

COMMERCIAL MANAGEMENT

Project Management

Overall management skills necessary to evolve strategies and then develop and prepare documentation, analyse bids and manage and administer civil engineering projects within a budget.

Range Indicators

Competency will be demonstrated in the application of relevant knowledge, understanding and skills set out in the Project Management Competency Requirements. Such knowledge and skills will normally be obtained through a structured education to the requisite level and work experience.

This area of specialism includes the following core skills:

- The ability to use financial control procedures within the civil engineering industry.
- The ability to measure, record and value work done or to do.
- To be able to demonstrate knowledge and experience of contract structures and documentation.
- To be able to demonstrate knowledge and usage of Civil Law in the context of construction.
- The ability to prepare and use construction programmes, analyse and prepare contractual claims.
- To be able to demonstrate knowledge of construction techniques, sustainable and environmental construction and practical application of Health and Safety on site.
- The ability to understand and use commercial management and administration skills.

Communication, computing and Health and Safety skills apply to all specialisms and are described elsewhere.

Evidence Guide

Evidence of successful achievement of this competency would be effective and efficient Project Management of the construction process together with the application of appropriate systems at the minimum levels as stated in the competency details and range of elements.

Project Management

| | | CM22 | COMPETENCIES AND RANGE OF ELEMENTS | | | | |
|------------------------|------------------|-------------------------|---|---------------------------|----------|----------|----------|
| | | Competency | The ability to use financial control procedures encountered within the industry | | | | |
| Cross reference | Reference | Optimum Standard | Activity Details | Date of Assessment | | | |
| | | | | A | K | E | B |
| | A | K | Budget and Cost Management | | | | |
| | B | E | Preparation of profitability forecasts and cash flow | | | | |
| | C | E | Collation of cost and value information | | | | |
| | D | K | Procurement of works | | | | |
| | E | K | Company accounting system(s) | | | | |
| | F | K | Cost Planning and pre-contract cost control | | | | |
| | G | K | Marketing and sales | | | | |
| | | 1 st Review | Supervisors signature | | | | Date |
| | | 2 nd Review | Supervisors signature | | | | Date |
| | | 3 rd Review | Supervisors signature | | | | Date |

| | | CM23 | COMPETENCIES AND RANGE OF ELEMENTS | | | | |
|------------------------|------------------|-------------------------|--|---------------------------|----------|----------|----------|
| | | Competency | Demonstrate ability to Measure, Record and Value work in accordance with appropriate rules | | | | |
| Cross reference | Reference | Optimum Standard | Activity Details | Date of Assessment | | | |
| | | | | A | K | E | B |
| | A | A | Preparation of Bills of Quantities, Schedules of Rates and Activity Schedules | | | | |
| | B | E | Preparation and assessment of Interim and Final Accounts | | | | |
| | C | E | Measurement of the works and agreements with client and subcontractors | | | | |
| | D | B | Formulation and agreement of contemporary records | | | | |
| | E | K | Negotiation of claims and other matters | | | | |
| | | 1 st Review | Supervisors signature | Date | | | |
| | | 2 nd Review | Supervisors signature | Date | | | |
| | | 3 rd Review | Supervisors signature | Date | | | |

| | | CM24 | COMPETENCIES AND RANGE OF ELEMENTS | | | | |
|------------------------|------------------|-------------------------|--|---------------------------|----------|----------|----------|
| | | Competency | Demonstrate knowledge and experience of Contract Structure and Documentation | | | | |
| Cross reference | Reference | Optimum Standard | Activity Details | Date of Assessment | | | |
| | | | | A | K | E | B |
| | | K | Preparation of Pretender Estimates and Tender documents | | | | |
| | | E | Interpretation of specifications and preambles | | | | |
| | | K | Risk analysis | | | | |
| | | E | Analysis of drawings, technical reports and bills of quantities | | | | |
| | | E | A sound working knowledge of the various forms of conditions of contract used for civil engineering projects | | | | |
| | | K | Work management and scope management | | | | |
| | | 1 st Review | Supervisors signature | | | | Date |
| | | 2 nd Review | Supervisors signature | | | | Date |
| | | 3 rd Review | Supervisors signature | | | | Date |

| | | CM25 | COMPETENCIES AND RANGE OF ELEMENTS | | | | |
|------------------------|------------------|-------------------------|--|---------------------------|----------|----------|----------|
| | | Competency | Demonstrate knowledge and usage of Civil Law in the Context of Construction | | | | |
| Cross reference | Reference | Optimum Standard | Activity Details | Date of Assessment | | | |
| | | | | A | K | E | B |
| | A | K | Knowledge of Construction and Contract law | | | | |
| | B | E | Advising on contractual matters and formulating correspondence | | | | |
| | C | K | Understanding of disputes resolution and conflict management | | | | |
| | D | E | Understand the provisions of the standard forms of contract and sub-contract commonly in use in the civil engineering industry | | | | |
| | E | K | The Health and Safety at Work and Environmental Health Acts | | | | |
| | | 1 st Review | Supervisors signature | | | | Date |
| | | 2 nd Review | Supervisors signature | | | | Date |
| | | 3 rd Review | Supervisors signature | | | | Date |

| | | CM26 | COMPETENCIES AND RANGE OF ELEMENTS | | | | |
|------------------------|------------------|-------------------------|---|---------------------------|----------|----------|----------|
| | | Competency | Demonstrate knowledge and ability in Planning and Programming | | | | |
| Cross reference | Reference | Optimum Standard | Activity Details | Date of Assessment | | | |
| | | | | A | K | E | B |
| | A | A | Preparation of various types of construction programmes | | | | |
| | B | E | Use of the programme for: A) Planning the works | | | | |
| | C | E | Ditto: B) Analysis of time related and disruption claims | | | | |
| | D | K | Benchmarking and Performance indications (KPI) | | | | |
| | E | K | Resource scheduling and management | | | | |
| | | 1 st Review | Supervisors signature | | | | Date |
| | | 2 nd Review | Supervisors signature | | | | Date |
| | | 3 rd Review | Supervisors signature | | | | Date |

| | | CM27 | COMPETENCIES AND RANGE OF ELEMENTS | | | | |
|------------------------|------------------|-------------------------|---|---------------------------|----------|----------|----------|
| | | Competency | Demonstrate appreciation and knowledge of construction techniques and uses of technology | | | | |
| Cross reference | Reference | Optimum Standard | Activity Details | Date of Assessment | | | |
| | | | | A | K | E | B |
| | A | K | Construction techniques with particular emphasis upon projects with which personally involved | | | | |
| | B | A | Working Knowledge of plant, equipment, materials And labour | | | | |
| | C | A | Sustainable Engineering and environmentally friendly construction | | | | |
| | D | E | Practical application of Health and Safety on site | | | | |
| | E | K | Value engineering | | | | |
| | F | K | Modelling and testing procedures | | | | |
| | | 1 st Review | Supervisors signature | | | | Date |
| | | 2 nd Review | Supervisors signature | | | | Date |
| | | 3 rd Review | Supervisors signature | | | | Date |

| | | CM28 | COMPETENCIES AND RANGE OF ELEMENTS | | | | |
|------------------------|------------------|-------------------------|--|---------------------------|----------|----------|----------|
| | | Competency | Demonstrate the ability to understand and use commercial management and administration skills | | | | |
| Cross reference | Reference | Optimum Standard | Activity Details | Date of Assessment | | | |
| | | | | A | K | E | B |
| | A | E | Preparation of internal reports | | | | |
| | B | E | Management, selection and control of contracts and finances, including disputes settlement | | | | |
| | C | E | Representation of the financial and contractual interests of your employer/client in progress meetings or the like | | | | |
| | D | K | The principles of insurance, including professional indemnity and the handling of insurance claims | | | | |
| | E | E | Analysis of rates and prices , agreement of variations and or compensation events | | | | |
| | F | B | Administration of Quality Assurance procedures | | | | |
| | G | K | Co-ordination of buying, accounts, production control/planning. Supply chain management and procurement techniques, estimating and surveying functions | | | | |
| | H | E | A working knowledge of employment legislation and Working Rule Agreements | | | | |
| | | 1 st Review | Supervisors signature | | | | Date |
| | | 2 nd Review | Supervisors signature | | | | Date |
| | | 3 rd Review | Supervisors signature | | | | Date |

