



# GQA LEVEL 7 NVQ DIPLOMA IN CONSTRUCTION SENIOR MANAGEMENT

**Qualification Number 601/8902/2**

Issue 2: September 2017



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# PERSONAL COMPETENCE SUMMARY

Name		Company/Centre			
Job Title		GQA Registration Number			
	UNITS OF COMPETENCE			ASSESSOR SIGNATURE Performance and knowledge assessment completed and supplemented with evidence overtime	DATE
<b>Unit ref</b>	<b>MANDATORY UNITS</b>	<b>Level</b>	<b>Credit</b>		
J/508/5121 C200	Manage project processes in construction management	7	29		
L/508/5122 C201	Manage teams in construction management	7	16		
R/508/5123 C202	Recruit staff in own area of responsibility	5	4		
Y/508/5124 C203	Examine staff turnover issues in own area of responsibility	5	4		
D/508/5125 C204	Plan, allocate and monitor work of a team	3	5		
K/508/5127 C205	Plan, allocate and monitor work in own area of responsibility	4	5		
H/508/5126 C206	Provide advice, judgement and service ethically in construction management	7	19		
M/508/5128 C207	Lead and manage meetings	3	4		
T/508/5129 C208	Participate in meetings	2	2		
K/508/5130 C209	Develop self and others in construction management	6	11		
<b>Mandatory units for pathway 1 Production</b>					
M/508/5131 C210	Control projects in construction management	7	23		
<b>Optional units for pathway 1 Production (credit value: 62) FIVE Units</b>					
<b>Mandatory units for pathway 2 Commercial (credit value: 11)</b>					

T/508/5132	Control budgets and contract entitlement in construction management	7	11		
C211					
<b>Optional units for pathway 2 Commercial (credit value: 69) FIVE Units</b>					

RELIABLE EVIDENCE: The forms of evidence available include ( mark as appropriate)

- |                              |                          |                         |                          |
|------------------------------|--------------------------|-------------------------|--------------------------|
| Observation in the workplace | <input type="checkbox"/> | Assessment of knowledge | <input type="checkbox"/> |
| Records of prior experience  | <input type="checkbox"/> | Witness statement(s)    | <input type="checkbox"/> |
| Testimonial(s)               | <input type="checkbox"/> | Photographic evidence   | <input type="checkbox"/> |
| Work records                 | <input type="checkbox"/> | External testing        | <input type="checkbox"/> |



**COMPETENCE COMPLETION SIGNATURES**

By signing here, the Candidate and Assessor confirm that evidence presented is authentic and that the assessments took place in accordance with the relevant assessment strategy. Details of the assessments and evidence must be recorded in the assessment decision record/summaries at the rear of this book.

	Name and Signature	Date
Candidate		
Lead Assessor		
Internal Verifier		
External Verifier		

# Introduction to the Qualification

## Who is this Qualification for?

The aim of this qualification is to recognise the knowledge, skills and competence demonstrated by an individual in the workplace. This Level 7 NVQ Diploma in Construction Senior Management provides the opportunity for Individuals who are working as managers within the construction and built environment sector to demonstrate their competence. This work based qualification is at Level 7, although some units may be at different levels and is aimed at individuals who are leading and controlling projects in construction - for example, managers with responsibility for procurement, estimation or design.

Because of the wide range of tasks that take place on Construction sites it is not expected that those who have managerial responsibilities will all carry out the same activities; the qualification is structured to ensure that there is a high degree of flexibility within the units available. There are 10 mandatory units in Group A and then there are 2 pathways-Production and Commercial. In addition to the qualification mandatory units the following applies; candidates must complete the selected pathway mandatory unit and the required number of credits from the selected group of pathway optional units. The minimum total credit value of the qualification is 184 credits for the Production pathway and 179 credits for the Commercial pathway.

The qualification has been developed in a way to allow employees from companies of all sizes and specialisms equal opportunity to complete.

## What is required from candidates?

There are 10 mandatory units in Group A and then there are 2 pathways-Production and Commercial. In addition to the qualification mandatory units the following applies; candidates must complete the selected pathway mandatory unit and the required number of credits from the selected group of pathway optional units. The minimum total credit value of the qualification is 184 credits for the Production pathway and 179 credits for the Commercial pathway.

Unit no	Mandatory units Group A (99 credits)	Level	Credit
J/508/5121	Manage project processes in construction management	7	29
C200			
L/508/5122	Manage teams in construction management	7	16
C201			
R/508/5123	Recruit staff in own area of responsibility	5	4
C202			
Y/508/5124	Examine staff turnover issues in own area of responsibility	5	4
C203			
D/508/5125	Plan, allocate and monitor work of a team	3	5
C204			
K/508/5127	Plan, allocate and monitor work in own area of responsibility	4	5
C205			
H/508/5126	Provide advice, judgement and service ethically in construction management	7	19
C206			
M/508/5128	Lead and manage meetings	3	4
C207			
T/508/5129	Participate in meetings	2	2
C208			
K/508/5130	Develop self and others in construction management	6	11
C209			
<b>Mandatory units for pathway 1 Production</b>			
M/508/5131	Control projects in construction management	7	23
C210			
<b>Optional units for pathway 1 Production (credit value: 62 )</b>			
A/508/5133	Prepare and agree a project brief and outline programme in construction	7	24
C212			

J/508/5135 C213	Direct the management of design development and processes in construction management	7	22
L/508/5136 C214	Assess and evaluate the sustainability and environmental impact of developments in construction management	7	22
F/508/5134 C215	Evaluate sustainable resources and requirements for the whole lifecycle of a construction project	6	20
R/508/5137 C216	Establish project procurement arrangements in construction management	6	18
Y/508/5138 C217	Implement, monitor and control strategic procurement systems in construction management	7	12
D/508/5139 C218	Implement procurement processes in construction management	6	19
R/508/5140 C219	Manage the preparation and submission of estimates, bids and tenders in construction management	7	16
Y/508/5141 C220	Ensure that contracts are prepared, negotiated and agreed in construction management	6	18
T/508/5132 C211	Control budgets and contract entitlement in construction management	7	11
D/508/5142 C222	Evaluate and progress the resolution of contractual disputes in construction management	7	18
H/508/5143 C223	Manage marketing and customer service in construction management	6	13
K/508/5144 C224	Managing the handover of the construction project in the workplace	6	10
<b>Mandatory units for pathway 2 Commercial (credit value: 11 )</b>			
T/508/5132 C211	Control budgets and contract entitlement in construction management	7	11
<b>Optional units for pathway 2 Commercial (credit value: 69 )</b>			
A/508/5133 C212	Prepare and agree a project brief and outline programme in construction	7	24
J/508/5135 C213	Direct the management of design development and processes in construction management	7	22
L/508/5136 C214	Assess and evaluate the sustainability and environmental impact of developments in construction management	7	22
F/508/5134 C215	Evaluate sustainable resources and requirements for the whole lifecycle of a construction project	6	20
R/508/5137 C216	Establish project procurement arrangements in construction management	6	18
Y/508/5138 C217	Implement, monitor and control strategic procurement systems in construction management	7	12
D/508/5139 C218	Implement procurement processes in construction management	6	19
R/508/5140 C219	Manage the preparation and submission of estimates, bids and tenders in construction management	7	16
Y/508/5141 C220	Ensure that contracts are prepared, negotiated and agreed in construction management	6	18
M/508/5131 C210	Control projects in construction management	7	23

D/508/5142 C222	Evaluate and progress the resolution of contractual disputes in construction management	7	18
H/508/5143 C223	Manage marketing and customer service in construction management	6	13
K/508/5144 C224	Managing the handover of the construction project in the workplace	6	10

### Assessment guidance

Evidence should show that you can complete all of the learning outcomes for each unit being taken.

### Types of evidence:

Evidence of performance and knowledge is required. Evidence of performance should be demonstrated by activities and outcomes, and should be generated in the workplace only, unless indicated under potential sources of evidence (see below). Evidence of knowledge can be demonstrated through performance or by responding to questions.

### Quantity of evidence:

Evidence should show that you can meet the requirements of the units in a way that demonstrates that the standards can be achieved consistently over an appropriate period of time.

### Potential sources of evidence:

The main source of evidence for each unit will be observation of the candidate's performance and knowledge demonstrated during the completion of the unit. This can be supplemented by the following types of physical or documentary evidence:

- Accident book/reporting systems
- Safety records
- Training records
- Audio records
- Job specifications and documentation
- Delivery Records
- Witness testimonies
- Correspondence with customers
- Notes and memos
- Photo/video evidence
- Work diaries
- Timesheets
- Telephone Logs
- Meeting records
- Records of toolbox talks
- Equipment
- Prepared materials and sites
- Completed work

**Please Note that photocopied or downloaded documents such as manufacturers' or industry guidance, H&S policies, Risk Assessments etc, are not normally acceptable evidence for GQA qualifications unless accompanied by a record of a professional discussion or Assessor statement confirming candidate knowledge of the subject. If you are in any doubt about the validity of evidence, please contact your GQA EQA**

# GQA Qualification Implementation Requirements covering Centre Approval, Candidate Assessment and ongoing Quality Assurance

This document indicates the requirements of Approved Centres delivering GQA qualifications and / or units of credit.

## 1. Equality of Opportunity

Equality of access to fair and valid assessment is necessary for all candidates undergoing assessment. This may mean making reasonable adjustments to normal assessment methods for candidates with particular or special assessment requirements. Candidates work patterns should not become a barrier to assessment, the organisation of which may have to be flexible. In the same way, reasonable adjustment arrangements may be necessary for candidates with a disability. For example, a candidate who is unable, through disability, to produce oral or written evidence, may be allowed to use the method they normally use as a substitute for the required form of communication. Reasonable adjustments need to be approved by GQA.

## 2. Recognised/Approved Assessment Centres

2.1 Individual centres must be approved by GQA to offer specific qualifications and / or units of credit. A centre may be a single organisation or a partnership of two or more organisations. It may operate at a single location or have satellites. For further details see the GQA booklet "Guide to Centre Approval". The Centre Approval process is carried out by a GQA approved EQA. Each Centre must maintain a centre file. It is important to be clear what the steps in the assessment process are:

- plan evidence collection and opportunities for assessment
- collect evidence
- judge evidence
- determine whether sufficient evidence has been presented
- make an assessment decision and give feedback to the candidate

**NB Any deviation from the norm must be approved by a GQA EQA**

### 2.2 Assessors and Verifiers

All Assessors of candidate performance must be competent, to make qualitative judgements, both in the skills they are assessing and in the assessment of candidates and hold the appropriate Assessor national award. Assessor occupational knowledge related to the qualifications being assessed is essential and must be illustrated to GQA prior to approval.

Internal Verifiers are responsible for the quality assurance of the assessment process within a centre. They should have a relevant occupational background, be competent in internal verification and hold the Internal Verifier national award. It is recommended that Internal Verifiers work towards national recognition of assessor competence.

EQAs are responsible for ensuring accurate and consistent standards of assessment across centres, qualifications, units of credit and over time. They should have a relevant occupational background, be competent in external quality assurance and hold the relevant national external quality assurance award. GQA will approve and licence all individuals involved in the assessment and verification of its approved qualifications and / or units of credit. Individuals who are working towards the Assessor or Internal Verifier national awards can only be provisionally licensed. The judgement of provisional licence holders will need to be agreed/authorised by a fully qualified and GQA licensed individual who cannot carry out a dual role in relation to a specific candidate.

All GQA Assessors and Verifiers must undertake a minimum of 2 significant CPD activities in both occupational areas and assessment and verification. Reflective CPD records must be maintained and made available to GQA EQA's for review.

### 2.3 Centre Approval, Monitoring Reviews and Quality Assurance

The centre recognition/approval process is the start of a significant part of the awarding body's quality assurance system. The Approval process will begin with an EQA review of centre procedures to ascertain the potential centres ability to deliver GQA qualifications and / or units of credit. Centres will be expected to meet the relevant regulatory authority criteria for delivery of qualifications prior to initial approval; continued compliance with the criteria will be monitored through regular EQA visits. It is recommended that centre reviews are conducted at minimum every six months by a GQA EQA.

New or multi-site centres may be required to undertake quarterly or more frequent EV reviews to ensure that different

locations can be seen to satisfy the national requirements.

GQA will ensure that unacceptable barriers relating to the assessment and internal verification of candidates in small companies do not deny recognition of competence to competent young workers. In such circumstances, GQA will demonstrate that its quality assurance procedures remain sufficient and rigorous to ensure that the competence outcomes have standing and credibility in the occupational area.

Enhanced quality procedures to ensure consistency of assessment and verification will be necessary and will include:

- a high level of sampling of assessment decisions N.B. In some instances the EQA may visit each assessment location and qualification / unit of credit candidate (e.g. single candidates dispersed throughout different small companies on government funded programmes)
- an in-depth scrutiny of assessment plans, materials and records
- specific centre guidance aimed at the successful implementation of qualifications and / or units of credit in SMEs via approved centre partnerships. This can include guidance on the quantity and quality of valid, authentic, and transferable evidence expected to be attributed to individual candidates
- ensuring centres are following the requirements prescribed in any appropriate assessment strategies and applicable codes of practice
- the identification and publication of good practice in centres

As part of the Quality Assurance process Proskills require an Enhanced external quality assurance process. This will be in the form of 1 significant underpinning knowledge question answered by the candidate for each unit of the qualification. The questions will be decided by GQA, and guideline answers must be submitted for approval and once approved kept in the Centre File to allow independent assessment

### **3. Qualification / Unit of Credit Candidates**

All candidates must register with a GQA recognised/approved centre. The centre must maintain appropriate candidate personal details for external audit purposes etc.

The centre will provide candidates with advice and guidance on how to prepare for assessment and allocate an Assessor who will assess candidate ability to meet the requirements of the relevant qualifications / unit of credit. It is the candidate's responsibility to demonstrate competence and to do this they must:

- prove they can consistently meet all the qualification and / or unit of credit criteria
- provide evidence from work, that they can perform competently in all the contexts specified in the qualification / unit of credit requirements
- prove that they have the knowledge and understanding required to perform competently, even where they have not provided evidence from the workplace

It is therefore critical that quality evidence is provided in a format to allow the Assessor to make a decision and for the Internal Verifier to audit/verify his/her decision.

### **4. Evidence**

A qualification and / or credit is awarded when a person has achieved the necessary outcomes of the qualification and / or unit of credit.

The specific combination of units necessary to achieve a qualification is detailed in the qualification structure. Certificates of Unit Credit can be awarded when candidates achieve any one, or more, units from the qualification.

The evidence the candidate brings forward is primarily evidence of performance of what he/she can do, not just what he/she knows. The assessment criteria / qualification requirements are described within the qualification and / or unit of credit itself and can incorporate practical skills and knowledge.

The assessor's role is to judge each relevant item of evidence. Each must be judged against the qualification and / or unit of credit requirements. It is not sensible to collect evidence against individual criteria. Nor is it effective. If items of evidence were collected for each of the criteria, the candidate may have to produce many items of evidence, well above the number actually required. GQA recommend holistic assessment.

When judging each item of evidence, the assessor is deciding whether the evidence:

- is authentic – i.e. actually produced by the candidate
- meets the criteria
- relates as appropriate to a context defined within the qualification and / or unit of credit
- confirms that the candidate has the required underpinning knowledge

When the assessor makes a decision about the candidate's competence, he or she examines all the evidence available to determine:

- if the evidence, as a whole, covers all the evidence of achievement
- whether the evidence indicates consistency in competent performance
- whether there is enough evidence on which to base an inference of competence

The answer can only be:

- yes (the candidate is competent)

- no (the candidate is not yet competent)
- there is insufficient evidence to make a decision

Consistency means that the individual is likely to achieve the standard in their work role, in the different activities defined in the qualification and / or unit of credit over time and range of work. The assessor must judge how long a time period is enough to be confident that the candidate can perform reliably to the standard. Unsupported evidence i.e. based on a single assessment/visit will not normally prove consistency.

### Performance evidence

Performance evidence can be what the individual actually produces, or the way the individual achieves the standard. One is called product evidence and the other process evidence.

Product evidence is tangible – you can look at it and feel it. Products can be inspected and the candidate can be asked questions about them.

In order to make a fair and objective assessment, the assessor must be able to answer the question: Is there sufficient evidence that the candidate can consistently meet the requirements of the qualification and / or unit of credit?

Process evidence describes the way the candidate has achieved an outcome – how they went about it. This may be, for example, the way the quality of products is checked or the way customer complaints are handled. This usually means observing the candidate in action.

Performance evidence may cover a number of outcomes. It makes sense to plan evidence collection so that what the candidate does, in the normal course of their job, can be related to different outcomes and units. The activities that clearly link to the qualification and / or unit of credit requirements are the things to concentrate on when planning evidence collection and assessment and when monitoring the candidate's progress. Look for opportunities in the candidate's job when evidence can be collected against a number of units at the same time.

Performance evidence can be:

- Naturally occurring – evidence produced in the normal course of work. Evidence of this sort is usually of high quality and reliable. It is also cost effective to collect naturally occurring evidence
- Taken from previous achievements – the candidate may be able to bring forward evidence from previous work experience to show that they are still competent to the standard.
- Evidence of prior achievement can be used when it can be shown to support a judgment that the candidate can still achieve the standard. So, the assessor must be satisfied that the evidence of prior achievement is sufficiently reliable to justify saying that the candidate is currently competent.
- Simulated – from circumstances specially designed to enable the candidate's performance to be assessed. Simulation is generally not acceptable. The exceptions to this are:
  - o Dealing with emergencies
  - o Dealing with accidents
  - o Certain pre-approved real time simulators
  - o Limited other procedures that cannot be practically performed in the workplace, and for which sufficient evidence can be collected through other means.

**NB: It is not always possible or feasible to collect naturally occurring evidence. It is likely that some simulation may be needed, when it may take too long to wait for the evidence to arise e.g. it may be an aspect of performance which occurs infrequently. An example of this may be evidence of how to deal with emergencies i.e. it makes sense to look for evidence from sources other than naturally occurring ones, rather than for, say, waiting for the building to burn down. Centres must obtain GQA EQA approval prior to the use of simulation.**

### Knowledge evidence

Being able to achieve a standard requires the ability to put knowledge to work. The qualification and / or unit of credit indicates the knowledge each person should use if they are to perform competently.

It should not be necessary to test all of the candidate's knowledge separately; however, any exception to this would be detailed in the relevant Assessment Strategy. Performance evidence could show that the candidate knows what he or she is doing. When this is not the case, or if the assessor is not convinced from the performance evidence, it may be necessary to check the individual's knowledge separately.

Oral or written assessments must clearly provide a suitable means of checking the breadth and depth of an individual's knowledge. Assessors will need to judge the best mix of knowledge evidence according to individual circumstances. Knowledge evidence is useful when deciding the quality of performance evidence, but must not be used in isolation to judge competence or as an alternative to performance evidence. Care must be taken that candidate evidence is auditable and verifiable.

**NB: These Qualification implementation guidelines are generic across the full range of GQA qualifications. Further guidance on acceptable evidence on each qualification will be found in the Introduction to the Qualification section of the candidate booklet**

# Candidate Declaration

Candidate Name.....

Centre/Company Name.....

Assessor(s) Name(s).....

I acknowledge receipt of this copy of GQA qualification booklet. The unit structure provides information on which units must be achieved to be awarded the qualification. The individual units detail the necessary requirements etc that I must achieve.

I understand that I will have an important role in preparing for and planning assessments and with guidance from the Assessor I will collect and record relevant evidence.

I have been informed of the appeals system, should I want to appeal against any part of the assessment process.

I understand the assessments will be carried out with regard to the company's/centre's Equal Opportunities Policy.

Candidate signature.....

Date.....



J/508/5121	<b>Manage project processes in construction management</b>	<b>Level 7</b>	<b>29 Credits</b>
<b>C200</b>			

This unit is about preparing a strategy for the project using the most appropriate team. The needs of the stakeholders will need to be identified along with the requirements of the brief and schedule.

You will need to review the project risks and opportunities and their effects upon the available resources. You will need to demonstrate project development, evaluation and monitoring skills.

You will need to encourage a culture of health, safety and welfare on the project. You will also need to develop, implement and maintain systems for health, safety and welfare which meet statutory requirements.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to assess and manage project risks and opportunities	1.1 Identify and review project information and processes relating to risks and opportunities			
	1.2 Identify and assess the significance and ownership of the risks and opportunities			
	1.3 Select the most effective risk management methods and procedures to manage residual risks that comply with all relevant regulations and guidelines			
	1.4 Identify the activities and resources required to implement the risk management methods			
	1.5 Specify clearly the procedures for implementing the risk management methods and procedures			
	1.6 Implement and maintain the risk management methods and procedures and modify them to meet changed circumstances			
2 Understand how to assess and manage project risks and opportunities	2.1 Describe how to identify the project information and processes relating to risks and opportunities			
	2.2 Examine how to review project information and processes relating to risks and opportunities			
	2.3 Describe how to identify the significance and ownership of the risks and opportunities			
	2.4 Examine how to assess the significance and ownership of the risks and opportunities			
	2.5 Evaluate how to select the most effective risk management methods and procedures to manage residual risks that comply with all relevant regulations and guidelines			
	2.6 Describe how to identify the activities and resources required to implement the risk management methods			
	2.7 Evaluate how to specify clearly the procedures for implementing the risk management methods and procedures			
	2.8 Explain how to implement the risk management methods and procedures			
	2.9 Explain how to maintain the risk management methods and procedures			
	2.10 Explain how to modify the risk management methods and procedures to meet changed circumstances			

**Assessor comments/feedback**

<b>J/508/5121</b>	<b>Manage project processes in construction management (continued)</b>	<b>Level 7</b>	<b>29 Credits</b>
<b>C200</b>			

3 Be able to develop and maintain systems for managing health, safety and welfare	3.1 Encourage a culture of health, safety and welfare on the project and identify and recommend opportunities for improving the work environment			
	3.2 Develop and maintain adequate health, safety and welfare policies and systems which meet organisational and statutory requirements			
	3.3 Allocate health, safety and welfare responsibilities, equipment and resources to people which are consistent with organisational and statutory requirements, and the specific project requirements			
	3.4 Develop and implement systems which meet statutory requirements for identifying and reducing hazards and reporting accidents and emergencies and preventing recurrence			
	3.5 Ensure that health, safety and welfare systems are checked regularly, in accordance with organisational and statutory requirements, and identify and record any special site conditions and situations which do not comply with regulations			
4 Understand how to develop and maintain systems for managing health, safety and welfare	4.1 Explain how to encourage a culture of health, safety and welfare on the project			
	4.2 Describe how to identify opportunities for improving the work environment			
	4.3 Propose how to recommend opportunities for improving the work environment			
	4.4 Propose how to develop adequate health, safety and welfare policies and systems which meet organisational and statutory requirements			
	4.5 Explain how to maintain adequate health, safety and welfare policies and systems which meet organisational and statutory requirements			
	4.6 Explain how to allocate health, safety and welfare responsibilities, equipment and resources to people which are consistent with organisational and statutory requirements, and the specific project requirements			
	4.7 Propose how to develop systems which meet statutory requirements for identifying and reducing hazards and reporting accidents and emergencies and preventing recurrence			
	4.8 Explain how to implement systems which meet statutory requirements for identifying and reducing hazards and reporting accidents and emergencies and preventing recurrence			
	4.9 Explain how to ensure that health, safety and welfare systems are checked regularly, in accordance with organisational and statutory requirements			
	4.10 Describe how to identify any special site conditions and situations which do not comply with regulations			
	4.11 Explain how to record any special site conditions and situations which do not comply with regulations			

**Assessor comments/feedback**

J/508/5121	Manage project processes in construction management (continued)	Level 7	29 Credits
C200			

5 Be able to establish and manage project team activities	5.1 Prepare a strategy for the project which makes the best use of the capabilities of all project team members			
	5.2 Examine stakeholder needs and intentions from the brief, discuss and clarify them with stakeholders and resolve any issues			
	5.3 Develop clear parameters which will enable the project to meet the requirements of the brief and schedules			
	5.4 Set up arrangements to achieve communication and trust between stakeholders			
	5.5 Set up and agree, with the project team members, appropriate and realistic methods for project development, evaluation, modification, monitoring and updating			
	5.6 Identify potential areas needing investigation and agree a realistic timescale and costs with the project team			
	5.7 Motivate, coach and involve project team members to maximise and integrate their contributions to the project development			
	5.8 Monitor the progress of the project team and provide members with feedback on timing, task completion and team processes			
	5.9 Coordinate feedback sessions in a manner which is suitable for the needs and capabilities of the project team and which allows each team member enough time to express their views			
6 Understand how to establish and manage project team activities	6.1 Explain how to prepare a strategy for the project which makes the best use of the capabilities of all project team members			
	6.2 Explain how to examine stakeholder needs and intentions from the brief			
	6.3 Explain how to discuss stakeholder needs and intentions from the brief			
	6.4 Explain how to clarify stakeholder needs and intentions and resolve any issues			
	6.5 Propose how to develop clear parameters which will enable the project to meet the requirements of the brief and schedules			
	6.6 Propose how to set up arrangements to achieve communication and trust between stakeholders			
	6.7 Propose how to set up with the project team members, appropriate and realistic methods for project development, evaluation, modification, monitoring and updating			
	6.8 Evaluate how to agree with the project team members, appropriate and realistic methods for project development, evaluation, modification, monitoring and updating			
	6.9 Describe how to identify any potential areas needing investigation			
	6.10 Evaluate how to agree a realistic timescale and costs with the project team			
	6.11 Propose how to motivate project team members to maximise and integrate their contributions to the project development			
	6.12 Propose how to coach project team members to maximise and integrate their contributions to the project development			

J/508/5121 C200	Manage project processes in construction management (continued)	Level 7	29 Credits
	6.13 Explain how to involve project team members to maximise and integrate their contributions to the project development		
	6.14 Examine how to monitor the progress of the project team		
	6.15 Explain how to provide members with feedback on timing, task completion and team processes		
	6.16 Propose how to coordinate feedback sessions in a manner which is suitable for the needs and capabilities of the project team and which allows each team member enough time to express their views		
7 Be able to implement project organisation and communication systems	7.1 Identify the organisational and communication needs for the project		
	7.2 Implement systems which are compatible with those used by the client and supply chain and which enable clear and effective management, and administrative and operational controls		
	7.3 Produce information about people's roles and responsibilities, the project, and the organisational structure, and circulate the information to stakeholders		
	7.4 Introduce methods of communicating, reporting, recording and retrieving information between stakeholders which are appropriate to the needs of the project and monitor the methods regularly for effectiveness		
	7.5 Set up systems for recording and providing feedback on the ways in which resources are allocated and used		
	7.6 Audit health, safety and welfare systems regularly, in accordance with organisational and statutory requirements, and identify and record any special site conditions and situations which do not comply with regulations and if necessary take responsibility for restoring compliance		
8 Understand how to implement project organisation and communication systems	8.1 Describe how to identify the organisational and communication needs for the project		
	8.2 Explain how to implement systems which are compatible with those used by the client and supply chain and which enable clear and effective management, and administrative and operational controls		
	8.3 Explain how to produce information about people's roles and responsibilities, the project, and the organisational structure		
	8.4 Explain how to circulate the information about people's roles and responsibilities, the project, and the organisational structure to stakeholders		
	8.5 Propose how to introduce methods of communicating, reporting, recording and retrieving information between stakeholders which are appropriate to the needs of the project		
	8.6 Examine how to monitor the methods of communicating, reporting, recording and retrieving information between stakeholders regularly for effectiveness		

**Assessor comments/feedback**

J/508/5121	<b>Manage project processes in construction management (continued)</b>	<b>Level 7</b>	<b>29 Credits</b>
<b>C200</b>			

	8.7 Propose how to set up systems for recording and providing feedback on the ways in which resources are allocated and used			
	8.8 Examine how to audit health, safety and welfare systems regularly, in accordance with organisational and statutory requirements			
	8.9 Describe how to identify any special site conditions and situations which do not comply with regulations			
	8.10 Explain how to record any special site conditions and situations			
	8.11 Evaluate how to take responsibility for restoring compliance with regulations where necessary			
9 Be able to obtain and evaluate project feedback information and make improvements	9.1 Promote the value of making improvements from feedback throughout the project and encourage stakeholders to collaborate and deliver feedback information			
	9.2 Identify and agree the areas to focus on for making improvements from feedback			
	9.3 Identify and agree valid and reliable methods and sources for obtaining feedback information on projects and for assessing and recommending improvements from feedback			
	9.4 Obtain, investigate and review the feedback information, match it against the original requirements and objectives and summarise both positive and negative factors			
	9.5 Recommend improvements from feedback received and justify the recommendations to decision makers			
	9.6 Classify improvements from feedback which have been agreed and incorporate them accurately into updated procedures and databases			
10 Understand how to obtain and evaluate project feedback information and make improvements	10.1 Propose how to promote the value of making improvements from feedback throughout the project			
	10.2 Explain how to encourage stakeholders to collaborate and deliver feedback information			
	10.3 Describe how to identify the areas to focus on for making improvements from feedback			
	10.4 Evaluate how to agree the areas to focus on for making improvements from feedback			
	10.5 Describe how to identify valid and reliable methods and sources for obtaining feedback information on projects and for assessing and recommending improvements from feedback			
	10.6 Evaluate how to agree valid and reliable methods and sources for obtaining feedback information on projects and for assessing and recommending improvements from feedback			
	10.7 Explain how to obtain the feedback information			
	10.8 Examine how to investigate the feedback information			
	10.9 Examine how to review the feedback information			
	10.10 Propose how to match feedback information against the original requirements and objectives			

**Assessor comments/feedback**

J/508/5121	Manage project processes in construction management (continued)	Level 7	29 Credits
C200			

	10.11 Explain how to summarise both positive and negative factors from feedback information			
	10.12 Propose how to recommend improvements from feedback received			
	10.13 Evaluate how to justify the recommended improvements from feedback to decision makers			
	10.14 Explain how to classify improvements from feedback which have been agreed			
	10.15 Explain how to incorporate improvements from feedback accurately into updated procedures and databases			

**Assessor comments/feedback**

L/508/5122	Manage teams in construction management	Level 7	16 Credits
C201			

This unit is about identifying the team resources that are needed to deliver a particular project, and how the significant factors will impact on your team selection. You will select the project team following contractual and statutory rules and recognised industry processes.

You will identify stakeholders and establish working relationships with them and your colleagues. You will consult with them in relation to key decisions, fulfil agreements made with them, promptly advise them of any difficulties encountered and resolve any conflicts with them. You will produce evidence to show that you have monitored and reviewed the effectiveness of working relationships.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to select and form a project team	1.1 Identify the team resources that are needed and where they can be obtained, and select those that meet agreed timescales and budget limits			
	1.2 Identify any significant factors which will affect the number, type and availability of team resources			
	1.3 Evaluate the quality and potential reliability of team resources and circulate the results to decision makers			
	1.4 Negotiate and agree proposals of contractual arrangements for team resources which are likely to produce an effective team and follow necessary rules and formalities			
	1.5 Follow the rules and formalities for obtaining team resources			
2 Understand how to select and form a project team	2.1 Describe what to identify as the team resources that are needed and where they can be obtained			
	2.2 Evaluate how to select team resources that meet agreed timescales and budget limits			
	2.3 Describe what to identify as significant factors which will affect the number, type and availability of team resources			
	2.4 Explain how to evaluate the quality and potential reliability of team resources			
	2.5 Explain how to circulate to decision makers the results of the evaluations of the quality and reliability of team resources			
	2.6 Propose how to negotiate proposals of contractual arrangements for team resources			
	2.7 Evaluate how to agree proposals of contractual arrangements for team resources			
	2.8 Explain how to follow the rules and formalities for obtaining team resources			

**Assessor comments/feedback**

L/508/5122 C201	Manage teams in construction management (continued)	Level 7	16 Credits		
3 Be able to develop and maintain working relationships	3.1 Develop, maintain and encourage working relationships with people which promote goodwill, trust and respect				
	3.2 Inform people about work activities in an appropriate level of detail and with an appropriate degree of urgency				
	3.3 Offer advice and help to people about work activities with sensitivity and encourage questions, requests for clarification and comments				
	3.4 Present proposals for action clearly to people at an appropriate time and with the right level of detail for the degree of change, expenditure and risk involved				
	3.5 Clarify with people objections to proposals and suggest alternative proposals				
4 Understand how to develop and maintain working relationships	4.1 Propose how to develop working relationships with people which promote goodwill, trust and respect				
	4.2 Explain how to maintain working relationships with people which promote goodwill, trust and respect				
	4.3 Explain how to encourage working relationships with people which promote goodwill, trust and respect				
	4.4 Explain how to inform people about work activities in an appropriate level of detail and with an appropriate degree of urgency				
	4.5 Propose how to offer advice and help to people about work activities				
	4.6 Explain how to encourage questions, requests for clarification and comments				
	4.7 Explain how to present proposals for action to people				
	4.8 Explain how to clarify with people objections to proposals				
	4.9 Propose how to suggest alternative proposals where objections have been raised				

**Assessor comments/feedback**

<b>R/508/5123</b>	<b>Recruit staff in own area of responsibility</b>	<b>Level 5</b>	<b>4 Credits</b>
<b>C202</b>			

This standard is about recruiting and selecting people to undertake identified activities or work roles within your area of responsibility. This standard is not intended for human resources specialists. It is relevant to managers and leaders who are responsible for recruiting and selecting people for their organisation or their particular area of responsibility.

This standard links closely to CFAM&LDA1 Plan the workforce and CFAM&LDA2 Induct individuals into their roles

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to review human resource requirements to meet business objectives in own area of responsibility.	1.1 Examine the human resources required to meet objectives in own area of responsibility			
	1.2 Identify gaps between current and required human resources to meet objectives			
	1.3 Assess the options for human resource requirements to meet objectives			
2 Understand the importance of ensuring that recruitment and selection processes meet legal, regulatory, ethical and social requirements	2.1 Explain how to ensure recruitment and selection processes are fair.			
	2.2 Explain how to ensure that legal requirements, industry regulations, organisational policies and professional codes are met			
	2.3 Explain when to seek specialist expertise throughout the recruitment process			
3 Be able to participate in the recruitment and selection process	3.1 Consult with relevant others to produce or update job descriptions			
	3.2 Agree with colleagues the stages in the recruitment and selection process for identified vacancies			
	3.3 Identify the methods and criteria that will be used in the recruitment and selection process			
4 Be able to evaluate the recruitment and selection process and identify improvements for the future.	4.1 Assess and select candidates using agreed methods and criteria			
	4.2 Evaluate the recruitment and selection methods and criteria used in own area of responsibility.			
	4.3 Identify ways of improving future recruitment and selection			

**Assessor comments/feedback**

Y/508/5124	Examine staff turnover issues in own area of responsibility	Level 5	4 Credits
C203			

This unit helps learners who are facing high staff turnover to examine the reasons and potential solutions to this.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1.1 Identify information about staff turnover.	1.2 Examine the reasons for staff turnover in own area of responsibility			
	1.3 Analyse the impact of staff turnover on business objectives in own area of responsibility maintaining confidentiality			
2 Be able to compare staff turnover rates across organisations	2.1 Examine staff turnover rate with similar organisations			
	2.2 Assess staff turnover in own organisation against other organisations			
	2.3 Analyse unexpected staffing turnover and use research tools or techniques as appropriate			
3 Understand how to turn unexpected staffing turnover into opportunities rather than threats	3.1 Analyse unexpected staffing turnover and use research tools or techniques as appropriate			

***Assessor comments/feedback***

D/508/5125	Plan, allocate and monitor work of a team	Level 3	5 Credits
C204			

This unit helps learners to plan and allocate the work for a team, and support, monitor and improve team performance.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to plan work for a team	1.1 Agree team objectives with own manager.			
	1.2 Develop a plan for a team to meet agreed objectives, taking into account capacity and capabilities of the team			
2 Be able to allocate work across a team	2.1 Discuss team plans with a team			
	2.2 Agree work allocation and SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives with team members			
	2.3 Agree standard of work required by team.			
3 Be able to manage team members to achieve team objectives	3.1 Support all team members in order to achieve team objectives			
4 Be able to monitor and evaluate the performance of team members	4.1 Assess team members' work against agreed standards and objectives			
	4.2 Identify and monitor conflict within a team			
	4.3 Identify causes for team members not meeting team objectives			
5 Be able to improve the performance of a team	5.1 Identify ways of improving team performance			
	5.2 Provide constructive feedback to team members to improve their performance			
	5.3 Implement identified ways of improving team performance			

**Assessor comments/feedback**

<b>K/508/5127</b>	<b>Plan, allocate and monitor work of a team in own area of responsibility</b>	<b>Level 4</b>	<b>5 Credits</b>
<b>C205</b>			

This unit helps learners to plan, allocate and monitor work in own area of responsibility, and make any necessary changes to original work plans.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to produce a work plan for own area of responsibility	1.1 Explain the context in which work is to be undertaken			
	1.2 Identify the skills base and the resources available			
	1.3 Examine priorities and success criteria needed for the team			
	1.4 Produce a work plan for own area of responsibility			
2 Be able to allocate and agree responsibilities with team members	2.1 Identify team members' responsibilities for identified work activities			
	2.2 Agree responsibilities and SMART (Specific, Measurable, Achievable, Realistic and Time-bound) objectives with team members			
3 Be able to monitor the progress and quality of work in own area of responsibility and provide feedback	3.1 Identify ways to monitor progress and quality of work			
	3.2 Monitor and evaluate progress against agreed standards and provide feedback to team members			
4 Be able to review and amend plans of work in own area of responsibility and communicate changes	4.1 Review and amend work plan where changes are needed			
	4.2 Communicate changes to team members			

***Assessor comments/feedback***

H/508/5126	<b>Provide advice, judgement and service ethically in construction management</b>	<b>Level 7</b>	<b>19 Credits</b>
<b>C206</b>			

This unit is about obtaining and evaluating information which is sufficiently detailed for the purpose and presenting it in an appropriate manner. You will be able to present clear, accurate and valid technical recommendations, judgement and service ethically.

Following recognised good practice you will need to make ethical judgements and offer advice which balances the needs of the organisation, its clients and society.

You will need to make judgements and offer advice which balances the needs of the client, the resources available and the needs of the people in the community, which identifies ethical standards (including health, safety and welfare) and any conflicts of interest.

You should identify where complex, indeterminate situations exist. You will need to assess the validity and completeness of the available information and analyse it and draw valid and justifiable conclusions.

You should reflect on the conclusions and interpret them into detailed issues that enable known opportunities and solutions to be identified and utilised for establishing policy.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to exchange information and present advice on technical issues	1.1 Obtain and evaluate information which is sufficiently detailed for the purpose			
	1.2 Present technical information and advice which is complete, summarised accurately and relevant to technical issues			
	1.3 Present technical recommendations and judgements which are clear, accurate and valid, and which represent the best advice possible, given the information and resources available			
	1.4 Give technical instructions and guidance which are likely to be understood by the people who will follow them			
	1.5 Present technical recommendations and judgements using a style of communication which is appropriate to the people receiving information and advice			
	1.6 Adapt and modify the presentation of technical recommendations and judgements where people have difficulties understanding them			
2 Understand how to exchange information and present advice on technical issues	2.1 Explain how to obtain information which is sufficiently detailed for the purpose			
	2.2 Explain how to evaluate information which is sufficiently detailed for the purpose			
	2.3 Explain how to present technical information and advice which is complete, summarised accurately and relevant to technical issues			
	2.4 Explain how to present technical recommendations and judgements which are clear, accurate and valid, and which represent the best advice possible, given the information and resources available			
	2.5 Propose how to give technical instructions and guidance which are likely to be understood by the people who will follow them			
	2.6 Explain how to present technical recommendations and judgements using a style of communication which is appropriate to the people receiving information and advice			
	2.7 Explain how to adapt the presentation of technical recommendations and judgements where people have difficulties understanding them			
	2.8 Explain how to modify the presentation of technical recommendations and judgements where people have difficulties understanding them			

**Assessor comments/feedback**

H/508/5126	Provide advice, judgement and service ethically in construction management (continued)	Level 7	19 Credits
C206			

3 Be able to resolve complex indeterminate solutions	3.1 Identify where complex indeterminate situations exist estimate their effects realistically and summarise the issues for the organisation			
	3.2 Assess the validity and completeness of the information available and identify any significant gaps			
	3.3 Specify and obtain sufficient additional information to cover any gaps and to provide a valid starting point for the analysis of the situation			
	3.4 Analyse information and draw valid and justifiable conclusions			
	3.5 Apply decision making techniques which increase the reliability of the conclusions			
	3.6 Reflect on the conclusions and interpret them into detailed issues that enable known opportunities and solutions to be identified and utilised for establishing policy			
4 Understand how to resolve complex indeterminate solutions	4.1 Describe what to identify as existing complex indeterminate situations			
	4.2 Examine how to estimate realistically the effects of complex indeterminate situations			
	4.3 Explain how to summarise the issues of complex indeterminate situations for the organisation			
	4.4 Examine how to assess the validity and completeness of the information available			
	4.5 Describe what to identify as any significant gaps in the validity and completeness of the information available			
	4.6 Evaluate how to specify sufficient additional information to cover any gaps and to provide a valid starting point for the analysis of the situation			
	4.7 Explain how to obtain sufficient additional information to cover any gaps and to provide a valid starting point for the analysis of the situation			
	4.8 Examine how to analyse information			
	4.9 Evaluate how to draw valid and justifiable conclusions from information			
	4.10 Explain how to apply decision making techniques which increase the reliability of the conclusions			
	4.11 Propose how to reflect on the conclusions			
	4.12 Examine how to interpret the conclusions into detailed issues that enable known opportunities and solutions to be identified and utilised for establishing policy			

**Assessor comments/feedback**

<b>H/508/5126</b>	<b>Provide advice, judgement and service ethically in construction management (continued)</b>	<b>Level 7</b>	<b>19 Credits</b>
<b>C206</b>			

5 Be able to practice within an ethical framework	5.1 Make judgements and offer advice which balance the needs of the client, the resources available and the needs of people in the community who are directly and indirectly affected			
	5.2 Take clear and unequivocal personal responsibility for your own decisions and the decisions of others in your organisation			
	5.3 Behave in an ethical manner and take appropriate action if unethical behaviour is brought to your attention			
	5.4 Establish a system of communication to report instances of unethical behaviour which encourages responsibility and empowerment at all levels			
	5.5 Offer judgements and advice which recognise the needs of other people			
	5.6 Manage criteria that identify offers and contracts which are illegal and which may generate conflicts of interest and reject those that fail the criteria			
	5.7 Define the limits of your professional expertise and set perimeters to work within them			
	5.8 Disclose information obtained from clients only to those who have a legitimate right to receive it			
	5.9 Enter into formal and informal contracts and agreements for advisory and problem solving services which confirm to legal requirements, ethical standards and recognised good practice and that service providers adhere to relevant conditions			
	5.10 Communicate with clients in a style and manner which maintains professional independence and maximises goodwill and trust			
	5.11 Define and agree the working practices and the expectations of the people involved in the contract			
	5.12 Set up and implement systems to protect the individual, and the interests of society and to indemnify clients where the advice given results in loss or damage to the client			
	5.13 Explain how to keep all funds, including interest, held on behalf of clients, separate from personal and organisational funds			
	5.14 Promote a culture of honesty and equity with people, identify areas of weakness and recommend or implement improvements			

**Assessor comments/feedback**

H/508/5126	Provide advice, judgement and service ethically in construction management (continued)	Level 7	19 Credits
C206			

6 Understand how to practice within an ethical framework	6.1 Evaluate how to make judgements and offer advice which balance the needs of the client, the resources available and the needs of people in the community who are directly and indirectly affected			
	6.2 Propose how to offer advice which balance the needs of the client, the resources available and the needs of people in the community who are directly and indirectly affected			
	6.3 Evaluate how to take clear and unequivocal personal responsibility for your own decisions and the decisions of others in your organisation			
	6.4 Explain how to behave in an ethical manner by taking appropriate action if unethical behaviour is brought to your attention			
	6.5 Propose how to establish a system of communication to report instances of unethical behaviour which encourages responsibility and empowerment at all levels			
	6.6 Propose how to offer judgements and advice which recognise the needs of other people			
	6.7 Evaluate how to manage criteria that identify offers and contracts which are illegal and which may generate conflicts of interest			
	6.8 Explain how to evaluate criteria which are illegal and which may generate conflicts of interest that fail the criteria			
	6.9 Evaluate how to define the limits of your professional expertise and set perimeters to work within them			
	6.10 Explain how to disclose information obtained from clients only to those who have a legitimate right to receive it			
	6.11 Evaluate how to enter into formal and informal contracts and agreements for advisory and problem-solving services which conform to legal requirements, ethical standards and recognised good practice and that service providers adhere to relevant conditions			
	6.12 Explain how to communicate with clients in a style and manner which maintains professional independence and maximises goodwill and trust			
	6.13 Evaluate how to define the working practices and the expectations of the people involved in the contract			
	6.14 Evaluate how to agree the working practices and the expectations of the people involved in the contract			
	6.15 Propose how to set up systems to protect the individual, and the interests of society and to indemnify clients where the advice given results in loss or damage to the client			
	6.16 Explain how to implement systems to protect the individual, and the interests of society and to indemnify clients where the advice given results in loss or damage to the client			
	6.17 Explain how to keep all funds, including interest, held on behalf of clients, separate from personal and organisational funds			
	6.18 Propose how to promote a culture of honesty and equity with people			
	6.19 Describe what to identify as areas of weakness in the culture			
	6.20 Propose how to recommend improvements to the culture			
	6.21 Explain how to implement improvements to the culture			

**Assessor comments/feedback**

<b>M/508/5128</b>	<b>Lead and manage meetings</b>	<b>Level 3</b>	<b>4 Credits</b>
<b>C207</b>			

This unit will ensure that learners are able to prepare for, lead and follow up issues identified in meetings.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to prepare and lead a meeting	1.1 Perform activities needed to be carried out in preparation for leading a meeting			
	1.2 Produce documentation in support of activities			
2 Be able to manage meeting procedures	2.1 Identify any formal procedures that apply in own organisation.			
3 Be able to chair a meeting	3.1 Manage the agenda in co-operation with participants to ensure meeting objectives are met			
	3.2 Produce minutes of the meeting and allocate action points after discussions			
4 Be able to undertake post-meeting tasks	4.1 Explain that the minutes of the meeting provide an accurate record of proceedings			
	4.2 Communicate and follow up meeting outcomes to relevant individuals			
	4.3 Evaluate whether the meeting's objectives were met and identify potential improvements			

**Assessor comments/feedback**

<b>T/508/5129</b>	<b>Participate in meetings</b>	<b>Level 2</b>	<b>2 Credits</b>
<b>C208</b>			

This unit will ensure that learners are able to prepare for, take part in and communicate information arising from meetings.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to prepare for a meeting	1.1 Explain meeting objectives prior to the meeting			
	1.2 Identify own role and prepare as necessary			
2 Be able to participate in a meeting	2.1 Contribute to meeting discussions using evidence to support own opinions			
	2.2 Acknowledge other viewpoints presented at a meeting			
	2.3 Seek clarification or confirmation of own understanding of outcomes			
3 Be able to communicate information to relevant stakeholders	3.1 Communicate information from the meeting to those who have an interest, in line with any organisational protocol			

***Assessor comments/feedback***

K/508/5130	<b>Develop self and others in construction management</b>	<b>Level 6</b>	<b>11 Credits</b>
<b>C209</b>			

This unit is about promoting personal development and providing opportunities for others to learn from your experiences. It concerns the need for all individuals to carry out their own continuing development to keep abreast of changes in technology, legislation, materials and practices. It is also concerned with the advice and support offered to others to assist them in their development. You will need to have a clear view of your development needs, and undertake learning activities over a sustained timescale to address any weaknesses or exploit any strengths.

You will need to assist others in planning their personal development, taking into consideration available opportunities and resources. You will also need to provide feedback to others in relation to objectives that have been set.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to manage your own resources and undertake continuing personal development in the occupational practice area	1.1 Develop and maintain personal networks of contacts, which are appropriate to meet your current and future needs for information and resources			
	1.2 Check, on a regular basis, how you are using your time at work and identify possible improvements			
	1.3 Ensure that your performance consistently meets or goes beyond agreed requirements			
	1.4 Get regular and useful feedback on your performance from those who are in a good position to judge it and provide you with objective and valid feedback			
	1.5 Discuss and agree, with those you report to, any changes to your personal work objectives and development plan in the light of performance, feedback received, any development activities undertaken and any wider changes			
	1.6 Define the personal aims and objectives for undertaking personal development			
	1.7 Identify and contact sources of support and guidance for undertaking personal development			
	1.8 Identify and select relevant standards of competence against which personal development can be measured			
	1.9 Analyse the current personal level of performance against the identified standards of competence and record a profile of present competence and personal development needs			
	1.10 Prepare a development plan for achieving identified development needs			
	1.11 Undertake development activities aimed at achieving identified development needs review and record progress and the effectiveness of the activities			
	1.12 Measure the achievement of identified development needs and record evidence of competence gained against the identified standards of competence			
	1.13 Review the cycle of personal development aims and objectives and revise and update aims and objectives to suit changing circumstances			

**Assessor comments/feedback**

K/508/5130	Develop self and others in construction management	Level 6	11 Credits	
C209	(continued)			
2 Understand how to manage your own resources and undertake continuing personal development in the occupational practice area	2.1 Propose how to develop personal networks of contacts, which are appropriate to meet your current and future needs for information and resources			
	2.2 Explain how to maintain personal networks of contacts, which are appropriate to meet your current and future needs for information and resources			
	2.3 Explain how to check, on a regular basis, how you are using your time at work			
	2.4 Describe what to identify as possible improvements to how you utilise your time at work			
	2.5 Explain how to ensure that your performance consistently meets or goes beyond agreed requirements			
	2.6 Explain how to get regular and useful feedback on your performance from those who are in a good position to judge it and provide you with objective and valid feedback			
	2.7 Explain how to discuss with those you report to, any changes to your personal work objectives and development plan in the light of performance, feedback received, any development activities undertaken and any wider changes			
	2.8 Evaluate how to agree with those you report to, any changes to your personal work objectives and development plan in the light of performance, feedback received, any development activities undertaken and any wider changes			
	2.9 Evaluate how to define the personal aims and objectives for undertaking personal development			
	2.10 Describe what to identify as sources of support and guidance for undertaking personal development			
	2.11 Explain how to contact sources of support and guidance for undertaking personal development			
	2.12 Describe what to identify as relevant standards of competence against which personal development can be measured			
	2.13 Evaluate how to select relevant standards of competence against which personal development can be measured			
	2.14 Examine how to analyse the current personal level of performance against the identified standards of competence			
	2.15 Explain how to record a profile of present competence and personal development needs			
	2.16 Explain how to prepare a development plan for achieving identified development needs			
	2.17 Evaluate how to undertake development activities aimed at achieving identified development needs			
	2.18 Examine how to review progress and the effectiveness of the development activities			
	2.19 Explain how to record progress and the effectiveness of the development activities			
	2.20 Explain how to measure the achievement of identified development needs			
	2.21 Explain how to record evidence of competence gained against the identified standards of competence			
	2.22 Examine how to review the cycle of personal development aims and objectives			
	2.23 Explain how to revise and update aims and objectives to suit changing circumstances			

<b>K/508/5130</b>	<b>Develop self and others in construction management</b>	<b>Level 6</b>	<b>11 Credits</b>
<b>C209</b>	<b>(continued)</b>		

3 Be able to enable people and yourself to learn and benefit from practice experience	3.1 Identify, through discussion with people, areas where they need help to achieve their agreed competence levels and use the information to produce an agreed personal development plan			
	3.2 Identify and offer adequate and appropriate opportunities and resources for people to learn			
	3.3 Select and summarise relevant and up to date information about knowledge and practice in a format which is suitable for distribution and for developing learning materials			
	3.4 Acknowledge appropriate opportunities to learn from other people			
	3.5 Advise and coach people so that they can identify their current level of competence, their learning needs and targets			
	3.6 Select and use appropriate learning techniques and methods which are suitable for the topic and the needs of the individual			
	3.7 Present information to people using a pace, style and form which is appropriate to their needs			
	3.8 Encourage people to ask questions, seek clarification and advice when they need help and during learning activities			
	3.9 Review peoples' progress towards agreed objectives and give realistic and positive feedback on achievements			

**Assessor comments/feedback**

<b>K/508/5130</b>	<b>Develop self and others in construction management</b>	<b>Level 6</b>	<b>11 Credits</b>
<b>C209</b>	<b>(continued)</b>		

4 Understand how to enable people and yourself to learn and benefit from practice experience	4.1 Describe what to identify as areas where people need help to achieve their agreed competence levels			
	4.2 Explain how to use the information from discussions to produce an agreed personal development plan			
	4.3 Describe what to identify as adequate and appropriate opportunities and resources for people to learn			
	4.4 Propose how to offer adequate and appropriate opportunities and resources for people to learn			
	4.5 Evaluate how to select relevant and up to date information about knowledge and practice in a format which is suitable for distribution and for developing learning materials			
	4.6 Explain how to summarise relevant and up to date information about knowledge and practice in a format which is suitable for distribution and for developing learning materials			
	4.7 Explain how to acknowledge appropriate opportunities to learn from other people			
	4.8 Propose how to advise and coach people so that they can identify their current level of competence, their learning needs and targets			
	4.9 Evaluate how to select appropriate learning techniques and methods which are suitable for the topic and the needs of the individual			
	4.10 Explain how to use appropriate learning techniques and methods which are suitable for the topic and the needs of the individual			
	4.11 Explain how to present information to people using a pace, style and form which is appropriate to their needs			
	4.12 Explain how to encourage people to ask questions, seek clarification and advice when they need help and during learning activities			
	4.13 Examine how to review peoples' progress towards agreed objectives and give realistic and positive feedback on achievements			

**Assessor comments/feedback**

M/508/5131	Control projects in construction management	Level 7	23 Credits
C210			

This unit is about controlling projects. You will identify quality standards and pass them to the project team. You will set up systems for recording the quality of work against these standards, and require any unacceptable quality standards to be corrected. You will provide evidence of how the project team are kept informed on quality issues and identify how improvements are implemented.

You will identify the current legal and contractual requirements and how they are briefed to the project team. You will need to ensure that consents are obtained. You will need to take responsibility for rectifying any situations of non-compliance.

You will identify any changes in requirements and, in particular, how these changes are briefed to the project team. You will need to demonstrate the production of a project programme, with particular reference to the resources available, deviations from the agreed programme, and how deviations are identified and quantified. You will need to demonstrate a knowledge of the corrective actions required to restore progress in accordance with agreed programmes.

You will develop appropriate project value and cost control systems. You will ensure that the required value and cost data is collected and recorded. You will need to ensure that any variations are investigated thoroughly, corrective action is taken and final accounts are agreed. You will ensure that realistic opportunities for cost savings are identified and costed correctly, and recommended to the project team.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to control projects against quality standards	1.1 Identify and interpret quality standards from available information and pass them to the project team for their implementation, before they start work			
	1.2 Set up systems for inspecting, controlling and recording the quality of work against specified quality standards			
	1.3 Require the non-compliance of quality standards to be addressed and notify the project team if this is not done within a reasonable time			
	1.4 Inform the project team regularly about significant variations in complying with quality standards, programme and safety and suggest the decisions which they need to make and actions they need to take			
	1.5 Identify improvements from feedback received and recommend them to the project team			
	1.6 Agree and record amendments to the contract quality requirements and specifications			

**Assessor comments/feedback**

M/508/5131	Control projects in construction management (continued)	Level 7	23 Credits	
C210				
2 Understand how to control projects against quality standards	2.1 Describe how to identify quality standards from available information			
	2.2 Examine how to interpret quality standards from available information			
	2.3 Explain how to pass quality standards to the project team for implementation before they start work			
	2.4 Propose how to set up systems for inspecting, controlling and recording the quality of work against specified quality standards			
	2.5 Propose how to require the non-compliance of quality standards to be addressed			
	2.6 Explain how to notify the project team if the non-compliance of quality standards is not addressed within a reasonable time			
	2.7 Explain how to inform the project team regularly about significant variations in complying with quality standards, programme and safety			
	2.8 Propose how to suggest the decisions which they need to make and actions they need to take			
	2.9 Describe how to identify improvements from feedback received			
	2.10 Propose how to recommend improvements from feedback received to the project team			
	2.11 Propose how to recommend improvements from feedback received to the project specifications			
	2.12 Explain how to record amendments to the contract quality requirements and specifications			
3 Be able to ensure project compliance with legal and contractual requirement	3.1 Identify and interpret legal, contractual and industry standards requirements from available information and clarify them where there is uncertainty			
	3.2 Ensure that required legal, contractual and industry standards requirements consents are obtained			
	3.3 Brief the project team about their legal, contractual and industry standards requirements responsibilities to those responsible for implementing them before they start work on the contract			
	3.4 Develop and implement monitoring systems, collect information regularly and summarise it			
	3.5 Identify situations which do not comply with legal, contractual and industry standards requirements, investigate the circumstances thoroughly and take responsibility for corrective action			
	3.6 Identify any changes in legal, contractual and industry standards requirements which may have an impact on the project, summarise the important details and pass this on to the project team			
	3.7 Complete statutory submissions accurately and on time			

**Assessor comments/feedback**

M/508/5131	<b>Control projects in construction management (continued)</b>	<b>Level 7</b>	<b>23 Credits</b>
<b>C210</b>			

4 Understand how to ensure project compliance with legal and contractual requirements	4.1 Describe how to identify legal, contractual and industry standards requirements from available information			
	4.2 Examine how to interpret legal, contractual and industry standards requirements from available information			
	4.3 Explain how to clarify legal, contractual and industry standards requirements where there is uncertainty			
	4.4 Explain how to ensure that required legal, contractual and industry standards requirements consents are obtained			
	4.5 Explain how to brief the project team about their legal, contractual and industry standards requirements responsibilities to those responsible for implementing them before they start work on the contract			
	4.6 Propose how to develop monitoring systems			
	4.7 Explain how to implement monitoring systems			
	4.8 Explain how to collect information regularly from monitoring systems			
	4.9 Explain how to summarise information collected from monitoring systems			
	4.10 Describe how to identify situations which do not comply with legal, contractual and industry standards requirements			
	4.11 Examine how to investigate the circumstances of situations which do not comply with legal, contractual and industry standards requirements			
	4.12 Evaluate how to take responsibility for corrective action in situations which do not comply with legal, contractual and industry standards requirements			
	4.13 Describe how to identify any changes in legal, contractual and industry standards requirements which may have an impact on the project			
	4.14 Explain how to summarise the important details of any legal, contractual and industry standards requirements			
	4.15 Explain how to pass the important details of any changes in legal, contractual and industry standards requirements on to the project team			
	4.16 Explain how to complete statutory submissions accurately and on time			

**Assessor comments/feedback**

<b>M/508/5131</b>	<b>Control projects in construction management (continued)</b>	<b>Level 7</b>	<b>23 Credits</b>
<b>C210</b>			

5 Be able to control project progress against agreed programme	5.1 Develop and implement systems to monitor and record information on the progress of the project against the agreed programme			
	5.2 Collect and analyse information regularly and summarise it			
	5.3 Identify inadequately and inappropriately specified resources, inform project team and specify and obtain alternative resources			
	5.4 Ensure that any progress deviations are identified and quantified			
	5.5 Investigate the circumstances of any deviations thoroughly and agree and implement corrective action			
	5.6 Recommend options which are most likely to minimise increases in time and help the project progress, and pass these on to the project team			
	5.7 Regularly inform the project team and stakeholders about progress, changes to the programme, resource needs, and suggest the decisions and actions that need to be taken			
	5.8 Identify improvements from feedback received and recommend them to project team and stakeholders			
6 Understand how to control project progress against agreed programme	6.1 Propose how to develop systems to monitor and record information on the progress of the project against the agreed programme			
	6.2 Explain how to implement systems to monitor and record information on the progress of the project against the agreed programme			
	6.3 Explain how to collect information regularly			
	6.4 Examine how to analyse information regularly			
	6.5 Explain how to summarise information regularly			
	6.6 Describe how to identify inadequately and inappropriately specified resources			
	6.7 Explain how to inform project team about inadequately and inappropriately specified resources			
	6.8 Evaluate how to specify alternative resources			
	6.9 Explain how to obtain alternative resources			
	6.10 Explain how to ensure that any progress deviations are identified and quantified			
	6.11 Examine how to investigate the circumstances of any deviations thoroughly			
	6.12 Evaluate how to agree corrective action			
	6.13 Explain how to implement corrective action			
	6.14 Propose how to recommend options which are most likely to minimise increases in time and help the project progress			
	6.15 Explain how to pass your recommended options on to the project team			

**Assessor comments/feedback**

M/508/5131	Control projects in construction management (continued)	Level 7	23 Credits
C210			

	6.16 Explain how to inform the project team and stakeholders regularly about progress changes to the programme, resource needs			
	6.17 Propose how to suggest the decisions and actions that need to be taken to the project team and stakeholders			
	6.18 Describe how to identify improvements from feedback received			
	6.19 Propose how to recommend improvements from feedback received to project team and stakeholders			
7 Be able to control project value and costs	7.1 Ensure that appropriate project cost control systems are developed and implemented which are able to provide early warning of problems			
	7.2 Ensure that value and cost data is collected regularly, recorded correctly and passed on to the people who need it in time for them to be able to use it			
	7.3 Ensure that the correct work value and cost data are calculated from measurement of work quantity and payment rates			
	7.4 Ensure that accurate value and cost data is prepared and presented in a format which will help people to make decisions			
	7.5 Ensure that variations and trends in value and cost data are identified and quantify and cost them			
	7.6 Ensure that any variations are investigated thoroughly and appropriate corrective action or amendment is agreed and implemented with the project team which will restore costs and expenditure to budget			
	7.7 Ensure that systems and processes are developed and implemented for identifying opportunities for cost savings and recommend them to the project team			
	7.8 Ensure that realistic opportunities for cost savings are identified and costed correctly and recommend them to the project team			

**Assessor comments/feedback**

M/508/5131	Control projects in construction management (continued)	Level 7	23 Credits
C210			

8 Understand how to control project value and costs	8.1 Explain how to ensure that appropriate project cost control systems are developed and implemented which are able to provide early warning of problems			
	8.2 Explain how to ensure that value and cost data is collected regularly, recorded correctly and passed on to the people who need it in time for them to be able to use it			
	8.3 Explain how to ensure that the correct work value and cost data is calculated from measurement of work quantity and payment rates			
	8.4 Explain how to ensure that accurate value and cost data is prepared and presented in a format which will help people to make decisions			
	8.5 Explain how to ensure that variations and trends in value and cost data are identified			
	8.6 Examine how to quantify variations and trends in value and cost data			
	8.7 Examine how to cost any variations and trends in value and cost data			
	8.8 Explain how to ensure that any variations are investigated thoroughly and appropriate corrective action or amendment is agreed and implemented with the project team which will restore costs and expenditure to budget			
	8.9 Explain how to ensure that systems and processes are developed and implemented for identifying opportunities for cost savings			
	8.10 Propose how to recommend systems and processes for identifying opportunities for cost savings to the project team			
	8.11 Explain how to ensure that realistic opportunities for cost savings are identified and costed correctly			
	8.12 Propose how to recommend realistic opportunities for cost savings to the project team			

**Assessor comments/feedback**

<b>A/508/5133</b>	<b>Prepare and agree a project brief and outline programme in construction</b>	<b>Level 7</b>	<b>24 Credits</b>
<b>C212</b>			

This unit is about managing projects and the team that delivers design solutions to meet the project brief. It is about ascertaining stakeholders' requirements, exploring the constraints and risks and agreeing deliverables to meet the various demands and needs. You must have a detailed knowledge of the stakeholders' areas of operation and future aspirations. You need to clarify the project stakeholders' understanding of project processes and peoples' roles and responsibilities.

It is about analysing the project brief and developing an outline programme. You will need to advise the project stakeholders about new technological requirements and innovations to enable them to make informed decisions. You will also need to present an outline programme to the stakeholders and agree it with them.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to prepare proposal for a project brief	1.1 Identify and agree the stakeholders' requirements, opinions and aspirations and prepare a project proposal			
	1.2 Select data which is relevant and valid, analyse it and qualify its status			
	1.3 Estimate and confirm the cost and timescale of the project			
	1.4 Review the cost implications of adopting alternative design, construction, services, financing and use strategies and agree them with stakeholders			
	1.5 Prepare a draft brief clearly, accurately, unambiguously and within the time agreed, and present the brief to stakeholders			
	1.6 Explain and discuss any significant constraints, opportunities and areas of uncertainty relating to the project			
	1.7 Modify the draft to reflect the discussion and relevant points which have been raised			
	1.8 Negotiate a clear and mutually acceptable agreement on the brief which is in sufficient detail to allow work to start on the next stage of the project			
2 Understand how to prepare proposal for a project brief	2.1 Describe what to identify as stakeholders' requirements opinions and aspirations			
	2.2 Evaluate how to agree the stakeholders' requirements opinions and aspirations			
	2.3 Explain how to prepare a project proposal			
	2.4 Evaluate how to select data which is relevant and valid			
	2.5 Examine how to analyse data and qualify its status			
	2.6 Examine how to estimate the cost and timescale of the project			
	2.7 Explain how to confirm the cost and timescale of the project			
	2.8 Examine how to review the cost implications of adopting alternative design, construction, services, financing and use strategies			
	2.9 Evaluate how to agree the cost implications of adopting alternative design, construction, services, financing and use strategies with stakeholders			

**Assessor comments/feedback**

<b>A/508/5133</b>	<b>Prepare and agree a project brief and outline programme in construction</b>	<b>Level 7</b>	<b>24 Credits</b>
<b>C212</b>			

	2.10 Explain how to prepare a draft brief clearly, accurately, unambiguously and within the time agreed			
	2.11 Explain how to present the brief to stakeholders			
	2.12 Explain and discuss any significant constraints, opportunities and areas of uncertainty relating to the project			
	2.13 Explain how to modify the draft to reflect the discussion and relevant points which have been raised			
	2.14 Propose how to negotiate a clear and mutually acceptable agreement on the brief which is in sufficient detail to allow work to start on the next stage of the project			
3 Be able to develop a project outline programme which meets the requirements of the brief	3.1 Review the requirements of the brief and check and clarify initial assumptions about the project outline programme with stakeholders			
	3.2 Develop a realistic outline programme for the project stages which takes account of identified constraints			
	3.3 Discuss the outline programme with stakeholders and agree any necessary modifications to the brief, outline programme and constraints			
	3.4 Prepare, present and agree an outline programme which meets the requirements of the brief and the expectations of stakeholders			
4 Understand how to develop a project outline programme which meets the requirements of the brief	4.1 Examine how to review the requirements of the brief			
	4.2 Explain how to check and clarify the initial assumptions about the project outline programme with stakeholders			
	4.3 Propose how to develop a realistic outline programme for the project stages which takes account of identified constraints			
	4.4 Explain how to discuss the outline programme with stakeholders			
	4.5 Evaluate how to agree any necessary modifications to the brief, outline programme and constraints			
	4.6 Explain how to prepare an outline programme which meets the requirements of the brief and the expectations of stakeholders			
	4.7 Explain how to present an outline programme which meets the requirements of the brief and the expectations of stakeholders			
	4.8 Evaluate how to agree an outline programme which meets the requirements of the brief and the expectations of stakeholders			

**Assessor comments/feedback**

<b>A/508/5133</b>	<b>Prepare and agree a project brief and outline programme in construction</b>	<b>Level 7</b>	<b>24 Credits</b>
<b>C212</b>			

5 Be able to identify, assess and agree project requirements and stakeholder preferences	5.1 Clarify the project stakeholders' understanding of project processes and procedures and the roles of those who need to be involved			
	5.2 Identify and agree with project stakeholders what their goals and priorities are both now and for the future			
	5.3 Clarify the project stakeholders' circumstances and requirements, the options available and the constraints and risks which might apply to the project			
	5.4 Advise and guide project stakeholders about new regulatory or technological requirements and innovations to enable them to make informed decisions			
	5.5 Summarise and present the project requirements and stakeholders' preferences			
	5.6 Evaluate project requirements and stakeholders' preferences which do not appear to be realistic and recommend valid options and record agreement			
6 Understand how to identify, assess and agree project requirements and stakeholder preferences	6.1 Explain how to clarify the project stakeholders' understanding of project processes and procedures and the roles of those who need to be involved			
	6.2 Describe what to identify as the project stakeholders' goals and priorities both now and in the future			
	6.3 Evaluate how to agree with the project stakeholders what their goals and priorities are both now and in the future			
	6.4 Explain how to clarify the project stakeholders' circumstances and requirements, the options available and the constraints and risks which might apply to the project			
	6.5 Propose how to advise and guide project stakeholders about new regulatory or technological requirements and innovations to enable them to make informed decisions			
	6.6 Explain how to summarise and present the project requirements and stakeholders' preferences			
	6.7 Explain how to evaluate project requirements and stakeholders' preferences which do not appear to be realistic			
	6.8 Propose how to recommend valid options to meet project requirements and stakeholders' preferences			
	6.9 Explain how to record agreement on valid options to meet project requirements and stakeholders' preferences			

**Assessor comments/feedback**

D/508/5139	<b>Implement procurement processes in construction management</b>	<b>Level 6</b>	<b>19 Credits</b>
<b>C218</b>			

This unit is about implementing an appropriate procurement strategy and short-listing and selecting appropriate tenderers. It is also the about the review and amendment of tender documents and ensuring that addendums are issued.

You will need to develop a potential list of tenderers who meet the contract criteria. You will also need to send tender enquiries to potential tenderers and evaluate those that respond in order to shortlist them against chosen selection criteria.

You will need to select an appropriate tender and ensure that tender documents are issued. You will also need to respond to any queries from tenderers and pass on any amendments to procurement information and documents. You will need to acknowledge and evaluate tenders against the criteria and if necessary modify and repeat tendering processes in consultation with the client. You will need to choose the best tenderers to appoint them formally and notify unsuccessful tenderers. You will also need to negotiate and agree any variations, adjustments and corrections with tenderer(s) subject to contract.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to evaluate pre-qualification of tenderers	1.1 Implement an appropriate type of procurement strategy which aligns with legal and statutory requirements and decide which potential tenderers could meet the contract conditions			
	1.2 Decide which potential tenderers could meet the contract specification to fulfil the selected type of procurement process			
	1.3 Decide how many tenderers to invite, taking into account the value and size of the contract			
	1.4 Send enquiries to potential tenderers, in accordance with regulatory requirements, requiring them to provide evidence about their experience and capability			
	1.5 Choose selection criteria which are suitable to weight and rate performance for the type of work described in the tender			
	1.6 Evaluate potential tenderers who respond to the invitation against the selection criteria, place them in rank order and choose the number needed			
	1.7 Offer advice and information to decision makers about potential tenderers and the selection criteria and modify the tender list to reflect any agreed changes			
	1.8 Confirm that the selected tenderers are willing to tender			
	1.9 Add more potential tenderers from the evaluation list which meet the selection criteria if those contacted are not willing to tender			
2 Understand how to evaluate pre-qualification of tenderers	2.1 Explain how to implement an appropriate type of procurement strategy which aligns with legal and statutory requirements			
	2.2 Evaluate how to decide which potential tenderers could meet the contract conditions			
	2.3 Evaluate how to decide which potential tenderers could meet the contract specification to fulfil the selected type of procurement process			
	2.4 Evaluate how to decide how many tenderers to invite, taking into account the value and size of the contract			
	2.5 Explain how to send enquiries to potential tenderers, in accordance with regulatory requirements, requiring them to provide evidence about their experience and capability			

**Assessor comments/feedback**

D/508/5139	Implement procurement processes in construction management (continued)	Level 6	19 Credits
C218			

	2.6 Evaluate how to choose selection criteria which are suitable to weight and rate performance for the type of work described in the tender			
	2.7 Explain how to evaluate potential tenderers who respond to the invitation against the selection criteria			
	2.8 Examine how to place potential tenderers in rank order			
	2.9 Evaluate how to choose the number of potential tenderers needed			
	2.10 Propose how to offer advice and information to decision makers about potential tenderers and the selection criteria			
	2.11 Explain how to modify the tender list to reflect any agreed changes			
	2.12 Explain how to confirm that the selected tenderers are willing to tender			
	2.13 Explain how to add more potential tenderers from the evaluation list which meet the selection criteria if those contacted are not willing to tender			
3 Be able to obtain bids and tenders	3.1 Ensure that procurement information and documents are drafted which meet statutory regulations, codes of practice and the organisation's policies			
	3.2 Ensure that procurement information and documents are issued to all the tenderers on the agreed list, following the agreed procedures			
	3.3 on the agreed list, following the agreed procedures which they need			
	3.4 Pass on to all the tenderers the information given to individual tenderers, and amendments to procurement information and documents			
	3.5 Ensure that accurate records are kept of procurement information and documents issued, feedback, queries and information from tenderers			
	3.6 Ensure that required action is implemented when tenderers withdraw from the process			

**Assessor comments/feedback**

D/508/5139	Implement procurement processes in construction management (continued)	Level 6	19 Credits
C218			

4 Understand how to obtain bids and tenders	4.1 Explain how to ensure that procurement information and documents are drafted which meet statutory regulations, codes of practice and the organisation's policies			
	4.2 Explain how to ensure that procurement information and documents are issued to all the tenderers on the agreed list, following the agreed procedures			
	4.3 Explain how to respond to queries from tenderers promptly			
	4.4 Explain how to pass on any additional information to tenderers which they need			
	4.5 Explain how to pass on to all the tenderers the information given to individual tenderers, and amendments to procurement information and documents			
	4.6 Explain how to ensure that accurate records are kept of procurement information and documents issued, feedback, queries and information from tenderers			
	4.7 Explain how to ensure that required action is implemented when tenderers withdraw from the process			
5 Be able to analyse and select successful bids and tenders and negotiate changes	5.1 Ensure that the tenders received are stored in a secure place and opened on the closing date in line with the organisation's procedures and regulatory requirements			
	5.2 Select for evaluation those tenders which meet the criteria and reject those that do not			
	5.3 Check with tenderers if any discrepancies, omissions and errors are found in the tenders, and agree and make any amendments with tenderers			
	5.4 Analyse the tenders which are selected against the agreed criteria and choose the tender which best meets the criteria			
	5.5 Check that the successful tenderer and the client can meet the obligations of the contract and recommend a preferred tender to the client			
	5.6 Negotiate and agree any variations, adjustments and corrections with the successful tenderer and confirm them in writing, subject to contract			
	5.7 Accept the successful tender formally and notify tenderers who have been unsuccessful, about the result			
	5.8 Modify and repeat the procurement process if too few tenders are received to show that there has been adequate competition			

**Assessor comments/feedback**

D/508/5139	Implement procurement processes in construction management (continued)	Level 6	19 Credits
C218			

6 Understand how to analyse and select successful bids and tenders and negotiate changes	6.1 Explain how to ensure that the tenders received are stored in a secure place and opened on the closing date in line with the organisation's procedures and regulatory requirements			
	6.2 Explain how to select for evaluation those tenders which meet the criteria			
	6.3 Evaluate how to reject tenders which do not meet the criteria			
	6.4 Explain how to check with tenderers if any discrepancies, omissions and errors are found in the tenders			
	6.5 Evaluate how to agree and make any amendments with tenderers where discrepancies, omissions and errors are found in the tenders			
	6.6 Examine how to analyse the tenders which are selected against the agreed criteria			
	6.7 Evaluate how to choose the tender which best meets the criteria			
	6.8 Explain how to check that the successful tenderer and the client can meet the obligations of the contract			
	6.9 Propose how to recommend a preferred tender to the client			
	6.10 Propose how to negotiate any variations, adjustments and corrections with the successful tender			
	6.11 Evaluate how to agree any variations, adjustments and corrections with the successful tenderer			
	6.12 Explain how to confirm any variations, adjustments and corrections with the successful tenderer in writing, subject to contract			
	6.13 Evaluate how to accept the successful tender formally			
	6.14 Explain how to notify tenderers who have been unsuccessful, about the result			
	6.15 Explain how to modify the procurement process if too few tenders are received to show that there has been adequate competition			
	6.16 Explain how to repeat the procurement process if too few tenders are received to show that there has been adequate competition			

**Assessor comments/feedback**

D/508/5142	<b>Evaluate and progress the resolution of contractual disputes</b>	<b>Level 7</b>	<b>18 Credits</b>
C222	<b>in construction management</b>		

This unit is about having the experience and ability to assess the background and basis of a contractual dispute. In this process, you will need to identify the strengths and weaknesses of the case being made.

You will need to assess and evaluate the documentation and supporting evidence in a logical and methodical manner which can be recorded and interpreted by others.

You will need to assess your own limitations and recommend, as necessary the support and guidance from legal advisors. You will need to identify and quantify the potential outcomes and risks in both the long and short term. You should be familiar with the various options available and be able to make a considered judgement on the correct course of action, taking all contingencies into account.

You will need to be able to supervise the preparation of the necessary submission documentation in a clear and concise manner with no ambiguities or anomalies. In doing this you should check the robustness of the arguments being tabled to check if they will stand up to scrutiny.

You will need to be able to produce contractual binding correspondence and keep all relevant parties advised of the progress and outcome on the dispute.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to evaluate potential implications for the resolution of disputes	1.1 Evaluate all the information which is relevant to the dispute, identify information which will support the case and summarise and justify it in a reasoned argument			
	1.2 Assess the strengths and weaknesses of the case and make a judgement about the potential outcomes			
	1.3 Identify what expertise and support will be needed at different stages of the dispute			
	1.4 Consult with experts, and provide them with a clear, valid and accurate summary, in cases where expert interpretation and judgement is required			
	1.5 Assess the arguments and the advice received from experts, produce justifiable conclusions and recommendations for further action and pass these to the parties involved in the dispute			
	1.6 Assess the implications of proceeding with the case			
	1.7 Identify potential options for settling the dispute which are based on relevant information and accurate assessments			
	1.8 Identify potential responses to the options for settling the dispute and assess the risk involved			
	1.9 Recommend a process for settling the dispute which is likely to be most acceptable to all the parties involved and which meets legal requirements			
	1.10 Specify, clearly, the process for settling the dispute which has been agreed and prepare written terms and conditions			

**Assessor comments/feedback**

<b>D/508/5142</b>	<b>Evaluate and progress the resolution of contractual disputes</b>	<b>Level 7</b>	<b>18 Credits</b>
<b>C222</b>	<b>in construction management (continued)</b>		

2 Understand how to evaluate potential implications for the resolution of disputes	2.1 Explain how to evaluate all the information which is relevant to the dispute			
	2.2 Describe how to identify information which will support the case			
	2.3 Explain how to summarise information which will support the case			
	2.4 Evaluate how to justify information which will support the case in a reasoned argument			
	2.5 Examine how to assess the strengths and weaknesses of the case and make a judgement about the potential outcomes			
	2.6 Describe how to identify the expertise and support which will be needed at different stages of the dispute			
	2.7 Explain how to consult with experts in cases where expert interpretation and judgement is required			
	2.8 Explain how to provide experts with a clear, valid and accurate summary			
	2.9 Examine how to assess the arguments and the advice received from experts			
	2.10 Explain how to produce justifiable conclusions and recommendations for further action			
	2.11 Explain how to pass justifiable conclusions and recommendations to the parties involved in the dispute			
	2.12 Examine how to assess the implications of proceeding with the case			
	2.13 Describe how to identify potential options for settling the dispute which are based on relevant information and accurate assessments			
	2.14 Describe how to identify potential responses to the options for settling the dispute			
	2.15 Examine how to assess the risk involved in the potential responses to the options for settling the dispute			
	2.16 Propose how to recommend a process for settling the dispute which is likely to be most acceptable to all the parties involved and which meets legal requirements			
	2.17 Evaluate how to specify, clearly, the process for settling the dispute which has been agreed			
	2.18 Explain how to prepare written terms and conditions for settling the dispute			

**Assessor comments/feedback**

<b>D/508/5142</b>	<b>Evaluate and progress the resolution of contractual disputes</b>	<b>Level 7</b>	<b>18 Credits</b>
<b>C222</b>	<b>in construction management (continued)</b>		

3 Be able to negotiate and progress the resolution of disputes	3.1 Prepare documents about the dispute which have a clear rationale, and which include valid supporting information			
	3.2 Keep regular contact with the parties involved in the dispute and investigate and propose options and processes for settling the dispute, which are likely to be acceptable to them			
	3.3 Review reactions and proposals from opposite parties and recommend a response			
	3.4 Ask questions to test the consistency and resilience of the opposite parties' position and to probe for possible movement			
	3.5 Summarise and record points of agreement and disagreement			
	3.6 Recommend acceptance of offers which are judged to be the best available			
	3.7 Draft formal acceptance letters accurately and in a suitable style, and send them promptly to all parties			
	3.8 Suggest realistic options and processes for settling the dispute when offers are not acceptable and assess the advantages and disadvantages of each alternative			
4 Understand how to negotiate and progress the resolution of disputes	4.1 Explain how to prepare documents about the dispute which have a clear rationale and which include valid supporting information			
	4.2 Explain how to keep regular contact with the parties involved in the dispute			
	4.3 Examine how to investigate options and processes for settling the dispute, which are likely to be acceptable to the parties involved in the dispute			
	4.4 Explain how to propose options and processes for settling the dispute, which are likely to be acceptable to the parties involved in the dispute			
	4.5 Examine how to review reactions and proposals from opposite parties			
	4.6 Propose how to recommend a response to opposite parties			
	4.7 Explain how to ask questions to test the consistency and resilience of the opposite parties' position			
	4.8 Propose how to probe for possible movement in the opposite parties' position			
	4.9 Explain how to summarise and record points of agreement and disagreement			
	4.10 Propose how to recommend acceptance of offers which are judged to be the best available			
	4.11 Evaluate how to draft formal acceptance letters accurately and in a suitable style, and send them promptly to all parties			
	4.12 Propose how to suggest realistic options and processes for settling the dispute when offers are not acceptable			
	4.13 Examine how to assess the advantages and disadvantages of each of the alternative options and processes for settling the dispute			

**Assessor comments/feedback**

<b>F/508/5134</b>	<b>Evaluate sustainable resources and requirements for the whole lifecycle of a construction project</b>	<b>Level 6</b>	<b>20 Credits</b>
<b>C215</b>			

This unit is about assessing and quantifying the whole life cost and low carbon cost implications for the project. You will need to review them against the project criteria and energy goals and priorities and select the most viable options. You will also need to ensure that solutions that meet the energy use and control criteria are specified. You will need to prescribe commissioning procedures and certification for the property and systems and identify any improvements required. You will also need to provide operations and maintenance instructions to users.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to evaluate project whole life and low carbon cost	1.1 Confirm energy goals and priorities for the project, both currently and in the future			
	1.2 Confirm assumptions about cost elements, alternative designs, construction, services, financing and use options for the project stage with stakeholders			
	1.3 Review and present the potential whole life costs and low carbon cost of the project from available design and development information			
	1.4 From available design and development information project taking into account the views of experts and project stakeholders			
	1.5 Review the whole life costs and low carbon costs against the project criteria and energy goals and priorities			
	1.6 Summarise and present clearly and accurately the whole life costs and low carbon costs			
	1.7 Discuss the whole life costs and low carbon costs with stakeholders and select and agree the most viable options			
2 Understand how to evaluate project whole life and low carbon cost	2.1 Explain how to confirm energy goals and priorities for the project, both currently and in the future			
	2.2 Explain how to confirm assumptions about cost elements, alternative designs, construction, services, financing and use options for the project stage with stakeholders			
	2.3 Examine how to review the potential whole life costs and low carbon costs of the project from available design and development information			
	2.4 Explain how to present the potential whole life costs and low carbon costs of the project from available design and development information			
	2.5 Examine how to assess and quantify the whole life costs and low carbon costs implications for the project taking into account the views of experts and project stakeholders			
	2.6 Examine how to review the whole life costs and low carbon costs against the project criteria and energy goals and priorities			
	2.7 Explain how to summarise the whole life costs and low carbon costs			
	2.8 Explain how to present the whole life costs and low carbon costs			
	2.9 Explain how to discuss the whole life costs and low carbon costs with stakeholders			
	2.10 Evaluate how to select the most viable options			
	2.11 Evaluate how to agree the most viable options			

**Assessor comments/feedback**

<b>F/508/5134</b>	<b>Evaluate sustainable resources and requirements for the whole lifecycle of a construction project (continued)</b>	<b>Level 6</b>	<b>20 Credits</b>
<b>C215</b>			

3 Be able to assess and provide for the conservation of energy use	3.1 Review legislative requirements in order to identify the energy use and control criteria relevant to the type of property and systems			
	3.2 Ensure that the information on the property and systems necessary to assess energy use is gathered and recorded			
	3.3 Ensure that solutions which meet the criteria for the type of property and systems are reviewed, calculated and specified			
	3.4 Prescribe commissioning procedures and certification necessary for property and systems			
	3.5 Identify and define any consequent improvements that may be required to meet energy use and control criteria relevant to the type of property and systems			
	3.6 Provide operating and maintenance instructions to users to enable property and systems to be operated in an energy efficient manner			
4 Understand how to assess and provide for the conservation of energy use	4.1 Examine how to review legislative requirements in order to identify the energy use and control criteria relevant to the type of property and systems			
	4.2 Explain how to ensure that the information on the property and systems necessary to assess energy use is gathered and recorded			
	4.3 Explain how to ensure that solutions which meet the criteria for the type of property and systems are reviewed, calculated and specified			
	4.4 Evaluate how to prescribe commissioning procedures and certification necessary for property and systems			
	4.5 Describe what to identify as any consequent improvements that may be required to meet energy use and control criteria relevant to the type of property and systems			
	4.6 Evaluate how to define any consequent improvements that may be required to meet energy use and control criteria relevant to the type of property and systems			
	4.7 Explain how to provide operating and maintenance instructions to users to enable property and systems to be operated in an energy efficient manner			

**Assessor comments/feedback**

<b>H/508/5143</b>	<b>Manage marketing and customer service in construction management</b>	<b>Level 6</b>	<b>13 Credits</b>
<b>C223</b>			

This unit is about establishing and managing the marketing and customer service process to meet organisational and business objectives. You will need to develop and implement a marketing process that helps promote new business and opportunities to improve branding, corporate image and market share.

You will also need to demonstrate how you have selected new products or services and how these have been established to meet market needs and business objectives.

Managing the customer service strategy is a key role at this level; you will need to demonstrate how you have developed a client customer service policy to meet customer expectations and improve customer satisfaction.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to identify and resource the development of new products and services to meet market needs	1.1 Review the organisation's operations and evaluate its strengths and weaknesses to compete in potential markets			
	1.2 Identify appropriate and realistic market areas for the organisation and summarise the information accurately			
	1.3 Analyse the demand for and type of new products and services within the identified market areas			
	1.4 Identify opportunities to use new marketing technologies, materials and techniques to meet identified market needs			
	1.5 Ensure that the resources needed are calculated accurately and that sufficient resources are allocated for the development of new products and services			
	1.6 Negotiate additional resources in cases where existing resources are insufficient to meet development costs			
	1.7 Select new and innovative products and services for development which are based on an accurate evaluation of the organisation's business policy			
2 Understand how to identify and resource the development of new products and services to meet market needs	2.1 Examine how to review the organisation's operations			
	2.2 Explain how to evaluate the organisation's strengths and weaknesses to compete in potential markets			
	2.3 Describe how to identify appropriate and realistic market areas for the organisation			
	2.4 Explain how to summarise the information on realistic market areas for the organisation			
	2.5 Examine how to analyse the demand for and type of new products and services within the identified market areas			
	2.6 Describe how to identify opportunities to use new marketing technologies, materials and techniques to meet identified market needs			
	2.7 Explain how to ensure that the resources needed are calculated accurately and that sufficient resources are allocated for the development of new products and services			
	2.8 Propose how to negotiate additional resources in cases where existing resources are insufficient to meet development costs			
	2.9 Evaluate how to select new and innovative products and services for development which are based on an accurate evaluation of the organisation's business policy			

**Assessor comments/feedback**

H/508/5143	Manage marketing and customer service in construction management (continued)	Level 6	13 Credits
C223			

3 Be able to develop and implement a marketing strategy	3.1 Evaluate the present image and reputation of the organisation with the target audience and identify the potential client base			
	3.2 Develop an information gathering system to support the development of marketing and promotion strategies			
	3.3 Identify and agree potential new business opportunities			
	3.4 Evaluate marketing and promotion options and develop a clear and relevant strategy which is capable of making a significant impact on the target audience			
	3.5 Choose methods, media and techniques for the marketing and promotion of the organisation which are consistent with the corporate image			
	3.6 Negotiate, agree and implement a programme and budget to deliver the agreed marketing and promotion strategy			
	3.7 Monitor the marketing and promotion strategy regularly, review the impact and make modifications which will improve market presence and penetration			
4 Understand how to develop and implement a marketing strategy	4.1 Explain how to evaluate the present image and reputation of the organisation with the target audience			
	4.2 Describe how to identify the potential client base			
	4.3 Propose how to develop an information gathering system to support the development of marketing and promotion strategies			
	4.4 Describe how to identify potential new business opportunities			
	4.5 Evaluate how to agree potential new business opportunities			
	4.6 Explain how to evaluate marketing and promotion options			
	4.7 Propose how to develop a clear and relevant strategy which is capable of making a significant impact on the target audience			
	4.8 Evaluate how to choose methods, media and techniques for the marketing and promotion of the organisation which are consistent with the corporate image			
	4.9 Propose how to negotiate a programme and budget to deliver the agreed marketing and promotion strategy			
	4.10 Evaluate how to agree a programme and budget to deliver the agreed marketing and promotion strategy			
	4.11 Explain how to implement a programme and budget to deliver the agreed marketing and promotion strategy			
	4.12 Examine how to monitor the marketing and promotion strategy regularly			
	4.13 Examine how to review the impact and make modifications which will improve market presence and penetration			

**Assessor comments/feedback**

<b>H/508/5143</b>	<b>Manage marketing and customer service in construction management (continued)</b>	<b>Level 6</b>	<b>13 Credits</b>
<b>C223</b>			

5 Be able to develop and maintain a policy to maximise client and customer satisfaction	5.1 Analyse market research to determine realistically the type and quality of services clients and customers will need			
	5.2 Develop a clear and realistic client and customer service policy and agree it with decision makers			
	5.3 Develop a policy for client and customer service which summarises the organisation's agreed policy and circulate it to all the workforce			
	5.4 Develop and introduce an appropriate client and customer service system, which will meet the service needs			
	5.5 Develop and introduce systems for obtaining client and customer feedback and monitor them regularly for both positive and negative feedback			
	5.6 Summarise positive client and customer feedback and circulate it to decision makers			
	5.7 Investigate and respond to negative client and customer feedback and individual complaints promptly and resolve cases			
	5.8 Produce regular summaries of client and customer complaints and compliments, the action taken and recommendations for future action and circulate the summaries to decision makers			

**Assessor comments/feedback**

H/508/5143	Manage marketing and customer service in construction management (continued)	Level 6	13 Credits
C223			

6 Understand how to develop and maintain a policy to maximise client and customer satisfaction	6.1 Examine how to analyse market research to determine realistically the type and quality of services clients and customers will need			
	6.2 Propose how to develop a clear and realistic client and customer service policy			
	6.3 Evaluate how to agree a realistic client and customer service policy with decision makers			
	6.4 Propose how to develop a policy for client and customer service which summarises the organisation's agreed policy			
	6.5 Explain how to circulate the agreed policy for client and customer service to all the workforce			
	6.6 Propose how to develop an appropriate client and customer service system, which will meet the service needs			
	6.7 Propose how to introduce an appropriate client and customer service system, which will meet the service needs			
	6.8 Propose how to develop systems for obtaining client and customer feedback			
	6.9 Propose how to introduce systems for obtaining client and customer feedback			
	6.10 Examine how to monitor systems for obtaining client and customer feedback regularly for both positive and negative feedback			
	6.11 Explain how to summarise positive client and customer feedback			
	6.12 Explain how to circulate positive client and customer feedback to decision makers			
	6.13 Examine how to investigate negative client and customer feedback and individual complaints promptly			
	6.14 Explain how to respond to negative client and customer feedback and individual complaints promptly			
	6.15 Propose how to resolve cases of negative client and customer feedback and individual complaints promptly			
	6.16 Explain how to produce regular summaries of client and customer complaints and compliments, the action taken and recommendations for future action			
	6.17 Explain how to circulate the summaries of client and customer complaints and compliments, the action taken and recommendations for future action to decision makers			

**Assessor comments/feedback**

<b>H/508/5135</b>	<b>Direct the management of design development and processes in construction management</b>	<b>Level 7</b>	<b>22 Credits</b>
<b>C213</b>			

This unit is about managing projects and the team that deliver design solutions to meet the project brief. It recognises the paramount importance of health, safety and welfare requirements and environmental sustainability issues. It is about ensuring that coherence and consistency is maintained between all aspects of the production and installation design solution and concept.

You will need to take responsibility for ensuring that risk reduction measures comply with relevant health, safety and welfare regulations and guidelines.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to identify and assess hazards and identify risks	1.1 Check that clients are made aware of the relevant health, safety and welfare regulations and legal framework and their obligations in relation to them			
	1.2 Collaborate with stakeholders to ensure the compliance of designs with relevant health, safety and welfare regulations and legal framework			
	1.3 Ensure that hazards and their consequences arising from operations and individual activities are identified and prioritised			
	1.4 Ensure that hazards are assessed to identify the significance of risks on an iterative basis throughout the development process			
2 Understand how to identify and assess hazards, and identify risks	2.1 Explain how to check that clients are made aware of the relevant health, safety and welfare regulations and legal framework and their obligations in relation to them			
	2.2 Propose how to collaborate with stakeholders to ensure the compliance of designs with relevant health, safety and welfare regulations and legal framework			
	2.3 Explain how to ensure that hazards and their consequences arising from operations and individual activities are identified and prioritised			
	2.4 Explain how to ensure that hazards are assessed to identify the significance of risks on an iterative basis throughout the development process			
3 Be able to make design choices to reduce health and safety risks	3.1 Ensure that identified hazards are eliminated and reduced whilst developing and modifying designs and conflicting demands are taken into account			
	3.2 Ensure that community measures are given equal priority over project measures when reducing risks			
	3.3 Take responsibility for ensuring that the risk reduction measures comply with relevant health and safety regulations and guidelines			
	3.4 Ensure that the information needed by other people involved is recorded in any design documentation so that they can comply with their duties under relevant health and safety regulations			
	3.5 Promote the implementation of the risk reduction measures with other people involved			
	3.6 Encourage a responsible culture of health, safety and welfare in design processes and decision making			

**Assessor comments/feedback**

H/508/5135	Direct the management of design development and processes in construction management (continued)	Level 7	22 Credits		
C213					
4 Understand how to make design choices to reduce health and safety risks	4.1 Explain how to ensure that identified hazards are eliminated and reduced whilst developing and modifying designs and conflicting demands are taken into account				
	4.2 Explain how to ensure that community measures are given equal priority over project measures when reducing risks				
	4.3 Evaluate how to take responsibility for ensuring that the risk reduction measures comply with relevant health and safety regulations and guidelines				
	4.4 Explain how to ensure that information needed by other people involved is recorded in any design documentation so that they can comply with their duties under relevant health and safety regulations				
	4.5 Propose how to promote the implementation of the risk reduction measures with other people involved				
	4.6 Explain how to encourage a responsible culture of health, safety and welfare in design processes and decision making				
5 Be able to manage the design process	5.1 Agree with the stakeholders the purposes which will be served by production and installation design information appropriate to the project stage				
	5.2 Choose a format for presenting the production and installation design information which meets the requirements of the stakeholders				
	5.3 Identify which parts of the overall project require production and installation design information				
	5.4 Ensure that the parts of the project design which interact with each other are identified and suitable ways to maintain coherence and consistency between all aspects of the production and installation design information are agreed				
	5.5 Ensure that procedures are set up which will maintain coherence and consistency between the production and installation design solutions and the overall development concept				
	5.6 Ensure that techniques are confirmed which are suitable for investigating, calculating, testing, developing and specifying the production and installation design which are consistent with best practice and conform to relevant codes and standards				

**Assessor comments/feedback**

H/508/5135	Direct the management of design development and processes in construction management (continued)	Level 7	22 Credits
C213			

6 Understand how to manage the design process	6.1 Evaluate how to agree with the stakeholders the purposes which will be served by production and installation design appropriate to the project stage			
	6.2 Evaluate how to choose a format for presenting the production and installation design which meets the requirements of the stakeholders			
	6.3 Describe what to identify as parts of the overall project which require production and installation design information			
	6.4 Explain how to ensure that the parts of the project design which interact with each other are identified and suitable ways to maintain coherency and consistency between all aspects of the production and installation design are agreed			
	6.5 Explain how to ensure that procedures are set up which will maintain coherence and consistency between the production and installation design solutions and the overall development concept			
	6.6 Explain how to ensure that techniques are confirmed which are suitable for investigating, calculating, testing, developing and specifying the production and installation design which are consistent with best practice and conform to relevant codes and standards			

**Assessor comments/feedback**

<b>K/508/5144</b>	<b>Managing the project handover of the construction project in the workplace</b>	<b>Level 6</b>	<b>10 Credits</b>
<b>C224</b>			

The aim of this unit is to illustrate the skills, knowledge and understanding required to confirm competence in managing the handover of the construction project in the workplace within the relevant sector of industry.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Confirm project requirements and consult with stakeholders and develop and agree a handover programme	1.1 Confirm that project requirements have met stakeholder's expectations.			
	1.2 Undertake consultation with stakeholders to negotiate handover arrangements.			
	1.3 Develop and agree a handover programme			
	1.4 List and describe typical project requirements that must be met for handover purposes.			
	1.5 Explain how project requirements for developing handover programmes can be confirmed.			
	1.6 Explain ways of consulting with stakeholders when developing and agreeing a handover programme.			
	1.7 Give reasons why you need a handover programme.			
2 Check that project requirements have been met, or record outstanding work in order to agree and arrange a satisfactory completion.	2.1 Identify work that may need to be completed against the requirements of the project.			
	2.2 Note outstanding work, defects or remedial activities that fail to meet project requirements.			
	2.3 Agree and organise work activities that can complete outstanding work to ensure that the project requirements have been met.			
	2.4 Explain checks that can be made to ensure project requirements are met.			
	2.5 Explain how outstanding work, in order to agree and arrange a satisfactory completion, can be recorded.			
3 Carry out handover inspections and appropriate tests ensuring they are witnessed by stakeholders and certificated in accordance with current legislation.	3.1 Complete handover inspections and appropriate tests, ensuring they are recorded and witnessed by stakeholders.			
	3.2 Undertake commissioning activities and keep records of all certificates issued.			
	3.3 Explain how to carry out handover inspections and appropriate tests.			
	3.4 Describe methods that can be used to ensure that inspections and appropriate tests are witnessed by stakeholders.			
	3.5 Explain how to ensure that the appropriate certification is acquired and why handover inspections and certificates are needed.			

**Assessor comments/feedback**

<b>K/508/5144</b>	<b>Managing the project handover of the construction project in the workplace (continued)</b>	<b>Level 6</b>	<b>10 Credits</b>
<b>C224</b>			

4 Record stakeholder concerns during inspection and agree any required actions.	4.1 Seek, identify and note stakeholders concerns during handover inspections.			
	4.2 Agree actions with stakeholders that will resolve stakeholder concerns raised during handover inspections.			
	4.3 Describe methods that can record stakeholders' concerns during inspections.			
	4.4 Explain how appropriate actions can be agreed with stakeholders during inspections.			
	4.5 Give reasons why stakeholders concerns need to be addressed prior to handover.			
5 Ensure that stakeholders' respective responsibilities are accepted and adopted.	5.1 Establish and confirm that stakeholders will accept responsibility on handover for at least three of the following: – insurance – security – operations – health and safety – utility supply – environment – sustainability.			
	5.2 Explain how to ensure that stakeholders accept and adopt responsibilities on handover.			
	5.3 Explain why stakeholders need to accept their responsibilities on handover.			
6 Assemble and hand over appropriate documentation in accordance with the project.	6.1 Collate and prepare appropriate and relevant documentation for at least one of the following: – systems – services – equipment.			
	6.2 Arrange for and/or hand over assembled documentation that meets agreed project requirements.			
	6.3 Explain how appropriate documentation can be assembled in accordance with the project requirements.			
	6.4 Describe methods of handing over appropriate documentation.			
	6.5 Give reasons why appropriate documentation should be assembled and handed over for the project.			

**Assessor comments/feedback**

L/508/5136	<b>Assess and evaluate the sustainability and environmental impact of developments in construction management</b>	<b>Level 7</b>	<b>22 Credits</b>
<b>C214</b>			

This unit is about managing the impact of the built environment on the natural environment. You will need to investigate requirements for assessing the environmental impact of proposals. You will also need to select the factors and the criteria used to assess the impact and assess their significance.

You will need to investigate and evaluate the best balance between the potential asset value and sustainability and project design, function, performance and return on investment. You will then need to present you development strategies to decision makers.

Finally, you will need to investigate the factors which impact on the utilisation and sustainability of resources and identify potential alternatives. You will need to carry out investigations and assessments of alternative resources to identify technical and environmental advantages. You will also need to present your recommendations for suitable strategies for using alternative resources to decision makers.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to assess the environmental impact of development proposals	1.1 Investigate the requirements for assessing the environmental impact of proposals by examining policy documents, consulting stakeholders and experts			
	1.2 Select the factors which will be included in the assessment and the criteria to be used for assessing the impact			
	1.3 Collate relevant data and examine the proposal in its context			
	1.4 Identify and review alternative solutions which will improve environmental quality and increase sustainability			
	1.5 Analyse and forecast the environmental impact of the selected factors, both individually and in combination			
	1.6 Assess, quantify and report on the significance of each factor and suggest measures which will reduce the environmental impact			
2 Understand how to assess the environmental impact of development proposals	2.1 Examine how to investigate the requirements for assessing the environmental impact of proposals by examining policy documents, consulting stakeholders and experts			
	2.2 Evaluate how to select the factors which will be included in the assessment and the criteria to be used for assessing the impact			
	2.3 Explain how to collate relevant data			
	2.4 Explain how to examine the proposal in its context			
	2.5 Describe what to identify as alternative solutions which will improve environmental quality and increase sustainability			
	2.6 Examine how to review alternative solutions which will improve environmental quality and increase sustainability			
	2.7 Examine how to analyse the environmental impact of the selected factors, both individually and in combination			
	2.8 Examine how to forecast the environmental impact of the selected factors, both individually and in combination			
	2.9 Examine how to assess and quantify the significance of each factor			
	2.10 Explain how to report on the significance of each factor			
	2.11 Propose how to suggest measures which will reduce the environmental impact			

**Assessor comments/feedback**

L/508/5136	<b>Assess and evaluate the sustainability and environmental impact of developments in construction management (continued)</b>	<b>Level 7</b>	<b>22</b>	<b>Credits</b>
<b>C214</b>				

3 Be able to evaluate and present sustainable	3.1 Identify goals and priorities for potential development, both currently and in the future			
	3.2 Investigate and identify the design, function and performance requirements of the potential project			
	3.3 Investigate economic factors and resources, environmental and ecological factors, and social views that affect the future asset value and sustainability of potential development and consider alternatives			
	3.4 Evaluate the best balance between the potential asset value and sustainability and project design, function, performance and return on investment			
	3.5 Present development strategies in a suitable format and justify them to decision makers			
	3.6 Decide whether and how to implement potential sustainable development projects to achieve key requirements			
4 Understand how to evaluate and present sustainable requirements	4.1 Describe what to identify as the goals and priorities for potential development, both currently and in the future			
	4.2 Examine how to investigate the design, function and performance requirements of the potential project			
	4.3 Describe what to identify as the design, function and performance requirements of the potential project			
	4.4 Examine how to investigate economic factors and resources, environmental and ecological factors, and social views that affect the future asset value and sustainability of potential development and consider alternatives			
	4.5 Explain how to evaluate the best balance between the potential asset value and sustainability and project design, function, performance and return on investment			
	4.6 Explain how to present development strategies in a suitable format			
	4.7 Evaluate how to justify development strategies to decision makers			
	4.8 Evaluate how to decide whether and how to implement potential sustainable development projects to achieve key requirements			
5 Be able to identify and evaluate sustainable resources	5.1 Investigate, from appropriate information sources, the factors which impact on the utilisation and sustainability of renewable resources			
	5.2 Assess accurately the costs and implications of the management and replacement of renewable resources			
	5.3 Identify and summarise appropriate and valid information sources and identify potential alternative resources			
	5.4 Compare the technical performance and environmental implications of alternative resources with the performance of existing finite resources with a similar function and calculate any variances			
	5.5 Investigate, assess and recommend suitable strategies for developing alternative resources, which indicate positive technical and environmental advantages			
	5.6 Present strategies in a suitable format and justify them to stakeholders			

**Assessor comments/feedback**

L/508/5136	<b>Assess and evaluate the sustainability and environmental impact of developments in construction management (continued)</b>	<b>Level 7</b>	<b>22</b>	<b>Credits</b>
<b>C214</b>				

6 Understand how to identify and evaluate sustainable	6.1 Examine how to investigate, from appropriate information sources, the factors which impact on the utilisation and sustainability of renewable resources			
	6.2 Examine how to assess accurately the costs and implications of the management and replacement of renewable resources			
	6.3 Describe what to identify as appropriate and valid information sources			
	6.4 Explain how to summarise appropriate and valid information sources			
	6.5 Describe what to identify as potential alternative resources			
	6.6 Propose how to compare the technical performance and environmental implications of alternative resources with the performance of existing finite resources with a similar function and calculate any variances			
	6.7 Examine how to investigate and assess suitable strategies for developing alternative resources, which indicate positive technical and environmental advantages			
	6.8 Propose how to recommend suitable strategies for developing alternative resources, which indicate positive technical and environmental advantages			
	6.9 Explain how to present strategies in a suitable format to stakeholders			
	6.10 Evaluate how to justify strategies to stakeholders			

**Assessor comments/feedback**

R/508/5137	Establish project procurement arrangements in construction management	Level 6	18 Credits
C216			

This unit is about the establishment of project procurement strategies from inception to implementation by way of procurement methods, their objectives and criteria. Project stakeholders and legal and contractual constraints are considered. You will need to demonstrate how you have brought the procurement strategy forward to implementation. You will need to consider the interests and involvement of project stakeholders in the project. You will procure suppliers and services for the project to comply with project objectives.

You will facilitate project team meetings to promote collaborative working arrangements. You will demonstrate the selection and agreement of forms of contract to satisfy the interests of the project.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to select and agree procurement strategies	1.1 Identify and agree feasible and realistic procurement objectives and criteria			
	1.2 Identify procurement methods which are capable of meeting the procurement objectives and evaluate them against selected criteria			
	1.3 Select and recommend the most effective procurement methods which meet stakeholders' constraints and relevant legal and industry requirements			
	1.4 Agree and record the selected procurement method and appropriate implementation procedures			
2 Understand how to select and agree procurement strategies	2.1 Describe what to identify as feasible and realistic procurement objectives and criteria			
	2.2 Evaluate how to agree feasible and realistic procurement objectives and criteria			
	2.3 Describe what to identify as procurement methods which are capable of meeting the procurement objectives			
	2.4 Explain how to evaluate procurement methods against selected criteria			
	2.5 Evaluate how to select the most effective procurement methods which meets stakeholders' constraints and relevant legal and industry requirements			
	2.6 Propose how to recommend the most effective procurement methods which meets stakeholders' constraints and relevant legal and industry requirements			
	2.7 Evaluate how to agree the selected procurement methods and appropriate implementation procedures			
	2.8 Explain how to record the selected procurement methods and appropriate implementation procedures			

**Assessor comments/feedback**

R/508/5137	Establish project procurement arrangements in construction management (continued)	Level 6	18 Credits
C216			

3 Be able to establish project team arrangements	3.1 Identify and confirm with the stakeholders, the type of project work and objectives for project team collaboration			
	3.2 Form a selection panel of stakeholders to assess potential suppliers and services and identify selection criteria			
	3.3 Provide information to potential suppliers and services and invite them to submit a statement of their capabilities			
	3.4 Evaluate the potential suppliers and services using the selection criteria and agree a short-list			
	3.5 Interview and hold discussions with the short-listed potential suppliers and services to assess their suitability, capability and commitment to the project and compliance with selection criteria			
	3.6 Select and confirm the project suppliers and services with the stakeholders			
	3.7 Negotiate agreements and contracts with project suppliers and services			
	3.8 Conduct project team meetings to facilitate collaborative working and agree individual and mutual project objectives			
4 Understand how to establish project team arrangements	4.1 Describe what to identify with the stakeholders as the type of project work and objectives for project team collaboration			
	4.2 Explain how to confirm with the stakeholders, the type of project work and objectives for project team collaboration			
	4.3 Explain how to form a selection panel of stakeholders to assess potential suppliers and services and identify selection criteria			
	4.4 Explain how to provide information to potential suppliers and services and invite them to submit a statement of their capabilities			
	4.5 Explain how to evaluate the potential suppliers and services using the selection criteria			
	4.6 Evaluate how to agree the short-list of potential suppliers and services			
	4.7 Examine how to interview and hold discussions with the short-listed potential suppliers and services to assess their suitability, capability and commitment to the project and compliance with selection criteria			
	4.8 Evaluate how to select the project suppliers and services with the stakeholders			
	4.9 Explain how to confirm the project suppliers and services with the stakeholders			
	4.10 Propose how to negotiate agreements and contracts with project suppliers and services			
	4.11 Explain how to conduct project team meetings to facilitate collaborative working			
	4.12 Evaluate how to agree individual and mutual project objectives to facilitate collaborative working			

**Assessor comments/feedback**

R/508/5137	Establish project procurement arrangements in construction management (continued)	Level 6	18 Credits
C216			

5 Be able to recommend and agree a form of contract	5.1 Identify clearly the stakeholders and the purpose of the contract			
	5.2 Identify with the stakeholders significant criteria for selecting the form of contract			
	5.3 Select and recommend a form of contract which is appropriate to the type of project work			
	5.4 Give clear and accurate information and advice and provide stakeholders with the opportunities to comment and ask for clarification			
	5.5 Agree a form of contract which is capable of being put into effect			
6 Understand how to recommend and agree a form of contract	6.1 Describe what to identify as the stakeholders and the purpose of the contract			
	6.2 Describe what to identify with the stakeholders as the significant criteria for selecting the form of contract			
	6.3 Evaluate how to select a form of contract which is appropriate to the type of project work			
	6.4 Propose how to recommend a form of contract which is appropriate to the type of project work			
	6.5 Propose how to give clear and accurate information and advice			
	6.6 Explain how to provide stakeholders with the opportunities to comment and ask for clarification			
	6.7 Evaluate how to agree a form of contract which is capable of being put into effect			

**Assessor comments/feedback**

R/508/5140	<b>Manage the preparation and submission of estimates, bids and tenders in construction management</b>	<b>Level 7</b>	<b>16 Credits</b>
C219			

This unit is about managing the technical content of the tendering process.

You will need to manage the tender process in terms of resources and time. You will need to ensure that resource cost requirements are estimated. You will need to produce the overall costings and conclude the process by proposing payment profiles.

You will need to consider the risks and opportunities in a tender and specified qualifications to the tender based on the enquiry. You will manage the completion of the tender and present it to the organisation. You will conclude the process by storing all of the tender information securely.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to evaluate estimate, bid and tender enquiry documentation	1.1 Check the tender details and tender requirements and confirm them with decision makers			
	1.2 Summarise the tender requirements accurately and pass them on for comment to decision makers			
	1.3 Identify any points of concern in the tender documents and refer them to decision makers for them to clarify and resolve			
	1.4 Evaluate the tender documents against the agreed criteria and assess whether the organisation is capable of meeting the tender requirements			
	1.5 Identify and assess any contractual and legal issues which might affect the project			
	1.6 Investigate the tender documents within budgets and tender time limits			
	1.7 Draw accurate conclusions about tender requirements within the limits of the tender information which is available, and which provide an objective basis for making a decision on whether to make a bid			
	1.8 Keep information about tender enquiries in confidence and only pass it on to people who have the authority to receive it			
2 Understand how to evaluate estimate, bid and tender enquiry documentation	2.1 Explain how to check the tender details and tender requirements			
	2.2 Explain how to confirm the tender details and tender requirements with decision makers			
	2.3 Explain how to summarise the tender requirements accurately			
	2.4 Explain how to pass summaries of the tender requirements on for comment to decision makers			
	2.5 Describe any points of concern identified in the tender documents			
	2.6 Explain how to refer any points of concern in the tender documents to decision makers for them to clarify and resolve			
	2.7 Evaluate the tender documents against the agreed criteria			
	2.8 Examine how to assess whether the organisation is capable of meeting the tender requirements			
	2.9 Describe what to identify as any contractual and legal issues which might affect the project			
	2.10 Examine how to assess any contractual and legal issues which might affect the project			

**Assessor comments/feedback**

R/508/5140	<b>Manage the preparation and submission of estimates, bids and tenders in construction management (continued)</b>	<b>Level 7</b>	<b>16 Credits</b>
<b>C219</b>			

	2.11 Examine how to investigate the tender documents within budgets and tender time limits			
	2.12 Evaluate how to draw accurate conclusions about tender requirements within the limits of the tender information which is available, and which provide an objective basis for making a decision on whether to make a bid			
	2.13 Explain how to keep information about tender enquiries in confidence			
	2.14 Explain how to pass on information about tender enquiries on to people who have the authority to receive it			
3 Be able to assess the resource requirements and costs within an estimate, bid and tender	3.1 Develop a proposed method statement and draft programme which meet the tender requirements			
	3.2 Ensure that the resources needed are calculated accurately from available sources, resource availability is investigated and the information is presented so that the requirements can be costed and planned			
	3.3 Ensure that resource costs are estimated by calculating an accurate cost for each item which is required			
	3.4 Ensure that the cost is modified to take into account any external factors which may affect the cost projections			
	3.5 Produce the overall estimate of costs and check that it is complete, accurate and in a form which is suitable for a judgement to be made			
	3.6 Explain and clarify the projected costs to support the calculations			
	3.7 Recommend payment schedules which will meet known cash flow requirements			
4 Understand how to assess the resource requirements and costs within an estimate, bid and tender	4.1 Propose how to develop a method statement and draft programme which meet the tender requirements			
	4.2 Explain how to ensure that the resources needed are calculated accurately from available sources, resource availability is investigated and the information is presented so that the requirements can be costed and planned			
	4.3 Explain how to ensure that resource costs are estimated by calculating an accurate cost for each item which is required			
	4.4 Explain how to ensure that the cost is modified to take into account any external factors which may affect the cost projections			
	4.5 Explain how to produce the overall estimate of costs			
	4.6 Explain how to check that the overall estimate of costs is complete, accurate and in a form which is suitable for a judgement to be made			
	4.7 Explain the projected costs to support the calculations			
	4.8 Explain how to clarify the projected costs to support the calculations			
	4.9 Propose how to recommend payment schedules which will meet known cash flow requirements			

**Assessor comments/feedback**

R/508/5140	<b>Manage the preparation and submission of estimates, bids and tenders in construction management (continued)</b>	<b>Level 7</b>	<b>16 Credits</b>
<b>C219</b>			

5 Be able to finalise and submit an estimate, bid and tender offer	5.1 Identify and evaluate, realistically, the risks and opportunities involved in a successful tender offer			
	5.2 Identify and specify any alternatives and qualifications to the original tender requirements which may improve the organisation's ability to carry out the work			
	5.3 Apply a profit margin and payment schedule which meets the objectives and strategy of the organisation			
	5.4 Check that the tender offer is complete and accurate and conforms to house style and make any necessary modifications			
	5.5 Present and support the tender offer in a manner which maximises its acceptability			
	5.6 Collate, arrange and submit the tender offer information in accordance with procurement requirements			
	5.7 Collect together all the tender offer information, record it, store it securely and only pass it on to people who have the authority to receive it			
6 Understand how to finalise and submit an estimate, bid and tender offer	6.1 Describe what to identify as the risks and opportunities involved in a successful tender offer			
	6.2 Evaluate realistically, the risks and opportunities involved in a successful tender offer			
	6.3 Describe how to identify any alternatives and qualifications to the original tender requirements which may improve the organisation's ability to carry out the work			
	6.4 Evaluate how to specify any alternatives and qualifications to the original tender requirements organisation's ability to carry out the work			
	6.5 Explain how to apply a profit margin and payment schedule which meets the objectives and strategy of the organisation			
	6.6 Explain how to check that the tender offer is complete and accurate and conforms to house style			
	6.7 Explain how to make any necessary modifications to the tender offer			
	6.8 Explain how to present and support the tender offer in a manner which maximises its acceptability			
	6.9 Explain how to collate the tender offer information in accordance with procurement requirements			
	6.10 Explain how to arrange the tender offer information in accordance with procurement requirements			
	6.11 Explain how to submit the tender offer information in accordance with procurement requirements			
	6.12 Explain how to collect together all the tender offer information			
	6.13 Explain how to record the tender offer information			
	6.14 Explain how to store the tender offer information securely			
	6.15 Explain how to pass the tender offer information on to people who have the authority to receive it			

**Assessor comments/feedback**

<b>T/508/5132</b>	<b>Control budgets and contract entitlement in construction management</b>	<b>Level 7</b>	<b>11 Credits</b>
<b>C211</b>			

This unit is about identifying responsibilities for the control of budgets and expenditure, and providing the necessary guidance and training in the agreed procedures and format.

A clear line of communication should be organised in order that there is no duplication and/or ambiguity for those with the financial responsibility.

You will need to establish a recording process in order that all relevant parties have access to and are able to interpret the information.

You will need the authority to authorise or amend procedures to overcome unexpected variances or problems. You will need to identify a contingency plan to cover for the unexpected occurrence. You will require the ability to assess and counter unsubstantiated entitlement for reimbursement against your organisation for additional monies. You will also be able to develop and prepare a robust document to support your own claims for additional monies.

You will need to demonstrate that you have negotiated with all parties in a professional manner. You will need to be able to record and document any decisions taken which will need to stand up to scrutiny by others.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to allocate budgets	1.1 Identify responsibilities for budgetary control and allocations under the budget headings of financial plans			
	1.2 Identify an appropriate method of maintaining overall control of the budget, produce guidance documents and circulate the information to those responsible			
	1.3 Identify appropriate methods for presenting financial information to responsible personnel			
	1.4 Issue allocations under budget headings and cash flow calculations and report requirements to those with financial responsibilities			
	1.5 Authorise expenditure and changes to budgets and issue the information to those responsible			
	1.6 Identify and agree appropriate methods and timescales for reporting contingencies and variances			
	1.7 Resolve queries and discrepancies over allocated budgets			

***Assessor comments/feedback***

T/508/5132	<b>Control budgets and contract entitlement in construction management (continued)</b>	<b>Level 7</b>	<b>11 Credits</b>
C211			

2 Understand how to allocate budgets	2.1 Describe what to identify as responsibilities for budgetary control and allocations under the budget headings of financial plans			
	2.2 Describe what to identify as an appropriate method of maintaining overall control of the budget			
	2.3 Explain how to produce guidance documents on the method for maintaining budget control			
	2.4 Explain how to circulate the information and guidance documents to those responsible for maintaining overall control of the budget			
	2.5 Describe how to identify appropriate methods for presenting, financial information to responsible personnel			
	2.6 Explain how to issue allocations under budget headings and cash flow calculations			
	2.7 Explain how to report requirements to those with financial responsibilities			
	2.8 Evaluate how to authorise expenditure and changes to budgets			
	2.9 Explain how to issue information on changes to budgets to those responsible			
	2.10 Describe how to identify appropriate methods and timescales for reporting contingencies and variances			
	2.11 Evaluate how to agree appropriate methods and timescales for reporting contingencies and variances			
	2.12 Propose how to resolve queries and discrepancies over allocated budgets			
3 Be able to prepare and agree entitlement for reimbursement for loss and expense	3.1 Assess the basis of entitlement and criteria for recovery against the contract and relevant expert opinion, and progress and structure valid entitlement which can be substantiated			
	3.2 Calculate entitlement accurately from relevant and verified information sources			
	3.3 Identify the liability for the cost and inform the parties involved in the contract			
	3.4 Analyse the opposing grounds for the entitlement, structure the entitlement clearly and present them			
	3.5 Conduct negotiations with the parties involved in the contract in a professional manner			
	3.6 Negotiate, agree and finalise amendments to the entitlement with the parties involved in the contract			
	3.7 Record and store documents, back-up information and calculations so that they can be easily accessed for reference and auditing purposes			

**Assessor comments/feedback**

<b>T/508/5132</b>	<b>Control budgets and contract entitlement in construction management (continued)</b>	<b>Level 7</b>	<b>11 Credits</b>
<b>C211</b>			

4 Understand how to prepare and agree entitlement for reimbursement for loss and expense	4.1 Examine how to assess the basis of entitlement and criteria for recovery against the contract and relevant expert opinion			
	4.2 Explain how to progress valid entitlement which can be substantiated			
	4.3 Explain how to structure valid entitlement which can be substantiated			
	4.4 Explain how to calculate entitlement accurately from relevant and verified information sources			
	4.5 Explain how to inform the parties involved in the contract about the liability for the cost			
	4.6 Examine how to analyse the opposing grounds for the entitlement			
	4.7 Explain how to structure the entitlement clearly			
	4.8 Explain how to present the opposing grounds for the entitlement			
	4.9 Explain how to conduct negotiations with the parties involved in the contract in a professional manner			
	4.10 Propose how to negotiate amendments to the entitlement with the parties involved in the contract			
	4.11 Evaluate how to agree and finalise amendments to the entitlement with the parties involved in the contract			
	4.12 Explain how to record and store documents, back-up information and calculations so that they can be easily accessed for reference and auditing purposes			

***Assessor comments/feedback***

Y/508/5138	Implement, monitor and control strategic procurement systems in construction management	Level 7	12 Credits
C217			

This unit is about agreeing and implementing with stakeholders what systems are most effective for managing the project.

The systems identified will need to be prioritised and formalised if necessary through the contract. Once systems are instigated you will need to identify a method of monitoring the systems and taking corrective action or improvements should the need arise.

You will need to communicate the system and methods in order that all parties are familiar with what is expected of them.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to agree and implement systems with suppliers and services	1.1 Specify and agree the ways in which systems will be managed and aligned with suppliers and services			
	1.2 Identify and agree, with stakeholders, the changes to systems which may be necessary to meet technical and quality requirements			
	1.3 Develop and implement systems, identify any problems and make appropriate modifications before moving to full implementation			
	1.4 Check that the alignment of systems conforms to the requirements of data protection legislation			
	1.5 Negotiate and agree formal contractual arrangements that set out the requirements for the implementation and operation of strategic sourcing partnerships			
2 Understand how to agree and implement systems with suppliers and services	2.1 Evaluate how to specify with suppliers and services the ways in which systems will be managed and aligned			
	2.2 Evaluate how to agree with suppliers and services the ways in which systems will be managed and aligned			
	2.3 Describe what to identify with stakeholders as the changes to systems which may be necessary to meet technical and quality requirements			
	2.4 Evaluate how to agree with stakeholders the changes to systems which may be necessary to meet technical and quality requirements			
	2.5 Propose how to develop systems			
	2.6 Explain how to implement systems			
	2.7 Describe what to identify as any problems with systems			
	2.8 Explain how to make appropriate modifications to systems before moving to full implementation			
	2.9 Explain how to check that the alignment of systems conforms to the requirements of data protection legislation			
	2.10 Propose how to negotiate formal contractual arrangements that set out the requirements for the implementation and operation of strategic sourcing partnerships			
	2.11 Evaluate how to agree formal contractual arrangements that set out the requirements for the implementation and operation of strategic sourcing partnerships			

**Assessor comments/feedback**

Y/508/5138	Implement, monitor and control strategic procurement systems in construction management (continued)	Level 7	12 Credits
C217			

3 Be able to monitor and control arrangements for strategic	3.1 Review the terms of contract regularly with suppliers and services and assess whether there are continued benefits			
	3.2 Monitor the performance of suppliers and services against agreed standards and quantify any variations in performance			
	3.3 Inform suppliers and services about variations in performance from contract terms, and provide them with advice and information about the changes needed and the time allowed to make the changes			
	3.4 Investigate variations and problems, identify likely causes and inform all those who are affected			
	3.5 Assess existing sourcing arrangements against alternative supply options regularly and estimate the relative benefits and advantages			
4 Understand how to monitor and control arrangements for strategic sourcing	4.1 Examine how to review the terms of contract with suppliers and services			
	4.2 Examine how to assess whether the terms of contract provide continued benefits			
	4.3 Examine how to monitor the performance of suppliers and services against agreed standards			
	4.4 Examine how to quantify any variations in performance of suppliers and services			
	4.5 Explain how to inform suppliers and services about variations in performance from contract terms			
	4.6 Explain how to provide suppliers and services with advice and information about the changes needed and the time allowed to make the changes			
	4.7 Examine how to investigate variations and problems			
	4.8 Describe what to identify as the likely causes of variations and problems			
	4.9 Explain how to inform all those who are affected			
	4.10 Examine how to assess existing sourcing arrangements against alternative supply options			
	4.11 Examine how to estimate the relative benefits and advantages of alternative supply options			

**Assessor comments/feedback**

Y/508/5141	<b>Ensure that contracts are prepared, negotiated and agreed in construction management</b>	<b>Level 6</b>	<b>18 Credits</b>
C220			

This unit is about ensuring that contracts are prepared, negotiated and agreed. You will need to select appropriate forms of contract to suit the project. You will ensure that standard forms of contract are amended to suit the form of procurement. You will ensure that any necessary preliminaries to the form of contract are drafted. You will demonstrate that you have verified that the proposed contract satisfies all party's interests and that you have negotiated agreements and any amendments with the concerned parties. You will ensure that the contract meets legal requirements to the point of signature.

Learning outcome. The learner will:	Assessment criteria. The learner can:	Evidence.Ref.No		
1 Be able to ensure that forms of contract are prepared	1.1 Select forms of contract, contract clauses and documents for the form of procurement proposed			
	1.2 Ensure that standard forms of contract are amended so that the clauses and documents are suitable for the form of procurement proposed			
	1.3 Ensure that particulars and preliminaries are drafted which accurately describe the needs of all the stakeholders in the form of contract			
	1.4 Ensure that contract clauses are checked and that appendices and amendments meet statutory requirements			
	1.5 Ensure that non-standard forms of contract, clauses and documents are drafted, which have legal precedent, where standard or modified standard forms are not suitable			
	1.6 Obtain legal advice on the implications of drafting non-standard clauses and forms of contract and explain why this is necessary to the stakeholders in the contract			
	1.7 Obtain necessary checks and approvals for the draft forms of contract			
2 Understand how to ensure that forms of contract are prepared	2.1 Evaluate how to select forms of contract, contract clauses and documents for the form of procurement proposed			
	2.2 Explain how to ensure that standard forms of contract are amended so that the clauses and documents are suitable for the form of procurement proposed			
	2.3 Explain how to ensure that particulars and preliminaries are drafted which accurately describe the needs of all the stakeholders in the form of contract			
	2.4 Explain how to ensure that contract clauses are checked and that appendices and amendments meet statutory requirements			
	2.5 Explain how to ensure that non-standard forms of contract, clauses and documents are drafted, which have legal precedent, where standard or modified standard forms are not suitable			
	2.6 Explain how to obtain legal advice on the implications of drafting non-standard clauses and forms of contract			
	2.7 Explain why it is necessary to obtain legal advice on the implications of drafting non-standard clauses and forms of contract the stakeholders in the contract			
	2.8 Explain how to obtain necessary checks and approvals for the draft forms of contract			

**Assessor comments/feedback**

Y/508/5141	Ensure that contracts are prepared, negotiated and agreed in construction management	Level 6	18 Credits
C220			

3 Be able to ensure that the contract is negotiated	3.1 Ensure that the obligations of the parties to the contract are identified and obtain valid, written proof that they are able to meet the obligations			
	3.2 Negotiate contracts using a style and manner which maintains good long term relationships with all the stakeholders			
	3.3 Negotiate and agree optimum contract terms, conditions and amendments			
	3.4 Record the results of negotiations accurately and pass the information on, promptly and in accordance with legal requirements, to all the stakeholders			
	3.5 Ensure that accurate copies of the final contract documents are prepared and checked to meet legal requirements and arrange for them to be signed			
4 Understand how to ensure that the contract is negotiated and agreed	4.1 Explain how to ensure that the obligations of the parties to the contract are identified			
	4.2 Explain how to obtain valid, written proof that the parties to the contract are able to meet the obligations			
	4.3 Propose how to negotiate contracts using a style and manner which maintains good long term relationships with all the stakeholders			
	4.4 Propose how to negotiate optimum contract terms, conditions and amendments			
	4.5 Evaluate how to agree optimum contract terms, conditions and amendments			
	4.6 Explain how to record the results of negotiations accurately			
	4.7 Explain how to pass the information on, promptly and in accordance with legal requirements, to all the stakeholders			
	4.8 Explain how to ensure that accurate copies of the final contract documents are prepared and checked to meet legal requirements			
	4.9 Explain how to arrange for the final contract documents to be signed			

**Assessor comments/feedback**

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