

Registration Policies and Guidelines

Code of Conduct for Registered Persons

Recommended Identified Work

September 2009



SACPCMP

The South African Council for the Project and Construction Management Professions

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Section

1

Registration Policies and Guidelines

SACPCMP

The South African Council for the Project and Construction Management Professions

Chapter 1

REGISTRATION POLICY

1.1 INTRODUCTION

After applying the current registration process over the years since the establishment of the Council (SACPCMP) in 2002, and having assessed some of the short comings of the process, it has become necessary to review the registration policy to address these issues.

1.2 REGISTRATION CATEGORIES

Candidates may apply to register with SACPCMP in the following categories:

- i. Professional Construction Project Manager (Pr. CPM)
- ii. Professional Construction Manager (Pr. CM)
- iii. Professional Construction Mentor (Pr. CMentor)
- iv. Candidate Construction Project Manager
- v. Candidate Construction Manager

1.3 NEW REGISTRATION ROUTES

The following registration routes will apply in the registration process.

1.3.1 Accredited Qualifications and Relevant Experience

If applicants are assessed and found to have accredited qualifications and to have the required relevant experience, they are then invited to attend a Professional Interview (PI).

On passing a compulsory professional interview, they are registered as Professionals in the category for which they applied (Pr. CPM, Pr. CM, Pr CMentor)

If applicants fail the professional interview they are informed of the area(s) in which they have limitations and are advised to acquire further experience in the particular area(s).

Applicants can then re-apply to attend the professional interview after a minimum of **6 months** from date of their previous interview.

1.3.2 Accredited Qualifications but without Relevant Experience

If applicants are assessed and found to have accredited qualifications but have not yet acquired the required relevant experience, they are registered

as *Candidates* in the categories for which they applied (*Candidate CPM* or *Candidate CM*).

Candidates are expected to undergo training under a registered professional for a maximum of four (4) years period and complete a *Log Book* as proof of the training they have had.

After the training period, candidates will be required to submit a *report* together with their *Log Book* for assessment. If a candidate is perceived to have obtained relevant experience upon assessment of both the *Log Book* and the *Report*, the candidate is invited to attend the professional interview.

On passing the professional interview, a candidate will be registered as a Professional in the category applied for.

1.3.3 Non Accredited Qualifications with or without Relevant Exeperience

If applicants have relevant Built Environment qualification that is not accredited, they are allowed to write the council's examination/*Test of Professional Competency (TPC)* in some or all modules a determined by the council.

On passing the examination/TPC applicants will be allowed to attend the professional interview if they are perceived to have the required relevant experience.

Applicants who pass the examination/TPC but do

not have the required relevant experience will be registered as *Candidates*, and will be expected to go through the Candidate route for registration.

If upon assessment of both the Log Book and the Report a candidate is not perceived to have obtained the relevant experience, the candidate will be referred back for further training before re-applying for the professional interview.

1.3.4 No formal Qualifications but with some Relevant Experience

Provision has been made for applicants who do not have the relevant formal qualification but have some substantial knowledge and experience in the field of construction project management and construction management. These applicants are allowed to go through a programme of *Recognition of Prior Learning (RPL)*. The programme is designed to assess the amount of knowledge these individuals possess and credit them for their knowledge base. A decision is then made after the programme on which route they are to follow to obtain the necessary requirements for registration in an appropriate category.

Recognition of Prior Learning policy is detailed in chapter 6.

1.3.5 The Academic Route

This applies to Applicants in the academic environment involved in teaching accredited courses and carrying out research activities that are relevant to the construction environment with a four years experience.

The following are required:

- i. A 3000 word report that document the relevance of the research to the construction and project management profession and how this has been applied.
- ii. The applicants are required to submit four peer reviewed research papers.
- iii. Pass a professional interview.

The interviews for these candidates will be based on:

- a. Research area
- b. Knowledge and understanding of the mandatory requirements of the area of specialisation and
- c. Professional practice.

1.3.6 Registration in Specified Categories

Applicants who do not meet all the requirements for registration in the professional category will be considered for registration in other categories. The Council is yet to determine the categories.

1.4 CONTINUING PROFESSIONAL DEVELOPMENT (CPD) - REGISTRATION VALIDITY PERIOD

All *registered* persons need to renew their registration every five years to maintain their registration. They are only expected to **show evidence of continuing professional development** in the 5 years of registration in a format prescribed by the Council.

Registered persons are not however required to re-apply for registration unless they fail to show evidence of **continuing professional development**. Should a registered person fail to submit evidence of continuing professional development, his/her registration will be revoked.

1.5 REGISTRATION CRITERIA

All applicants wishing to be registered in any of the registration categories mentioned below are required by Council and therefore by law to complete the relevant application forms and submit the completed forms to SACPCMP for consideration.

Applicants are required to familiarise themselves with the **SACPCMP Registrations Guidelines** to obtain guidance on registration policy, processes and procedures.

1.5.1 Registration Criteria for Professional Construction Project Managers

An applicant who wishes to apply for registration as Professional Construction Project Manager (Pr. CPM) shall possess the following;

- i. An accredited honours degree in the Built Environment field of study with a minimum of four (4) years post graduation relevant practical experience.
- ii. An accredited B-Tech qualification in the Built Environment field of study with a minimum of five (5) years post graduation relevant practical experience.
- iii. An accredited National Higher Diploma in the Built Environment field of study with a minimum of six (6) years post graduation relevant practical experience.
- iv. An accredited National Diploma in the Built Environment field of study with a minimum of seven (7) years post graduation relevant practical experience.
- v. No formal qualification with minimum of ten (10) years relevant experience.

Emphasis is placed on the Project Management Competencies both as Principal Consultant and Principal Agent.

1.5.2 Registration Criteria for Professional Construction Managers

An applicant who wishes to apply for registration as Professional Construction Manager (Pr. CPM) shall possess the following;

- i. An accredited honours degree in the Built Environment field of study with a minimum of four (4) years post graduation relevant practical experience.
- ii. An accredited B-Tech qualification in the Built Environment field of study with a minimum of five (5) years post graduation relevant practical experience.
- iii. An accredited National Higher Diploma in the Built Environment field of study with a minimum of six (6) years post graduation relevant practical experience.
- iv. An accredited National Diploma in the Built Environment field of study with a minimum of seven (7) years post graduation relevant practical experience.
- v. No formal qualification with minimum of ten (10) years relevant experience.

Emphasis is placed on the Construction Management Competencies and co-ordinating construction processes well as knowledge and understanding of construction contracts.

1.5.3 Registration Criteria for Professional Construction Mentors

An applicant who wishes to apply for registration as Professional Construction Mentor (Pr.CMentor) shall possess the following:

- i. Be registered in terms of any of the Built Environment Professions Acts, or demonstrate an equivalent level of expertise.
- ii. Be registered professionals who are able to demonstrate that they have at least ten(10) years experience in the construction industry at a senior management level.
- iii. Be able to demonstrate their knowledge, skills and experience in technical and commercial competencies by means of passing the requisite examination.
- iv. Undergo psychometric test, and
- v. Be certified as competent in the transfer of skills and knowledge.

Emphasis is placed on commercial and technical competence and projects profile.

1.5.4 Registration Criteria for Candidate Construction Project Managers

An applicant who wishes to apply for

registration as a Candidate Construction Project Manager shall possess the following:

- i. An accredited honours degree in the Built Environment field of study.
- ii. An accredited B-Tech qualification in the Built Environment field of study with a minimum of one (1) years post graduation relevant practical experience.
- iii. An accredited National Higher Diploma in the Built Environment field of study with a minimum of two (2) years post graduation relevant practical experience.
- iv. An accredited National Diploma in the Built Environment field of study with a minimum of three (3) years post graduation relevant practical experience.

1.5.5 Registration Criteria for Candidate Construction Managers

An applicant who wishes to apply for registration as a Candidate Construction Manager shall possess the following:

- i. An accredited honours degree in the Built Environment field of study.
- ii. An accredited B-Tech qualification in the Built Environment field of study with a minimum of one (1) year post graduation relevant practical

experience.

- iii. An accredited National Higher Diploma in the Built Environment field of study with a minimum of two (2) years post graduation relevant practical experience.
- iv. An accredited National Diploma in the Built Environment field of study with a minimum of three (3) years post graduation relevant practical experience.

1.6 REGISTRATION OF FOREIGN APPLICANTS

All foreign applicants are required to submit SAQA evaluation of their qualifications. In order to register at a professional level with SACPCMP, all foreign applicants are required to practice locally for a minimum period of 12 calendar months.

1.7 CONDITIONS FOR REFUSAL TO REGISTER AN APPLICANT.

In terms of Section 19(3)(a), the Council may refuse to register an applicant on the following:

- i. if the applicant has been removed from an office of trust on account of improper conduct.
- ii. if the applicant has been convicted of an offence within the Republic, other than offences committed prior to 27 April 1994 associated with political objectives and was sentenced to

imprisonment without an option of a fine, or in the case of fraud, to a fine or imprisonment or both.

- iii. if the applicant has been convicted of an offence in a foreign country and was sentenced to imprisonment without an option of a fine, or in the case of fraud to a fine or imprisonment or both.
- iv. if the applicant is declared by the High Court to be of unsound mind or mentally disordered, or is detained under the Mental Health Act of 1973.
- v. if the applicant is disqualified from registration as a result of any punishment imposed on him or her under the Act, 48 of 2000.
- vi. if the applicant is an unrehabilitated insolvent whose insolvency was caused by his or her negligence or incompetence in performing work falling within the scope of the category in respect of which he/she is applying for registration.

1.8 FEES AND CHARGES

1.8.1 In terms of Section 12 of Act 48 of 2000, the Council may, with regard to the fees and charges which are payable to the council, determine:

- a) Application fees
- b) Registration fees
- c) Annual fees or portion thereof, in respect of a part of a year.
- d) The date on which the fee or charge is payable

- e) The fees, or portion thereof, payable in respect of any examination referred to in section 19 conducted by or on behalf of the Council
- f) Fees payable for a service referred to in section 14(c).
- g) The fees payable for an appeal in terms of section 24(1) or
- h) Any other fee or charge it considers necessary

1.9 EXEMPTIONS

The council may grant exemption from payment of application fees, registration fees, annual fees, charges, or a portion thereof referred to above

1.10 REDUCTION IN ANNUAL RENEWAL FEES FOR RETIRED PERSONS

A person 70 years of age and older, may apply for reduction of annual fees provided he does not earn Professional fees, salary or other payment from performing Construction Project Management and/or Construction Management duties on an ongoing basis amounting to more than 30 hours in total per month or 300 hours per year or twelve consecutive months.

1.11 REDUCTION IN ANNUAL RENEWAL FEES FOR PERSONS PRACTICING OVERSEAS.

That persons residing outside RSA may be considered and granted a reduced fee at the discretion of the Council on condition that the registered person is registered with a similar statutory body that regulates Construction Management and Construction Project Management in the respective country.

1.12 PAYMENT OF ANNUAL RENEWAL FEES BY CANDIDATES

Candidates are encouraged to upgrade to professional level within a period of three years from date of registration, where after they will pay a full fee irrespective of their registration status.

Chapter 2

REGISTRATION GUIDELINES

2.1 PURPOSE

The purpose of these guidelines is to provide applicants with an official document containing the general rules and procedures for registration with the Council in all the SACPCMP Registration Categories

2.2 REGISTRATION CATEGORIES

Applicants may apply to register with SACPCMP in the following categories:

- i. Professional Construction Project Managers
- ii. Professional Construction Managers
- iii. Professional Construction Mentor
- iv. Candidate Construction Project Managers
- v. Candidate Construction Managers

2.3 APPLICATION PROCEDURE

2.3.1 All applicants are required by council to complete an application form and submit the following for consideration for registration:

2.3.1.1 Completed Application Form (one form per category)

- 2.3.1.2 Certified Copies of Identification Document
- 2.3.1.3 Certified copies of relevant qualification certificates and professional registrations
- 2.3.1.4 Curriculum Vitae
- 2.3.1.5 Academic Transcripts
- 2.3.1.6 An applicable application fee as prescribed by the Council
- 2.3.1.7 SAQA Evaluation (in the case of foreign qualification)
- 2.3.1.8 Compulsory psychometric examination for Construction Mentorship Applicants.
- 2.3.1.9 Project Profile - List of Projects involved in the last 4 years indicating the following;
 - i. Name of Project
 - ii. Type and Description of Project
 - iii. Geographical Location of Project
 - iv. Name of Client, Position and Contact Details of Client Representative
 - v. List of Participating Organizations
 - vi. Year started and year completed (or planned completed date)
 - vii. Original Completion Date and Actual Completion Date
 - viii. Percentage of Practical Completion
 - ix. Total value of Project
 - x. Percentage participation of Applicant's organization in the project
 - xi. Applicant's role in the project
 - xii. Was the project successfully completed?

2.3.1.10 Project Reports

- a) Project Reports for Registration as Professional Construction Project Managers (Pr. CPM) and Construction Managers (Pr CM).

All Applicants wishing to apply for registration in the Pr. CPM/Pr CM Category are required to submit two Project Reports of 1500 words each:

- One detailing the successes that the Applicant has achieved his/her project and how these were achieved,
- and the other detailing the challenges / frustrations and failures that the Applicant experienced on that project and also explain how these issues were handled.

Both reports must demonstrate the Applicant's technical competence as well as his/her understanding and project management competence both as a Principal Consultant and Principal Agent.

The reports must also incorporate the Applicant's understanding of the following nine project management knowledge areas;

- i. Project Integration Management
- ii. Project Scope Management
- iii. Project Time Management
- iv. Project Cost Management
- v. Project Quality management
- vi. Project Human Resources Management

- vii. Project Communication Management
 - viii. Project Risk Management including Health and Safety Issues
 - ix. Project Procurement Management
- b) Project Reports For Registration as Professional Construction Mentors (Pr. CMentor)

All Applicants wishing to apply for registration in the Pr. CMentor Category are required to submit two reports of 1500 words each:

- One detailing the successes achieved by the applicant on the project and how these were achieved
- and the other detailing the challenges / frustrations and failures by the applicant experienced on the project and how these were handled.

Both reports must demonstrate the Applicant's technical competence as well as understanding of Construction Mentorship.

The reports must also incorporate understanding of the following five knowledge areas:

- i. Ability to transfer skills and assess a Contractor's capability.
- ii. Demonstrate competence in Construction Contract Administration.
- iii. Demonstrate technical competence
- iv. Demonstrate competence in commercial aspects

- of contracting
- v. Demonstrate competence in Construction Project Management

2.4 ASSESSMENT OF APPLICATION

2.4.1 Phase 1 – Internal Assessment of the Application.

On receipt of the application, the Registrations Administrator will “stamp date” received on the application form and confirm receipt of the necessary supporting documentation.

Applications with incomplete documentation will not be considered and will be sent back to the Applicant via non registered mail.

All complete applications will be processed as follows

2.4.1.1 Data Capturing

All information received will be captured on the SACPCMP database within three (3) working days.

2.4.1.2 Acknowledgment Letter

The Council will issue an invoice with a receipt and acknowledgment letter to the applicant, within seven (7) working days.

2.4.2 Preliminary Assessment and Screening of Applications

The Registrations Manager will assess and screen applications within five (5) working days after receipt

of the application form from the Registrations Administrator.

The Registrations Manager may deal with the application in any one of the following ways:

- i. send the application to three external Assessors in the case of professional registration
- ii. or recommend and approve for registration for candidates with a four year Built Environment qualification.
- iii. or disqualify irrelevant applications.
- iv. Or recommend applicants for Recognition of Prior Learning Programme in the case where applicants do not have the relevant formal qualification but have some substantial knowledge and experience in the field of Construction Project Management and Construction Management (refer to Recognition of Prior Learning Policy in chapter 6).

2.4.3 Phase 2 -Assessment by Experts

Application forms will be forwarded to three Assessors. The estimated minimum assessment period for assessment is three (3) months.

The Assessment outcome in any of the following ways will be dealt with as follows:

- i If all three assessors recommend approval, the applicant will be approved for registration.
- ii. If two of the Assessors recommend registration,

2.5 UPGRADING FROM CANDIDATURE TO PROFESSIONAL

- 2.5.1 Applicants are required to wait for a minimum period of three years from the date of Candidature or as recommended by the assessors but not less than a period of 12 calendar months before applying for professional status.
- 2.5.2 To upgrade, the applicant need to follow the application procedure as stipulated in section 2.3 above and submit with a completed log book. The log book should be submitted on annual basis during the candidature period.
- 2.5.3 Once approved as a professional, and having passed a professional interview the Candidature status will be deregistered and inform the applicant in writing.

2.6 PAYMENT

2.6.1 Payment on Approval.

The SACPCMP will forward the applicant with an invoice on approval of the application.

The Candidate should make payment within 90 days to signify acceptance of the approval.

Successful Applicants are required to make payment into the SACPCMP account in South African Rands either by cheque, money order, electronic transfer or direct deposit using the reference number stated on

the invoice. The Candidate must fax or email proof of payment to the Council for correct allocation and avoid confusion for non-payment. Approval lapses if payment is not received within the prescribed period.

2.6.2 Annual fees

All registered persons are required to pay their annual fees and satisfy other Council requirements to maintain registration.

Annual fees are payable between 1st January and 31st March annually. A penalty fee as determined by the Council will be charged for late payments.

Registration will be suspended for a period of three months after due date, thereafter the registration will be cancelled. The names of persons not in good standing will be removed from the register and be published in the Government Gazette following two payment reminders.

2.7 REGISTRATION

Once the applicant has satisfied the assessment requirements and paid the fees, his/her name will be added to the SACPCMP register in the relevant category and a certificate of registration issued. A nominal fee will be charged for re-issue of the certificate upon receipt of written request.

The Council will prescribe the period of validity of the registration of a registered person.

If it is established that a persons name was entered erroneously/fraudulently, the name will be removed from the register. A register of fraudulent cases will be kept and shared with other relevant parties.

2.8 RENEWAL OF REGISTRATION

All registered Candidates are required to apply for renewal of registration at least 90 days prior to the expiry date of registration. The Council may, at its discretion, determine conditions for registration renewal. The Council can only renew registrations for Candidates who have paid all the prescribed Council fees and satisfy all the other registration renewal requirements.

2.9 REGISTRATION CERTIFICATES

In terms of Section 11 of the Act 48 of 2000, the

Council is empowered to:

- a) Consider and decide on any application for registration
- b) Prescribe the period of validity of the registration of a registered person
- c) Keep a register of registered persons and decide on:
 - i. The form of certificates and the register to be kept
 - ii. The maintenance of the register or issuing of

- certificates; and
- iii. The reviewing of the register and certificates and the manner in which alterations thereto, may be effected.

2.10 CHANGE IN APPLICANT'S ADDRESS/STATUS

Applicants are responsible for promptly informing the Council, in writing (by fax, mail or email), of any changes in their contact information (such as surname, physical and postal addresses, telephone number, email address e.t.c). The Council will update the details on its database and inform the applicant accordingly.

Failure on the part of the applicant to inform the Council of the detail changes may result in the applicant's failure to receive the necessary information on time. The Council shall not be held liable for any inconveniences suffered by the candidate as a result of the applicant's failure to communicate such changes.

Chapter 3

EXAMINATIONS POLICY

3.1 INTRODUCTION

Applicants with a non accredited qualification will be required to write Council examination. The modules to be written will be at the discretion of the Council depending on an individual's knowledge base and experience.

3.2 PURPOSE OF EXAMINATIONS

The purpose of Council Examinations is to provide a uniform standard to ensure that candidates from different educational backgrounds and work experience are assessed fairly, for professional competency. The candidates have to demonstrate similar knowledge and skills levels in Construction Project Management, Construction Management or in both fields and to ensure that a high standard is maintained in all applicants.

3.3 EXAMINATIONS APPLICATION PROCEDURES

3.3.1 Examination Application Form

Upon receipt and assessment of an application for registration from an applicant with a non-accredited qualification, the council will recommend modules for examination and forward the examination application form for completion by the candidate.

3.3.2 Applications For Examination

All candidates must complete and forward their application for admission to the examination to:

Physical Address

The Registrar
The South African Council For Project and
Construction Management Professions (SACPCMP).
B9 International Business Gateway.
Corner New Road and 6th Road.
Midrand
South Africa

Postal Address

The Registrar
P.O Box 6286.
Halfway House. 1685.
South Africa
Telephone: +27 11 318 3402/3/4
Fax: +27 11 318 3405

3.3.3 Proof of Payment

Each application must be accompanied by proof of payment of examination fees. The applicant may attach proof of payment in case of Electronic Funds Transfer (EFT) or direct deposit. A crossed cheque made and payable to SACPCMP may be attached.

The fees must be paid in South African Rands, by cheque, money order, electronic transfer or direct deposit into the SACPCMP Account.

Details of the SACPCMP Account:

Account Name: Nedbank
Account Number: 1284064557
Branch Code: 128405
Branch Name: Business Central
Swift Code: NEDSZAJJ

All fees must be paid no later than the application deadline date. A 25 % administrative fee will be charged for any returned cheques. For returned cheques, candidates will not be admitted to the examination until all fees are paid. All payments from outside of South Africa must be made in South African Rands by international bank draft or money order, and drawn on a South African bank

3.3.4 Applications Deadlines

The completed application forms and proof of payment must be received by the Council no later than for the following:

i. Non compulsory Examination workshop

February Session - not later than 15th December

August Session - not later than 30 June)

ii. Examinations

April Session - not later than 28 February

September Session - not later than 31st July

The Council will not be responsible for applications that are delayed for any particular reason and which are received after the deadline of submission of applications.

Due to the high volume of applications received, Candidates are strongly encouraged to apply as early as possible so that if there are any questions, the Council may have time to respond before the deadline for applications.

To obtain any other urgent information regarding examinations and registrations, the Council's preferred mode of communication is via email:

E-mail: contact@sacpcmp.co.za or fax: 011 318 0650

3.4 NOTIFICATION OF WORKSHOP AND EXAMINATION VENUES

3.4.1 Candidates will receive notification, via email, regarding their admission to the written examination. The notification will include information such as the exact date, time and venue of the written examination and will be sent to candidates approximately **two months** before the exam date.

The SACPCMP may use the following venues for workshop and examination purposes:

- | | |
|------------------|---------------------|
| i) Durban | vi) Capetown |
| ii) Johannesburg | vi) Nelspruit |
| iii) Polokwane | vii) Port Elizabeth |
| iv) Rustenburg | viii) Kimberly |
| v) Bloemfontein | |

For examinations to be held at any particular venue (except Johannesburg), there must be at least 20 people attending the examination so that the SACPCMP can manage to cover the cost of the examination. The Johannesburg centre will be reserved as the main examination centre and will remain open for all examination sessions. Should there be fewer than 20 candidates in any particular centre, candidates will be transferred to the Johannesburg centre.

3.5 CONFIRMATION TO ATTEND THE WORKSHOP AND EXAMINATIONS

All candidates who have been admitted to attend workshops and sit for examinations, will receive confirmation from SACPCMP one month prior to the workshop/examinations. Candidates will be notified via email, fax or post, of the dates, venue and time of the workshops.

3.6 PREPARATORY WORKSHOPS

In order to prepare potential candidates for examinations, the Council will present preparatory workshops, focusing on the structure and requirements of the Council examination system.

The workshops will highlight and describe various issues that candidates would ideally have to consider in following a course of study leading to such examinations. Only candidates who have been admitted to sit for examinations and have paid workshop fees may attend the workshops.

3.7 THE EXAMINATION

Only candidates who have paid the full tuition fees and have been admitted by the Council to sit for examinations, will be allowed to take part in the examination.

Candidates must be able to show proof of their identity at the examinations by means of producing original documentation such as drivers license, identification document or passport.

3.7.1 Examination Session

Each written examination session will have a duration of four (4) hours.

*All morning sessions will start at **08.00hrs and end at 12.00hrs.***

*Afternoon sessions will start at **14.00hrs and end at 18.00hrs.***

An invigilator will supervise all written examinations.

3.7.2 Examination Arrangements for Special Groups

In exceptional individual circumstances, candidates with physical impairment, or other disability which substantially limits one or more major life and work activities, may make a request for special needs accommodation, which must be submitted at the same time as the examination application. For example, such requirements may include the use of hearing aids or a wheelchair or any other assistive devices. A Candidate must submit a written request for these and other types of accommodations, one (1) month prior to the examination. All requests for accommodation for special needs testing arrangements should be submitted to the Registrar and are subject to review

and approval. Confidentiality will be maintained.

Candidates must provide a request letter that clearly states the nature of their disability and its severity, and the nature of special arrangements requested. A candidate must also include a statement of consent to authorize the Registrar to contact any medical professional who has provided documentation on his/her behalf. The request must be accompanied by an official, original letter (on official letterhead) from a qualified professional appropriate for evaluating the disability. It is the candidate's responsibility to provide acceptable documentation.

The intent of the medical letter is to provide current supporting documentation. A letter detailing the nature of the disability, history, time frame of current status, description of the current functional limitation due to the stated disability and its impact on activities and if possible, state the specific recommendations for testing accommodation and why these are needed. The candidate must also provide the name, address, telephone number and qualifications/credentials of the professional expert for reference purposes.

The Council will assess such requests on an individual basis, and, if deemed appropriate, will try to offer reasonable testing accommodations. **NO** change will be made in the examination content or Council rules and policies. The candidate will be required to sign an acknowledgement of the agreement reached with the

Council in advance of the examination date. Should the Council fail to find suitable accommodation, the candidate will be made aware so that where possible, alternative arrangements may be made.

3.7.3. Sickness/Bereavement During Exams Time

Where a candidate falls sick during the examination, the candidate must ensure that the invigilator is made aware of the sickness before leaving the examination room. Candidates who are unable to attend an examination sitting because of illness or bereavement are also required to inform the Council within seven (7) working days from the date of the examination.

Candidates who fall sick or bereaved during exam times but wish to write examinations will be given a new paper to write at a later date as determined by the council. However, the candidate must prove that he/she fell sick by a certified original of the medical certificate detailing all information verifying that the candidate was examined by a professional Medical Doctor at the time of the illness. The date of the certificate must be appropriate for or match the examination date and the certificate must show all details about the Doctor including the physical and postal address, telephone and fax number, email and medical practice number for ease of reference.

If absent due to bereavement, the candidate must provide a certified copy of the death certificate, verifying that the bereavement was during the same

period as the examination.

Any request for examination consideration must include documentation verifying the circumstances. The written request, together with appropriate documentation, must be received by the Council office no later than 7 working days after the examination date.

Candidates will be required to write the new paper within a period of **three weeks** from the date of the examination failing which the candidate would have to apply to sit for the respective module(s) at the next exam sitting. All special examinations will take place in Johannesburg.

3.7.4 Number of Modules Per Exam Sitting

Candidates are not required to write all the modules at once and are free to choose relevant modules suitable for their time and program. However, if the exam is in several levels or parts such as part 1 and 2, then part 1 becomes a prerequisite for part 2.

3.7.5 Examination Papers

All examination papers are Council documents. Candidates are therefore required to hand in their examination papers, answer booklets and attendance slips to the invigilator/examiner at the end of the exam. Candidates must also ensure that they sign the attendance register at the beginning of the examination.

3.7.6 Postponement of Examinations

Candidates CANNOT postpone or transfer their application or fee from one session to the next. For example, if a candidate has applied to take the April examinations and decide instead to take the September examinations, his/her application and fee for the April examination is treated as a withdrawal and the candidate will need to re-apply for the September examinations.

All fees paid by candidates are used for various purposes (i.e to cover examination venue expenses and other costs). Therefore, Candidates wishing to postpone their examinations will only be refunded where they have notified the SACPCMP 21 working days prior to the examination application deadline. No refunds will be made to candidates where notice of postponement is received by the Council within 14 working days prior to the examination date.

3.7.7 Withdrawal/Refund

Where a candidate withdraws or is absent from the examination, part of the examination fee for each application will be refunded according to the following conditions:

- (i) If the notice of withdrawal is received, in writing, by fax, or mail (including email). in the Council office before the application deadline, the full fee less an administrative fee of 25% will be refunded to the candidate.

- (ii) If notice of withdrawal is received after the application deadline and up to 14 working days before the date of the examination, an administrative fee of 50% of the fee will be charged. The remaining 50% of the fee will be refunded to the candidate.
- (iii) If withdrawal is less than 14 days before the examination, the full fee will be forfeited (no refund).
- (iv) Absence because of certified illness, emergency and bereavement will be considered case by case as outlined under 3.7.3

All refunds will only be processed *a month* after the examination session. After any withdrawal, when a candidate re-applies for a future examination session, he/she must re-submit a new application.

3.8 EXAMINERS AND MODERATORS

3.8.1 Each year, the Council appoints a minimum of:

- i) *two examiners* (1 per exam), and
- ii) *two moderators* (1 per exam).

3.8.2 Moderator/ Examiner - Minimum Requirements

Moderators and Examiners must be registered Professional Construction Project Managers or Professional Construction Managers. They must possess relevant experience and expertise from academic institutions providing accredited

programmes.

Moderators and Examiners are responsible for:

- a) setting the exams including the provision of a marking template
- b) providing model answers.
- c) conducting preparatory workshops
- d) marking examination papers within prescribed time schedules as required.

3.9 EXAMINATION RESULTS

3.9.1 Notification

All candidates will be notified of their examination results via email/mail or fax. The results of the examination(s) will normally be released within *2 months* of the examination date.

3.9.2 Interviews

All candidates who have passed their Council examinations will still be required to undergo professional interviews (PI) to assess their professional competency. Only after the candidate has passed the professional interview will he/she be allowed to register as a professional with the Council. Candidates who wish to be interviewed must contact the Council for further details. The Council will provide details of the fees, date and venue of the interview.

In the event where the Candidate fails the interview, the candidate will be interviewed after a period of

at least six (6) months within which the candidate will be expected to have acquired further relevant experience. *Refer to the interview policy.*

3.10 SCOPE OF EXAMINATIONS

3.10.1 The Council examinations are in line with the curriculum or subject matter covered in NQF Level 7 Unit Standards. Candidates are expected to portray relevant knowledge in the following areas:

3.10.2 Scope of Areas of Examination

- Project Management roles
- Project brief and Scope Management
- Funding and investment appraisal
- Project execution planning
- Project team structures
- Team building
- Project organisation and control
- Information management
- Project planning and time management
- Cost planning and control
- Procurement, traditional design and build, management contracting, construction management
- Public private partnerships
- Partnering
- Constructability
- Value engineering
- Benchmarking
- Project quality management

- Innovation in construction management
- Lean production
- Health, Safety and welfare
- Environmental management systems
- Management of supply chain
- Risk Management
- Change and variation control
- Public Liaison and profile
- Commissioning, operation and maintenance
- Project post completion review
- Human resource management
- Communication in Construction
- Just in Time in Construction
- General Principles of Management, Systems, Planning, Organising, leadership, motivation e.t.c
- General Principles of operations research, decision making, programming, optimisation, simulation e.t.c

3.11 STUDY TIME

All Council examinations are highly competitive. Candidates are therefore encouraged to allocate adequate time to their studies to minimize on examination attendance costs and personal time.

3.12 THE GENERAL CODE OF CONDUCT FOR EXAMINATIONS

3.12.1 Seating Arrangement -The invigilator has authority to

assign seats to candidates.

- 3.12.2 Language - The examination paper is in English. The answers also need to be in English.
- 3.12.3 Seating Time - Candidates **MUST** be seated in the examination venue at least 30 minutes before the start of the session.
- 3.12.4 Material - No books, workbooks or course material will be allowed in the examination venue other than the indicated material stipulated in the "Open-Book Assessment" notice, if any. **No** materials shall be brought into the assessment venue or used in the assessment except those authorised by the invigilator and specified in the "Open-Book Assessment" notice, where necessary.
- 3.12.5 Bags, beverages, food, jackets, books and any other items identified by the Invigilator - **MUST** be placed in areas designated by the invigilator and are not to be taken into the examination venue.
- 3.12.6 No electronic or communication devices will be allowed in the examination venue, including cell phones, laptops, pagers, programmable calculators, etc. Only calculator models authorised by the invigilator will be allowed. It is the candidate's responsibility to ascertain whether the use of calculators is permitted, and, if it is, whether any restrictions are imposed on the types of calculators that may be brought to the examination venue

- 3.12.7 Smoking and/or smoke breaks during the examination is/are not allowed. Except for bottled water, no food or drink is allowed in the examination venue. Candidates with health problems that warrant relaxation of this regulation should provide medical documentation to the invigilator prior to the beginning of the examination. Such Candidates should restrict themselves to those items and packaging that will least distract other candidates
- 3.12.8 Candidates **MUST NOT** begin or attempt to read the examination questions until instructed to do so.
- 3.12.9 No loose papers will be handed to candidates. Candidates **MUST** indicate rough work on examination papers/answer sheets
- 3.12.10 Important: make sure that any loose answering sheets or additional answering books are clearly marked and bound together.
- 3.12.11 Please number your answers carefully and write the question numbers, in the sequence asked, on the front cover of the answer books.
- 3.12.12 Answers **MUST** be written in black/Blue ink only. NO pencil answers will be considered –these answers are often illegible and the scripts cannot be photocopied for moderation and appeals purposes.
- 3.12.13 Candidates **MAY NOT** borrow or receive

assistance from other Candidates during the course of the examination.

3.12.14 Candidates are not allowed to communicate with one another in any manner whatsoever during the examination.

3.12.15 Unless in distress, Candidates are not allowed to visit the washroom unnecessarily during an examination session.

3.12.16 Candidates **MUST** remain seated during the examination period. A candidate needing to speak to the invigilator (e.g. to ask for additional paper or to request permission to leave the examination room for any reason) should indicate this by raising his or her hand.

3.12.17 Questions concerning possible errors, ambiguities or omissions in the examination paper **MUST** be directed to the invigilator who will investigate them through the proper channels. The invigilator **IS NOT** permitted to answer questions other than those concerning the examination paper, as mentioned above.

3.12.18 To ensure minimal disruption at the beginning and end of the examination, Candidates **MUST** remain seated at their desks for the first 30 minutes and the final 15 minutes of the examination

3.12.19 It is the responsibility of the candidate to make sure s/he hands in their examination script to the invigilator before leaving the venue

3.12.20 Candidates who leave before the examination is over **MUST** hand in all completed and attempted

Chapter 4

INTERVIEW POLICY

4.1 INTRODUCTION

As part of the requirements for registration as professionals, all applicants are expected to pass a *Professional Interview (PI)*. The following guidelines have been developed for the interview process to assist Candidates with their interview preparations.

4.2 PURPOSE

The purpose of the interview is to assess the Candidate's knowledge of Construction Project management / Construction Management together with his/her ability to accept professional responsibility for the work he/she performs.

4.3 INTERVIEW PROCESS

4.3.1 Eligibility

Only Candidates who have been recommended for Professional Interviews by SACPCM will be allowed to attend the interviews. These Candidates must inform the SACPCMP in writing of their intention to attend the interview by fax, mail or e-mail.

4.3.2 Interview Panel and Process

4.3.2.1 Interview panel

A panel of at least 3 members will be constituted for the interviews.

Members of the interviewing panel will be constituted by accredited professionals.

4.3.2.2 Interview Process

- i. Chairperson will introduce the members of the panel to the applicant.
- ii. Chairperson will request the applicant to briefly introduce him-/her self in terms of qualifications, experience and current engagement in the field of the category being applied for. He/she may be asked to elaborate on specific aspects.
- iii. The interview is conducted in terms of questions and answers as determined by the council.
- iv. At the end of the interview, candidates will be asked if they had a fair and objective interview.

4.4 AREAS TO BE INTERVIEWED ON

The areas of focus are as indicated below;

4.4.1 PM's Short Account of Qualifications and Experience (Both Pr. CPM and Pr. CM)

4.4.2 For Construction Project Managers (Pr.CPM)

4.4.2.1 Technical Competency

4.4.2.2 PM Competency as Principal Consultant

4.4.2.3 PM Competency as Principal Agent

4.4.3 For Construction Managers (Pr. CM)

4.4.3.1 Technical Competencies

4.4.3.2 CM Competency in Co-ordinating Construction Processes

4.4.3.3 CM Knowledge and Understanding of Construction Contracts

4.4.4 Knowledge of Scope of Services

4.4.5 PM / CM Maturity in Problem solving and decision making

4.5 INTERVIEW ASSESSMENT AND DECISION

The interview assessment criteria and scoring will be determined by the Interview Panel.

Each Candidate will be independently scored by each Panel Member against the stipulated Criteria. Each Candidate will be assessed to determine whether he/she fulfils the SACPCMP criteria to be registered and recommendations made accordingly.

After the interview, the chairperson will summarize and aggregate the scores to arrive at the decision. The applicant will be notified of the decision of the Panel, in writing, within 14 working days.

If applicants fail the professional interview they are informed of the area(s) in which they have limitations and are advised to acquire further experience in the

particular area(s) for at least 6 months before re-applying to attend the professional interview.

Only a score of 60% and above will be considered as successful.

4.6 APPEAL PROCESS

Where a candidate is dissatisfied with the decision of the interview panel, they have the right to appeal. The appeals policy may be followed accordingly.

Chapter 5

APPEAL POLICY

5.1 PURPOSE

The purpose of the appeals policy is to provide guidelines to aggrieved candidates wishing to appeal the examination, registration or interview decision made by the Council.

5.2 INFORMATION REQUIRED

Candidates must provide evidence in the form of documents or records supporting such an appeal before their applications may be considered.

5.3 THE APPEAL PROCEDURE

- 5.3.1 An applicant should on receipt of an unsatisfactory decision made by the Council regarding his/her application or interview assessment, lodge an appeal in writing within 30 working days of becoming aware of the Council decision.
- 5.3.2 The appeal should be accompanied by an appeals fee as determined by the council from time to time.
- 5.3.3 The applicant shall provide the Council in writing,

with evidence of facts overlooked by the Council in assessing his/her application.

- 5.3.4 Upon receipt of the appeal, the office will constitute an appeals committee to review the appeal.
- 5.3.5 The Council shall within 60 working days respond to the applicant with reasons for the decision.
- 5.3.6 An applicant shall within 30 working days furnish the Council with additional information in a case where he/she believes that the Council has not considered some details or substantiate some details with the view to review the decision.
- 5.3.7 The Council shall review the submission made and respond to the applicant within 30 working days from receipt of additional information.

5.4 DECISION OF APPEAL COMMITTEE

The Appeal Committee may then decide to either:

- consider additional evidence
- or invite the candidate for-re-assessment
- or dismiss the appeal against the decision of the Council and confirm the findings

The decision of appeal committee will be considered final and binding.

If an applicant is still not satisfied with the Council decision, he/she will within 90 days from the date on which the Council furnished him/her with its reasons for that decision and after giving notice in writing to

the Council, appeal to the CBE against that decision in terms of section 21 of the Council for the Built Environment Act, 2000.

The applicant may in terms of section 35(2) of the Act, (48 of 2000), after giving notice to the Council or the CBE as the case may be, lodge a notice of appeal with the Registrar of the appropriate High Court within one month from the date of the decision of the Council or the CBE.

The working days referred to exclude the statutory building recess period

Chapter 6

RECOGNITION OF PRIOR LEARNING POLICY

6.1 BACKGROUND OF THE COUNCIL

The South African Council for Project and Construction Management Professions (SACPCMP) is a statutory body established by section two (2) of the Project and Construction Management Act, 2000 (Act No.48 of 2000). The Council is empowered by Section 19 (2) of the Act 2000, to register the applicant in the relevant category and issue a registration certificate if the applicant has satisfied the relevant educational outcomes by presenting evidence of prior learning in Project and Construction Management.

SACPCMP was established to provide for statutory professional certification, registration and regulation of Project and Construction Management Professions in order to protect public interest and advance construction and project management education.

The objectives of the SACPCMP is therefore to provide guidance and frameworks within which the

professionals within the Construction Management environment are to operate and ensure that effective guidance policies and frameworks that recognise *prior learning* are established, consistently applied and implemented by the Council.

Recognition of Prior Learning (RPL) does not create, develop or replace prior or any other forms of learning and should not be used as the preferred methodology for obtaining registration with the SACPCMP within the relevant categories. RPL specifically assesses and recognises prior learning to determine whether or not a candidate qualifies for registration in a suitable SACPCMP Registration Category.

6.2 DEFINITION OF RPL

Section 19 (4) of the Act No. 48 of 2000, defines Prior Learning as the previous learning and experience of a learner, howsoever obtained, against the learning outcomes required for a specified qualification and the acceptance for the purposes of qualification of that which meets those requirements.

The SACPCMP acknowledges prior learning acquired by individuals in either formal or informal learning disciplines and embraces and supports a culture of lifelong learning by means of independent study or instruction, or on-the-job-training in cooperation with experts in the field.

The process of recognising prior learning involves the

following:

- Identifying what the applicant knows and can do
- Matching the applicant's skills, knowledge and experience to specific standards and the associated assessment criteria for registration with SACPCMP.
- Assessing the applicant against the relevant criteria
- Crediting the applicant for skills, knowledge and experience built up through formal, informal and non formal learning that occurred.

6.3 PURPOSE OF RPL POLICY

The definition and purpose of RPL, within the South African context is indicated as follows: *"Recognition of Prior Learning in South Africa has, unlike similar initiatives in other countries, a very specific agenda. RPL is meant to support transformation of the education and training system of the country. This calls for an approach to the development of RPL policy and practices that explicitly address the visible and invisible barriers to learning and assessment. Such an approach must generate the commitment of all role players to remove these barriers and to build a visible, usable and credible system as an effective and creative vehicle for lifelong learning. It is important that consensus be generated around the criteria and support systems within which the integrity*

and quality of all assessments will be protected.”
(SAQA RPL Policy. 2002:11).

The purpose of this policy is to introduce a system that will ensure that candidates from different educational backgrounds with knowledge and experience built up through formal, informal and non-formal learning that occurred in the past are fairly assessed for professional competency by ensuring that they demonstrate similar knowledge and skills levels in Construction Project Management, Construction Management or in both fields and that they are treated equally by the SACPCMP and other relevant institutions.

By applying the relevant *RPL Tools and Instruments* approved by SACPCM, the programme is designed to assess the amount of knowledge that individuals possess and credit them for their knowledge base.

6.4 SCOPE

The SACPCMP RPL policy applies to candidates who do not have the relevant formal qualification but have some substantial knowledge and experience in the field of Construction Project Management and Construction Management environment and wish to be registered with the SACPCMP.

6.5 LEGAL FRAMEWORK AND NATIONAL PRINCIPLES OF RPL ASSESSMENT

In order to ensure that RPL is implemented in an organised and quality assured way, RPL will be conducted within the guidelines, principles and purpose of RPL as published in the South African Qualifications Authority (SAQA) guideline documents (SAQA Act No 58 of 1995, Government Gazette No 6140, No R542 and the SAQA Criteria and Guidelines for the Implementation of the Recognition of Prior Learning" document SAQA RPL Policy (2002:11).

In line with the South African Council on Higher Education (CHE), Act No 101 of 1997 and the Higher Education Act and the Education White Paper 3 of 1997, SACPCMP will use the CHE policy framework as a guideline for the implementation of RPL for accredited programmes and or modules within the Project and Construction Management environment.

The Council is mandated by Section 13 (c) and (d) of the Act 2000, to consult the Council on Higher Education regarding matters relevant to education in professional and construction management and to consult SAQA, or any body established by it and the voluntary associations, to determine competency standards for the purpose of registration.

Assessments will also be based on the following **principles of Assessment:**

- International comparability
- Interactive assessments
- Public availability and scrutiny of credit transfer provisions
- Equal opportunities for all individuals regardless of gender, race or disability
- A consistent approach to the granting of credit
- Grounded in sound education and training theory
- Compliance with the objectives of NQF
- Non discriminatory principle

6.6 REGISTRATION CRITERIA AND CATEGORIES

6.6.1 Registration Criteria

All applicants wishing to be registered in any of the registration categories mentioned below are required by Council and therefore by law to complete the relevant application forms and submit the completed forms to SACPCMP for consideration.

Applicants are required to familiarise themselves with the **SACPCMP Registrations Guidelines** to obtain guidance on registration policy, processes and procedures.

6.6.2 Registration Categories:

Candidates may apply to register with SACPCMP in the following categories:

- i. Professional Construction Project Management
- ii. Professional Construction Management
- iii. Professional Construction Mentorship
- iv. Candidate Construction Management
- v. Candidate Construction Project Management

6.7 RPL ASSESSMENT CRITERIA

In an attempt to address visible and invisible barriers that exist with regard to access into RPL programmes, the SACPCMP entry requirements and selection criteria are as follows:

- 6.7.1 Candidates will be assessed in line with the category applied for as prescribed.
- 6.7.2 Applicants will be assessed based on the minimum requirements indicated in the recommended Identification of *Work* (IDoW) outlined under 8.4
- 6.7.3 *All RPL Assessment Tools and Instruments are designed according to the recommended Identification Document of Works.* In addition, all applicants will be assessed based on the The Crawford – Ishikura Factor Table for Evaluating Roles (CIFTER) in order to determine the suitable category for registration purposes.

Applicants must meet the minimum requirements in order to be considered for RPL. The decision of the Council regarding RPL will be based on a careful review of the candidate's skills, knowledge, qualifications and work experience. Depending on the

Candidate's level of skill, knowledge and competency, a decision will be made on which route a Candidate may follow to obtain the necessary requirements for registration in an appropriate category.

6.8 SCORING OF APPLICANTS WILL BE DONE AT OUTLINED IN THE TABLE BELOW

Registration Category	Accepted Pass Mark (%)
Professional Construction Manager	80%
Candidate Construction Manager	60%
Professional Construction Project Manager	80%
Candidate Construction Project Manager	60%

6.9 RPL ASSESSMENT METHODOLOGY

To ensure that consistent assessment methods are maintained all evidence provided of prior learning and experiential learning will be recorded. The evidence requirements and submissions will be informed by the learning outcomes and qualification requirements as prescribed. Candidates must will be informed of the specific requirements that must be met and given

a fair opportunity to prepare for assessment with sufficient support and guidance provided.

- 6.9.1 The RPL assessment methodology will consist of any or all, but not limited to, the following to ensure that an assessment is based on the Candidate's knowledge, skill and reflexive competence:
- Professional interview
 - Portfolio of evidence;
 - Written and Oral Knowledge Assessment;
 - Product Evidence / Assignments or Projects; and
 - Completed Projects / Tasks Report/Case Studies
 - Demonstration
- 6.9.2 The assessment outcomes will enable an evaluation of a candidate who is applying for registration or entry into a specific qualification or work category / designation in terms of existing knowledge / understanding and past or prior experience.
- 6.9.3 The assessment tools or methods will therefore adhere to basic Outcomes Based Principles (OBE) for: assessing competency; effective assessment of the relevant outcome or category; ensuring that evaluation correlates with the credits required in a particular outcome or category; ensuring that assessment decisions indicate levels achieved as either "competent" or "not yet competent"; and ensuring that the industry specific assessment scale determining competency is applied.
- 6.9.4 This process will ensure that all SACPCMP assessments are,

- Authentic
- Valid
- Reliable
- Sufficient
- And Current

6.10 CANDIDATE PREPARATION AND SUPPORT

Adequate assessment preparation and support vital to the effectiveness of the candidate's RPL process will be provided by SACPCMP. The requirement for adequate preparation is due to the intensity of the programme and the fact that many of the candidates may lack formal learning.

6.10.1 Candidate support will be provided for in particular when candidates are deemed "not yet competent" and require either:

- Additional experience to specific outcomes and the availability of workplace based institutions/providers;
- Further academic learning or training against specific outcomes and the availability of accredited institutions.

6.10.2 Candidates' special needs will also be accommodated and special needs may include, but is not limited to:

- Disability(ies)
- Access to formal Learning; and/or
- Registration requirement

6.11 RPL ASSESORS, ADVISORS AND MODERATORS

RPL Assessors, Moderators and Advisors must be Professional Construction Project Managers, Professional Construction Managers, educationalists and other professionals who are trained and experienced in RPL assessment and moderation processes. They must possess relevant experience with service providers providing accredited programmes at SAQA level 7.

- 6.11.1 To ensure that Moderators and Assessors produce quality assessments, they will continuously make reference to the following guideline documents in respect of RPL Assessments:
- i. SAQA Criteria & guidelines for the implementation of RPL;
 - ii. SAQA Registered Qualifications;
 - iii. CHE Regulation on RPL;
 - iv. Recommended identification of work
 - v. Council Policy, Procedures and requirements: RPL
 - vi. Institution Policy, Procedures and requirements: RPL
- 6.11.2 RPL Assessors, Moderators and Advisors will be responsible for:
- i. reviewing and updating the SACPCMP RPL policies and procedures in line with the requirements of the South African Qualifications

Authority (SAQA) and NQF

- ii. determining the level of access offered against the SACPCMP registration framework and making recommendations to the SACPCMP.
- iii. To advise the Registration Committee on matters pertaining to new developments in the RPL standards and policies.
- iv. Assessing all candidates seeking RPL from the SACPCMP.

6.11.3 Extensive moderation will ensure that the quality of results was benchmarked and that effective assessment and RPL implementations have been considered.

6.11.4 Moderation will be conducted and reported on the following, but not limited to:

- i. Compliance and Adherence to Policy, Procedure and consistent Implementation;
- ii. Selection criteria and admission into RPL;
- iii. Assessment Methodologies and Tools in relation to outcomes being assessed;
- iv. Preparation and support of Candidates during RPL Process;
- v. Assessors qualifications and experience;
- vi. Review of assessment processes, methods and tools and
- vii. Appeals submitted

6.12 APPEAL PROCEDURE

Appeals will be dealt with in the manner as outlined in Chapter 5.

6.13 MONITORING AND EVALUATION

6.13.1 The following criteria will form the basis of SACPCMP assessments and internal monitoring and evaluation of systems, processes and policies to ensure effective quality assurance:

- QMS, Policy review and evaluation;
- Implementation and improvement of quality management mechanisms;
- Review of the mechanisms for quality management;
- Resource allocation,
- Assessor, Moderator and Panel member qualifications and Subject Matter Expertise;
- Criteria for the support and enhancement; and
- Review of programme development, management and assessment; and
- Cost effectiveness

6.13.2 Review of assessment processes and principles will include review of

- RPL methods of assessments (oral, written, demonstrations, project/case studies, further documentation assessments)
- RPL Procedures, Tools and Instruments (as outlined in the *Portfolio of Evidence*)

- facilitators, RPL advisors, assessors and moderators and ultimately assessment decisions.

Review reports will be recorded and filed and appropriately disseminated.

6.14 APPLICATION GUIDELINES

Phase I – Candidate Application

The SACPCMP will receive an application pack from the applicant. If all the necessary documentation and payment are received, a confirmation letter with information on the RPL process will be dispatched to the applicant within seven(7) working days from date of receipt.

Applicants will be invited for a compulsory briefing session for the portfolio of evidence. Briefing session will address the RPL process to the applicants and the process for the applicants to prepare for Assessment. The Portfolio of evidence amongst other evidence will include an assignment on a construction/ project management project. A minimum of 15 candidates will warrant for such a session.

Candidates will then be afforded a period of one (1) month to submit a portfolio of evidence.

Phase II – Assessment

The RPL panel representative will review the submission and make recommendation to either proceed with RPL or for further information from applicant to be submitted.

Panel of 3 assessors will conduct each individual assessment interview on the mutually agreed date. The applicant will on the day of assessment present the portfolio of evidence to the panel. The applicant will then be assessed using the approved tool and instruments. The process will include written and oral knowledge questions.

The panel will assess the evidence produced by applicant and make a judgement on the competency outcome. Feedback will be given by Assessors on the applicants overall assessment, without entering into detailed items of the assessment on the day of the assessment.

Phase III – Review

The office will inform the applicant of the detailed outcome in writing within 14 working days.

Sections 2.6, 2.7 and 2.8 will be applicable in concluding the application for applicants recommended for registration as Professionals and candidates.

An aggrieved applicant may appeal the decision

of the Council within seven (7) days of receipt of the outcome. The Council will refer the matter to a moderator for a decision. The appeal may be dealt with in the manner detailed under 5.4.7

The applicants may only re-submit for RPL after 6 months from receipt of assessment outcome and only twice in a calendar year.

All candidates wishing to be considered for RPL assessment must forward their applications to:

Physical Address

The Registrar,
SACPCMP.
B9 International Business Gateway.
Corner New Road and 6th Road.
Midrand.

Postal Address

P.O Box 6286.
Halfway House.
1685.
Telephone: +27 11 318 3402/3/4
Fax: +27 11 318 3405

Section 2

Code of Conduct for Registered Persons

SACPCMP

The South African Council for the Project and Construction Management Professions

employers, clients and the public with diligence and care.

- 7.2.2 strive to increase their competence and the prestige of their profession.
- 7.2.3 shall apply their skill and knowledge to advance human welfare.
- 7.2.4 not engage in any act of dishonesty, corruption or bribery.

7.3 RELATIONS WITH THE PUBLIC

Registered Persons shall:

- 7.3.1 in carrying out their responsibilities, have full regard to the public interest.
- 7.3.2 uphold the honour and dignity of their profession.
- 7.3.3 be objective and truthful in professional reports, statements, or testimonies, including all relevant and pertinent information therein.
- 7.3.4 have due regard for the safety, health and welfare of the public and the environment.
- 7.3.5 express an opinion on a project or construction management subject only when it is founded on adequate knowledge and honest conviction.

7.4 RELATIONS WITH EMPLOYERS AND CLIENTS

Registered Persons shall:

- 7.4.1 discharge their duties to their employers and clients in a responsible and competent manner.
- 7.4.2 act in all matters as faithful agents or trustees of each employer or client.
- 7.4.3 not accept compensation from more than one party for the same service, or for other services pertaining to the same project, without the consent of all interested parties.
- 7.4.4 disclose to their employers and clients any interest, whether direct or indirect, with other parties dealing with or relating to or in conflict with the business of their employers and clients.
- 7.4.5 disclose, in writing, to their employers and clients, the status of their professional indemnity cover insurance.
- 7.4.6 not unless required by law or by this code, divulge any information of a confidential nature which they obtained in connection with an appointment.

7.5 RELATIONS WITH OTHER PROFESSIONALS

Registered Persons shall:

- 7.5.1 act with integrity, sincerity and honesty in all dealings with all other professionals.

- 7.5.2 not maliciously or recklessly injure or attempt to injure, whether directly or indirectly, the reputation, prospects or businesses of others.
- 7.5.3 not discriminate on grounds of gender, race or ethnic origin, sexual orientation, marital status, creed, nationality, disability or age.
- 7.5.4 not request, propose, or accept professional commissions on a contingency basis under circumstances that may compromise their professional judgement.

7.6 STANDARDS OF PROFESSIONAL PERFORMANCE

Registered Persons shall:

- 7.6.1 undertake work only for which they possess the necessary skills, knowledge and resources.
- 7.6.2 not falsify or permit misrepresentation of their own or their associates' academic or professional qualifications.
- 7.6.3 endeavour to provide opportunities for professional development and advancement of candidates in their employ or under their supervision.
- 7.6.4 undergo regular continuing professional development as prescribed to enhance and maintain their personal professional competence.
- 7.6.5 notify the Council immediately on becoming aware

of a violation of this code by any other Registered Person.

7.6.6 notify the Council immediately of becoming insolvent.

7.6.7 Comply with all requirements or provisions of Act, 48 of 2000.

7.7. DISCIPLINARY PROCEDURES

In the event of a complaint the disciplinary procedures as set out in the Act (48 of 2000) will be applied as follows:

7.7.1 Sect. 28: Investigation of charge of improper conduct.

7.7.2 Sect. 29: Charge of improper conduct.

7.7.3 Sect. 30: Appointment of Disciplinary Tribunal.

7.7.4 Sect. 31: Disciplinary Hearing.

7.7.5 Sect. 32: Proceedings after hearing.

7.7.6 Sect. 33: Appeal against decision of Disciplinary Tribunal

Section 3

**Recommended
Identified Work**

SACPCMP

The South African Council for the Project and Construction Management Professions

Chapter 8

RECOMMENDED IDENTIFIED WORK

8.1 INTRODUCTION

The following are detailed descriptions of standard services (activities and functions) inherent in delivering professional **Construction Project Management and Construction Management** services. In essence, this section defines the work set aside for persons registered as **Construction Project Managers (Pr. CPM) and Construction Managers (Pr.CM)** in terms of section 26 of the Act, 48 of 2000. The standard services described in this section have been drafted to follow the identified generic Project stages in a typical project.

8.2 DEFINITIONS

“**Built Environment**” refers to the functional area in which registered persons practice. The Built Environment includes all structures that are planned and/or erected above or underground, as well as the land utilized for the purpose and supporting infrastructure.

“Construction Management” is the management of the *physical construction process* within the Built Environment and includes the co-ordination, administration, and management of resources. The Construction Manager is the one point of responsibility in this regard.

“Construction Project Management” is the management of projects within the Built Environment *from conception to completion, including management of related professional services*. The Construction Project Manager is the one point of responsibility in this regard.

“Project” means the total development envisaged by the client, including the professional services.

“Works” means all work executed or intended to be executed in accordance with the construction contracts.

“Principal Agent” means the person or entity appointed by the client and who has full authority and obligation to act in terms of the construction contracts.

“Principal Consultant” means the person or entity appointed by the client to manage and administer the services of all other consultants.

“Cost Consultant” means the person or entity appointed by the client to establish and agree all

budgets and implement and manage the necessary cost control on the project.

“Contractor” means any person or legal entity entering into contract with the client for the execution of the **works** or part thereof.

“Nominated Subcontractors” are specialists and other subcontractors executing work or supplying and fixing any goods who may be nominated by the Principal Consultant.

“Selected Subcontractors” are specialists and other subcontractors executing work or supplying and fixing any goods and who are selected by the contractor in consultation with the Principal Consultant.

“Domestic Subcontractors” are specialists and other subcontractors executing work or supplying and fixing any goods and who are selected by the contractor.

“Direct Contractors” are contractors appointed by the client to execute work other than the works.

“Suppliers” mean a person or entity appointed by the client to supply goods and products for incorporating into the works.

“Construction Programme” is the programme for the works indicating the logic sequence and duration of all activities to be completed by the contractors, subcontractors, and suppliers, in appropriate detail,

for the monitoring of progress of the works.

“Contract programme” is the construction programme for the works agreed between the contractor and the Principal Agent.

“Procurement Programme” is the programme indicating the timeous purchasing requirements for the project, including, but not limited to, the services of consultants, contractors, subcontractors, and suppliers required for the execution of the project programme.

“Project Initiation programme” is the programme devised by the Principal Consultant in consultation with the client and other consultants for all the work necessary

8.3 GENERAL PREAMBLES

8.3.1 Nature and Type of Projects

The nature and type of projects to be implemented in terms of the identification of work shall be all construction work within the built environment.

8.3.2 Application of the Provisions of this Document

8.3.2.1 Any project and construction management work performed within the borders of the Republic of South Africa (RSA), whether or not the intended outcome of such work is to be executed outside the RSA.

8.3.2.2 Any person who is not ordinarily resident in the

Republic of South Africa, but who performs project and construction management work within the RSA.

8.3.2.3 Project Work Stages

The following Project Work Stages have been identified for typical construction projects:

PROJECT STAGES	DESCRIPTION
1	Project Initiation and Briefing
2	Concept and Feasibility
3	Design Development
3	Tender Documentation and Procurement
5	Construction Documentation and Management
6	Project Close Out

8.4 RECOMMENDED IDENTIFIED WORK

8.4.1 General Notes

8.4.1.1 As these stages might overlap, the Standard Services stated hereunder may be required to be undertaken during any one of the Project Work Stages

8.4.1.2 The order of the Standard Services does not necessarily reflect the actual sequence of implementation

Notwithstanding the Project Work Stage definitions,

the timing of the Construction Manager's involvement will depend on the Client's Procurement Strategy

8.4.2 Standard Services

8.4.2.1 **Construction Project Managers** shall perform the following standard services under the following stages:

Stage 1 - Project Initiation and Briefing

Definition

Agreeing client requirements and preferences, assessing user needs and options, appointment of necessary consultants in establishing project brief, objectives, priorities, constraints, assumptions and strategies in consultation with the client.

Standard Services

- i. Facilitate the development of a Clear Project Brief
- ii. Establish the client's Procurement Policy for the Project
- iii. Assist the client in the procurement of the necessary and appropriate consultants including the clear definition of their roles, responsibilities and liabilities.
- iv. Establish in conjunction with the client, consultants, and all relevant authorities the site characteristics necessary for the proper design and approval of the intended project

- v. Manage the integration of the preliminary design to form the basis for the initial viability assessment of the project
- vi. Prepare, co-ordinate and monitor a Project Initiation Programme
- vii. Facilitate the preparation of the Preliminary Viability Assessment of the project
- viii. Facilitate client approval of all Stage 1 documentation

Project Management Deliverables

- Project Brief
- Project Procurement Policy
- Signed Consultant/Client Agreements
- Project Initiation Programme
- Record of all meetings
- Approval by Client to proceed to Stage 2

STAGE 2 - CONCEPT AND FEASIBILITY

Definition

Finalization of the project concept and feasibility

Standard Services

- i. Assist the client in the procurement of the necessary and appropriate consultants including the clear definition of their roles, responsibilities and liabilities.

- ii. Advise the client on the requirement to appoint a Health and Safety Consultant
- iii. Communicate the project brief to the consultants and monitor the development of the Concept and Feasibility within the agreed brief
- iv. Co-ordinate and integrate the income stream requirements of the client into the concept design and feasibility
- v. Agree the format and procedures for cost control and reporting by the cost consultants on the project.
- vi. Manage and monitor the preparation of the project costing by other consultants
- vii. Prepare and co-ordinate an Indicative Project Documentation and Construction Programme
- viii. Manage and integrate the concept and feasibility documentation for presentation to the client for approval
- ix. Facilitate client approval of all Stage 2 documentation

Deliverables

- Signed Consultant/Client Agreements
- Indicative Project Documentation and Construction Programme.
- Approval by Client to proceed to Stage 3

Stage 3 - Design Development

Definition

Manage, co-ordinate and integrate the detail design development process within the project scope, time, cost and quality parameters.

Standard Services

- i. Assist the client in the procurement of the balance of the consultants including the clear definition of their roles, responsibilities and liabilities.
- ii. Establish and co-ordinate the formal and informal communication structure, processes and procedures for the design development of the project.
- iii. Prepare, co-ordinate and agree a detailed Design and Documentation Programme, based on an updated Indicative Construction Programme, with all consultants
- iv. Manage, co-ordinate and integrate the design by the consultants in a sequence to suit the project design, documentation programme and quality requirements.
- v. Conduct and record the appropriate planning, co-ordination and management meetings
- vi. Facilitate any input from the design consultants required by Construction Manager on constructability.
- vii. Facilitate any input from the design consultants required by Health and Safety consultant

- viii. Manage and monitor the timeous submission by the design team of all plans and documentation to obtain the necessary statutory approvals
- ix. Establish responsibilities and monitor the information flow between the design team, including the cost consultants.
- x. Monitor the preparation by the cost consultants of cost estimates, budgets, and cost reports
- xi. Monitor the cost control by the cost consultants to verify progressive design compliance with approved budget, including necessary design reviews to achieve budget compliance
- xii. Facilitate and monitor the timeous technical co-ordination of the design by the design team
- xiii. Facilitate client approval of all Stage 3 documentation

Deliverables

- Signed Consultant/Client Agreements
- Detailed Design & Documentation Programme
- Updated Indicative Construction Programme
- Record of all meetings
- Approval by Client to proceed to Stage 4

Stage 4 – Tender Documentation and Procurement

Definition

The process of establishing and implementing procurement strategies and procedures, including the preparation of necessary documentation, for effective and timeous execution of the project.

Standard Services

- i. Select, recommend and agree the Procurement Strategy for contractors, subcontractors and suppliers with the client and consultants
- ii. Prepare and agree the Project Procurement Programme.
- iii. Co-ordinate and monitor the preparation of the tender documentation by the consultants in accordance with the Project Procurement Programme.
- iv. Facilitate and monitor the preparation by the Health and Safety Consultant of the Health and Safety Specification for the project
- v. Manage the tender process in accordance with agreed procedures, including calling for tenders, adjudication of tenders, and recommendation of appropriate contractors for approval by the client.
- vi. Advise the client, in conjunction with other consultants on the appropriate insurances required for the implementation of the project.

- vii. Monitor the reconciliation by the cost consultants of the tender prices with the project budget
- viii. Agree the format and procedures for monitoring and control by the cost consultants of the cost of the works.
- ix. Facilitate client approval of the tender recommendation(s).

Deliverables

- Contractors, subcontractors, and suppliers Procurement Strategy
- Project Procurement Programme
- Project Tender/Contract Conditions
- Record of all meetings
- Approval by Client of tender recommendation(s).

Stage 5 - Construction Documentation and Management

Definition

The management and administration of the construction contracts and processes, including the preparation and co-ordination of the necessary documentation to facilitate effective execution of the works.

Standard Services

- i. Appoint contractor(s) on behalf of the client including the finalization of all agreements.
- ii. Instruct the contractor on behalf of the client to appoint subcontractors.
- iii. Receive, co-ordinate, review and obtain approval of all contract documentation provided by the contractor, subcontractors, and suppliers for compliance with all of the contract requirements.
- iv. Monitor the ongoing projects insurance requirements.
- v. Facilitate the handover of the site to the contractor.
- vi. Establish and co-ordinate the formal and informal communication structure and procedures for the construction process.
- vii. Regularly conduct and record the necessary site meetings
- viii. Monitor, review and approve the preparation of the Contract Programme by the contractor.
- ix. Regularly monitor the performance of the contractor against the Contract Programme.
- x. Review and adjudicate circumstances and entitlements that may arise from any changes required to the Contract Programme.
- xi. Monitor the preparation of the contractor's Health and Safety Plan and approval thereof by the Health and Safety Consultant.

- xii. Monitor the auditing of the Contractors' Health and Safety Plan by the Health and Safety Consultant.
- xiii. Monitor the compliance by the contractors of the requirements of the Health and Safety Consultant.
- xiv. Monitor the production of the Health and Safety File by the Health and Safety Consultant and contractors
- xv. Monitor the preparation by the Environmental Consultants of the Environmental Management Plan
- xvi. Establish the construction information distribution procedures.
- xvii. Agree and monitor the Construction Documentation Schedule for timeous delivery of required information to the contractors.
- xviii. Expedite, review and monitor the timeous issue of construction information to the contractors.
- xix. Manage the review and approval of all necessary shop details and product propriety information by the design consultants.
- xx. Establish procedures for monitoring, controlling and agreeing all scope and cost variations.
- xxi. Agree the quality assurance procedures and monitor the implementation thereof by the consultants and contractors.
- xxii. Monitor, review, approve and certify monthly progress payments.
- xxiii. Receive, review and adjudicate any contractual claims.

- xxiv. Monitor the preparation the preparation of monthly cost reports by the cost consultants.
- xxv. Monitor long lead items and off-site production by the contractors and suppliers.
- xxvi. Prepare monthly project reports including submission to the client
- xxvii. Manage, co-ordinate and monitor all necessary testing and commissioning by consultants and contractors.
- xxviii. Co-ordinate, monitor and issue the Practical Completion Lists and the Certificate of Practical Completion.
- xxix. Co-ordinate and monitor the preparation and issue of the Works Completion List by the consultants to the contractors.
- xxx. Monitor the execution by the contractors of the defect items to achieve Works Completion.
- xxxi. Facilitate and co-ordinate adequate access with the occupant for the rectification of defects by the contractors

Deliverables

- Signed Contractor(s) Agreements
- Agreed Contract Programme
- Adjudication and award of contractual claims
- Construction Documentation Schedule
- Monthly progress payment certificates
- Monthly project progress reports.
- Record of all meetings
- Certificates of Practical Completion.

Stage 6 - project close out

Definition

The process of managing and administering the project closeout, including preparation and co-ordination of the necessary documentation to facilitate the effective operation of the project

Standard Services

- i. Issue the Works Completion Certificate
- ii. Manage, co-ordinate and expedite the preparation by the design consultants of all as-built drawings and design documentation.
- iii. Manage and expedite the procurement of all operating and maintenance manuals as well as all warranties and guarantees.

- iv. Manage and expedite the procurement of all statutory compliance certificates and documentation.
- v. Manage the finalization of the Health and Safety File for submission to the Client.
- vi. Co-ordinate, monitor and manage the rectification of defects during the Defects Liability Period.
- vii. Manage, co-ordinate and expedite the preparation and agreement of the final account by the cost consultants with the relevant contractors.
- viii. Co-ordinate, monitor and issue the Final Completion Defects list and Certificate of Final Completion.
- ix. Prepare and present Project Closeout Report.

Deliverables

- Works Completion Certificate
- Certificate of Final Completion
- Record of all meetings
- Project closeout report

8.4.4 Supplementary Services

8.4.4.1 Development management services

The Project Construction Manager may, by prior mutual consent, provide the following supplementary services. This will require agreement of both the Client and Project Construction Manager on the adjustment of the fees and disbursements.

Definition:

Development management

- i. Facilitate the opportunity realisation process
- ii. Procuring of land and finance
- iii. Procuring of tenants, tenant co-ordination and tenant installations.
- iv. Drafting of appointment contracts for other members of the professional team.
- v. Project management services in relation to direct contractors engaged by the client, such as those engaged for furniture, fittings and equipment
- vi. Mediation, arbitration proceedings and similar services. Such services will commence upon the notification of a dispute or the initiation of such proceedings.
- vii. All work arising out of the failure of any consultant, contractors, suppliers or other external party to perform its obligations.
- viii. Services required in respect of damage to or destruction of the works, insurance matters, postponement or cancellation of agreements.
- ix. Additional services resulting from changes by the client to previously issued instructions.
- x. Any other services not specifically incorporated in the identified scope of services mentioned in this document.

8.4.5 Minimum competencies required

The minimum competencies required for the effective execution of the Identified Work for the Construction Project Manager are noted below;

8.4.5.1 Technical Competencies

a) Knowledge of Construction Science

- i. Understanding Structures
- ii. Understanding Construction and Building Sciences
- iii. Understanding Construction and Building Finishes
- iv. Knowledge of Building Materials

b) Knowledge of Construction Processes

- i. Site, Plant and Equipment
- ii. Formwork Systems
- iii. Quality Management
- iv. Health and Safety Management
- v. Environmental Management
- vi. Organisational / Management Structures
- xi. General Building Sequences
- xii. General Output and Production Factors
- xiii. Basic Knowledge of Building Trades

c) Knowledge of the Design Processes

- i. Sequence of Design Processes
- ii. Time required for Design Processes

d) Knowledge of Financial and Cost Factors

- i. Financial Processes
- ii. Cost of Construction

8.4.5.2 Project Management Competencies

8.4.5.2.1 As Principal Consultants the CPM should have the Knowledge and Ability to:

- i. Facilitate the development of a Clear Brief
- ii. Clearly Define the Roles and Responsibilities of the Consulting Team
- iii. Prepare Letters of Appointment for the procurement of Consulting Team.
- iv. Establish and implement Time Management Processes on Projects with respect to and not limited to the following;
 - Prepare, Co-ordinate and Monitor a Project Initiation Programme
 - Prepare Indicative Construction Programme
 - Prepare Documentation Programme/Schedule
 - Prepare Procurement Programme/Schedule
 - Agreed Contract Programme
 - Co-ordinate Documentation Programme with Contract Programme
- v. Establish and recommend Professional Indemnity requirements
- vi. Monitor and co-ordinate quality management of the design processes
- vii. Establish and implement Communication Management Processes including the preparation of agenda, chairing and preparing minutes of all necessary meetings on the project.

- viii. Co-ordinate and monitor cost control by the Cost Consultant
- ix. Co-ordinate and monitor the preparation of Procurement documentation
- x. Facilitate and Monitor the preparation of the Health and Safety specifications
- xi. Facilitate the preparation of all conditions of contracts
- xii. Manage the pre-qualification, tendering, adjudication, recommendation and appointment processes

8.4.5.2.2 As Principal Agent the CPM should have :-

- i. The ability to take responsibility for and perform the role of Principal Agent on construction contracts.
- ii. Knowledge and understanding of the Basic Principles of Law of Contracts
- iii. Knowledge and understanding of Construction Contracts.
- iv. The ability to build good relationships (Partnering) between client, consulting and construction teams.
- v. The ability to establish and implement Time Management Processes on contracts with respect to and not limited to the following;
 - Agree and monitor contract programme and working programmes.
 - Monitor and review construction progress and programme updates.

- vi. The ability to establish and implement Quality Management Processes on contracts including quality control by the consulting and contracting teams.
- vii. The ability to establish and implement Cost Management Processes on contracts including the issuing, costing and implementation of site instructions and variations.
- viii. The ability to co-ordinate and monitor interface between all contractors.
- ix. The ability to facilitate and monitor implementation of Health and Safety Plan.
- x. The ability to facilitate and co-ordinate the production of the Health and Safety File.
- xi. The ability to manage, resolve and certify progress and contractual claims.
- xii. The ability to co-ordinate and monitor completion and handover processes including and not limited to;
 - Oversee and co-ordinate preparation and issue of defects lists.
 - Monitor implementation of remedial work by contractors
 - Oversee and facilitate the agreement of final accounts
 - Expedite and co-ordinate project close out

8.5 IDENTIFICATION OF WORK FOR CONSTRUCTION MANAGERS

Standard Services

Construction Managers shall perform the following standard services under the following stages:

Stage 1 - Project Initiation and Briefing

Definition

Agreeing client requirements and preferences, assessing user needs and options, appointment of necessary consultants in establishing project brief, objectives, priorities, constraints, assumptions and strategies in consultation with the client.

Standard Services

N/A

Stage 2 - Concept and Feasibility

Definition

Finalization of the project concept and feasibility

Standard Services

N/A

STAGE 3 - DESIGN DEVELOPMENT

Definition

Manage, co-ordinate and integrate the detail design development process within the project scope, time, cost and quality parameters.

Standard Services

- i. Define and agree preliminary scope of construction works.
- ii. Prepare Preliminary Construction Programme
- iii. Provide the necessary lead times required to prepare a detailed Design and Documentation Programme.
- iv. Review and recommend practical and cost effective construction alternatives to consultants' designs.
- v. Attend the appropriate planning, co-ordination and management meetings as required.
- vi. Review designs by consultants in relation to constructability requirements.
- vii. Review designs by consultants in relation to Health and Safety requirements during construction and provide input if required on related practical and cost issues.
- viii. Provide detailed cost information as required by the cost consultant for estimating, budgeting and cost reporting purposes.

- ix. Prepare and submit a proposed method statement for the construction of the works.

Deliverables

- Preliminary scope of construction works
- Preliminary Construction Programme
- Schedule of agreed lead times for construction documentation
- Proposed Construction Method Statement
- Approval by Principal Agent of above

Stage 4 – Tender Documentation and Procurement

Definition

The process of establishing and implementing procurement strategies and procedures, including the preparation of necessary documentation, for effective and timeous execution of the project.

Standard Services

- i. Review and confirm the Construction Strategy and method for submission of the Tender
- ii. Prepare the Construction Management Organogram and obtain commitment from appropriate staff as required.
- iii. Select, recommend and agree the procurement

- strategy for subcontractors and suppliers with the Principal Agent and consultants
- iv. Manage and co-ordinate the preparation and implementation of the Health and Safety requirements for inclusion in the tender
- v. Manage and procure proposals for the appropriate contract insurances and guarantees required for the works.
- vi. Review tender documentation to establish any cost effective alternative solutions.
- vii. Manage the preparation and submission of the tender
- viii. Prepare and agree the Procurement Programme for subcontractors and suppliers
- ix. Agree list of subcontractors and suppliers with the Principal Agent
- x. Manage the tender process in accordance with agreed procedures, including calling for tenders, adjudication of tenders, and recommendation of appropriate domestic subcontractors and suppliers.
- xi. Manage, co-ordinate and finalize negotiations on all contractual commitments.

Deliverables

- Construction Strategy and Method Statement
- Procurement Strategy for subcontractors and suppliers
- List of proposed subcontractors
- Schedule of Health and Safety requirements
- Contract Insurance and guarantee Proposals
- Construction Management Organogram

The Tender

Stage 5 - Construction Documentation and Management

Definition

The management and administration of the construction contracts and process, including the preparation and co-ordination of the necessary documentation to facilitate effective execution of the works.

Standard Services

- i. Manage the preparation and agreement of the Health and Safety Plan with the Client's Health and Safety Consultants and subcontractors

- ii. Manage the site establishment including the provision of all necessary temporary services, storage facilities, security requirements and other site requirements
- iii. Establish and maintain regular monitoring of all line, level and datum of the works.
- v. Continuously monitor the compliance by the site management of the Health and Safety Plan.
- vi. Provide the necessary documentation as required by the Health and Safety Consultant for the Health and Safety File.
- vii. Manage the implementation of the requirements of the Environmental Management Plan.
- viii. Appoint subcontractors and suppliers including the finalization of all agreements.
- ix. Receive, co-ordinate, review and obtain approval of all contract documentation provided by the subcontractors and suppliers for compliance with all of the contract requirements.
- x. Monitor the ongoing projects insurance requirements.
- xi. Facilitate and manage the establishment of subcontractors on the site.
- xii. Finalize and agree the Quality Assurance Plan with the design consultants and subcontractors
- xiii. Continuously monitor the compliance of the quality of the works in accordance with the agreed Quality Assurance Plan.
- xiv. Establish and co-ordinate the formal and informal

- communication structure and procedures for the construction process
- xv. Regularly conduct and record the necessary construction management meetings including subcontractors, suppliers, programme, progress and cost meetings
 - xvi. Finalize and agree the contract programme and revisions thereof as necessary.
 - xvii. Prepare and finalize the detailed Construction Programme including resources planning
 - xviii. Prepare and agree Information Schedule for timeous implementation of construction.
 - xix. Continuously manage the review of construction documentation and information for clarity of construction requirements.
 - xx. Manage and administer the distribution of construction information to all relevant parties.
 - xxi. Continuously monitor the construction progress
 - xxii. Manage the review and approval of all necessary shop details and product proprietary information by the design subcontractors.
 - xxiii. Review and substantiate circumstances and entitlements that may arise from any changes required to the Contract Programme
 - xxiv. Establish procedures for, and monitor all scope and cost variations
 - xxv. Manage the preparation of monthly progress claims

- for payment
- xxvi. Receive, review and substantiate any contractual claims within the prescribed period
 - xxvii. Regularly prepare and submit a Construction Status Report, including construction financial status report
 - xxviii. Manage, co-ordinate and supervise all work on and off site.
 - xxix. Manage and co-ordinate the requirements of the direct contractors if required to do so.
 - xxx. Manage, co-ordinate and monitor all necessary testing and commissioning.
 - xxxi. Co-ordinate, monitor and expedite the timeous rectification of all defects for the achievement of Practical Completion.

Deliverables

- Health and Safety Plan
- Site establishment Plan
- Signed Subcontract Agreements
- Quality Assurance Plan
- Construction Communication Organogram
- Record of Construction Meetings
- Agreed Contract Programme

- Agreed Construction Documentation Schedule
- Detailed Construction Programme including Resource Plan
- Design drawings, shop details and proprietary product information
- Monthly progress payment claims
- Construction Status Reports

STAGE 6 - PROJECT CLOSE OUT

Definition

The process of managing and administering the project closeout, including preparation and co-ordination of the necessary documentation to facilitate the effective operation of the project

Standard Services

- i. Co-ordinate, monitor and expedite the timeous rectification of all defects for the achievement of Works Completion.
- ii. Manage, co-ordinate and expedite the preparation by the relevant subcontractors of all as-built drawings and construction documentation
- iii. Manage and expedite the procurement of all operating and maintenance manuals as well as all warranties and guarantees
- iv. Manage and expedite the procurement of applicable

- statutory compliance certificates and documentation
- v. Manage the finalization of the Health and Safety File for submission to the Health and Safety Consultant.
- vi. Co-ordinate, monitor and manage the rectification of defects during the Defects Liability Period.
- vii. Manage, co-ordinate and expedite the preparation and agreement of the final accounts with the cost consultants and all subcontractors
- viii. Co-ordinate, monitor and expedite the timeous rectification of all defects for the achievement of Final Completion.
- ix. Prepare and present Contract Closeout Report

Deliverables

- Health and Safety File
- Contract Closeout Report

8.5.2 Minimum competencies required

The minimum competencies required for the effective execution of the Identified Work for the Construction Manager are noted below;

8.5.2.1 Technical Competencies

- **Knowledge of Construction Science**
 - i. Understanding Structures
 - ii. Understanding Construction and Building Sciences

iii. Understanding Construction and Building Finishes

- **Knowledge of Building Materials**

- **Knowledge of Construction Processes**

- i. Site, Plant and Equipment

- ii. Formwork Systems

- iii. Quality Management

- iv. Health and Safety Management

- v. Environmental Management

- vi. Organisational / Management Structures

- vii. General Building Sequences

- viii. General Output and Production Factors

- ix. Basic Knowledge of Building Trades

- **Knowledge of the Design Processes**

- i. Sequence of Design Processes

- ii. Time Required for Design Processes

- **Knowledge of Financial and Cost Factors**

- i. Financial Processes

- ii. Cost of Construction

8.5.2.2 Project Management Competences

- Knowledge and understanding of the Basic Principles of Law of Contracts

- Knowledge and understanding of Construction Contracts.

- The ability to build good relationships (Partnering) between the consulting team and construction teams.

- The ability to establish and implement Time

Management Processes on contracts with respect to and not limited to the following;

- i. Agree and monitor contract programme and working programmes.
 - ii. Monitor and review construction progress and programme updates.
- The ability to establish and implement Quality Management Processes on contracts including quality control by the contracting teams.
 - The ability to establish and implement Cost Management Processes on contracts including the costing and implementation of site instructions and variations.
 - The ability to co-ordinate and monitor interface between all contractors and subcontractors.
 - The ability to facilitate and monitor implementation of Health and Safety plan.
 - The ability to facilitate and co-ordinate the production of the Health and Safety File.
 - The ability to manage the preparation and submission of progress and contractual claims.
 - The ability to co-ordinate and monitor completion and handover processes including and not limited to;
 - i. Monitor implementation of remedial work by contractors and subcontractors
 - ii. Facilitate the agreement of final accounts
 - iii. Expedite and co-ordinate contract close out

8.6 PROVISIONS OF THE PROJECT AND CONSTRUCTION MANAGEMENT PROFESSIONS ACT

8.6.1 Compliance with the Project and Construction management Professions Act, 2000

1. Section 18(2) states that a person may not practise in any of the registration categories unless he or she is registered in that category.
2. Section 18(3) states that a person who is registered in the category of candidate must perform work in the project and construction management professions only under the supervision and control of a professional of a category as prescribed.
3. Section 26(3)(a) states that a person who is not registered in terms of this Act, may not perform any kind of work identified for any category of registered persons. However section 26(4) states clearly that this may not be construed as prohibiting any person from performing work identified in terms of section 26, if such work is performed in the service of or by order of and under the direction, control, supervision of or in association with a registered person entitled to perform the work identified and who must assume responsibility for any work so performed.

8.6.2 Improper Conduct

Section 27(3) states that all registered persons must comply with the code of conduct and failure to do so constitutes improper conduct.

8.6.3 Verlaps with other councils

Section 26(1) of the Project and Construction Management Professions Act states that the identification of the type of project and construction management work which may be performed by persons registered in any of the categories referred to in section 18, should include work which may fall within the scope of any other profession regulated by the professions' Act referred to in the Council for the Built Environment Act, 2000. It therefore presupposes that there may be overlaps between the professions registered under the various Built Environment Councils.

The CBE Policy Framework on Identification of Work recognises these potential overlaps and suggests that the issue of overlaps be resolved by the professions. It is the view of the SACPCMP that any person who *substantially practises* project and construction management work should register with the SACPCMP.