

## BOARD NOTICE

### BOARD NOTICE 87 OF 2008

**The South African Council for the Project and Construction Management Professions  
(SACPCMP)**

**Recommended identification of work for the Construction Project Managers and the  
Construction Managers in terms of section 26(1) of the Project and Construction  
Management Professions Act, 2000  
(Act No. 48 of 2000)**

Written comments and inputs are invited by the SACPCMP from all Voluntary Associations, any person, a body and/or an industry that will be affected by the recommended identification of work for the two Professions. Submissions should be made to:

Via Post:

The Registrar  
SACPCMP  
P.O. Box 6286  
Halfway House  
1685

Hand delivery address:

B9 International Business Gateway  
Corner New and 6<sup>th</sup> Road  
Midrand  
1685

TEL: 011 318 3402/3/4

FAX: 011 318 3405

CLOSING DATE: BEFORE OR ON 23 OCTOBER 2008

## TABLE OF CONTENTS

1	DEFINITIONS .....	3
2	BACKGROUND INFORMATION TO THE IDENTIFICATION OF WORK .....	5
2.1	Description of the Profession .....	5
	<i>"Describe the professions role within the generic built environment process"</i> .....	5
2.2	Description of the services offered by the Professions.....	5
2.2.1	The Professional Construction Project Manager offers the following services .....	5
3	NATURE OF WORK, DUTIES, SKILLS AND COMPETENCIES FOR THE PROFESSIONS .....	7
4	LEGISLATIVE PROVISIONS.....	12
4.1	The legislation that governs the Professions.....	12
4.2	Provisions of the Act .....	12
5.	PROFESSIONS THAT CARRY OUT WORK SIMILAR IN NATURE TO THAT IDENTIFIED IN (2) ABOVE .....	13
6.	TYPICAL CLIENTS FOR THE PROFESSIONS .....	13
7.	IDENTIFIED WORK TO B E RESERVED FOR PROFESSIONAL CONSTRUCTION PROJECT MANAGER .....	14
8.	IDENTIFIED WORK TO B E RESERVED FOR PROFESSIONAL CONSTRUCTION MANAGER .....	17
9.	DEMARCAATION OF WORK .....	23
10.	BENEFITS FOR RESERVATION OF WORK .....	25
11.	FURTHER EXPLANATORY NOTES.....	26
12.	IMPLEMENTATION DETAILS .....	26

## 1 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 Work"** means the work identified under section 4 of this document.

**"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 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.

**"Construction Project Management Work"** means the work identified under section 4 of the Identification of Work document for Construction Project Managers

**"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.

**"Contract programme"** is the construction programme for the works agreed between the contractor and the Principal Agent.

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

**"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.

**"Direct Contractors"** are contractors appointed by the client to execute work other than the works.

**"Documentation programme"** is schedule prepared by the Principal Consultant and agreed to by other consultants indicating the timeous provision of all necessary design documentation required by the contractors and subcontractors for the construction of the works.

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

**"Improper Conduct"** as contemplated in section 27(3) of the Project and Construction Management Professions Act, means failure to comply with the code of conduct for registered persons.

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

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

**“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.

**“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 and Construction Management Professions Act”** means the Project and Construction Management Professions Act, 2000 (Act No. 48 of 2000).

**“Project Initiation programme”** is the programme devised by the Principal Consultant in consultation with the client and other consultants for all the work necessary to be completed prior to commencement of work by the contractors.

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

**“Public”** means any person or group of persons who is, or whose environment is, either directly or indirectly affected by any project and construction management activity, or by a product, outcome or influence of a project and construction management activity, which may impact on the health, safety and interest of such person or group of persons.

**“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.

**“Substantially Practise”** means regularly and consistently carry out project and construction management work identified in section 4 of this document, and charging professional fee for such work and accruing professional responsibility to a client or an employer for the performance of such functions.

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

**“The Council”** means the Council for the Built Environment established under section 2 of the Council for the Built Environment Act, 2000 (Act No 43 of 2000)

**“The South African Council for the Project and Construction Management Professions”** means the South African Council for the Project and Construction Management Professions established by section 2 of the Project and Construction Management Professions Act, 2000 (Act No. 48 of 2000), and **“SACPCMP”** has the same meaning.

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

## **1 BACKGROUND INFORMATION TO THE IDENTIFICATION OF WORK**

### **1.1 Description of the profession**

***“Describe the professions role within the generic built environment process”***

The role played by both the Professional Construction Manager and the Professional Construction Project Manager is to provide leadership and management of the construction process from conception to commissioning. The profession seeks to co-ordinate the activities of the professional team, construction team and all role players in an integrated manner to maximise resources. The Professions lead by planning, scheduling, communicating and motivating all team members to achieve a common set of objectives whilst leading and building team work.

### **1.2 Description of the services offered by the Professions**

#### **2.2.1 The Professional Construction Project Manager offers the following services :**

- A. 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.
- B. Finalization of the project concept and feasibility
- C. Manage, co-ordinate and integrate the detail design development process within the project scope, time, cost and quality parameters.
- D. The process of establishing and implementing procurement strategies and procedures, including the preparation of necessary documentation, for effective and timeous execution of the project
- E. 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
- F. 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

#### **2.2.2. The Professional Construction Manager offers the following services :**

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

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

**2.2.3. Candidate Construction Project Manager**

Perform work as detailed under 2.2.1 under the guidance of the Professional Construction Project Manager as stipulated in section 26(4) of the Act.

**2.2.4. Candidate Construction Manager**

Perform work as detailed under 2.2.2 under the guidance of the Professional Construction Project Manager as stipulated in section 26(4) of the Act.

## 2 NATURE OF WORK, DUTIES, SKILLS AND COMPETENCIES FOR THE PROFESSIONS

*"Describe the categories of professions recognised by the BEC, the nature of work performed by each category and the duties and responsibilities involved; and the minimum skills and competencies required to carry out such work"*

### 3.1. Categories of Professionals

- A. Professional Construction Project Manager
- B. Professional Construction Manager
- C. Candidate Construction Project Manager
- D. Candidate Construction Manager

### 3.2. Entry requirements for each category

Category	Entry requirement	Nature of work performed by the categories
Professional Construction Project Manager	A relevant four year qualification in the Built Environment with three years experience in the field of Construction Project Management field.	All work identified under 7 below in combination as the Professional manages the total Project life cycle from conception to completion including management of related Professional services.
Professional Construction Manager	A relevant four year qualification in the Built Environment with three years experience in the field of Construction Management field.	All work identified under 8 below in combination to manage the physical construction process including the co-ordination, administration and management of resources.
Candidate Construction Project Manager	A relevant four qualification in the Built Environment	All work identified under 7 below in combination under the supervision and control of the Professional Construction Manager from conception to completion including management of related Professional services.
Candidate	A relevant four qualification in the Built	All work identified under 8 below under the supervision and control of

Construction Manager	Environment	the Professional Construction Manager in combination to manage the physical construction process including the co-ordination, administration and management of resources:
----------------------	-------------	---

### 3.3. Duties and responsibilities involved for each category

Refer to 7 and 8, below for the standard services offered by the Professions.

### 3.4 Specific Skills and competencies required for the Professions

#### 3.4.1 Professional Construction Project Manager

##### Technical Competencies

- Knowledge of Construction Science
  - Understanding Structures
  - Understanding Construction and Building Sciences
  - Understanding Construction and Building Finishes
  - Knowledge of Building Materials
- Knowledge of Construction Processes
  - Site, Plant and Equipment
  - Formwork Systems
  - Quality Management
  - Health and Safety Management
  - Environmental Management
  - Organisational / Management Structures
  - General Building Sequences
  - General Output and Production Factors
  - Basic Knowledge of Building Trades
- Knowledge of the Design Processes
  - Sequence of Design Processes



- Time Required for Design Processes
- Knowledge of Financial and Cost Factors
  - Financial Processes
  - Cost of Construction

#### **Project Management Competencies**

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

- Facilitate the development of a Clear Brief
- Clearly Define the Roles and Responsibilities of the Consulting Team
- Prepare Letters of Appointment for the procurement of Consulting Team.
- 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
- Establish and recommend Professional Indemnity requirements
- Monitor and co-ordinate quality management of the design processes
- Establish and implement Communication Management Processes including the preparation of agenda, chairing and preparing minutes of all necessary meetings on the project.
- Co-ordinate and monitor cost control by the Cost Consultant
- Co-ordinate and monitor the preparation of Procurement documentation
- Facilitate and Monitor the preparation of the Health and Safety specifications
- Facilitate the preparation of all conditions of contracts
- Manage the pre-qualification, tendering, adjudication, recommendation and appointment processes

##### **As Principal Agent the CPM should have :-**

- The ability to take responsibility for and perform the role of Principal Agent on construction contracts.
- Knowledge and understanding of the Basic Principles of Law of Contracts
- Knowledge and understanding of Construction Contracts.
- The ability to build good relationships between client, consulting and construction teams.
- 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.
- The ability to establish and implement Quality Management Processes on contracts including quality control by the consulting and contracting teams.
- The ability to establish and implement Cost Management Processes on contracts including the issuing, costing and implementation of site instructions and variations.
- The ability to co-ordinate and monitor interface between all contractors.
- 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, resolve and certify progress and contractual claims.
- 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

### 3.4.2 Professional Construction Manager

#### Technical Competencies

- Knowledge of Construction Science
  - Understanding Structures
  - Understanding Construction and Building Sciences

- Understanding Construction and Building Finishes
- Knowledge of Building Materials
- Knowledge of Construction Processes
  - Site, Plant and Equipment
  - Formwork Systems
  - Quality Management
  - Health and Safety Management
  - Environmental Management
  - Organisational / Management Structures
  - General Building Sequences
  - General Output and Production Factors
  - Basic Knowledge of Building Trades
- Knowledge of the Design Processes
  - Sequence of Design Processes
  - Time Required for Design Processes
- Knowledge of Financial and Cost Factors
  - Financial Processes
  - Cost of Construction

**Construction 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 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 :
  - Agree and monitor contract programme and working programmes.
  - 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 :
  - Monitor implementation of remedial work by contractors and subcontractors
  - Facilitate the agreement of final accounts
  - Expedite and co-ordinate contract close out
- Knowledge of regulations relating to the Built Environment industry.

#### **3.4.3 Candidate Construction Project Manager**

Refer to 3.4.1

#### **3.4.4 Candidate Construction Manager**

Refer to 3.4.2

### **3 LEGISLATIVE PROVISIONS**

#### **3.1 *The legislation that governs the Professions***

The Project and Construction Management Professions Act, 48 of 2000 regulates the two professions Construction Project Management and the Construction Manager.

#### **3.2 *Provisions of the Act***

In terms of the process, the Act provides that (i) the Council must consult with the Voluntary Associations, any person, body or industry to identify the type of work performed by the Construction Project Manager, the Construction Manager and any specified categories as prescribed by the Council from time to time and that (ii) the Council should submit recommendations to CBE for consideration after the process of consultation.

Fundamentally, the Act 48 of 2000 provides that a person who is not registered may not do the following:

- Perform any kind of work identified for any category of registered persons,
- Pretend to be, or in any manner hold or allow himself or herself to be held out as a person registered in terms of the Act, 48 of 2000.
- Use the name of any registered person or any name or title referred to in section 18 or 21.
- Perform any act indicating or calculated to lead persons to believe, that he or she is registered in terms of the Act.

There is a further provision that seems to counter the foregoing in that it should not be construed as prohibiting any person from performing work identified for the Construction Manager and Construction Project Manager, provided that the person performs the work 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.

#### **5. PROFESSIONS THAT CARRY OUT WORK SIMILAR IN NATURE TO THAT IDENTIFIED IN (2) ABOVE**

There is no other Profession that performs work identified for the two Professions except that in most cases the Engineering Professions, Quantity surveying Professions and the Architectural Professions carry out part of the work similar to that identified for the Construction Project Manager and the Construction Manager as part of work performed in their Professions.

#### **6. TYPICAL CLIENTS FOR THE PROFESSIONS**

The typical clients for the Construction Project Manager and the Construction Manager ranges from private clients, public sector and private sector clients depending the on the need.

## **7. IDENTIFIED WORK TO BE RESERVED FOR PROFESSIONAL CONSTRUCTION PROJECT MANAGER**

### **7.1. As a Principal Consultant**

- 7.1.1 Facilitate the development of a Clear Project Brief
- 7.1.2 Establish the client's Procurement Policy for the Project
- 7.1.3 Assist the client in the procurement of the necessary and appropriate consultants including the clear definition of their roles, responsibilities and liabilities.
- 7.1.4 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
- 7.1.5 Manage the integration of the preliminary design to form the basis for the initial viability assessment of the project
- 7.1.6 Prepare, co-ordinate and monitor a Project Initiation Programme
- 7.1.7 Facilitate the preparation of the Preliminary Viability Assessment of the project
- 7.1.8 Facilitate client approval of all Stage 1 documentation
- 7.1.9 Assist the client in the procurement of the necessary and appropriate consultants including the clear definition of their roles, responsibilities and liabilities
- 7.1.10 Advise the client on the requirement to appoint a Health and Safety Consultant
- 7.1.11 Communicate the project brief to the consultants and monitor the development of the Concept and Feasibility within the agreed brief
- 7.1.12 Co-ordinate and integrate the income stream requirements of the client into the concept design and feasibility
- 7.1.13 Agree the format and procedures for cost control and reporting by the cost consultants on the project
- 7.1.14 Manage and monitor the preparation of the project costing by other consultants
- 7.1.15 Prepare and co-ordinate an Indicative Project Documentation and Construction Programme
- 7.1.16 Manage and integrate the concept and feasibility documentation for presentation to the client for approval
- 7.1.17 Facilitate client approval of all Stage 2 documentation
- 7.1.18 Assist the client in the procurement of the balance of the consultants including the clear definition of their roles, responsibilities and liabilities
- 7.1.19 Establish and co-ordinate the formal and informal communication structure, processes and procedures for the design development of the project

7.1.20 Prepare, co-ordinate and agree a detailed Design and Documentation Programme, based on an updated Indicative Construction Programme, with all consultants

7.1.21 Manage, co-ordinate and integrate the design by the consultants in a sequence to suit the project design, documentation programme and quality requirements

7.1.22 Conduct and record the appropriate planning, co-ordination and management meetings

7.1.23 Facilitate any input from the design consultants required by Construction Manager on constructability.

7.1.24 Facilitate any input from the design consultants required by Health and Safety consultant

7.1.25 Manage and monitor the timeous submission by the design team of all plans and documentation to obtain the necessary statutory approvals

7.1.26 Establish responsibilities and monitor the information flow between the design team, including the cost consultants.

7.1.27 Monitor the preparation by the cost consultants of cost estimates, budgets, and cost reports

7.1.28 Monitor the cost control by the cost consultants to verify progressive design compliance with approved budget, including necessary design reviews to achieve budget compliance

7.1.29 Facilitate and monitor the timeous technical co-ordination of the design by the design team

7.1.30 Facilitate client approval of all Stage 3 documentation

## **7.2 As Principal Agent**

7.2.1 Select, recommend and agree the Procurement Strategy for contractors, sub-contractors and suppliers with the client and consultants

7.2.2 Prepare and agree the Project Procurement Programme.

7.2.3 Co-ordinate and monitor the preparation of the tender documentation by the consultants in accordance with the Project Procurement Programme

7.2.4. Facilitate and monitor the preparation by the Health and Safety Consultant of the Health and Safety Specification for the project

7.2.5. 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

7.2.6 Advise the client, in conjunction with other consultants on the appropriate insurances required for the implementation of the project

7.2.7 Monitor the reconciliation by the cost consultants of the tender prices with the project budget

7.2.8 Agree the format and procedures for monitoring and control by the cost consultants of the cost of the works

7.2.9 Facilitate client approval of the tender recommendation(s)

- 7.2.10 Appoint contractor(s) on behalf of the client including the finalization of all agreements
- 7.2.11 Instruct the contractor on behalf of the client to appoint subcontractors
- 7.2.12 Receive, co-ordinate, review and obtain approval of all contract documentation provided by the contractor, sub-contractors, and suppliers for compliance with all of the contract requirements
- 7.2.13 Monitor the ongoing projects insurance requirements
- 7.2.14 Facilitate the handover of the site to the contractor
- 7.2.15 Establish and co-ordinate the formal and informal communication structure and procedures for the construction process
- 7.2.16 Regularly conduct and record the necessary site meetings
- 7.2.17 Monitor, review and approve the preparation of the Contract Programme by the contractor
- 7.2.18 Regularly monitor the performance of the contractor against the Contract Programme
- 7.2.19 Review and adjudicate circumstances and entitlements that may arise from any changes required to the Contract Programme
- 7.2.20 Monitor the preparation of the Contractor's Health and Safety Plan and approval thereof by the Health and Safety Consultant.
- 7.2.21 Monitor the auditing of the Contractors' Health and Safety Plan by the Health and Safety Consultant
- 7.2.22 Monitor the compliance by the Contractors of the requirements of the Health and Safety Consultant
- 7.2.23 Monitor the production of the Health and Safety File by the Health and Safety Consultant and contractors
- 7.2.24 Monitor the preparation by the Environmental Consultants of the Environmental Management Plan
- 7.2.25 Establish the construction information distribution procedures
- 7.2.26 Agree and monitor the Construction Documentation Schedule for timeous delivery of required information to the contractors
- 7.2.27 Expedite, review and monitor the timeous issue of construction information to the contractors
- 7.2.28 Manage the review and approval of all necessary shop details and product propriety information by the design consultants
- 7.2.29 Establish procedures for monitoring, controlling and agreeing all scope and cost variations
- 7.2.30 Agree the quality assurance procedures and monitor the implementation thereof by the consultants and contractors
- 7.2.31 Monitor, review, approve and certify monthly progress payments
- 7.2.32 Receive, review and adjudicate any contractual claims
- 7.2.33 Monitor the preparation the preparation of monthly cost reports by the cost consultants



- 7.2.34 Monitor long lead items and off-site production by the contractors and suppliers
- 7.2.35 Prepare monthly project reports including submission to the client
- 7.2.36 Manage, co-ordinate and monitor all necessary testing and commissioning by consultants and contractors
- 7.2.37 Co-ordinate, monitor and issue the Practical Completion Lists and the Certificate of Practical Completion
- 7.2.38 Co-ordinate and monitor the preparation and issue of the Works Completion List by the consultants to the contractors
- 7.2.39 Monitor the execution by the contractors of the defect items to achieve Works Completion
- 7.2.40 Facilitate and co-ordinate adequate access with the occupant for the rectification of defects by the contractors

### **7.3 As Consultant**

- 7.3.1 Issue the Works Completion Certificate
- 7.3.2 Manage, co-ordinate and expedite the preparation by the design consultants of all as-built drawings and design documentation
- 7.3.3 Manage and expedite the procurement of all operating and maintenance manuals as well as all warranties and guarantees
- 7.3.4 Manage and expedite the procurement of all statutory compliance certificates and documentation
- 7.3.5 Manage the finalization of the Health and Safety File for submission to the Client
- 7.3.6 Co-ordinate, monitor and manage the rectification of defects during the Defects Liability Period
- 7.3.7 Manage, co-ordinate and expedite the preparation and agreement of the final account by the cost consultants with the relevant contractors
- 7.3.8 Co-ordinate, monitor and issue the Final Completion Defects list and Certificate of Final Completion
- 7.3.9 Prepare and present Project Closeout Report

## **8. IDENTIFIED WORK TO BE RESERVED FOR PROFESSIONAL CONSTRUCTION MANAGER**

- 8.1 Define and agree preliminary scope of construction works.
- 8.2 Prepare Preliminary Construction Programme
- 8.3 Provide the necessary lead times required to prepare a detailed Design and Documentation Programme.

- 8.4 Review and recommend practical and cost effective construction alternatives to consultants' designs
- 8.5 Attend the appropriate planning, co-ordination and management meetings as required.
- 8.6 Review designs by consultants in relation to constructability requirements
- 8.7 Review designs by consultants in relation to Health and Safety requirements during construction and provide input if required on related practical and cost issues
- 8.8 Provide detailed cost information as required by the cost consultant for estimating, budgeting and cost reporting purposes
- 8.9 Prepare and submit a proposed method statement for the construction of the works
- 8.10 Review and confirm the Construction Strategy and method for submission of the Tender
- 8.11 Prepare the Construction Management organogram and obtain commitment from appropriate staff as required
- 8.12 Select, recommend and agree the procurement strategy for subcontractors and suppliers with the Principal Agent and consultants
- 8.13 Manage and co-ordinate the preparation and implementation of the Health and Safety requirements for inclusion in the tender
- 8.14 Manage and procure proposals for the appropriate contract insurances and guarantees required for the works
- 8.15 Review tender documentation to establish any cost effective alternative solutions
- 8.16 Manage the preparation and submission of the tender
- 8.17 Prepare and agree the Procurement Programme for sub-contractors and suppliers
- 8.18 Agree list of subcontractors and suppliers with the Principal Agent
- 8.19 Manage the tender process in accordance with agreed procedures, including calling for tenders, adjudication of tenders, and recommendation of appropriate domestic subcontractors and suppliers
- 8.20 Manage, co-ordinate and finalize negotiations on all contractual commitments
- 8.21 Manage the preparation and agreement of the Health and Safety Plan with the Client's Health and Safety Consultants and sub-contractors
- 8.22 Manage the site establishment including the provision of all necessary temporary services, storage facilities, security requirements and other site requirements
- 8.23 Establish and maintain regular monitoring of all line, level and datum of the works
- 8.24 Continuously monitor the compliance by the site management of the Health and Safety Plan
- 8.25 Provide the necessary documentation as required by the Health and Safety Consultant for the Health and Safety File
- 8.26 Manage the implementation of the requirements of the Environmental Management Plan

- 8.27 Appoint sub-contractors and suppliers including the finalization of all agreements
- 8.28 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
- 8.29 Monitor the ongoing projects insurance requirements
- 8.30 Facilitate and manage the establishment of subcontractors on the site
- 8.31 Finalize and agree the Quality Assurance Plan with the design consultants and sub-contractors
- 8.32 Continuously monitor the compliance of the quality of the works in accordance with the agreed Quality Assurance Plan
- 8.33 Establish and co-ordinate the formal and informal communication structure and procedures for the construction process
- 8.34 Regularly conduct and record the necessary construction management meetings including sub-contractors, suppliers, programme, progress and cost meetings
- 8.35. Finalize and agree the contract programme and revisions thereof as necessary.
- 8.36 Prepare and finalize the detailed Construction Programme including resources planning
- 8.37 Prepare and agree Information Schedule for timeous implementation of construction.
- 8.38 Continuously manage the review of construction documentation and information for clarity of construction requirements.
- 8.39 Manage and administer the distribution of construction information to all relevant parties.
- 8.40 Continuously monitor the construction progress
- 8.41 Manage the review and approval of all necessary shop details and product proprietary information by the design sub-contractors.
- 8.42 Review and substantiate circumstances and entitlements that may arise from any changes required to the Contract Programme
- 8.43 Establish procedures for, and monitor all scope and cost variations
- 8.44 Manage the preparation of monthly progress claims for payment
- 8.45 Receive, review and substantiate any contractual claims within the prescribed period
- 8.46 Regularly prepare and submit a Construction Status Report, including construction financial status report
- 8.47 Manage, co-ordinate and supervise all work on and off site
- 8.48 Manage and co-ordinate the requirements of the direct contractors if required to do so
- 8.49 Manage, co-ordinate and monitor all necessary testing and commissioning
- 8.50 Co-ordinate, monitor and expedite the timeous rectification of all defects for the achievement of Practical Completion

8.51 Co-ordinate, monitor and expedite the timeous rectification of all defects for the achievement of Works Completion

8.52 Manage, co-ordinate and expedite the preparation by the relevant subcontractors of all as-built drawings and construction documentation

8.53 Manage and expedite the procurement of all operating and maintenance manuals as well as all warranties and guarantees

8.54 Manage and expedite the procurement of applicable statutory compliance certificates and documentation

8.55 Manage the finalization of the Health and Safety File for submission to the Health and Safety Consultant.

8.56 Co-ordinate, monitor and manage the rectification of defects during the Defects Liability Period.

8.57 Manage, co-ordinate and expedite the preparation and agreement of the final accounts with the cost consultants and all subcontractors

8.58 Co-ordinate, monitor and expedite the timeous rectification of all defects for the achievement of Final Completion.

8.59 Prepare and present Contract Closeout Report

Type of work requiring identification	Reasons for the identification of the Work	Conditions for Identification of Work	Minimum competencies required to carry out the work	Lowest level of competency or category of professional eligible to carry out work	Any other profession carrying out the work?
<p><b>Construction Manager:</b></p> <p>All work identified under 7 above in combination as the Professional manages the total Project life cycle from conception to completion including management of related Professional services.</p>	<p>Work need to be identified and be reserved as</p> <p>(i) Some clients and the public have little understanding of the Professional's scope of services. The lack of understanding of the parameters on the part of the clients has an enormous adverse impact on the economy of the country. Reservation of work will ensure that unnecessary wastage is avoided.</p> <p>(ii) To minimise or completely circumvent vulnerability of clients. There is a likelihood of a high degree of unequal bargaining power between the consumers and the Professionals</p> <p>(iii) Sustainability on various dimensions will be addressed in particular, the environment so that the wellbeing of the future generations is not compromised.</p>	<ul style="list-style-type: none"> <li>Where a multi-disciplinary team is involved in the construction process.</li> <li>Where the cost is significantly high. The Council would not determine the threshold in terms of costs as there are other intricate factors such as complexity that poses as a threat if cost is considered in isolation.</li> <li>and all projects that are highly complex.</li> </ul>	<p>A minimum of four years recognised qualification in the Built Environment and three years relevant experience.</p>	<p>A candidate Construction Project Manager needs to have four years no qualifications with no experience. RPL may be considered within the approved SACPCMP RPL policy which is under development.</p>	<p>No any other Profession carries out the identified work in combination. The other Professions carry out parts of the type of work identified for the Construction Project Management.</p>

<p>(iv) Ensure that the constructed building adds value to the quality of life for the general public and not serve as a "white elephant".</p>	<p>Work need to be identified work and probably reserved due to</p> <p>(i) High impact on the part of the public as the health and safety of the general public is dependent on the proper execution of the work,</p> <p>(ii) Wastage on the construction processes may be avoided and directly contribute to a healthy state economy.</p> <p>(iii) Health and Safety of the construction workers. A healthy state will reduce state costs on social spending</p> <p>(iv) a likelihood of a high degree of unequal bargaining power between the consumers and the Professionals</p>	<ul style="list-style-type: none"> <li>• Where a multi-disciplinary team is involved in the construction process.</li> <li>• Where the cost is significantly high.</li> <li>• and in all projects that are highly complex.</li> </ul>	<p>A minimum of four years recognised qualification in the Built Environment and three years relevant experience.</p>	<p>A candidate Construction Manager needs to have four years qualifications with no experience. RPL may be considered within the approved SACPCMP RPL policy which is under development.</p>	<p>No any other Profession carries out the identified work in combination. The other Professions carry out parts of the type of work identified for the Construction Management.</p>
<p><b>Construction Manager:</b></p> <p>All work identified under 8 in combination to manage the physical construction process including the co-ordination, administration and management of resources:</p>					

### 9. DEMARCATI0N OF WORK :

Which categories of professionals and/or levels of competency are eligible to carry out reserved work?

Lowest level of competency or category of professional eligible to carry out work	Certification/Qualification of category	Basis for demarcating work to that competency level/category (e.g., the complexity of the work, risk impact, cost, etc)	Nature of Work to be performed by the Professional	Specific skills and competencies required
Professional Construction Project Manager	A relevant Four years qualification in the Built Environment with three years experience in the field of Construction Project Management.	<ul style="list-style-type: none"> <li>• Complex construction works where a multi-disciplinary team is involved.</li> <li>• Significant costs</li> </ul>	Refer to 7 above	Refer to 3.4.1 above
Professional Construction Manager	A relevant Four years qualification in the Built Environment with three experiences in the field of Construction Management.	<ul style="list-style-type: none"> <li>• Complex construction works where a multi-disciplinary team is involved. The Construction Manager.</li> <li>• Risk impact and</li> <li>• Significant costs.</li> </ul>	Refer to 8 above	Refer to 3.4.2 above
Candidate Construction Project Manager	A relevant Four years qualification in the Built	<ul style="list-style-type: none"> <li>• Complex construction works where a multi-</li> </ul>	Refer to 7 above; Work is performed under the guidance,	Refer to 3.4.1 above

	Environment..	disciplinary team is involved. • Significant costs	control, direction and supervision of the Professional Construction Project Manager.	
Candidate Construction Manager	A relevant Four years qualification in the Built Environment..	<ul style="list-style-type: none"> <li>• Complex construction works where a multi-disciplinary team is involved. The Construction Manager.</li> <li>• Risk impact and</li> <li>• Significant costs.</li> </ul>	Refer to 8 above; work is performed under the guidance, control, direction and supervision of the Professional Construction Manager.	Refer to 3.4.2 above



## 10. BENEFITS FOR RESERVATION OF WORK

The identification of work and its reservation is necessary for benefit of the public as indicated below :

<b>Type of work requiring reservation :</b>
As described in the identification of work document. (All identified work in combination must be reserved)
<b>The qualitative and/or quantitative costs or risks of not reserving the work :</b>
<ul style="list-style-type: none"> <li>• Huge losses due to wastage and duplicates in the construction process</li> <li>• Significant down time due to unco-ordinated schedules and processes</li> <li>• High risk impact associated with non-performance or poor performance and the direct impact on the health and safety of the general public</li> <li>• Uncertainty of expected standards from professional service providers</li> </ul>
<b>The likely qualitative and/or quantitative costs of the proposed reservation of work, including the impact on the market for services and on competition</b>
<ul style="list-style-type: none"> <li>• Abortive services by unregistered persons</li> <li>• No accountability</li> <li>• Uniform and standard costs for fees</li> </ul>
<b>The parties who will bear these costs</b>
Mainly clients and a direct impact on the general economy of the Country
<b>The likely benefits of reserving the work</b>
<ul style="list-style-type: none"> <li>• To impact positively on the economy of the nation.</li> <li>• Improved processes</li> <li>• Providing guidance in standardisation of costs. The model will seek to find a balance between giving guidance on Professional fees and allowing market forces in response to a developing economy</li> <li>• Avoid wastage and duplicates</li> <li>• Minimised health and safety risks</li> </ul>
<b>The parties who will reap these benefits</b>
<ul style="list-style-type: none"> <li>• The clients</li> <li>• Industry and</li> <li>• The public</li> </ul>
<b>Any alternative approaches to reserving the work, including non-regulatory action</b>
<ul style="list-style-type: none"> <li>• Not any that we can think of at this stage. The Council will review the situation on bi-annual basis</li> </ul>
<b>The feedback from public consultation on the points above</b>
<p><b>There has been a considerable amount of consensus</b></p> <p>The main concern was that the Council has not defined the Project threshold in terms of costs as it has a direct negative impact on contractors that manage small projects/contracts. The Council's position currently is that project cost is not the only determining factor for complexity. The Council recommendation is that all construction projects should have a professional involved mainly a</p>

Professional Construction Manager for non-complex projects.

## 11. FURTHER EXPLANATORY NOTES

None

## 12. IMPLEMENTATION DETAILS

<b>Policy Owner</b>	CBE
<b>Implementation Date</b>	On promulgation by the Minister /CBE
<b>Review Date</b>	The first review of the identification of work should commence between six months to one year of its implementation, jointly done by the CBE and the SACPCMP. Thereafter reviews should be carried out every two years.
<b>Related Information</b>	<ul style="list-style-type: none"> <li>• CBE and the BE Acts</li> <li>• Competition Acts</li> <li>• The Promotions of Administrative Justice Act, Act 3 of 2000</li> </ul>