

# COMMERCIAL MANAGEMENT COMPETENCIES



## Specialist Project Management Competencies

### PROJECT MANAGEMENT – SPECIALIST COMPETENCIES 2023

#### 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 undertaking of management roles or experience gained over a period of time

**Technical Member level** – the applicant must achieve a minimum average standard of 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.

**Revisions 2023:** This is an extensive update

PM 01	Project Management Specialist Competency		Project inception and feasibility	Date of Assessment				
	Optimum			Activity Detail	A	K	E	B
	Technical	Member						
A	K	K	Possesses the knowledge of the elements that are required in a project business case					
B	K	K	Have the knowledge of the constraints that may affect a project such as environmental, quality, value for money and / or sustainability					
C	K	K	Understand the need for the consideration of project optioneering in terms of cost, environmental impacts and benefits					
D	K	E	Have the ability to produce a project cost plan, including risk					

Name of Supervisor	Name of Applicant
Supervisor's signature	Date

PM 02	Project Management Specialist Competency		The development and delivery of the project strategy				
	Optimum		Activity Detail	Date of Assessment			
	Technical	Member		A	K	E	B
A	K	K	Possesses the knowledge of the elements that are required in the production of project governance and management structure				
B	K	K	Understand the various strategies for packaging the delivery of a project including design allocation and responsibility				
C	K	B	Be able to produce a project engagement model for the selection of contract delivery				
D	K	B	Be able to produce a project commercial model including risk allocation				

Name of Supervisor	Name of Applicant
Supervisor's signature	Date

PM 03	Project Management Specialist Competency		The progression of the project from feasibility to pre- construction				
	Optimum		Activity Detail	Date of Assessment			
	Technical	Member		A	K	E	B
A	K	E	To be able to co-ordinate and oversee the selection of the preferred project from the optioneering stage				
B	K	E	Understand the requirements required to progress the preliminary design, including the cost / benefits, to a point that allows for client approval				
C	K	K	Understand the regulatory requirements for the delivery of the project e.g. Planning approval or Statutory approval including the need for environmental assessment and potential local public inquiry				
D	K	E	Development of the detailed project cost plan and delivery schedule				

Name of Supervisor	Name of Applicant
Supervisor's signature	Date

PM 04	Project Management Specialist Competency		Tender and mobilise					
	Optimum			Activity Detail	Date of Assessment			
	Technical	Member			A	K	E	B
A	K	K	Understand the requirements for BIM as part of the tender and mobilisation process					
B	K	E	Understand the risk management in relation to the tender and mobilisation process					
C	K	E	Be able to co-ordinate and oversee the Tender and mobilisation process					
D	K	E	Contract Award					

Name of Supervisor	Name of Applicant
Supervisor's signature	Date

PM 05	Project Management Specialist Competency		Construction and delivery				
	Optimum			Activity Detail	Date of Assessment		
	Technical	Member	A		K	E	B
A	K	E	Ability to develop and implement a project delivery strategy				
B	K	E	Understand the importance of programme management including the delivery of it, management of change in a programme and basic risk analysis methods that come from it				
C	K	K	Understand the importance of managing wider project stakeholders				
D	K	E	Ability to review, challenge, understand and improve project outputs and productivity				
E	K	E	Understand the importance of project milestones along with documentation and wider requirements associated with milestones				

PM 06	Project Management Specialist Competency		Project completion and handover to the client	Date of Assessment				
	Optimum			Activity Detail	A	K	E	B
	Technical	Member						
A	K	B	Possesses the knowledge of the elements that are required in the production and agreement of the final account					
B	K	B	Understand the statutory obligations of the client in the production of the Health and Safety File					
C	K	E	Preparation of a project evaluation report					
D	K	E	Understand the need to undertake a benefits realisation plan to demonstrate whether the objectives in the business case have been achieved					

Name of Supervisor	Name of Applicant
Supervisor's signature	Date

**GUIDANCE NOTES FOR SUPERVISOR AND APPLICANT**

**PM 01 Project inception and feasibility**

**A Possess knowledge of the elements that are required in a project business case**

To achieve the optimum standard of K, the applicant should be able to demonstrate an understanding of how outline and logic in the business case for initiating a project is captured.

This will usually consider the preparation of a written submission to the responsible party(ies) detailing the project name; sponsor (i.e. client and any other stakeholders); benefits and contribution to the overall client objective (such as organisational impact), scope & deliverables, timescales, budget, and other commercial aspects, and risks.

At this stage an outline of the project management plan that covers major milestones and leverage of the change management processes should be created.

**B Have knowledge of the constraints that may affect a project such as environmental, quality, value for money and/or sustainability**

To achieve the optimum standard of K, the applicant should be able to identify and understand common project constraints, their magnitude and best practice of risk management. Project constraints can be defined as any one thing that may affect the successful delivery of the project and team outputs. These may be time, cost, scope, quality, environmental impact, resources, third party requirements, risks and safety, organisational and / or team structure.



## **Project Management Specialism (2023)**

### **C Understand the need for the consideration of project optioneering in terms of cost, environmental impacts and benefits**

To achieve the optimum standard of K, the applicant should be able to demonstrate knowledge of optioneering in project selection. This is generally defined as systematic and ongoing examination of performance of alternative products and designs to better meet major construction challenges. For example, value engineering exercises and observing legal compliance and relevant sustainability measures, such as, reduction of land intake, infrastructure, visual impact, flood risks etc.

### **D Have the ability to produce a project cost plan including risk**

To achieve the optimum standard of E, the applicant should demonstrate experience in producing a project cost plan. The cost plan captures all the likely costs that may be incurred over the life of the project. The earlier in the life of a project the greater is the allowance for project risk (also known as optimism bias), due to greater project unknowns.

The plan can include proposed project cost management showing how project estimates, budget, and cost control measures are going to be managed throughout the project life cycle, with the objective of keeping the expenditure within the approved budget.

The following criteria should be considered

- Delivery of the requirements and scope
- Execution quality
- Schedule and budget
- Risks

## **Project Management Specialism (2023)**

### **PM 02 The development and delivery of the project strategy**

#### **A Ability to develop and implement a project delivery strategy**

To achieve the optimum standard of K, the applicant should be able to show an understanding of the requirements needed to produce a project governance plan and associated project management structure aligned to the business case. Examples of what should be included are: -

- Development of project management structure
- Development of project governance regime
- Third party engagement strategy
- Market engagement strategy
- Risk and opportunity management

#### **B Understand the various strategies for packaging the delivery of a project including design allocation and responsibility**

To achieve the optimum standard of K, the applicant should be able to show an understanding of the delivery strategy of a project. E.g. single package, multiple packages, breakdown of packages. The applicant should also be able to demonstrate knowledge of the various design allocations available, e.g. client design v contractor design and build and the advantages / disadvantages of each.

#### **C Be able to produce a project engagement model for the selection of contract delivery**

To achieve the optimum standard of B, the applicant should be able to evidence the ability to work without supervision and / or supervise others in producing a project engagement model. This model should consider the advantages /disadvantages and risk allocation of alternative contract delivery options such as:-

- Client design / contractor build
- Contractor design and build
- Early Contractor Involvement
- Alliancing
- Construction management

## **Project Management Specialism (2023)**

### **D Be able to produce a project commercial model including risk allocation**

To achieve the optimum standard of B, the applicant should be able to evidence the ability to work without supervision and / or supervise others in producing a project commercial model. This model should consider the advantages /disadvantages and risk allocation of alternative commercial delivery options such as:-

- Fixed price
- Remeasurement
- Target cost
- Cost reimbursable
- Etc.

**PM 03            The progression of the project from feasibility to pre-construction**

**A            To be able to co-ordinate and oversee the selection of the preferred project from the optioneering stage**

To achieve the optimum standard of E, the applicant should be able to demonstrate experience of selecting the preferred project solution from the number of projects options considered at the feasibility stage. This will require an understanding of the various elements that make up a holistic project, e.g.

- Cost
- Environmental impact
- Time to complete
- Sustainability model
- Measure of benefits
- Third party requirements
- Etc.

**B            Understand the requirements to progress the preliminary design, including the cost/benefits, to a point that allows for client approval**

To achieve the optimum standard of E, the applicant should be able to demonstrate experience of managing the project design to a stage which allows for a robust cost plan to be produced, identification of project risks and confirmation of third party requirements, e.g.

- Environmental impact and mitigation
- Identification of statutory authority diversions to C3
- Outline agreements with affected third parties (e.g. Network Rail, Highway Authority, Planning Authority)

## **Project Management Specialism (2023)**

### **C Understand the regulatory requirements for the delivery of the project**

**To achieve the optimum standard of K, the applicant should be able to show knowledge of the various methods and actions to achieve approval for the project, e.g.**

- Outline planning approval
- Full or detailed planning approval
- Publication of draft orders under primary legislation, e.g. Highways Act
- Compulsory Purchase Orders
- Local Public Inquiry
- Secretary of State's Decision
- Judicial Review

### **D Development of the detailed project cost plan and delivery schedule**

To achieve the optimum standard of E, the applicant should be able to demonstrate experience of the production of detailed cost plan and the preparation of a project programme to ensure that all project needs (products) are allowed for. This will also include knowledge of formal stage gate reviews.

## **Project Management Specialism (2023)**

### **PM 04 Tender and Mobilise**

#### **A Understand the requirements for BIM as part of the tender and mobilisation process**

To achieve the optimum standard of K, the applicant should be able to demonstrate experience and knowledge of the importance of understanding the BIM strategy and requirements as part of the tender and mobilisation process. This will require an understanding of BIM requirements and the challenges they pose in relation to the delivery of contracts e.g.

- The Information Execution Plan
- Project Information
- The Information Model
- The Information Model Requirements
- Information Providers
- Use and ownership of the BIM model
- Liabilities and insurance
- Etc.

#### **B Understand the risk management in relation to the tender and mobilisation process**

To achieve the optimum standard of E, the applicant should be able to demonstrate knowledge, experience and the different types of risks and potential opportunities that need to be considered during tendering and mobilising. This will also include knowledge and use of risk management techniques and the development of risk contingency plans. This will require demonstrating experience of considering the various aspects of risk identification during the tender process, e.g.

- Review of the proposed conditions of contract for different contract strategies
- Risk allocation
- Commercial risk
- Financial risk
- Liabilities
- Insurances
- Design risk

## **Project Management Specialism (2023)**

- H&SE
- Technological risk
- Opportunities
- Risk management techniques
- Contingency/mitigation plans
- Procurement and contract strategy for engagement with the supply chain
- Tender peer reviews
- Tender sign off
- Selection criteria

### **C Understand the Tender and mobilisation process**

To achieve the optimum standard of E, the applicant should be able to demonstrate experience and knowledge of various methods of the different tender and mobilisation processes used by project sponsors and client organisation on the procurement of contract how knowledge of the various methods and actions to achieve approval for the project, e.g.

- Bidding tactics
- Market testing
- Pre-tender interviews
- Invitation to tender
- Pre-qualification
- Tender clarifications
- Qualifications/variant bids
- Tender submission
- Contract negotiations
- Contract engrossment and agreement
- Procurement regulations
- Public procurement
- Two stage tenders

## Project Management Specialism (2023)

- ECI
- DBO
- Management contracts
- Outline planning approval

### D **Contract award**

To achieve the optimum standard of E, the applicant should be able to demonstrate knowledge and experience of the contract award process. Contract negotiation and award the production of detailed cost plan and the preparation of a project programme to ensure that all project needs (products) are allowed for. This will also include knowledge of formal stage gate reviews.

- Selection criteria
- Tender negotiation
- Form of agreement
- Tender interviews
- Contract award procedure
- Award notice
- Tender execution
- Tender documents



## **Project Management Specialism (2023)**

### **PM 05 Construction and Delivery**

#### **A Ability to develop and implement a project delivery strategy**

To achieve the optimum standard of K, the applicant should be able to demonstrate experience and knowledge of the importance of understanding a project delivery strategy along with how they are implemented. This will require an understanding of the lifecycle of a project;

- The elements that make up a project delivery strategy
- Clear understanding of construction methodologies along with how they impact programme, cost and quality
- Deliverables outside of construction e.g. quality, digital, HSE
- Clear understanding of the importance of health and safety
- How a project is started, delivered and completed

#### **B Understand the importance of programme management including the delivery of it, management of change in a programme and basic risk analysis methods that come from it**

To achieve the optimum standard of K, the applicant should be able to demonstrate experience and knowledge of programme management. This will also include knowledge and use of programmes, the impact of change on a programme and basic risk tools generated from a programme.

- Knowledge of how programmes are built and progressed
- Experience of managing actual progress v planned
- Knowledge of how change impacts time
- Knowledge of QSRA
- Knowledge of QSRC
- Risk analysis i.e. monte Carlo
- Resource loading
- Cost loading

## **Project Management Specialism (2023)**

### **C Understand the importance of managing wider project stakeholders**

To achieve the optimum standard of K, the applicant should be able to demonstrate knowledge of the importance of wider project stakeholders and how they can be managed;

- Direct and Indirect Stakeholders
- Impact of construction on the public
- The disruption construction projects can cause
- Importance of communications to stakeholders
- Importance of stakeholder management to handover and completion

### **D Ability to review, challenge, understand and improve project outputs and productivity**

To achieve the optimum standard of E, the applicant should be able to demonstrate knowledge and experience of how to manage, challenge and improve project productivity whether this be direct labour, plant and material or subcontracted works.

- Earned Value Management
- CPI and SPI
- Resource planned v actual
- Improvement plans and measuring their success
- Resource prolongation and thickening

## **Project Management Specialism (2023)**

### **E Understand the importance of project milestones along with documentation and wider requirements associated with milestones**

To achieve the optimum standard of E, the applicant should be able to demonstrate knowledge and experience of how to drive a project, section of works to achieving milestones along with understanding the importance of the wider deliverables required at milestones

- Understand deliverables of milestones
- Proven ability of achieving milestones
- Understanding of documentation that supports a milestone e.g. quality and design deliverables
- Impact of outstanding works after a milestone

## **Project Management Specialism (2023)**

### **PM 06 Project completion and handover to the client**

#### **A Possesses the knowledge of the elements that are required in the production and agreement of the final account**

To achieve the optimum standard of B, the applicant should demonstrate the ability to prepare and or agree a project final account. This will require evidence of

- Understand the process of calculating and agreeing any adjustments to the contract sum
- Reporting against the financial report
- The cost implications of loss and expense claims
- Costs associated with any defects
- Preparing the statement of final account and
- Documentation for auditing purposes

#### **B Understand the statutory obligations of the client in the production of the Health and Safety File**

To achieve the optimum standard of B, the applicant should demonstrate the ability to produce and / or oversee the production of the Health & Safety File (HSF) in the context of completed construction projects, with emphasis on how Digital / BIM technologies can support the collating, transferring, and managing information contained in the HSF, as required under the CDM and Health & Safety at Works Regulations 1999.

#### **C Preparation of a project evaluation report**

To achieve the optimum standard of E, the applicant should demonstrate experience of the principles and methods of Project Evaluation to a completed construction project. This will include performance criteria and level of achievement of project objectives, stakeholder accountability, development effectiveness, efficiency, impact, and sustainability, as specified in measurable terms, to make good decisions and organisational learning.

## **Project Management Specialism (2023)**

### **D Understand the need to undertake a benefits realisation plan to demonstrate whether the objectives in the business case have been achieved**

To achieve the optimum standard of E, the applicant should demonstrate experience and understanding of the processes & procedures that constitutes Benefits Realisation; and apply this to evaluate how actual realisation of the benefits should be identified, structured, planned and realised, with emphasis on stakeholder involvement and the linkage between benefits realisation and sustainable development.