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STUDENT  
CHAPTER

Brought to you by  
**SACPCMP**  
The South African Council for the Project and Construction Management Professions  
— CONSTRUCTING NEW PERSPECTIVES —

*YOUTH TO PROFESSIONAL*

**GROW | DEVELOP | PROSPER**



## *STRUCTURING SUCCESS*

Project and Construction Management  
Construction Health & Safety Professionals

**SCAN THE QR CODE AND REGISTER NOW!**

## PREFACE

The Construction Industry provides a great deal of opportunities for many different professions. You have seen many of these professionals living out their career choices at construction sites all over the country and, indeed, the world.

We know that the Construction Industry, like many other sectors, is plagued with perceptions that might prevent people from pursuing careers in the field. Many think, for example, that construction workers never attended school, while the Construction Industry is a vital employer in the nation's economy, providing a vast array of much needed jobs.

It offers you the opportunity to create and build. The industry itself is diverse and embraces all kinds of construction projects such as offices, buildings, highways and hospitals.

The purpose of this guide is to give you a clear understanding of what is required of you to embark on a career in the Construction Industry. You are about to enter an exciting and life changing period in your life. Do not rush into decisions about your career without clearly understanding what it is all about.

**"REMEMBER: THE ROAD TO SUCCESS IS ALWAYS UNDER CONSTRUCTION."**



READ & ENJOY THE  
QUARTERLY SACPCMP  
**MEMBERSHIP MAGAZINE**

Filled with industry news, updates, thought leadership, profiles and more ...  
Visit the SACPCMP website @ [www.sacpcmp.org.za](http://www.sacpcmp.org.za)

## WELCOME

We invite you to join two of the most exciting and important teams in South Africa today: the future teams of **Project and Construction Management** and **Construction Health and Safety Professionals**. The Construction Industry is a booming industry. New and innovative building designs, and modern, high-tech equipment make this sector an exciting career choice. The industry's workplace is continually growing and expanding.

Today the average age of a Professional Construction Manager/Construction Project Manager is 40 years old. This means that the industry is in dire need of new professionals entering the field.

The average age of 40 years means that today's professionals will be eligible for retirement in less than 20 years. The world will always need new buildings and infrastructure while the old constantly require maintenance and care. The skills of construction professionals will therefore, always be in demand.

In addition to all of this, the world will become your oyster: you may find opportunities to travel and to ply your skills abroad, building structures in exciting foreign lands.

More than anything, however: the job satisfaction is outstanding as "Together We Structure Success"!

**"YOU CAN DREAM, CREATE, DESIGN AND BUILD THE MOST WONDERFUL PLACE IN THE WORLD BUT IT REQUIRES PEOPLE TO MAKE THE DREAM A REALITY."**

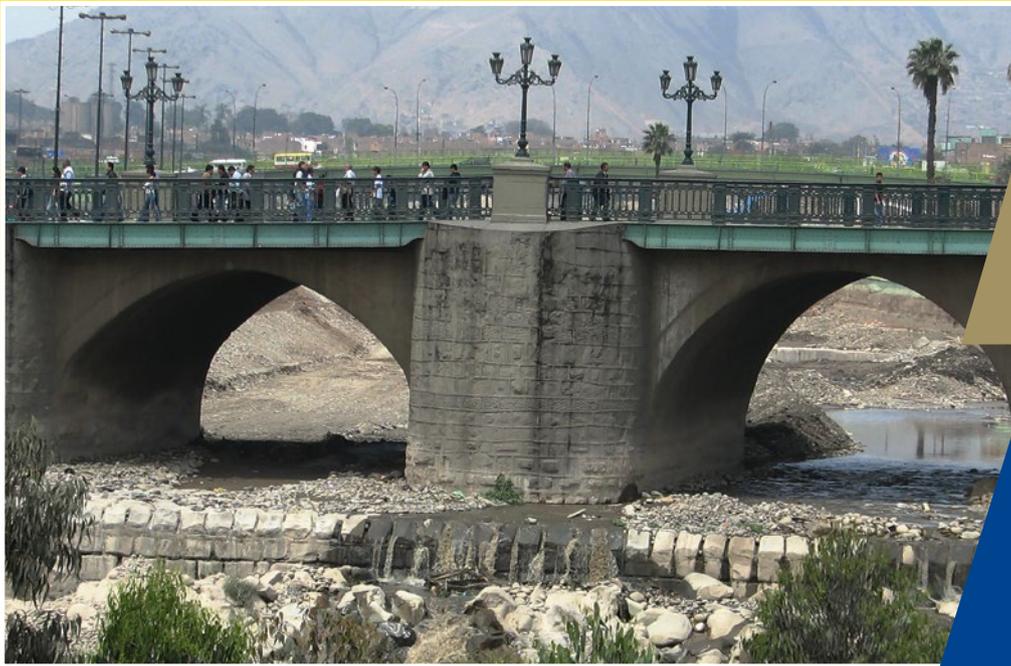
## CONSTRUCTION FUN FACTS

Construction has been around for centuries! Buildings were strange structures and mind-blowing designs. While construction is how we usually shape the structures around us, the techniques, the processes, and the scales of projects have all changed a great deal over time. As a result, construction today is much more than just the assembly of infrastructures and buildings.

### HERE ARE SOME FUN FACTS ABOUT CONSTRUCTION:

#### BRIDGES

A bridge built in Lima, Peru around 1610 was constructed of mortar that was not mixed with water, but with the whites of 10,000 eggs. The bridge, appropriately called the Bridge of Eggs, still stands today.



#### EMPIRE STATE BUILDING

There are 10 million bricks in the Empire State Building.



## HOUSES

Many houses in the rural districts of Nepal and South Africa are constructed from cow dung mixed with mud, sand, and clay.



## PYRAMIDS

The base of the Great Pyramid of Giza in Egypt is large enough to cover ten football fields. According to the Greek historian Herodotus, it took 400,000 men twenty years to construct this great monument.



## WALLS

The only man-made structure visible from space is the Great Wall of China.

Building construction commenced 12,000 BC in the Stone Age, when structures like these were built as temporary shelters.



# SACPCMP PROFESSIONAL REGISTRATION GUIDELINE

The “**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 utilised for the purpose and supporting infrastructure. It includes houses, schools, commercial buildings, parks/recreation areas, greenways, business areas and transportation systems.

The South African Council for the Project and Construction Management Professions (SACPCMP) is a statutory body established in terms of Section 2 of the Project and Construction Management Act, (Act no 48 of 2000).

In order to regulate the Project and Construction Management as well as Construction Health and Safety Professionals to protect the public, the SACPCMP fulfils the statutory mandate by:

- Registering professionals and maintaining a national register of professionals.
- Identifying the type and scope of work for the Project and Construction Management and Construction Health and Safety professions.
- Determining registration criteria for professionals.
- Developing a Code of Conduct for registered professionals.
- Conducting accreditation programmes for Project and Construction Management and Construction Health and Safety offered at tertiary educational institutions in consultation with SAQA and the Council on Higher Education (CHE).

“**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 (**CM**) 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 (**CPM**) is the one point of responsibility in this regard.

“**Construction Health and Safety Management**” is the management of project health and safety processes and duties within the Built Environment from conception to completion. The Construction Health and Safety Agent (**CHSA**) is the one point of responsibility in this regard.

The Council for the Built Environment (**CBE**) is the statutory body that was established under the Council for the Built Environment Act (Act no 3 of 2000) as an overarching body that coordinates six professional councils for the purpose of instilling good conduct within the profession and transforming the professions in advising the South African government on Built Environment related issues through the Department of Public Works and Infrastructure.

These six councils are the Engineering Council of South Africa (ECSA); the South African Council for the Architectural Profession (SACAP); the South African Council for the Quantity Surveying Profession (SACQSP); the South African Council for the Property Valuers Profession (SACPVP); the South African Council for Landscape Architectural Profession (SACLAP) and the South African Council for the Project and Construction Management Professions (SACPCMP).



**ECSA**

Engineering Council of South Africa

**SACAP**

South African Council for the Architectural Profession

**SACOSP**

South African Council for the Quantity Surveying Profession

**SACPCVP**

South African Council for the Property Valuers Profession

**SACLAP**

South African Council for the Landscape Architectural Profession

**SACPCMP**

South African Council for the Project and Construction Management Professions

There are different career options available within the Built Environment; however, the SACPCMP mainly concentrates on the Project and Construction Management fraternities.

**“WHEN BUSINESS OWNERS FOCUS ON LEARNING AND GROWING, MONEY FOLLOWS BY DEFAULT.”**

– Arshad Wahedna

# PROJECT CONSTRUCTION MANAGEMENT (PCM), CONSTRUCTION MANAGEMENT (CM) AND CONSTRUCTION HEALTH AND SAFETY (CHS)

## **Project and Construction Management**

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

## **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 Health and Safety**

is the management of project health and safety processes and duties within the Built Environment from conception to completion. The Construction Health and Safety Agent (PrCHSA) is the one point of responsibility in this regard.

**NOTE:** According to the **SACPCMP Scope of Services**, the Construction Manager will perform the standard services from stages 3-5 (from Design Development to Project Close-Out).

01

**PROJECT INITIATION AND BRIEFING**

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

02

**CONCEPT AND FEASIBILITY**

Finalisation of the project concept and feasibility.

03

**DESIGN DEVELOPMENT**

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

04

**TENDER DOCUMENTATION AND PROCUREMENT**

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

05

**CONSTRUCTION DOCUMENTATION AND MANAGEMENT**

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.

06

**PROJECT CLOSE-OUT**

Managing and administering the project close out, including preparation and co – ordination of the necessary documentation to facilitate the effective operation of the project.

**NOTE:** According to the **SACPCMP Scope of Services**, the PrCHSA performs the standard services from stage 1-6. Construction Health and Safety Manager (CHSM) and Construction Health and Safety Officer (CHSO) perform stages 4-6.

# WHAT A CAREER IN PCM/CM AND CHS OFFERS:

Working in this industry can lead to being part of a team of professionals creating something lasting and helping to shape the environment for future generations.

## **LIFE-LONG CAREER:**

With the constant need for new infrastructure, CM/CPM professionals are always in demand.

## **DIVERSITY AND VARIETY:**

Not only are there plenty of career choices, but no two days are the same; you could be travelling overseas to another office or on a site meeting with a client.

## **JOB SATISFACTION:**

You could be helping someone buy their first home or working on a major construction venture such as the Gautrain project.

## **INNOVATION:**

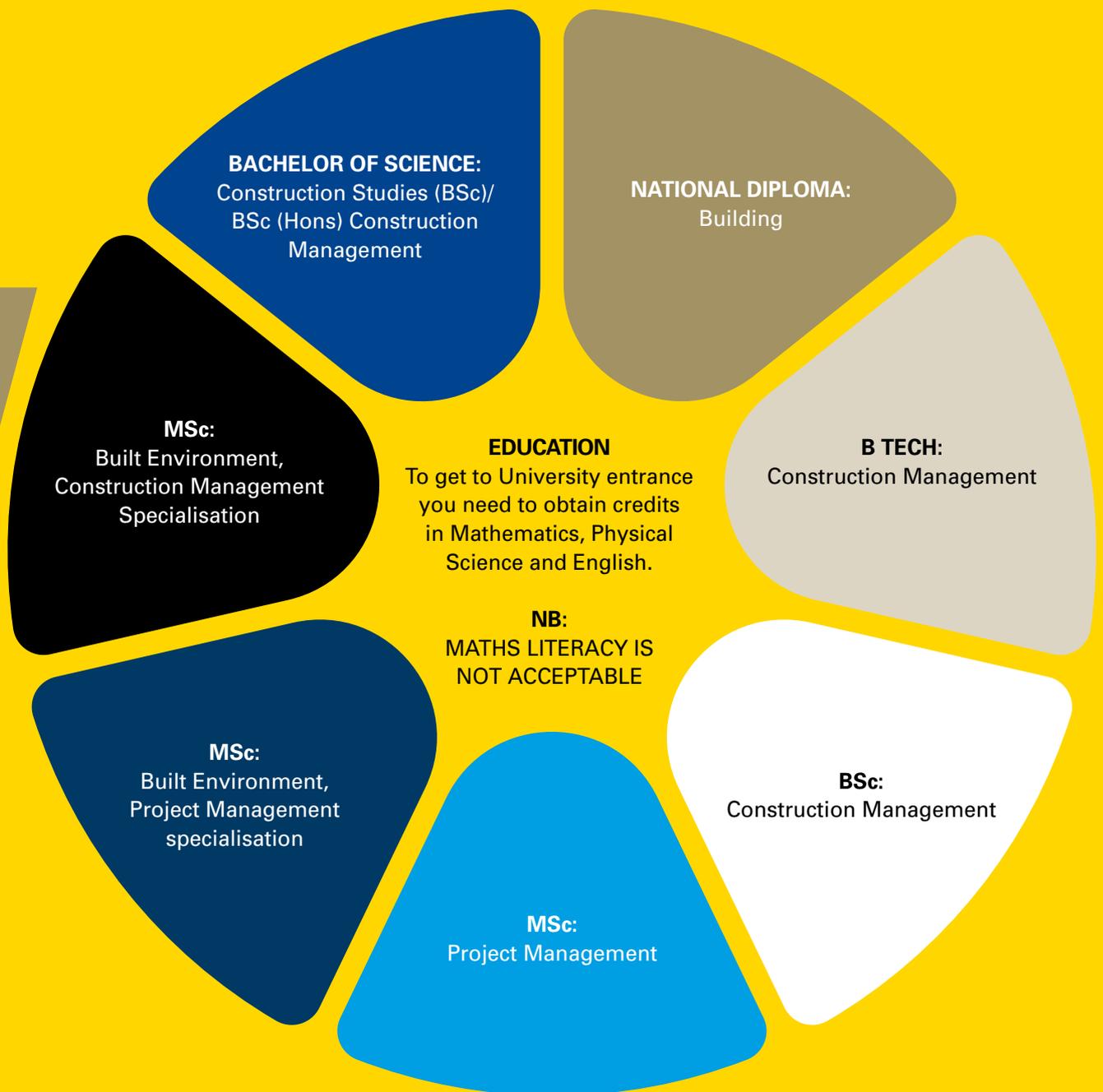
The trend to digital working heralds a wider shift in skill-sets, while a move towards sustainable operations is also helping to up-skill the workforce.

## **REPUTATION AND INCOME:**

As a CM/CPM/CHS your expertise is respected as a professional; just like a doctor or lawyer.

# ROUTE TO FOLLOW TO BECOME A CONSTRUCTION PROJECT MANAGER OR CONSTRUCTION MANAGER

To study as a Construction Project Manager or Construction Manager, you will need to choose from the below accredited qualifications:



# THE ROADMAP FOR BECOMING A CM/PCM/CHS

01

## UNDERGRADUATE (THREE YEARS +)

You start your journey by registering for a SACPCMP-accredited Programme (qualifications between universities), either on a full-time or distance learning basis.

02

## NURTURING YOUR PROFESSIONAL DEVELOPMENT (STUDENT CHAPTER)

While studying, you can register under the SACPCMP Student Chapter for your professional development guidance.

03

## REGISTRATION AS CANDIDATE

As soon as you complete your studies, you can register with the SACPCMP as a candidate. As Registered Candidates you are expected to:

- Maintaining a logbook throughout the entire candidature period
- Submit a logbook annually
- Work under the supervision of a Mentor

**The Mentor must be a Registered Professional with the SACPCMP in the category the candidate is registered in.**

04

## PROFESSIONAL REGISTRATION

As soon as you complete your candidate status, you will be called for an interview or examination to test your professional competencies. This is to confirm if you are eligible to register as either a Professional Construction Manager (PCM) Construction Manager (CM) or a Construction Health and Safety (CHS) professional.

# STRUCTURING SUCCESS

NOTE: Construction Health and Safety qualifications are not accredited

## OCCUPATIONAL / CONSTRUCTION HEALTH AND SAFETY MANAGEMENT QUALIFICATIONS

Candidate Construction Health and Safety Officer	Relevant Postqualification Experience in the Construction Industry	Construction Health and Safety Officer (CHSO)	Relevant Postqualification Experience in the Construction Industry
Programme in Occupational Health and Safety (NQF Level 3-5)	4 Years	Programme in Occupational Health and Safety (NQF Level 3-5)	4 Years
Learnership Certificate in Construction Health and Safety Management (NQF Level 3)	3 Years	Learnership Certificate in Construction Health and Safety Management (NQF Level 3)	3 Years
National Diploma in Safety Management	2 Years	National Diploma in Safety Management	2 Years
B-Tech in Safety Management	1 Year	B-Tech in Safety Management	1 Year
B. Com Operational Risk Management	1 Year	B. Com Operational Risk Management	1 Year

## CONSTRUCTION MANAGEMENT QUALIFICATIONS WITH ADDITIONAL HEALTH AND SAFETY TRAINING

Candidate Construction Health and Safety Officer	Relevant Postqualification Experience in the Construction Industry	Construction Health and Safety Officer (CHSO)	Relevant Postqualification Experience in the Construction Industry
National Diploma (Building, CM, QS, Arch, Civil, Electrical, Mech) + Programmes in Construction Health and Safety	3 Years	National Diploma (Building, CM, QS, Archt, Civil, Electrical, Mech) + Programmes in Construction Health and Safety	3 Years
BSc / B-Tech (Building, CM, QS, Archt, Civil, Electrical, Mech) + Programmes in Construction Health and Safety	2 Years	BSc / B-Tech (Building, CM, QS, Archt, Civil, Electrical, Mech) + Programmes in Construction Health and Safety	2 Years

## CONSTRUCTION MANAGEMENT QUALIFICATIONS WITH ADDITIONAL HEALTH AND SAFETY TRAINING

Candidate Construction Health and Safety Officer	Relevant Postqualification Experience in the Construction Industry	Construction Health and Safety Officer (CHSO)	Relevant Postqualification Experience in the Construction Industry
National Diploma in (Enviro, Related) + Programmes in Construction	3 Years	National Diploma in (Enviro, Related) + Programmes in Construction Health and Safety	3 Years
BSc in (Enviro, Related) + Programmes in Construction Health and Safety	2 Years	BSc in (Enviro, Related) + Programmes in Construction Health and Safety	2 Years

## ACCREDITED INSTITUTIONS/UNIVERSITIES

SACPCMP's accreditation of a programme means that the qualification offered by the relevant school or department within an institution has put in place the appropriate resources that, if utilised effectively, should enable it to deliver

the programme at the required standards and levels of quality. Accreditation also enhances the SACPCMP's mandate and improves the quality of qualifications in Project and Construction Management.

### GAUTENG

INSTITUTION NAME	ACCREDITED PROGRAMMES	CONTACTS
<b>University of the Witwatersrand</b> School of Construction Economics & Management	<ul style="list-style-type: none"> <li>• <b>BSc:</b> Construction Studies</li> <li>• <b>BSc (Hons):</b> Construction Management</li> <li>• <b>Master of Science:</b> Building in Construction Project Management</li> </ul>	<b>011 717 7663</b> <b>www.wits.ac.za</b>
<b>University of Johannesburg</b> Faculty of Engineering and the Built Environment	<ul style="list-style-type: none"> <li>• <b>ND:</b> Building</li> <li>• <b>B Tech:</b> Construction Management</li> </ul>	<b>011 559 6428</b> <b>www.uj.ac.za</b>
<b>University of Pretoria</b> Department of Construction Economics	<ul style="list-style-type: none"> <li>• <b>BSc:</b> Construction Management</li> <li>• <b>BSc (Hons):</b> Construction Management</li> <li>• <b>MSc:</b> Project Management</li> </ul>	<b>Tel: 012 420 4111</b> <b>www.up.ac.za</b>
<b>Tshwane University of Technology</b> Department of Building Sciences	<ul style="list-style-type: none"> <li>• <b>ND:</b> Building</li> <li>• <b>BTech:</b> Construction Management</li> </ul>	<b>Tel: 086 110 2421</b> <b>www.tut.ac.za</b>

### FREE-STATE

INSTITUTION NAME	ACCREDITED PROGRAMMES	CONTACTS
<b>University of the Free State</b> Faculty of Natural and Agricultural Sciences	<ul style="list-style-type: none"> <li>• <b>BSc:</b> Construction Management</li> <li>• <b>BSc (Hons):</b> Construction Management</li> <li>• <b>Masters of Land and Property Management (MLPM)</b></li> </ul>	<b>Tel: 051 401 9111</b> <b>www.ufs.ac.za</b>
<b>Central University of Technology</b>	<ul style="list-style-type: none"> <li>• <b>ND:</b> Building</li> <li>• <b>BTech:</b> Construction Management</li> </ul>	<b>Tel: 051 507 3911</b> <b>www.cut.ac.za</b>

## EASTERN CAPE

INSTITUTION NAME	ACCREDITED PROGRAMMES	CONTACTS
<b>Nelson Mandela University</b> Building & Human Settlement Development (BHSD) Faculty of Engineering, the Built Environment & Information Technology	<ul style="list-style-type: none"> <li>• <b>ND:</b> Building</li> <li>• <b>BTech:</b> Construction Management</li> </ul>	Tel: 041 504 1111 <a href="http://www.mandela.ac.za">www.mandela.ac.za</a>
<b>Nelson Mandela University</b> Construction Management (CM) Faculty of Engineering, Built Environment & Information Technology	<ul style="list-style-type: none"> <li>• <b>BSc:</b> Construction Studies</li> <li>• <b>BSc (Hons):</b> Construction Management</li> <li>• <b>MSc in Built Environment, Construction Management Specialisation</b></li> <li>• <b>MSc in Built Environment, Construction Health and Safety Management specialisation</b></li> <li>• <b>MSc in Built Environment, Project Management specialisation</b></li> </ul>	Tel: 041 504 1111 <a href="http://www.mandela.ac.za">www.mandela.ac.za</a>

## WESTERN CAPE

INSTITUTION NAME	ACCREDITED PROGRAMMES	CONTACTS
<b>University of Cape Town</b> Department of Construction Economics and Management	<ul style="list-style-type: none"> <li>• <b>BSc:</b> Construction Studies</li> <li>• <b>BSc (Hons):</b> Construction Management</li> </ul>	Tel: 021 650 2699 <a href="http://www.uct.ac.za">www.uct.ac.za</a>
<b>Cape Peninsula University of Technology</b> Department of Construction Management and Quantity Surveying	<ul style="list-style-type: none"> <li>• <b>ND:</b> Building</li> <li>• <b>BTech:</b> Construction Management</li> </ul>	Tel: 021 959 6767 <a href="http://www.cput.ac.za">www.cput.ac.za</a>

## KWA-ZULU NATAL

INSTITUTION NAME	ACCREDITED PROGRAMMES	CONTACTS
<b>Durban University of Technology</b> Department of Construction Management and Quantity Surveying	<ul style="list-style-type: none"> <li>• <b>ND:</b> Building</li> <li>• <b>BTech:</b> Construction Management</li> </ul>	Tel: 031 373 2000 <a href="http://www.dut.ac.za">www.dut.ac.za</a>

# FINDING WORK

## PART-TIME OR FULL-TIME

Once you leave school, you will have to seriously start thinking about earning money. It is never too early to start preparing the documents you will need for your job applications.

## COVER LETTER

The first paragraph is a polite introduction, for example:

*"It is my privilege to include my resume for your consideration for the position of a site manager as advertised on the internet."*

Then use the body of the cover letter to match the employer's requirements with specific experiences in your past.

*"I would like to specifically draw your attention to the workplace training position I held as a junior site assistant where I assisted with ad hoc duties on site. These resulted in the project being completed on time."*

Finally, you politely sign-off with a short thank you for the opportunity to apply.

*"Thank you for the opportunity to be considered for this position. Please let me know if you should require any further information."*

*Yours sincerely"*

## CV:

CV stands for "curriculum vitae".

This is a chronological record of what you have been doing prior to applying for the job.

## TO THE POINT:

Use power verbs, such as created, developed, initiated, achieved, lead, explored, to start each sentence. Next, state your results in a tangible format, e.g. 80% growth, R500.000 profit, first place.

## INTERVIEW NO-NOs

- Being late for an interview
- Inappropriate clothes
- Lies or spelling errors in your CV
- Slouching in your chair

## RESUME:

A resume is far shorter than a CV.

It hardly exceeds two pages and offers a specific job-targeted summary of your skills and experiences.

## ORDER OF CV OR RESUME:

1. Start with education and awards
2. Employment history (most recent first)
3. Membership of societies or clubs
4. References



## SKILLS REQUIRED AS A CPM

**COMMUNICATION** - It is essential that project managers can effectively convey a vision, ideas, goals and issues as well as produce reports and presentations, among other skills.

**LEADERSHIP** - Being able to lead your team as well as manage them to achieve your objectives is what leadership is all about. It's important to be able to inspire others, set the vision and lead effectively.

**SCHEDULING** - It should go without saying that project scheduling is a core project management skill. Project scheduling helps to deliver results more successfully for others.

**COST CONTROL** - You need to show that you can deliver your project within the cost constraints and by managing the project finances intelligently.

**RISK MANAGEMENT** - Project managers are required to work on the more complex, transformative, unique aspects of projects that are risk-prone and require proper risk management.

**CRITICAL THINKING** - In order to make good decisions, you must be able to think critically. You must be able to weigh up the pros

and cons of solutions to problems before choosing the right way forward.

**COACHING** - Most of the people on your project team often do not work for you. That makes it really important to be good at managing in a matrixed environment but also that you are good at coaching. Why? Because they may not have much project experience and you'll have to coach them to top performance.

**TASK MANAGEMENT** - You should be able to create a task list, delegate work to others and keep on top of progress.

**QUALITY MANAGEMENT** - Managing quality ensures that you deliver a product that is fit for purpose.

**MEETINGS MANAGEMENT** - Being able to sense when a meeting is going off the rails and people aren't paying attention is a key skill for project managers. Scheduling meetings according to needs and on time is imperative.

**A SENSE OF HUMOUR** - Getting through your project largely relies on a good sense of humour and the goodwill of colleagues prepared to pick up the slack.

**"WE LIVE IN A SOCIETY THAT STILL HAS VAST SOCIO-ECONOMIC GAPS AND IN ORDER TO ADD MEANINGFULLY TO ANY CONSTRUCTION WITHIN THE BUILT ENVIRONMENT, THESE ELEMENTS MUST BE A PART OF THE SUITE OF CONSTRUCTION COMPONENTS"**

- Tjiamogale Eric Manchidi (PrCPM); Former SACPCMP President

# KNOWLEDGE AREAS REQUIRED FOR CONSTRUCTION HEALTH AND SAFETY OFFICERS

## CONSTRUCTION HEALTH AND SAFETY OFFICER

The applicant must demonstrate knowledge and application of:

- The principles of human resources planning and management, and its application to the health and safety management system.
- Concepts and principles of interpretation and the use of occupational hygiene survey results.
- Health and safety project communication requirements.
- Health and safety documentation and document control.
- Project emergency preparedness planning and implementation.
- The principles of developing and implementing safe working procedures.
- The evaluation of health and safety training requirements for a specific project.
- The application of monitoring tools and technical reports related to occupational health and safety.

## CONSTRUCTION PROJECT SPECIFIC HEALTH AND SAFETY MANAGER

The applicant must demonstrate knowledge and application of:

- The structure of regulatory requirements regarding health and safety and an appropriate legal framework for a construction project.
- Principles of cause and effect analysis and its application to hazard identification and risk management on a project.
- The fundamentals of leading health and safety practices related to construction operations that are incorporated into health and safety management systems.
- Facilitating the development of an organisational risk profile.
- Designing health and safety management systems specific to the needs of an organisation and a specific construction project.
- Facilitating the formulation of organisational and project health and safety strategy.

*"IF YOU PUT GOOD PEOPLE IN BAD SYSTEMS, YOU GET BAD RESULTS. YOU HAVE TO WATER THE FLOWERS YOU WANT TO GROW."*

– Stephen Covey

# CHOOSING A CAREER WITHIN THE DISCIPLINES OFFERED BY THE SACPCMP

**WHY CHOOSE A CAREER WITHIN THE DISCIPLINES OFFERED?**



The Construction Industry offers exciting and creative career opportunities. South Africa is a developing country, still challenged with growing its economy by creating employment. As a developing country, there is a need to improve on our infrastructure by building airports, roads, hotels, schools, stadiums, etc. This will attract investors which in turn will result in job creation. However, there is currently a shortage of skills in this sector.

The Construction Industry is very important to the South African economy. Choosing a career within the disciplines offered by the SACPCMP can increase your chances of finding employment.

**WHAT IS THE FUTURE OF THE SECTOR?**



Construction is one of the five top performing sectors in South Africa, far outperforming the average GDP growth rate. The top five performing sectors in the economy are those that, through their activities, contribute most to job creation, fixed investment spend and profit growth.

**WHERE CAN YOU WORK?**



- Public Sector: National, provisional and local government departments, local authorities, district and local municipalities and para-statal organisations.
- Private Sector: Construction companies, industrial development companies; property development companies and consulting services.
- Education: Lecture at universities.
- Other specialist opportunities: research (at universities); legal advice; consultancy services.

# PROFESSIONALS WHO STRUCTURE SUCCESS THROUGH DETERMINATION

## THE CONSTRUCTION PROJECT MANAGER AS A PUBLIC SERVANT

### NELSON NAIR

CHIEF CONSTRUCTION PROJECT MANAGER AT THE DEPARTMENT OF PUBLIC WORKS

Nelson Nair grew up in a large family under difficult circumstances from a disadvantaged background during the previous political regime, with very little opportunities. Finances were always a problem and as a result, he left school at an early age to seek employment. Nelson went through tough and trying times. He started working as an apprentice with Murray and Roberts. Whilst employed he continued studying part time and eventually moved on to work with Building Industries Federation of South Africa Training College (BIFSA). He is currently employed by the National Department of Public Works (NDPW) and due to his commitment and hard work, the NDPW has provided him with the opportunity to further his studies.

#### WHERE DID YOU OBTAIN YOUR QUALIFICATION?

Cape Peninsula University of Technology (CPUT) in Cape Town.

#### WHY DID YOU CHOOSE THIS INSTITUTION?

When I decided to further my studies, CPUT was the only university offering the Bachelor of Technology Degree in Construction Project Management.

#### WHAT PERSUADED YOU TO STUDY TOWARDS YOUR CM/CPM QUALIFICATION?

I wanted to study towards the CPM qualification to improve my skills and be adequately equipped to effectively manage change in a high-demand and dynamic hands-on industry. It was paramount to gain better insight in understanding the complexities of people and stakeholder management engagement.

The programme offered invaluable learning opportunities; how to communicate successfully with stakeholders and project teams, efficient planning and time management as well as conflict and quality management – all of which attracted me because of the vital importance of proficiency required in these areas to lead and manage successfully.

#### WHAT WAS THE BEST PART OF BEING A STUDENT AND WHAT WAS YOUR FAVOURITE SUBJECT?

Without hesitation, the student discounts! That coupled with the advantages that came from being a mature student. For instance, in contrast to my younger peers, it was easier to relate to

the lecturers. I found myself in a privileged position, being able to draw on my own experience and interact meaningfully in discussions on various concepts in both practice and theory that provided additional dimensions to the learning experience. From a social perspective, going to university with a little more life experience facilitated the ability to network and build relationships with the people around me more easily. My favourite subjects were Operational Research and Strategic Management.

**HOW CHALLENGING WAS THIS PHASE OF YOUR EDUCATION AND WHAT WERE THE HIGHLIGHTS?**

Attending university as an older student had some challenges which needed a significant mind shift. Clearly understanding and interpreting the course material and its requirement was a high point during the course.

The academic demands on students can be challenging. Students are expected to take responsibility for their own learning, manage workload volumes, and complete assignments to strict deadlines. As an older student and being employed full-time, I had to make some mental adjustments to cope with such a commanding schedule. This required self-motivation, perseverance and dedication.

Learning to adjust to new teaching methods, studying independently and understanding the outcomes required on subject matter, required a shift in thinking I hadn't been exposed to before. I found the biggest challenge was to make sure I grasped the content during lectures. I always made a point to engage with tutors one-on-one after lectures to ratify my understanding of the content and concepts delivered.

One of the highlights was when I scored the highest grade for one of the modules. It



provided me with such self-belief and self-esteem. Understanding the course material and requirements was also a high point.

**WERE THE EXAMS DIFFICULT?**

The examination paper was fair. I had an advantage in being able to apply a wealth of knowledge gained from many years of experience in the industry to the new knowledge gained from my studies to better answer the questions accurately. It is always important to fully understand and interpret a question before attempting to answer it. Often the answer is in the question.

**AFTER COMPLETING YOUR STUDIES, WHAT TRAINING OPTION DID YOU OPT FOR? WHY AND WITH WHICH ORGANISATION?**

Post qualification I attended CPD conferences and workshops with the SACPCMP, CIB, CIDB, ASCOSA and various workshops on the relevant Conditions of Contract. CPD resonates with my own philosophy of lifetime learning made possible via its multiple platforms of professional development opportunities.

Regardless of how qualified and experienced we are in business or in our professions, we should always strive to keep the fire burning through learning. In my opinion, some of the best professional platforms supporting

## **“I WANTED TO STUDY TOWARDS THE CPM QUALIFICATION TO IMPROVE MY SKILLS AND BE ADEQUATELY EQUIPPED TO EFFECTIVELY MANAGE CHANGE IN A HIGH-DEMAND AND DYNAMIC HANDS-ON INDUSTRY”**

CPD are industry conferences, which I attend regularly. They are a great opportunity to network and engage with peers, as well as encounter new industry suppliers, contract material and methods.

I receive important insights into the latest cutting-edge technology in the Built Environment that enables me to better position myself as an expert subject-matter advisor.

### **YOU CURRENTLY WORK FOR DPW. WHAT IS YOUR ROLE IN THE ORGANISATION?**

I joined the Department of Public Works in 1994. The Department’s mandate is to be the custodian and manager of all National Government fixed assets. It is also the catch net for legislation that doesn’t fall into other departments or designated responsible institutions. This includes the determination of accommodation requirements, rendering expert-Built Environment services to client departments, acquisition, maintenance and disposal of assets.

I am currently Chief Construction Project Manager at DPW and some of my responsibilities include immovable asset management, promoting an enabling environment for job creation and poverty alleviation, corporate governance and compliance, management of human resources, management and supervision of Built Environment professionals and project

managers, mentorship and training of young professionals.

### **HOW DO YOU USE YOUR CONSTRUCTION PROJECT MANAGEMENT QUALIFICATION?**

I apply a combination of theoretical and practical real-time experience that empowers me to address and solve every day technical and related problems in a proactive manner and simultaneously tackle the issue of skills transfer to aspiring project managers.

The management of construction projects requires knowledge of modern and effective management techniques as well as having a sound understanding of the intricacies in the design, construction and procurement process.

Having the necessary qualifications and experience in this discipline is of the utmost importance in meeting objectives and delivering quality outputs to the highest possible standards. The right qualification equips one to direct and manage any project with its predetermined objectives, scope, cost, time and quality management requirements.

### **HOW DO YOU THINK THE WORK YOU DO IMPACTS ON SOCIETY AT LARGE?**

The provision of high quality and sustainable infrastructure is critical to the development of our country and to redress the socio-economic disparities. I believe my role as a project manager contributes to, and has a significant impact on the delivery of public sector infrastructure projects. Effective management and delivery of strategic public-sector projects can generate high social returns and contribute to private sector activity, job creation, economic transformation and government revenues.

However, we collectively need to assist Government in improving capacity to plan, procure, manage and monitor projects, as well as working more closely with all stakeholders at various stages of the project development cycle to obtain maximum effect.

My work provides me with a better awareness and a systematic understanding of the importance of efficient infrastructure delivery systems and in particular, its role in economic and social development.

**WHAT WOULD YOU DO DIFFERENTLY IN THE WAY YOU WENT ABOUT GETTING TO THE POINT WHERE YOU ARE TODAY?**

Getting to this juncture in life was a hard journey but a fulfilling one. I would have certainly started my tertiary education much earlier in life.

My experience has taught me that careful assessment is needed to correctly prepare for the roll-out of infrastructure projects. This assessment can only be done by a thorough post evaluation of the successes and failures of previous or existing projects. In this way we can both avoid repeating mistakes of the past and improve service delivery from lessons learnt. Furthermore, if infrastructure projects are to benefit future generations and contribute positively to the potential of our country, it is essential that they are well planned, designed and constructed in a manner that incorporates the fundamental project management principles of time, quality, cost and socio-economic contribution. To attain this, we must select appropriately qualified and competent project managers with the requisite skills and experience. The current practice of extending the scope of a professional team member to be the principal agent or to provide project management services without the necessary competencies has, in many instances, led to project failures arising from delays, poor quality and cost overruns. I would, therefore, like government to appoint project managers who have the requisite industry-specific knowledge and a clear understanding of the project and societal imperatives.

**WHAT MESSAGE WOULD YOU GIVE TO PROSPECTIVE CM/CPM STUDENTS?**

Sustainable infrastructure is probably the single most important need for South Africa

**“HAVING THE NECESSARY QUALIFICATIONS AND EXPERIENCE IN THIS DISCIPLINE IS OF THE UTMOST IMPORTANCE IN MEETING OBJECTIVES AND DELIVERING QUALITY TO THE HIGHEST POSSIBLE STANDARDS.”**

today to develop the country and achieve its socio-economic goals. Our success in this regard will depend on an efficient infrastructure programme that must be well managed to achieve the desired outcomes. Infrastructure in South Africa should be viewed as an investment into economic growth. Therefore the effectiveness of the planning and implementation process will impact on the operational needs and usage.

Accordingly, education and training are key to ensure that construction project managers are well prepared for the challenges ahead. Professionalism and ethical behaviour in our industry will be key factors for future success. Knowledge and skills are best obtained through experience gained through time spent working in the correct industry sectors. Modern-day project management uses various tools and techniques which must be understood to achieve excellence.

Construction Project Management as a discipline has undergone major changes over time and has evolved into a modern-day specialist profession. Professional recognition is becoming a primary criteria for the selection of a project manager. Aspiring students should follow the route to registration as prescribed by the SACPCMP to ensure that they have the correct industry-specific knowledge to add value to the country’s infrastructure development plan.

# PROFESSIONALS WHO STRUCTURE SUCCESS THROUGH DETERMINATION

## A WILL TO SUCCEED

### JOSEPH MNDAWU SITHOLE

SAFETY OPERATIONAL MANAGER AT STEFANUTTI STOCKS

Meet Joseph Mndawu Sithole who progressed from working at a garage forecourt to being the Safety Operational Manager at Stefanutti Stocks. Currently he is responsible for managing all of the company's big projects in Gauteng. Indeed, from humble beginnings come great things.

How did Joseph Mndawu Sithole progress from working at a garage forecourt to being a registered Health and Safety Officer and working on major projects such as Eastgate Mall and BMW in Rosslyn? The answer is: through sheer determination and a will to succeed. Joseph had to navigate many obstacles, learn the ropes quickly and then transfer his skills through mentorship so that he could build a team of competent individuals.

**“THROUGH SHEER DETERMINATION AND A WILL TO SUCCEED. SITHOLE HAD TO NAVIGATE MANY OBSTACLES, LEARN THE ROPES QUICKLY AND THEN TRANSFER HIS SKILLS THROUGH MENTORSHIP SO THAT HE COULD BUILD A TEAM OF COMPETENT INDIVIDUALS”**

#### HIS ROOTS WERE HUMBLE AND FAMILY MEANS A GREAT DEAL TO HIM

“I grew up on a farm near Nelspruit. We were a very poor family of nine children, four of whom have already passed on. My mother has also passed on, but I am an active family member who likes to maintain close relationships with my family, helping each other, caring for my father and ensuring that we spend time together as a family. We have witnessed a lot of transformation in life and we respect God because we believe He is the one who changes our lives,” said Joseph.

#### THE JOURNEY TO SUCCESS READS LIKE A HOLLYWOOD MOVIE SCRIPT

“I was working at a garage forecourt from 1995 to 1998. During those years I was studying part time at Damelin College doing Administration Management. On completion of the course, I applied for a post as a clerk. In 1998, I was employed by Stocks & Stocks, a construction company and I persisted in doing short computer courses.

My employer at the time noted my certificates after completing my computer courses. He introduced me to Drawing Administration and gave me three months to prove myself. I mastered drawing and impressed them, later working as a drawing clerk until I was given the opportunity to do Quality Assurance. I was mentored by Pieter van Lelieveld, and then promoted to Senior Clerk, doing both drawing and quality assurance. In 2001, a safety consultant, Lappies Pretorius, recognised that I always assisted him with safety issues. He informed my manager, Robbie Grantham, who then asked me to assume the role of safety representative. In addition to my normal duties, I then represented my employer during client safety-agent visits and Department of Labour inspections. I then enrolled in safety courses for my own interest, but also to improve my exposure, knowledge and skills. In 2004, I was appointed permanently by Stocks Building Gauteng as a full time Safety Officer, but I still lacked experience and had no mentor in safety management. I then enrolled for a course with IRCA Global in 2005. A Quality Manager, Craig Sheehan, began employing safety representatives and I was given the responsibility to mentor them. This responsibility pushed me to enrol for different courses with DEKRA so that I could feed my learners with correct information. I was later promoted to Senior Safety Officer; it made me proud and happy to see my learners being promoted to Safety Officers as well.

In 2012 the Managing Director, Luc Jacobs, promoted me to work closer with the Safety Managers and to manage my own projects. This continued until a new MD, Andrew Owens, announced at a meeting that he was



**“THE KNOWLEDGE AND EXPERIENCE I BUILT OVER THE YEARS HAS ASSISTED ME TO MAINTAIN GOOD RELATIONSHIPS WITH MY SAFETY COLLEAGUES, SAFETY MANAGERS AND DIRECTORS OF THE ORGANISATION.”**

impressed with my work and that all the Safety Officers I had trained were competent. I was given my own office at the head office and the responsibility to manage all Gauteng projects as a Safety Operational Manager. The knowledge and experience I built over the years has assisted me to maintain good relationships with my safety colleagues, safety managers and directors of the organisation. I am proud and happy to help and groom safety personnel who are keen to progress,” boasts Joseph.

# STUDENT CHAPTER

His road to success has not been without stumbling blocks and his lack of a mentor was a major one. Consequently, Joseph has largely been self-taught, gleaning his vast experience through lessons learned. He had to deal with managers who were not supportive, and managers and staff using strong language, but his moral compass enabled him to be patient and to take things in his stride - it clearly worked!

“Not having a mentor was a challenge as I was the first appointed Safety Officer in the company. Management expected me to develop sound safety systems and a legal compliance document whilst I was still learning.

I learnt to be patient and continued doing safety management courses. I also learned about communication models and techniques which I have implemented along my growth path. That has transformed me completely. Today we have the best management team and I am the link between management and the employees,” he said.

## **FROM HUMBLE BEGINNINGS COME GREAT THINGS.**

The shift has been phenomenal. Joseph remembers his days of poverty when basics such as food and a place to stay were challenges that he had to face. It was his will to succeed and to aspire to greater things that spurred him on. Of course, making huge sacrifices was included in the mix.

“Winning safety awards as the best Safety Officer from MBA made me proud of my achievement. Having groomed 13 employees from labourers to Safety Officers, and some of them also winning awards, makes me feel ecstatic,” said Joseph.

When he is not working on construction sites, he is active at his church and also likes writing songs.

## **HE ENCOURAGES YOUNGSTERS TO SET GOALS IN LIFE AND PURSUE THEIR DREAMS**

“We need to learn to understand who we are and what we need in life. Create a vision for yourself and work towards it. You must understand that there will always be challenges and whatever you need in life will not always come easily. Patience is important. Consistence and commitments to your vision will help you to focus and drive you towards your goals and objectives,” he said.

**“ALL THE ADVERSITY I’VE HAD IN MY LIFE, ALL MY TROUBLES AND OBSTACLES HAVE STRENGTHENED ME... YOU MAY NOT REALIZE IT WHEN IT HAPPENS, BUT A KICK IN THE TEETH MAY BE THE BEST THING IN THE WORLD FOR YOU.”**

**- Walt Disney.**

# PROFESSIONALS WHO STRUCTURE SUCCESS THROUGH DETERMINATION

## GIVING BACK - EXCELLENCE IN MENTORSHIP

**DENZEL MANDURAY**  
CONSTRUCTION MANAGER AT AURECON

**Denzel Manduray is a Construction Manager and mentor. When he advises learners about choosing a career path in project and construction management, he does not mince his words.**

Plans are important, but planning is everything. This was from Eisenhower. “My advice is if you are not passionate about communication, integrating teams and engaging stakeholders then stay out of project and construction management (PCM). It takes dedication, time and effort and it is sometimes a thankless job without instant gratification,” said this successful Construction Manager who is currently employed at Aurecon.

Denzel exudes passion for the Construction Management profession and has taken the bold and selfless step to become a professional construction mentor. With such wisdom, he is bound to empower candidates and emerging construction managers, with gusto.

“I would like to be known as the ‘practical project manager’ who gave back to the profession. I believe in the law of aggregation; the more people I share my knowledge and experience with, the more I create an ultimate win for the profession. As a country we have the propensity to overcome challenges through dialogue and team work which are the key ingredients of good project management. I would like to be remembered as someone who has played a part in this work,” said Denzel.



His path too has by no means been an easy one.

“Given the maturity of the project management profession, there were very few opportunities for structured mentorship from real project management professionals. I chose to register as a candidate and submit a professional registration application after two years. During this time planning my experiential training was key to obtaining my professional credentials. The support from the SACPCMP was also beneficial in submitting the proper documentation for evaluation.

This was a great experience and it was excellent to be rewarded for undertaking project management in a professional capacity. The Project Management profession is underrated in the South African context and the establishment of the SACPCMP gave project managers a platform to acquire credentials and to step out of the shadows from the Engineering profession which has dominated the South African Built Environment," he said.

Denzel's success is reflected in his ability and willingness to network and share knowledge and lessons learnt. In the Construction Management profession, this is virtually obligatory.

"I started working on site as a site agent and gradually worked my way up to leading both construction and consulting projects. My special passion is leading and directing multi-disciplinary project teams and seeing the integrated effort paying off with a successful product, service and result. Most notably was the Gauteng Department of Education's 16 Schools project which was design-built. I was the PMO manager as well as the regional project manager for the East Rand," said an enthusiastic Denzel.

## **"I BELIEVE IN THE LAW OF AGGREGATION; THE MORE PEOPLE I SHARE MY KNOWLEDGE AND EXPERIENCE WITH, THE MORE I CREATE AN ULTIMATE WIN FOR THE PROFESSION"**

Where did the dream start? What were the driving forces? Denzel remembers fondly his English teacher at Westcliff Secondary School in Chatsworth, Mr. Pillay. In 1993, South Africa was poised on a knife's edge for a new order and insecurities defined Denzel's matric year. However, Mr. Pillay diffused these fears by opening up minds and reminding them about struggle stalwarts such as Nelson Mandela, Ahmed Kathrada and Pravin Gordhan. This gave the young man and his friends tools to deal with this potentially threatening situation.

Then there was his father who had a solid work ethic. Having worked for the Durban Metro for 41 years, his father hardly absented himself from work and Denzel

## **"THE PROJECT MANAGEMENT PROFESSION IS UNDERRATED IN THE SOUTH AFRICAN CONTEXT AND THE ESTABLISHMENT OF THE SACPCMP GAVE PROJECT MANAGERS A PLATFORM TO ACQUIRE CREDENTIALS AND TO STEP OUT OF THE SHADOWS FROM THE ENGINEERING PROFESSION WHICH HAS DOMINATED THE SOUTH AFRICAN BUILT ENVIRONMENT."**

inherited this from his dad. He had all the basic comforts but studying further necessitated that his father made sacrifices such as obtaining a student loan so that the dream slowly merge with reality. He of course sees these two individuals as role models.

"My dad is my inspiration and the pride he had after I graduated from school with honours gave me the will to give my career the very best efforts. To see his pride made me proud to be one of the first university graduates in our family.

My role models and mentors are people I work with every day. I draw inspiration from their experience, attitude, aptitude and work ethic," reflects Denzel.

He describes himself unequivocally as a family man and enjoys spending time with his wife Ramona and a being a dad to his children Colby and Robyn. Hailing from KwaZulu-Natal, it comes as no surprise that he is a Sharks supporter. While firmly rooted in Gauteng, he has adopted Kaizer Chiefs as his favourite local team.

Famous Director Steven Spielberg said, "The delicate balance of mentoring someone is not creating them in your own image but giving them the opportunity to create themselves." It is clear that Denzel Maduray epitomises the works of this when he assimilates mentoring as part of his work and duty to give back to the profession and society as a whole.

# WOMEN IN THE PROFESSION WHO STRUCTURE SUCCESS DESPITE CHALLENGES

## EMOTIONAL INTELLIGENCE - THE KEY TO SUCCESS!

### BRONWYN AMBLER-SMITH

SENIOR PROJECT MANAGER AT TURNER & TOWNSEND

Bronwyn Ambler-Smith, a Senior Project Manager at Turner & Townsend, is convinced that emotional intelligence is a prerequisite for survival, especially for a woman in the male-dominated world of Project and Construction Management.

**“WORKING AS A FEMALE IN CONSTRUCTION HAD ITS CHALLENGES. THE INDUSTRY IS STILL LARGELY MALE DOMINATED AND EMOTIONAL INTELLIGENCE IS REQUIRED TO NOT TAKE IT PERSONALLY”**

Bronwyn has vast site experience in both the public and private sectors and plays a decisive role in value engineering. Based in Cape Town, this 40-something lady has tackled major projects such as acting as the invisible contractor in the building of Cavendish Connect, an extension to Cavendish Square.

When she was tasked with developing the new office for Shell in Cape Town, Bronwyn travelled to Hamburg to study Shell’s safety requirements and completed a course in Safety Leadership.



But where did her journey begin? And how did it pave her way to success?

It was her dad who got her interested in construction. Her first choice was to become an architect. However, owing to circumstances she was “pushed” to get into the Project and Construction Management sector, and she now has absolutely no regrets.

Growing up in Johannesburg, her mom assigned her to her dad for Saturday child rearing. He was passionate about construction. At the tender age of two, when safety on construction sites was not an issue, Bronwyn became a

# STUDENT CHAPTER

frequent visitor to the sites her father visited. This seemed to have been aggregated into her psyche.

"I studied Construction Management at UCT and graduated in 1992. I did various Project Management jobs between 1992 and 2007. In 2007, I joined NMC Construction as a Site Manager and ran a series of projects including shopping centres, a hospital, a residence for UCT and an affordable housing estate, among others. In 2013, I joined Turner & Townsend as a Project Manager and was later promoted to Senior Project Manager. I registered with the SACPCMP in October 2015.

"Then Garth Rob, a contracts manager at NMC who really believed in me, entered my life. He stretched me right out of my comfort zone and helped me get to where I am today. Thankfully, there are some men in the industry who obliterate the usual stereotypes of chauvinism in the sector.

"Jacques Jacobs, my current director, has diverse international experience and has helped me lift my game," says Bronwyn.

It must be the belief in emotional intelligence that drives this woman who is determined to become an authority on Project and Construction Management, and who is bent on helping others. With all her accolades, it seems as if she has already achieved most of her dreams. Chevron, International News Bureau, Pinnacle Computers, Eikestad Mall, UCT and Transnet are just some of the projects that have been spearheaded by Bronwyn so far - accolades that would make her dad proud!

Work-life balance and emotional intelligence define this tough yet sensitive lady. A firm admirer of the late Nelson Mandela, she leverages her strength like him to cope with her career and to being a dedicated single mother to two young adults.

When she is not trawling construction sites, Bronwyn is content with camping, hiking, Yoga and gym. She takes great delight in cooking, reading and walking her dog. Cape Town is the haven for good food and wine, and Bronwyn maximizes opportunities to visit wine farms and great restaurants with family and friends.

Her message to the youth mirrors her philosophy that she shares with her two young children.

"Never give up. Emotional intelligence becomes more and more important. Make sure that you eat well and exercise to enable you to cope with the stresses and strains that come with being a project manager."

Daniel Goleman echoes what Bronwyn espouses about the power and the importance of emotional intelligence.

**"IF YOUR EMOTIONAL ABILITIES AREN'T IN HAND; IF YOU DON'T HAVE SELF-AWARENESS; IF YOU ARE NOT ABLE TO MANAGE YOUR DISTRESSING EMOTIONS; IF YOU CAN'T HAVE EMPATHY AND HAVE EFFECTIVE RELATIONSHIPS, THEN NO MATTER HOW SMART YOU ARE, YOU ARE NOT GOING TO GET VERY FAR."**

- Daniel Goleman

# WOMEN IN THE PROFESSION WHO STRUCTURE SUCCESS DESPITE CHALLENGES

## MANAGING CONSTRUCTION PROJECTS: MANAGING MEN!

**AMANDA MTYA**

CONSTRUCTION MANAGEMENT LECTURER - UNIVERSITY OF CAPE TOWN

Amanda Mtya, a Construction Management Lecturer in the Department of Construction Economics and Management at the University of Cape Town, also has the onerous task of managing production on construction sites. The challenge of this aspect lies in the managing of men, quips Mtya.

“Managing the human element on construction projects still has to be one of the most challenging and exciting tasks for me. I am a people’s person and, as simple as that may sound, it is my biggest weapon. Managing diverse teams from numerous organisations can be daunting and without proper communication, everyone can pull into different directions. My main objective is to ensure that all efforts are directed towards the same goal effectively and efficiently. In my current role as lecturer, my main challenge is student engagement. Construction Management is a very practical and hands-on discipline and most of my students still experience the disconnect between theory and application.

The exposure and experience I have gained in industry adds value to my course content through practical illustration of concepts,” said this bright and enthusiastic young lady.



She is currently an active member of the SACPCMP’s Construction Management Development Committee (CMDK). “My involvement with the SACPCMP’s Construction Management Development Committee is one of my highlights as it has helped me understand the

challenges facing the Construction Management discipline in the country,” explained Amanda.

As a 20-something young lady, it is evident that she has the drive and determination to consistently reinvent herself and to make a significant contribution to the CMDC. But where did it all start?

“I was introduced to the industry by Go for Gold – an education-to-employment programme serving the built environment, while I was still in Grade 11. After graduating with my BSc (Hons) in Construction Management, I worked for NMC Construction Group for three years. I had to relocate from Cape Town to Butterworth for my first project. This was challenging as my family remained in Cape Town. Working away from family meant more time on site as there was no one to rush home to. This helped when we chased deadlines. I then moved to Project Management at Delta Built Environment Consultants in Cape Town. Next, I went to Mahikeng in the North West where I worked as a Project Manager for Rural Infrastructure Development for three years. In 2015, I was the first recipient of the Honorary Ambassador Award at Go for Gold and in 2016, I was appointed as a board member, directing this wonderful organisation,” said Amanda.

**“IN MY CURRENT ROLE AS LECTURER, MY MAIN CHALLENGE IS TO ATTAIN STUDENT ENGAGEMENT. CONSTRUCTION MANAGEMENT IS A VERY PRACTICAL AND HANDS-ON DISCIPLINE AND MOST OF MY STUDENTS STILL EXPERIENCE THE DISCONNECT BETWEEN THEORY AND APPLICATION.”**

It is said that a career in academia is a calling. This seems to ring true for Amanda, who was surprised with herself when she embarked on an academic career path.

**“I LOVE AND ENJOY EDUCATING AND I AM PASSIONATE ABOUT CONSTRUCTION MANAGEMENT. NOW I HAVE AN EVEN GREATER INFLUENCE IN THE INDUSTRY AT LARGE THROUGH RESEARCH THAT CAN INFLUENCE POLICIES AND PROCEDURES”**

“I never thought I would settle in academia. My corporate ladder was directed towards running a project management consultancy firm but, when the opportunity presented itself, I adjusted my sails accordingly. It somehow feels like a calling. I love and enjoy educating and I am passionate about Construction Management. Now I have an even greater influence in the industry at large through research that can influence policies and procedures” explained Amanda.

Amanda seems to fit the stereotype of an academic. She is bent on improving her qualifications and to expand her horizons as a researcher. The difference lies in her selfless attitude, especially in her role as a Director of LAMPS, a registered NGO that tutors and mentors high school learners. The programme also offers career guidance workshops and operates in the townships of Cape Town.

She hails from a large family, where she is the middle child among six siblings.

“I am married to a wonderful husband and our son, Qhayiya, turned seven this year. Due to the nature of my work we have lived in different provinces for the past six years. It has been very difficult raising a family through cyber space,” quipped Amanda.

**“THIS IS A VERY EXCITING INDUSTRY BUT YOU EITHER NEED TO HAVE THE PASSION FOR IT OR BE A VERY HARD WORKER. CONSTRUCTION MANAGEMENT IS A DEMANDING, REWARDING AND EXCITING PROFESSION.”**

When she has the time, she enjoys reading articles on automation in Construction.

“My research is on the adoption of Building Information Modelling (BIM) in South Africa. It’s fascinating to read about new technological processes that have the potential of changing traditional practices for the better”, said Amanda. Her recent trip to Finland further fuelled her interest in the field of BIM.

“I was overwhelmed by the content we covered on the Digital Design and Construction course. Technology continues to prove that the possibilities are endless.” She presented one of her research papers at an international conference on Innovation Production and Construction in Perth, Australia in November 2018. “I would like to thank my amazing supervisor, Associate Professor Windapo, for presenting me with such opportunities. She challenges and supports my academic endeavours.”

“Dr Nokuzola Mndende, as the Director of Icamagu Heritage Institute is also an inspiration. I would love to meet her for religious reasons. There are not many avenues where one can learn about African (Xhosa) indigenous religion and her work is amazing. She inspires me to be hopeful. I was brought up in a Christian home and I would only encounter indigenous practices when there was a ritual back home in Mthatha, but this never fulfilled my yearning to

learn and know more about my being. Through her work, some of these voids are filled.”

Ideally, Amanda would like to see more youngsters, especially women, getting involved in the industry.

“This is a very exciting industry but you either need to have the passion for it or be a very hard worker. Construction Management is a demanding, rewarding and exciting profession,” she said.

The following quotation by American singer, Whitney Houston, is an apt summary of what epitomises the psyche of Amanda Mtya:

**“I LIKE BEING A WOMAN, EVEN IN A MAN’S WORLD. AFTER ALL, MEN CAN’T WEAR DRESSES, BUT WE CAN WEAR THE PANTS.”**

**– Whitney Houston**

# TRANSFORMATION OF THE PROFESSION

The SACPCMP prides itself on having been out of the starting blocks with crafting a Transformation Strategy and working towards the goal of ensuring that the number of professionals of colour as well as

the number of women in the profession will mirror the demographics of society. The official Transformation Strategy is hosted within the SACPCMP and focuses on all levels where it may have impact, as illustrated below:



# THE STUDENT CHAPTER

SACPCMP's Transformation Programme is called *Student Chapter* and focuses on the strategic objectives of growing the pipeline of prospective Project and Construction

Management disciplines and other disciplines offered by Council to transform the demographics of the profession to match the country's demographic profile.




**SCHOOL LEVEL**

- Workshops for Physical Science and Mathematics educators
- Encourage grade 6, 7 & 8 learners to choose Pure Maths and Science as major subjects
- Developmental camps for grade 11 and 12 learners, in partnership with provincial Departments of Education
- Career promotion activities
- Programmes offer Mathematics, English and Physical Science classes



**UNIVERSITY LEVEL**

- Capacity-building projects: This involves projects at historically disadvantaged universities aimed at building up qualifications

# STUDENT CHAPTER

Student Chapter membership serves as a unique primary category of registration for all eligible students studying Project and Construction Management and Construction Health and Safety at an accredited institution of higher learning in South Africa.

The Student Chapter category of membership is open to all students included in the description above, and serves as a skills pipeline for eligible graduates

in the Construction Management professions to graduate towards candidacy in their desire to attain professional registration.

A typical member of the Student Chapter will be a student studying either a National Diploma: Building; a Bachelor in Science (BSc.) or a Bachelor in Technology (Construction Management or Construction Health & Safety) degree at an accredited Institution of higher learning.



**To facilitate the entry of more students into the CM/CPM/CHS professions through changing youth mind-sets regarding the Construction Management professions.**

## HOW TO APPLY

Students are required by the SACPCMP to apply online via the Council's youth portal at **Y2P.org** and submit the following documentation for consideration of registration:

- Proof of enrolment to signify that the student is registered with a university or tertiary institution of study, clearly reflecting the student number and details of the programme of study.
- Certified copy of identity document.
- Certified copies of academic transcripts.
- Certified copies of relevant qualification certificates and other relevant memberships or registrations with similar institutions.
- Curriculum Vitae (in the prescribed format) only for successful students.
- Certified copies of the South African Qualifications Authority (SAQA) Evaluation (in the case of foreign qualifications).



**APPLY  
ONLINE**

**"THE PATH TO SUCCESS IS TO TAKE MASSIVE, DETERMINED ACTIONS."** - Tony Robbins

# PARENTS & GUARDIANS

## SUPPORTING THE JOURNEY

The road towards becoming a **Construction Manager (CM)**, **Construction Project Manager (CPM)** or **Construction Health and Safety Agent (CHSA)** is challenging and requires sacrifice from the prospective candidates. There are tough moments when the correct guidance, decisions and solid support from parents or guardians can make a difference.

Children benefit when they are not intimidated by numbers, but are rather encouraged to see the fun with Mathematics. Keep reminding your child that academic achievement can never be taken away by anyone. Encourage your children to sign up for Pure Maths instead of Maths Literacy. Add Physical Science.

Regular attendance, homework and test/exam preparation all matter. Become involved.

ACADEMIC

Help your child find a quiet, clean and well-lit space where she or he can study. Help manage TV time, sport and other extramural activities, and limit his or her chores around the house during the week when studies should take priority. If this is impossible at home, encourage your child to use the school or public library and offer to assist with transport to make this possible.

SPATIAL

There will be days when your child just wants to give up. Your child, however, will not be the first person to enrol towards becoming a CM, CPM or CHSA and many have lived to tell the story! Find the right balance between providing discipline, while offering sympathy when needed. Remember to tell your children how proud you are of their ambition, hard work and progress.



Life is filled with intimidating and confusing choices. Your children need someone to help make sense of their options. Define a clear goal, offer your time and resources (internet at the office, for example, if you have permission) to help your child sift through all the necessary steps towards enrolling for studies, finding sources for funding, and even the mundane things like accommodation, transport and more.



Not all families have the same resources and your support can only reflect that which is within your own capability. Help your child find a part-time or holiday job at your own place of work, or through friends, if possible. Research what bursaries, awards, subsidies, loans and other support may be available. Offer to help with a loan from the bank and make sure they understand what it will take to repay these loans.



## TIPS ON HOW TO MASTER MATHEMATICS

Many students believe that doing well in Mathematics is an inborn skill; something that can't be learned. The truth is that anyone can be successful in Mathematics; they just need the right strategies.

Below is a list of recommendations that parents can use to assist their children to excel in Mathematics:

**"PURE MATHEMATICS IS, IN ITS WAY, THE POETRY OF LOGICAL IDEAS"** - Albert Einstein

Don't ever think of homework as a choice. It is an important way for students to practise and master the concepts taught in class. Set up a regular time and place that will make doing the homework feel automatic.

**DO ALL THE  
HOMEWORK**

Mathematics classes move fast, teaching new concepts every day. What students do today, builds towards tomorrow. Mathematics punishes absences: to keep up, students must make time to come back and learn what they had missed. So, if an optional appointment has to be made, take care not to schedule it during Mathematics.

**FIGHT NOT  
TO MISS  
CLASS**

We all have reasons for legitimate absences. Find a friend who will take good notes when you're not there and call him/her later to fill you in on the homework. This is also good practise for the real world, where building positive relationships is necessary to thrive. In more advanced classes, it is a good idea to build a study group to practise for tests.

**FIND A  
FRIEND TO  
BE YOUR  
STUDY  
PARTNER**

High school teachers have up to 175 students, so it's important to distinguish yourself. Introduce yourself during the first week of school. Let your teacher know that you are interested in the class and welcome the opportunity to learn. Ask questions that show you're paying attention. Parents should also introduce themselves via email or at Back-To-School night. Teachers respond best to students who show that they care about the class.

**ESTABLISH  
A GOOD  
RELATIONSHIP  
WITH THE  
TEACHER**

Our culture has become focused on perfection, and it's tempting to ignore our mistakes. Students want to pass over mistakes they make on homework or a test; don't just let it go. It is important to fix mistakes and understand why they occur, otherwise we are doomed to repeat them. Take time to figure out the thinking behind a mistake and figure out how to do it right. Ask the teacher if you are unclear. In advanced classes, it can be helpful to write a paragraph of reflection about why the errors were made.

**ANALYSE  
AND  
UNDERSTAND  
EVERY  
MISTAKE**

Once a student realises that something is difficult, he or she should seek as much help as possible as quickly as possible. Teachers are very receptive to requests for extra help. Straighten out misunderstandings before they start to snowball.

**GET HELP  
FAST**

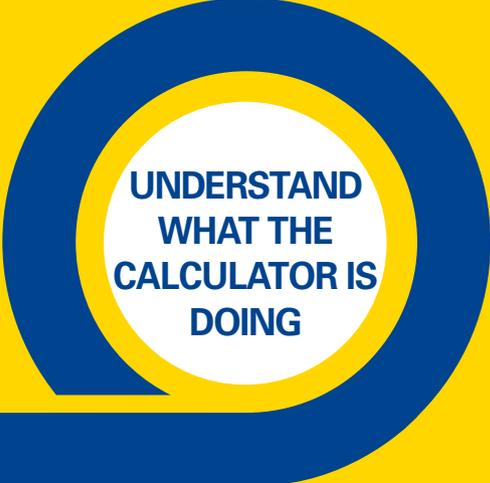
Questions are the vehicle by which we learn. If you have one, ask it. Chances are that many of your friends have the same question. Saying it out loud will help you, your classmates and the teacher. Asking good questions is a lifelong skill and school is a safe place to practice it. The more questions we ask, the easier it gets. A good teacher will respect all questions. If you feel that your teacher embarrasses you for asking a question, talk to your parents and have them tell the administration; this is a serious problem.

**DON'T  
SWALLOW  
YOUR  
QUESTIONS**

Quick: what is 9 times 7? To be successful, students must be able to answer this correctly in their sleep. The multiplication tables are the basis for most high school Mathematics problems. If your child doesn't know them, get them to practice! Make flash cards, buy a computer programme, and practise, practise, practise.

**BASIC  
SKILLS ARE  
ESSENTIAL**

It is not enough to know how to use the calculator; students need to know what the answer means. They should ask themselves what the calculator is doing for them, and always analyse the calculator's answer. For instance, if the teacher asks for "the square of negative three," many students will type in " $-3^2$ " which gives the answer "-9." But the real answer is " $(-3)^2$ ", or 9. Students should play around with their calculators and become familiar with the way they work.



**UNDERSTAND  
WHAT THE  
CALCULATOR IS  
DOING**

## CONTACT DETAILS

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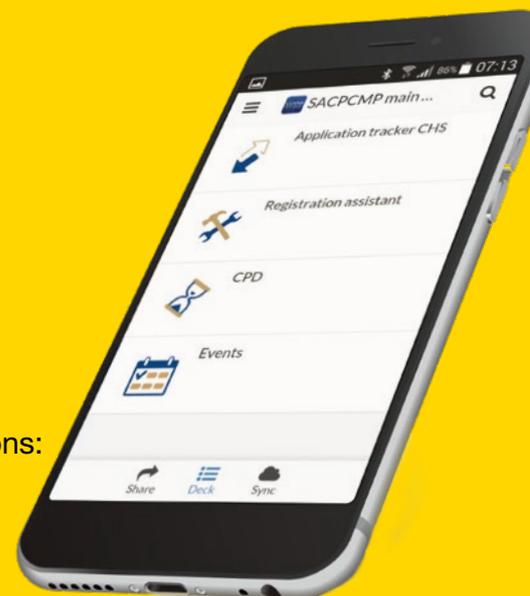
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STUDENT  
CHAPTER

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