Assessment of Professional Competence

Management consultancy

February 2015

Published by: RICS, Parliament Square, London SW1P 3AD.

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Management consultancy APC

About the APC 5
How to use this guide 5

Section one
Introduction 6
About the competencies 6
How to find help 6
About management consultancy 7
RICS qualification 7

Section two
Pathway requirements 8
Management consultancy APC 8

Section three
Competency guidance 9
Mandatory competencies 10
Technical competencies 12
Analysis of client requirements 12
Business planning 13
Consultancy services 14
Corporate finance 15

Corporate real estate management 16
Corporate recovery and insolvency 18
Development appraisals 19
Development/project briefs 20
Economic development 21
Managing resources 22
Option appraisal 23
Programming and planning 24
Project evaluation 25
Property finance and funding 26
Research methodologies and techniques 27
Strategic real estate consultancy 28

About the APC

The RICS Assessment of Professional Competence (APC) ensure that those applying for RICS membership are competent to practise and meet the high standards of professionalism required by RICS. There is a wide range of pathways available to qualify as an RICS member covering many different areas of practice.

The APC normally consists of:

- a period of structured training
- a final assessment

The structured training is based on candidates achieving a set of requirements or competencies. These are a mix of technical, professional, interpersonal, business and management skills.

How to use this guide

This guide supports the management consultancy APC pathway. It is designed to help you understand more about qualifying as an RICS member in management consultancy. Management consultancy is a global APC pathway but it is appreciated that markets may vary from country to country. If you have any queries please contact your local office. The material is set out in three sections.

Section one – provides information on this area of practice with a general overview of the management consultancy pathway.

Section two – lists the competency requirements of the management consultancy APC pathway.

Section three – describes the main technical competencies associated with management consultancy providing expanded sector specific guidance on each of them. This forms the main part of the guide.

You MUST use this guide in conjunction with the core APC documentation which is available on the RICS website and comprises:

- APC Requirements and competencies guide
- The candidate guide
- The counsellor guide.

You can download all the supporting guidance from **www.rics.org/apcguides**

Introduction

About the competencies

The APC aims to assess that you are competent to carry out the work of a qualified chartered surveyor. To be competent is to have the skill or ability to perform a task or function. The RICS competencies are not just a list of tasks or functions, they are also based upon attitudes and behaviours. The competencies have been drawn up in a generic way so that they can be applied to different areas of practice and geographical locations. This guide is designed to help you interpret these competencies within the context of management consultancy.

The competencies are defined at three levels of attainment and each APC pathway has its own specific combination of competencies that you must achieve at the appropriate level. You must reach the required level in a logical progression and in successive stages:

Level 1 – knowledge and understanding

Level 2 – application of knowledge and understanding

Level 3 – reasoned advice and depth of technical knowledge.

The competencies are in three distinct categories:

Mandatory competencies – the personal, interpersonal, professional practice and business competencies common to all pathways and compulsory for all candidates.

Core competencies – the primary competencies of your chosen APC pathway.

Optional competencies – a set of competencies selected by the candidate from a list defined for the particular pathway. In most cases there is an element of choice. These are mostly technical competencies, but certain mandatory competencies also appear on the optional competency list and candidates are permitted to select one of these at a higher level.

Choosing your competencies

It is important that you give careful thought to your choice and combination of competencies. Your choice will inevitably reflect the work you do in your day-to-day environment (driven by the needs of your clients/employer). Your choice and combination of competencies will be a reflection of your judgement. At the final assessment interview, the assessors will take these choices into account. They will expect you to present a sensible and realistic choice that reflects the skills needed to fulfil the role of a surveyor in your field of practice.

This guide should help candidates and employers with a degree of assistance in choosing the competencies that are most appropriate to their area of practice.

How to find help

RICS has fully trained teams across the globe who will be able to help you with any general APC queries. For details of your local office – **www.rics.org/contactus**

RICS HQ
Parliament Square
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About management consultancy and real estate

Management consultants provide independent, impartial advice in all areas of the business and real estate lifecycle. In the main they identify and implement business solutions to real estate problems.

They are natural strategists within any organisation where real estate plays a significant part in the business.

Management consultants provide advice for strategy building and tactical planning as well as the consultancy skills to implement these for property or general business.

Management consultancy chartered surveyors are trained in economics, business and management skills and to communicate their technical skills for the benefit of customers.

RICS qualification

The management consultancy pathway is suitable for individuals who are looking to practice in a predominantly non transactional, non technical environment. Management consultants are business facing property professionals who understand the strategic importance of property in the context of the delivery of corporate objectives. This pathway is unlikely to be suitable for individuals who are at the beginning of their career as the competencies require a significant degree of experience and business understanding.

Management consultancy chartered surveyors are skilled in economics and business management. In the context of this APC pathway management consultants would primarily operate in several key areas, including:

- Developing real estate strategies to rectify problems with production oversupply, wrong location and incorrect facilities
- Separating funding and corporate finance issues from the functional needs of a client
- Developing acquisition strategies to meet business objectives and evolving such a real estate strategy in consultation with the business by using strategic tools, management consultancy processes and micro-economic modelling techniques
- Working in corporate recovery and insolvency
- Working with lenders and accountants to devise exit strategies relating to the restructuring or disposal of a business.

Chartered alternative designations related to this pathway

The designation 'Chartered Management Consultancy Surveyor' is linked to academic and experiential criteria, completion of the management consultancy pathway is not in itself sufficient to entitle an individual to use the designation. More information on this designation is available on request from the RICS management consultancy professional group.

Pathway requirements

Management consultancy APC

Mandatory competencies

You must achieve the minimum levels as set out in the mandatory competencies.

Core competencies

Level 3

- Business planning
- Consultancy services
- Strategic real estate consultancy.

Optional competencies

Two competencies to Level 3 **and** one competency to Level 2 from the list below.:

- Analysis of client requirements
- Corporate finance
- Corporate real estate management
- Corporate recovery and insolvency
- Development appraisals
- Development/project briefs
- Economic development
- Managing resources
- Option appraisal
- Programming and planning
- Project evaluation
- Property finance and funding
- Research methodologies and techniques

Plus one competency to Level 2 from the full list of technical competencies, including any not already chosen from the list above.

Competency guidance

The pages that follow are intended to provide guidance for users on the main competencies associated with management consultancy.

The guidance has been drawn up by experienced practitioners and aims to give you a clear and practical understanding of how to apply the listed core and optional competencies in the context of management consultancy.

The official competency definitions (at levels one, two and three) are provided, followed by a description of the key knowledge and activities that are likely to fall within the scope of each competency.

The information provided is designed to be helpful but informal guidance. The knowledge and activities described under each competency are not exhaustive, and should not be relied upon as any form of revision list. Candidates must satisfy themselves and their employers that they have reached the required level of attainment before applying for final assessment.

The competencies are arranged in alphabetical order.

Mandatory competencies

These competencies are a mix of the professional practice, interpersonal, business and management skills that are considered common to, and necessary for, all professional members.

Title	Definition	Level required
Conduct rules, ethics and professional practice	**Level 1** Demonstrate knowledge and understanding of the role and significance of RICS and its functions. Also an appreciation of your personal professional role and society's expectations of professional practice and RICS Rules of Conduct and conduct regulations, including the general principles of law and the legal system, as applicable in your country of practice. **Level 2** Provide evidence of practical application in your area of practice, being able to justify actions at all times and demonstrate personal commitment to the RICS Rules of Conduct, ethics and RICS 5 professional and ethical standards. **Level 3** Provide evidence of application of the above.	3
Client care	**Level 1** Demonstrate knowledge and understanding of the principles and practice of client care including: • the concept of identifying all clients/colleagues/third parties who are your clients and the behaviours that are appropriate to establish good client relationships • the systems and procedures that are appropriate for managing the process of client care, including complaints • the requirement to collect data, analyse and define the needs of clients **Level 2** Provide evidence of practical application of the principles and practice of client care in your area of practice.	2
Communication and negotiation	**Level 1** Demonstrate knowledge and understanding of effective oral, written, graphic and presentation skills including the methods and techniques that are appropriate to specific situations. **Level 2** Provide evidence of practical application of oral, written, graphic and presentation skills that are appropriate in a variety of situations, specifically including where negotiation is involved.	2

Title	Definition	Level required
Health and safety	**Level 1** Demonstrate knowledge and understanding of the principles and responsibilities imposed by law, codes of practice and other regulations appropriate to your area of practice. **Level 2** Provide evidence of practical application of health and safety issues and the requirements for compliance, in your area of practice.	2
Accounting principles and procedures	Demonstrate knowledge and understanding of accounting concepts and the format and preparation of management and company accounts, including profit and loss statements, cash flow statements and balance sheets.	1
Business planning	Demonstrate knowledge and understanding of how business planning activities contribute to the achievement of corporate objectives.	1
Conflict avoidance, management and dispute resolution procedures	Demonstrate knowledge and understanding of the techniques for conflict avoidance, conflict management and dispute resolution procedures including for example adjudication and arbitration, appropriate to your APC pathway.	1
Data management	Demonstrate knowledge and understanding of the sources of information and data, and of the systems applicable to your area of practice, including the methodologies and techniques most appropriate to collect, collate and store data.	1
Sustainability	Demonstrate knowledge and understanding of why and how sustainability seeks to balance economic, environmental and social objectives at global, national and local levels, in the context of land, property and the built environment.	1
Team working	Demonstrate knowledge and understanding of the principles, behaviour and dynamics of working in a team.	1

Technical competencies

Analysis of client requirements

Description of competency in context of this sector

This competency is about defining and understanding the requirements of clients in the context of management consultancy where you are seeking to become engaged in providing change management solutions for a client. It explores how to identify and scope client needs.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the need to collect data, analyse and define the needs of clients.	Provide evidence of the practical application of that knowledge and understanding. This should include the development of strategies and methodologies and, where appropriate, undertaking feasibility studies, design proposals and costings.	Provide evidence of developing appropriate strategies to meet the client's requirements under minimum supervision, based on analysis and interpretation. Demonstrate the ability to report on and present tailored strategies to the client.
Examples of knowledge comprised within this level are: • The importance of understanding client requirements • Types of information that should be collected about the client and their requirements • Terms of engagement • Negotiating and setting fees • How to scope a client's requirements • Developing strategies and feasibility studies to meet client's requirements • Methods of engaging your client • What qualitative and quantitative information is essential to your role • How to handle sensitive information • Legislation relevant to data protection and data handling.	Examples of activities and knowledge comprised within this level are: • Confirming instructions to clients • Developing a client/project brief • Undertake a feasibility study • Agreeing terms of engagement • Analysis of data/information • Preparing costings/fee proposals.	Examples of activities and knowledge comprised within this level are: • Reporting to clients detailing strategies to meet client requirements based on the analysed data • Presenting to clients • Preparing scoping documentation identifying clients requirements and proposals for consultancy interventions.

Business planning

Description of competency in context of this sector

This competency is about the principles and tools of business planning.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of how business planning activities contribute to the achievement of corporate objectives.	Provide evidence of application of the principles and demonstrate your ability to use the tools of business planning appropriate to your area of practice.	Provide evidence of reasoned advice given to clients and others of the principles and tools of business planning and be able to evaluate your performance and outcomes.
Examples of knowledge comprised within this level, in relation to the operational phase of buildings, are: • Types of business plan – strategic, departmental, operational, corporate • The essential elements of a business plan • The essential elements of a marketing plan • Organisational structures • Methods for financial benchmarking (eg key financial ratios) • Meaning of working capital, stock, debtors and creditors • Accounting techniques • Forecasting techniques • Planning to meet corporate objectives.	Examples of knowledge comprised within this level, in relation to the operational phase of buildings, are: • Setting objectives and targets • Undertaking risk analysis • Preparing a business plan • Preparing a marketing plan • Creating an organisational chart • Using financial ratios • Using company accounts.	Examples of activities and knowledge comprised within this level in relation to the operational phase of buildings, are: • Undertaking presentations and reports • Undertaking option appraisals • Setting performance indicators • Reviewing performance against targets and indicators.

Consultancy services

Description of competency in context of this sector

This competency is about the provision of management consultancy services to a range of different clients from inception to completion.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the procurement and execution of advisory and strategic consultancy services in the context of the real estate and construction sectors.	Apply your knowledge of the provision of consultancy services in the context of the real estate and construction sectors.	Give reasoned advice, prepare and present consultancy reports, together with relevant analysis to clients, in the context of the real estate and construction sectors.
Examples of knowledge comprised within this level are: • Different forms of procurement for consultancy services • The range of different consultancy interventions and approaches • The types of problems, risks and issues that may arise during each phase • The importance of agreeing a clear contract with clients • The need for the planning, timing and managing of consultancy interventions • Managing the use of resources • Managing client expectations • Forms of reporting • How to manage ethical dilemmas • The principal tools and techniques relevant to consultancy services • Importance of confidentiality when dealing with sensitive information.	Examples of activities and knowledge comprised within this level are: • Preparing consultancy service plans • Preparing client briefs • Update reports to clients • Negotiating client contracts • Dealing with ethical dilemmas • Selecting appropriate tools and techniques for a given consultancy service • Using selected tools and techniques to achieve agreed outcomes • Keeping appropriate records.	Examples of activities and knowledge comprised within this level are: • Providing reports containing strategic advice and recommendations to a range of clients • Presenting to clients • Implementing consultancy intervention.

Corporate finance

Description of competency in context of this sector

Corporate Finance is a specific area of finance dealing with the financial decisions corporations make and the tools as well as analyses used to make these decisions within the context of the property world.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the principles and practices underlying the structuring and financing of corporate transactions, with particular reference to the role of real estate within these transactions.	Apply your knowledge and understanding to assist in advising corporate organisations on the capital structure options relating to both occupational and surplus real estate. This should include the calculation and modelling of the cost of capital, plus a working knowledge of the regulatory framework within which the corporate finance marketplace operates.	Give reasoned advice on the effects of different corporate financing techniques and structures on real estate (or plant and machinery) holdings in a corporate context. This should include impacts on accounts and contributions to both merger and acquisition activity, as well as general corporate financing/restructuring transactions.
Examples of knowledge comprised within this level are: • Understand the role and importance of real estate for corporate organisations • Researching financial and corporate organisational information • Knowledge of the financial markets, in particular the equity and money markets • Knowledge of the structure of company accounts and accurately convey the significant points.	Examples of activities and knowledge comprised within this level are: • Knowledge and experience of the investment mathematics and cash flow techniques used in investment and portfolio analysis • Identifying key groups of lenders and equity providers and understand the type of terms associated with their lending requirements • Understanding and calculating the effect of capital structure decisions on the cost of capital • Understanding drivers that affect loan transactions and investor returns, such as the term, Loan to Value ratio (LTV), amortization and margin • Practical knowledge of commercial, technical and regulatory issues.	Examples of activities and knowledge comprised within this level are: • Understanding of the key issues and be familiar with the basic outline of how securitisation structures work • Undertaking analysis to give an opinion on the impact of taxation on capital structures • Performing analysis to form an opinion on the relative financial strength of a company • Assist in providing strategic advice and recommendations to clients supported by analysis • Understand structuring issues on different asset holding entities including tax efficient structures.

Corporate real estate management

Description of competency in context of this sector

This competency covers the strategic management of occupational property – the space a business or public body needs in order to operate – taking an overall strategic view about its suitability for that business operation and the financial implications of continued occupation whilst ensuring that the facility is managed on a day to day basis in a cost effective and high quality manner to maximise occupational productivity.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the role of real estate in the context of the corporate occupier.	Apply your knowledge to the management of corporate real estate under appropriate supervision.	Provide evidence of reasoned advice on corporate real estate strategy to the corporate occupier in order to meet business needs.
Examples of knowledge comprised within this level are: • Understand the role of property, space use and the financial implications of acquisition/leasing accommodation as well as the ongoing occupational costs of running the facility in the context of business/public authority operations • Understand the '4Ps': the key interaction of property (accommodation), people (staff/customers), place (location) and pounds (financial effects) in the context of business or public sector operations.	Examples of activities and knowledge comprised within this level are: • Understanding of the criteria which drive business/public authority strategy formulation and how aligned accommodation and facility service provision strategies are then developed • Demonstrating the importance of aligning operational resource planning to meet strategic business requirements • Awareness of the financial implications of property and facility management to business operations – the effect on the balance sheet and on the profit and loss account • Using analysis techniques associated with comparative returns on investment, for example in various fit-outs and the return to the business in the short, medium and longer term. Familiarity with life cycle costing and whole life returns on facility investment should be demonstrated • Communicating the strategic importance of property and facility management within a boardroom context.	Examples of activities and knowledge comprised within this level are: • Advising on property and facilities management strategies demonstrating the following: – a full understanding of the business, its strategies and financial constraints; – corporate support at a senior and preferably, Boardroom level; – a strategic, not a tactical day to day approach to delivery; – an ability to procure and manage the effective and high quality provision of a wide range of facilities services; – full knowledge and reliable data of the operational portfolio; – IT availability and user skills. • Developing property and facilities management plans which support the relevant business and include some or all of the following strategic requirements: – occupation cost;

continued on next page

Corporate real estate management continued

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3 (cont.)
		– promotion of corporate image; – promotion of a marketing, sales and/or selling messages; – improving staff facilities, workplace conditions and workstyle flexibility; – improved operational efficiency and productivity; – facilitating corporate culture changes; – protection, realisation and/or enhancement of asset value. • Using of performance measurement techniques and benchmarking as valuable indicators by which to formulate and 'test' property and facilities management strategies and evidence the added value of strategically focused property and facilities management to the business • Using and understanding the various methodologies and metrics used by businesses and public bodies to measure business performance and develop an understanding of how these may be used to measure the contribution of property and facilities management to business efficiency, effectiveness and productivity.

Corporate recovery and insolvency

Description of competency in context of this sector

This competency covers our role when working with Chartered Surveyors acting as Fixed Charge Receivers ,advising Insolvency Practitioners/turnaround specialist/lenders or providing advice to landlords or tenants when a business is struggling to meet its rental/lease commitments.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the role of the Chartered Surveyor in corporate recovery and insolvency situations.	Demonstrate an understanding of the various types of appointment that can be made to administer/manage the affairs of insolvent and potentially insolvent companies and individuals.	Provide evidence of reasoned advice, prepare and present reports on the property assets of insolvent companies and individuals and/or in the administration of Fixed Charge Receivership appointments.
Examples of knowledge comprised within this level are: • Different types of insolvency routes for both personal and corporate • Understanding of rights and remedies available to creditors • Difference between floating charge/ debenture and fixed charge.	Examples of activities and knowledge comprised within this level are: • Ability to understand clients/ receivers needs and timetables • Undertaking oral and written communication with yourself and client/mortgagor/mortgagee • Implementing agreed strategy • Liaising with other professional advisers as part of 'team'.	Examples of activities and knowledge comprised within this level are: • Being involved with instruction/ appointment from start to finish • Providing input into advice/strategy having regard to needs and timetable of client/receiver • Implementing advice/strategy and ability to adapt this as events unfold.

Development appraisals

Description of competency in context of this sector

This competency is about the role of development appraisals in residential and commercial development. Development appraisals also have a role in residual valuations of development sites but it should be remembered that the two are different activities.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the principles and practices underlying a valid development appraisal.	Identify, select, assemble and analyse data relevant to carrying out development appraisals. Undertake appraisals using relevant techniques and methodology and identify possible sources of development funding.	Interpret and provide evidence of reasoned advice on development appraisals and further opportunities.
Examples of activities and knowledge comprised within this level are: • The role of development appraisals in the marketplace and the situations where their use is appropriate • The content of appraisals and how different issues such as planning requirements can be reflected • The sensitivities of appraisals, what factors affect the appraisal • Awareness of external factors which have an influence upon the appraisal process.	Examples of activities and knowledge comprised within this level are: • Analysing appropriate sources of information and data • Preparing appraisals for possible acquisition, disposal or valuation of development sites including residential, commercial and/or mixed use • Using different techniques and software available for appraisals (whilst having an understanding of the basic principles of development appraisal) • Undertaking a sensitivity analysis • Assisting in the selection of appropriate sources of development finance.	Examples of activities and knowledge comprised within this level are: • Using development appraisals to advise on the acquisition, disposal or valuation of development sites • Producing reasoned analysis of risk using appropriate sensitivity analysis • Advising on the appropriate sources of development finance.

Development/project briefs

Description of competency in context of this sector

This competency is about understanding the preparation and development of a brief that reflects the client's requirements. It includes how the information provided by the client is understood and used by the project team to manage the client's requirements for the development/project. It also covers the clarification and co-ordination of the roles of individual project stakeholders.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the information required to prepare a development brief or project brief.	Apply your knowledge to identify, select, assemble and analyse information relevant to the preparation of development briefs or outline project briefs.	Apply information in the preparation and presentation of development briefs or detailed design briefs, or parts thereof.
Examples of knowledge comprised within this level are: • Information required to prepare the brief • The need to understand the client's requirements, including the project definition, and any key constraints • The need to understand of the roles of individual stakeholders • The importance of understanding the terms of reference between the client and the project team.	Examples of activities and knowledge comprised within this level are: • Preparing and understanding the outline business case • Clarifying the client's required cost, time and performance/quality expectations • Establishing success measurement criteria and benefits of the project to the client • Establishing any known project risks, constraints and interfaces • Developing a Development/Project Brief or Outline Project Brief.	Examples of activities and knowledge comprised within this level are: • Developing a Project Execution Plan for managing the detailed design and specification of the development/project • Clearly identifying whether the information prepared by the project team accurately reflects the Development/Project brief • Establishing clear procedures for managing changes to the Development/Project brief • Presentation of a Development/project brief to a client.

Economic development

Description of competency in context of this sector

This competency is about understanding international, national, regional and local economic development policies and the provision of appropriate strategic property advice to clients that accord with or complement such policies.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the principles and practices underlying sound economic development policies in the context of international, national, regional and local economic issues. This should include inward investment strategies and urban regeneration strategies.	Identify and fully understand the organisational processes and mechanisms involved in implementing economic development policies, and their impact on urban regeneration, property development and infrastructure provision.	Undertake initial feasibility studies and analysis as a preliminary to advising clients on appropriate economic development strategies.
Examples of knowledge comprised within this level are: • International, national, regional and local economic development policies • Macro economics (international and national) • Micro economics • Development appraisal • Funding regimes e.g. European funding, partnering • Inward investment strategies • Urban regeneration strategies.	Examples of activities and knowledge comprised within this level are: • Making appropriate use of relevant statistical sources • Selecting funding and grant sources, qualifications and restrictions • Understanding organisational responsibilities • Explaining place marketing and inward investment.	Examples of activities and knowledge comprised within this level are: • Examining an employment analysis • Examining census data • Exploring a floorspace analysis • Analysing business surveys • Performing grant calculations.

Managing resources

Description of competency in context of this sector

This competency is about managing the effective use, allocation and costing of resources (not including human resources).

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the resources required and their cost for the effective operation of a business.	Provide evidence of the application in your area of practice, giving reasoned advice on the most effective use, allocation and cost of resources.	Provide evidence of the evaluation of managing resources in specific business cases.
Examples of knowledge comprised within this level are: • Types of resources required • How to manage financial resources • Accounting techniques • Budgeting techniques • Forecasting techniques • Methods for obtaining resources and monitoring their use • Personal resource management • Costing of resources • Relationship between cost and value of resources.	Examples of activities and knowledge comprised within this level are: • Setting financial objectives • Constructing a budget • Monitoring and managing financial resources • Setting personal objectives • Preparing reports and recommendations for the use and allocation of resources.	Examples of activities and knowledge comprised within this level are: • Undertaking cost benefit analysis • Monitoring performance against budgets • Taking action to improve poor performance against budgets/plans • Reviewing personal performance • Reviewing project performance.

Option appraisal

Description of competency in context of this sector

This competency is about the appraisal of strategic options on behalf of clients in respect of the provision of management consultancy and change management advice.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of option appraisal methods.	Apply relevant methods for carrying out option appraisal, including the selection, assembly and analysis of data.	Provide evidence of reasoned oral and written advice on option appraisal to support business planning and decision making.
Examples of knowledge comprised within this level are: • Different methods of option appraisal and their appropriateness to different situations and different clients • Analysis techniques for appraising options • Reporting methods.	Examples of activities and knowledge comprised within this level are: • Undertaking option appraisals in respect of management consultancy advice • Selecting, assembling and analysing data to support/reject options available • Making decisions on the basis of such data.	Examples of activities and knowledge comprised within this level are: • Reports to clients • Presentations to clients • Meetings with clients • Presenting data to support recommendations.

Programming and planning

Description of competency in context of this sector

This competency covers a surveyor's involvement with the programming and planning of construction projects. Candidates should have an awareness of the various principles, techniques and issues that relate to the programming and planning of projects generally. They must have a thorough understanding of how these principles and techniques have been used and how specific issues have been dealt with on their projects.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Describe the principals of financial and programme monitoring of projects, including planning techniques such as Gantt charts etc. Demonstrate knowledge of the various types of programmes and schedules commonly used on projects.	Assess, interpret and report on the programme control of projects.	Provide evidence of reasoned advice on, or implement the principals of, executive programme control of projects. Your advice should demonstrate a good understanding of planning techniques (pert diagrams, network analysis/ critical path methods).
Examples of knowledge comprised within this level are: • Understand the need for pre-contract planning and programming techniques • Different planning techniques • The principles of how a programme is affected by change • The need for good programming when forecasting accurately materials, man-power, machinery and money • The use of planning and programming when forecasting expenditure • The importance of a project or a contract programme when used together with different forms of contract • Different procurement options.	Examples of activities and knowledge comprised within this level are: • Formulating and reporting on a project programme for different construction projects using planning techniques • Reporting the client's financial forecast expenditure of a project using planning techniques • Calculating a network analysis as appropriate to determine the longest path • Identifying the impact of contractual provisions on the effective planning of projects.	Examples of activities and knowledge comprised within this level are: • Interpreting the effectiveness of a project programme • Providing reasoned advice on the financial planning of construction projects (eg a client/developer might have a particular way of funding a project, either fully financed or generating finance from sales in phase one to finance later phases. This would give rise to very different strategies affecting both the timing and the cost of a project) • Analysing and advising on the possible outcomes in the event of a strategy change eg financing provisions, time of construction, scope changes • Advising on a project programme when determining different procurement options.

Project evaluation

Description of competency in context of this sector

This competency concerns the evaluation process – assessing the technical and financial feasibility of a project including the resultant economic return. The assessment should consider both initial capital costs as well as whole life costs.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Describe the feasibility study process, including the financial and town planning aspects associated with a development appraisal.	Apply the techniques used in value management/value engineering, life cycle/whole life costing and risk assessment, together with a balance sheet analysis.	Initiate and monitor a feasibility study. Advise on the economics of design, on the use of value management and value engineering techniques, and on how to undertake a full risk and balance sheet analysis.
Examples of knowledge comprised within this level are: • Awareness of the various techniques of development appraisal • Understanding of the business case drivers for the development • Awareness of the principles of town planning legislation • Awareness of the principles of building regulations • Awareness of other statutory and non statutory regulations.	Examples of activities and knowledge comprised within this level are: • Preparing a development appraisal and feasibility study • Reviewing the business case drivers for the development • Using value management/value engineering techniques to advise on and improve the viability of the development • Carrying out a life cycle/whole life costing exercise • Preparing a risk register to advise on and improve the management of a development.	Examples of activities and knowledge comprised within this level are: • Providing reasoned and interpretive advice on development appraisals, feasibility studies and business plans • Interpreting value management/value engineering studies and applying the results to improve development viability • Interpreting the results of a life cycle/whole life costing exercise and give advice on how these results can be used to improve a development's viability • Assessing potential design changes, using the whole life costing techniques, to improve the development viability • Interpreting the results of and give reasoned advice on a risk register.

Property finance and funding

Description of competency in context of this sector

This competency focuses on the candidates understanding of the range of finance available, their understanding of how this is sourced and how this may used to assist with property investment and development scenarios. Candidates will be expected to apply this knowledge in order to provide advice to clients on their financing options and the impact of this on their returns.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the role and importance of finance in property, including the principal forms of investment finance and their sources.	Identify the factors that affect the ability to obtain finance to fund any investment project. Identify appropriate sources of finance and understand the principles that apply to securing finance for different purposes.	Provide evidence of reasoned advice on maximising the viability of any funding situation. Demonstrate your appreciation of the impact of property matters on valuation and funding. Demonstrate your understanding of the impact of funding matters on the property market.
Examples of knowledge comprised within this level are: • A broad knowledge of the various senior debt providers, and their expectations in terms of pricing and security • An understanding of the impact of gearing on equity returns • The ability to demonstrate this gearing affect numerically • A knowledge of how mezzanine and equity finance might be priced • A broad understanding of the financing process • Use of financial information such as audited report and accounts.	Examples of activities and knowledge comprised within this level are: • Analysing investment and development projects to ascertain the level of senior debt that could be raised within the mathematical limits • Applying likely finance pricing required by senior debt providers • Using market knowledge to assess whether the level of senior debt mathematically capable of being sustained is acceptable to the debt providers • Sourcing and collating information which is necessary to support a presentation to secure a financing • Sourcing and understanding the role of valuation advice • Analysing and illustrating the impact of financial covenants.	Examples of activities and knowledge comprised within this level are: • Analysing and understanding a stand alone financing from the outset to completion and draw down of funds • Reviewing and comprehending financing documents and in particular loan agreements and facility letters • Confirming that financing documents reflect the commercial terms agreed and how the controls of the provider may impact on the borrower's management flexibility • Illustrating multi-tiered financing arrangements numerically and using this to assess the true cost of finance at each level • Advising accordingly on the above.

Research methodologies and techniques

Description of competency in context of this sector

This competency focuses on the candidates understanding of the range of finance available, their understanding of how this is sourced and how this may used to assist with property investment and development scenarios. Candidates will be expected to apply this knowledge in order to provide advice to clients on their financing options and the impact of this on their returns.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate your ability to collect and collate appropriate data and other relevant material. Demonstrate familiarity with data and other sources, and with data handling and manipulation techniques.	Demonstrate the effective and appropriate analysis and interpretation of data and other material. Demonstrate your ability to make effective use of appropriate research methodologies and techniques, and to match your choice of methodologies to client requirements.	Demonstrate effective application of analysis and interpretation of research. Demonstrate your ability to apply the analysis to client requirements.
Examples of knowledge comprised within this level are: • The different data handling and manipulation techniques • How to select appropriate methodologies and techniques for different consultancy services • The benefits and limitations of each technique • Relevant IT support • How to deal with sensitive information • Relevant legislation regarding handling and using data.	Examples of activities and knowledge comprised within this level are: • Preparing data/information • Analysing data using a range of different methodologies and techniques • Using selected methodologies and techniques to achieve agreed outcomes • Keeping appropriate records and files • Drawing conclusions on the basis of analysed information both quantitatively and qualitatively.	Examples of activities and knowledge comprised within this level are: • Reporting to clients providing advice based on detailed data analysis and interpretation • Evaluating the effectiveness of methodologies and techniques used.

Strategic real estate consultancy

Description of competency in context of this sector

This competency is about the provision of strategic consultancy advice to clients on real estate issues influencing the business.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the business context of real estate, and an appreciation of the role of the real estate professional as a strategic adviser.	Apply your knowledge and understanding of the business context of real estate in a corporate or other context.	Provide evidence of reasoned oral and written advice on the principles and application of real estate knowledge.
Examples of knowledge comprised within this level are: • Organisational structures, values and objectives • Business performance • The role and importance of real estate in organisational/ business performance • The role of real estate in business strategies • Strategic uses of real estate • The role of the real estate professional as a strategic business adviser • Styles of consultancy intervention.	Examples of activities and knowledge comprised within this level are: • Researching organisational background • Preparing relevant data • Analysing data • Using different styles of consultancy intervention for different clients needs • Using your knowledge of real estate to find strategic solutions to meet clients requirements.	Examples of activities and knowledge comprised within this level are: • Strategic advice and recommendations to clients • Presentations to clients • Meetings with clients • Presenting data to support recommendations.

Note: Candidates are advised against choosing Strategic real estate consultancy and Corporate real estate management together as optional competencies.

Confidence through professional standards

RICS promotes and enforces the highest professional qualifications and standards in the development and management of land, real estate, construction and infrastructure. Our name promises the consistent delivery of standards – bringing confidence to the markets we serve.

We accredit 118,000 professionals and any individual or firm registered with RICS is subject to our quality assurance. Their expertise covers property, asset valuation and real estate management; the costing and leadership of construction projects; the development of infrastructure; and the management of natural resources, such as mining, farms and woodland. From environmental assessments and building controls to negotiating land rights in an emerging economy; if our members are involved the same professional standards and ethics apply.

We believe that standards underpin effective markets. With up to seventy per cent of the world's wealth bound up in land and real estate, our sector is vital to economic development, helping to support stable, sustainable investment and growth around the globe.

With offices covering the major political and financial centres of the world, our market presence means we are ideally placed to influence policy and embed professional standards. We work at a cross-governmental level, delivering international standards that will support a safe and vibrant marketplace in land, real estate, construction and infrastructure, for the benefit of all.

We are proud of our reputation and we guard it fiercely, so clients who work with an RICS professional can have confidence in the quality and ethics of the services they receive.

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