reporting requirements associated with a project 	
Level 2	Implement management procedures necessary for the smooth running of a project.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Identifying and implementing the contractual, legislative and statutory requirements needed for a development project including any collateral documents e.g. insurances, warranties etc. • Managing document control and information management systems • Managing management reporting systems 	
Level 3	Advise on the management procedures necessary for the smooth running of a project including document control techniques and systems, meetings and reporting procedures.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Advising on the contractual ,legislative and statutory requirements for a development project • Advising on and designing document control and information management systems. • Advising on and designing management reporting systems. • Providing guidance on project organisation structures 	

Competency Name:		Project Audit (T065)
Description of competency in context of this sector	This competency concerns the assessment of the performance of a project and its individual stakeholders. This can be used to identify areas for improvement on a live project and/or to identify lessons learnt for application on future projects.	
Examples of likely knowledge, skills and experience at each level		
Level 1	Describe the essential requirements of a project audit/close-out report.	
	Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> • An understanding of the client's requirements and the development/project brief. • An understanding of the reasons for any changes to the client's requirements and the development/project brief. • An understanding of the reasons for the chosen procurement route and the actual and planned performance of the project team. • An understanding of the project team structures and procedures. • An understanding of the reasons for any design, cost and programme variations. • An understanding of the project risks and any unforeseen problems 	
Level 2	Explain the procedures associated with producing a project audit/close-out report.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Analysing the reasons for, and implementation of, changes to the client's requirements and the development/project brief. • Analysing the appropriateness of the chosen procurement route • Analysing the actual performance of the project team and identifying potential improvements • Analysing project team structures and procedures • Analysing reasons for, and implementation of, any design, cost and programme variations. • Recording lessons learnt 	
Level 3	Undertake and report on a project audit/close-out report.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Preparing audit reports and advising the client. • Identifying lessons learnt and recommending appropriate responses • Assessing and advising upon the performance of the project team. • Assessing and advising upon the chosen procurement route, project team structures and procedures. • Assessing and advising upon design cost and programme variations. 	

Competency Name:		Project Evaluation (T066)
Description of competency in context of this sector	This competency concerns the evaluation process - assessing the technical and financial feasibility of a project including the resultant economic return. The assessment should consider both initial capital costs as well as whole life costs.	
Examples of likely knowledge, skills and experience at each level		
Level 1	Describe the feasibility study process, including the financial and town planning aspects associated with a development appraisal.	
	Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> • Awareness of the various techniques of development appraisal • Understanding of the business case drivers for the development. • Awareness of the principles of town planning legislation • Awareness of the principles of building regulations • Awareness of other statutory and non statutory regulations 	
Level 2	Apply the techniques used in value management/value engineering, life cycle/whole life costing and risk assessment, together with a balance sheet analysis.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Preparing a development appraisal and feasibility study. • Reviewing the business case drivers for the development • 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 • Preparing a risk register to advise on and improve the management of a development 	
Level 3	Initiate and monitor a feasibility study. Advise on the economics of design, on the use of value management and value engineering techniques, and on how to undertake a full risk and balance sheet analysis.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Providing reasoned and interpretive advice on development appraisals, feasibility studies and business plans. • Interpreting value management/value engineering studies and applying the results to improve development viability • 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, using the whole life costing techniques, to improve the development viability • Interpreting the results of and give reasoned advice on a risk register 	

Competency Name:		Project process and procedures (T068)
Description of competency in context of this sector	This competency concerns the stages a project goes through during its life-cycle and the role of the project manager in that process.	
Examples of likely knowledge, skills and experience at each level		
Level 1	Describe all the stages of the project development process.	
	Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> • The stages of a projects development • An understanding of how and why tasks are carried out at a particular development stage and when its appropriate to deviate from the norm • An understanding of the role a project manager undertakes during the various stages of a development 	
Level 2	Apply the principles of the project development process and relate these to the aims and structure of the client's organisation.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Preparing a project development appraisal to assess a projects viability • Preparing a Project Execution Plan and/or other similar management tools • Reporting on project processes and procedures • Reporting on project performance 	
Level 3	Provide evidence of reasoned advice to the client on the detailed procedures associated with the project development process.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Interpreting the results of and give reasoned advice on a development appraisal • Designing and advising on a Project Execution Plan and/or other similar management tools. • Assessing project processes and procedures and identifying opportunities to improve project performance. • Recommending appropriate action to improve project performance 	

Competency Name:		Risk Management (T077)
Description of competency in context of this sector	This competency is about the effective use of risk management relating to projects. It includes a knowledge, understanding and use of the tools and techniques available.	
Examples of likely knowledge, skills and experience at each level		
Level 1	Demonstrate your knowledge and understanding of the nature of risk and, in particular, of the risks associated with your area of business/practice.	
	Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> • The concepts of risk • The tools and techniques commonly used to evaluate and manage risk • The use of risk registers and the models used to quantify risk 	
Level 2	Apply your knowledge to carry out risk assessments taking into account all relevant factors. Understand the application of the various methods and techniques used to measure risk.	
	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> • Applying the various methods and techniques to measure risk • Participating in risk workshops • Preparing reports resulting from risk workshops 	
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: <ul style="list-style-type: none"> • Facilitating Risk workshops including preparation prior to the workshop • Evaluating the qualitative and quantitative output from risk workshops • Ongoing monitoring of risk issues through the project lifecycle 	