

PROJECT MANAGEMENT SPECIALIST COMPETENCIES 2015

The project management competencies are split into core and specialist competencies.

OPTIMUM STANDARDS

Each of the activities under the competencies must be signed-off to a specific standard, indicated by one of the letters A, K, E or B. The definitions of these are given below.

A	Appreciation	A general awareness of the activity is required. This could be acquired by reading a magazine article or attending a CPD event.
K	Knowledge	This standard requires a more detailed level of knowledge understanding of the activity. This could be acquired by undertaking a training course or other type of study but not necessarily put into practice. E.g. a subject area on a degree course.
E	Experience	To reach this standard the activity must have been performed independently or under supervision. This may be achieved by undertaking the activity in a work context over a period of time. Experience of the activity or subject should follow on and be additional to appreciation and knowledge in that subject area.
B	Ability	To be able, without supervision, to perform relevant functions and be able to supervise other less experienced staff. This may be evidenced by the undertaking of management roles or experience gained over time.

Technical Member level - the applicant must achieve a minimum average standard K across all core and specialism activities. In addition, **a minimum of 5 activities must be assessed at level E**, and **up to 5 activities may be assessed at level A**. There are no restrictions within this as to the particular choice of activities.

Member level – the optimum standard is given against each activity statement.

PM 1	Project Management Specialist Competencies	COMPETENCIES AND ASSESSMENT				
April 2013		Project planning and pre-contract cost control				
	Technical Member – Optimum Standard - see requirements on covering sheet	Activity Details	Date of Assessment			
Reference	Member – Optimum Standard		A	K	E	B
A	E	<p>Preparation of a project budget at pre-contract phase, including development of a cost plan or spread of a tender budget along with identification of critical cost elements for Civil Engineering Works.</p> <p>Experience of the design process, choice of design options and design development to optimise the pre-contract project design.</p> <p>Understand various civil engineering design delivery options covering Employer/Consultant design, innovation and Contractor design and construct.</p> <p>Analyse and compare contract and subcontract tenders and tender budget information.</p> <p>Knowledge of various scheme funding arrangement and corporate governance applied by stakeholders.</p>				
B	E					
C	K					
D	E					
E	K					



Name of Supervisor	Name of Applicant
Supervisor's signature	Date CM / PM 1

ICES Project Management Specialist Competencies

PM 2 April 2013	Project Management Specialist Competencies	<p style="text-align: center;">COMPETENCIES AND ASSESSMENT</p> <p style="text-align: center;">Project/commercial management reporting, internal accounts and company accounts</p>				
Reference	Member – Optimum Standard	Activity Details	Date of assessment			
			A	K	E	B
A	E	Assessment of financial performance through analysis of the quantity of work completed to arrive at cost and budget reconciliation reporting.				
B	E	Involvement in and understanding of the production of project trading accounts/reports illustrating financial outturn forecasts against budget for management purposes and their impact on project objectives.				
C	K	Understand the basics of company accounts, including turnover, profit/loss, work in hand and cashflow.				
D	E	Identify and interpret Key Performance and Result Measures.				



Name of Supervisor	Name of Applicant
Supervisor's signature	Date CM / PM 2

PM 3	Project Management Specialist Competencies	COMPETENCIES AND ASSESSMENT					
April 2013		Recording works progress and assessing the effects of delay, prolongation and disruption					
	Technical Member - Optimum Standard – see requirements on covering sheet	Activity Details		Date of Assessment			
Reference	Member – Optimum Standard			A	K	E	B
A	B	Ability to devise and maintain processes and procedures for the collation of and verification/agreement of, contemporary records of work progress.					
B	K	Evaluation of recorded work through applying relevant financial assessment methods.					
C	E	Understand the causes of delay and successfully administer their critical and non-critical effects on project completion and entitlement to extensions of time.					
D	K	Understand the effects of disruption on resources and progress, and methods of demonstrating disruption effects.					

Name of Supervisor	Name of Applicant
Supervisor's signature	Date CM / PM 3

PM 4	Project Management Specialist Competencies	COMPETENCIES AND ASSESSMENT				
April 2013		Bills of Quantities, Schedules of Rates and Activity Schedules				
	Technical Member – Optimum Standard – see requirements on covering sheet	Activity Details	Date of Assessment			
Reference	Member – Optimum Standard		A	K	E	B
A	K					
B	K	Understand the various uses of Bills of Quantities, Schedules of Rates and Activity Schedules and their preparation in accordance with standard methods of measurement.				
C	K	Understand the different risks associated with measurement and pricing carried out under remeasurement contracts, lump sum contracts and target cost/cost reimbursable contracts and design and construct contracts.				
D	K	Understand the structure of a bill of quantities and the varying approach to pricing with particular reference to quantity related and time related items and method related charges.				
		Understand the principles of pricing using Activity Schedules (including scope coverage) and how to deal with the evaluation of change under this type of contract.				

Name of Supervisor	Name of Applicant
Supervisor's signature	Date CM / PM 4

PM 5	Project Management Specialist Competencies	COMPETENCIES AND ASSESSMENT				
April 2013		Management of Interim and final accounts				
	Technical Member – Optimum Standard - see requirements on covering sheet	Activity Details	Date of Assessment			
Reference	Member – Optimum Standard		A	K	E	B
A	E	Apply the contractual and statutory provisions relating to applications for payment including Contractor and Employer/Project Manager Assessments, certificates and payment for both interim and final accounts.				
B	K	Preparation, presentation, negotiation and agreement of interim and final accounts, including re-measurement in accordance with a standard method of measurement.				
C	K	Understanding of what constitutes Settlement Agreements and auditing of final accounts.				
D	K	Understand the preparation and evaluation of compensation event claims, and/or other claims based upon contractual entitlement, and/or insurance claims.				



Name of Supervisor	Name of Applicant
Supervisor's signature	Date CM / PM 5

PM 6	Project Management Specialist Competencies	<p align="center">COMPETENCIES AND ASSESSMENT</p> <p align="center">Delivery of the Project</p>					
April 2013						Date of Assessment	
	Technical Member – Optimum Standard - see requirements on covering sheet	Activity Details					
Reference	Member – Optimum Standard					A	K
A	B	Identification, planning and mobilisation of the appropriate staff and other resources to achieve the project objectives.					
B	B	Establishment of appropriate measures to monitor progress during the course of the project and to instigate corrective action and/or mitigation measures where required.					
C	B	Establish and maintain appropriate audit and testing process and procedures to ensure compliance with the project specification and objectives, instigating corrective action and/or mitigation measures where necessary.					
D	B	Establish and maintain appropriate processes and procedures for the management of documentation and information flow across project interfaces, and the compilation of required as-constructed records, health and safety files, and operation and maintenance details.					
E	B	Site and ground investigation, identification of construction hazards and the provision of general site and works information.					

Name of Supervisor	Name of Applicant
Supervisor's signature	Date CM / PM 6