



Pathway guide

Corporate Real Estate

August 2018



Pathway guide

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Corporate Real Estate

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Introduction

This guide supports the Corporate Real Estate pathway. It is designed to help you understand more about qualifying in this area.

You must use this guide in conjunction with the core assessment documentation which is available on the RICS website and comprises of:

- Requirements and competencies guide
- Candidate guide for your RICS assessment, e.g. APC, Academic, Senior Professional, Specialist
- Counsellor guide.

You can download all the supporting guidance from [rics.org/apcguides](https://www.rics.org/apcguides)

All RICS pathways are global, though it is appreciated that markets may vary from country to country. If you have any queries please contact your local office.

About the competencies

The RICS competency framework ensures those applying for the RICS qualification are competent to practise and meet the highest standards of professionalism required by RICS. There is a wide range of pathways available to qualify as an RICS professional covering many different areas of practice.

The RICS assessment 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 also based upon attitudes and behaviours. The competencies are presented in a generic way so they can be applied to different areas of practice and geographical locations. It is important that you interpret them within the context of your own area of practice or specialism and location.

Each competency is defined at three levels of attainment. You must reach the required level in a logical progression and in successive stages.

Level 1 – knowledge and understanding

Level 2 – application of knowledge

Level 3 – reasoned advice, depth and synthesis of technical knowledge and its implementation.

The competencies are in three distinct categories:

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

Technical core – the primary skills of your chosen pathway.

Technical optional – Selected as additional skill requirements for your pathway from a list of competencies relevant to the area of practice.

The mandatory competency requirements are set out in detail in the Requirements and competencies guide.

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.

Where to find help

RICS has fully trained teams across the globe who will be able to help you with any queries. For details of your local office – [rics.org/contactus](https://www.rics.org/contactus)

About the pathway

The work of Chartered Surveyors in the area of Corporate Real Estate (CRE) involves ensuring that the property requirements of an organisation are met as efficiently and effectively as possible. Professionals working in CRE may either be working with clients on a consultancy basis, or directly employed by a single organisation.

CRE surveyors could be engaged by any private company or public sector body who occupy property, meaning that their work could involve any type of property at all, but will largely focus on office, industrial and retail space. CRE professionals will play a role in the whole life cycle of an organisation's property portfolio, with their responsibilities including the analysis and strategic planning of property requirements, and managing property in a way that ensures it is occupied to its maximum benefit. They therefore have the potential to make a huge impact on the operation of a business and the experience of its employees.

RICS qualification

The CRE pathway is a focussed route to Chartered status, suitable for any professionals engaged in a CRE related role. The skills that will need to be developed and demonstrated in order for successful completion of the pathway will include a mix of more traditional, technical competencies and those related to the analysis of the business needs of an organisation. Knowledge of the following areas will be vital in order for a candidate to progress on this pathway:

Business Case – Candidates will need to be able to demonstrate experience of compiling business cases, explaining the considerations behind property decisions.

Strategic Real Estate Consultancy/Business Alignment – To achieve the required level in this area, candidates will need to be able to show experience of providing advice regarding property decisions based on an analysis of the organisation involved.

Landlord and Tenant – It will be important that candidates can demonstrate a thorough understanding of the legal relationship between the landlord and the tenant, and show some experience of putting this knowledge into practice.

Valuation – Understanding how property is valued will underpin many of the other competencies in this pathway, although direct experience of conducting valuations will not necessarily be required.

Measurement – Knowledge of the bases and methods of measurements will be required to assist professionals in this area undertake their role.

In recognition of the differing roles that professionals active in the field of CRE may occupy, there are a wide range of optional competencies available to complement the core skills described above. Candidates and their supervisors and counsellors should carefully consider the nature of the experience the candidate will receive during their training period before selecting these competencies.

Chartered alternative designations

All candidates qualifying through this pathway will be entitled to use the designation 'Chartered Surveyor'. There is currently no alternative designation offered.

Pathway requirements

Mandatory	Core	Optional
<p>Level 3</p> <ul style="list-style-type: none"> Ethics, Rules of Conduct and professionalism <p>Level 2</p> <ul style="list-style-type: none"> Client care Communication and negotiation Health and safety <p>Level 1</p> <ul style="list-style-type: none"> Accounting principles and procedures Business planning Conflict avoidance, management and dispute resolution procedures Data management Diversity, inclusion and teamworking Inclusive environments Sustainability 	<p>Level 3</p> <ul style="list-style-type: none"> Business alignment or Strategic real estate consultancy <p>Level 2</p> <ul style="list-style-type: none"> Business case Landlord and tenant or Property management <p>Level 1</p> <ul style="list-style-type: none"> Valuation 	<p>Three to Level 3 and one to Level 2, including any not already chosen from the core list</p> <ul style="list-style-type: none"> Change management Inspection Leasing and letting Local taxation/assessment Measurement Performance management Procurement and tendering Programming and planning Purchase and sale Strategic real estate consultancy Supplier management Sustainability Valuation Workspace strategy <p>Plus one to Level 2 from the full list of technical competencies, including any not already chosen from the optional list.</p>

Technical competencies guidance

Business alignment

This competency is about the core drivers and objectives of a corporate business.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of how the business's core drivers impact on property provision and vice versa.

Examples of knowledge comprised within this level are:

- Global economic and market conditions
- The changing nature of business
- Core business drivers
- Organisational structures, values and objectives
- Business performance
- Strategic use of real estate
- Decentralised vs centralised
- Organisational objectives.

Level 2

Provide evidence of the practical application that allows a closer working relationship between business functions and corporate real estate solutions.

Examples of activities and knowledge comprised within this level are:

- Demonstrate linkages with other business functions such as Human Resources and IT operations
- Demonstrate working knowledge of core business and how CRE impacts on it
- Benefits of business alignment
- Collating relevant data
- Using your knowledge of real estate to find strategic solutions to meet clients' requirements.

Level 3

Provide evidence of reasoned advice of developing appropriate strategies to develop and align real estate portfolio and workplace strategies with those of the business.

Examples of activities and knowledge comprised within this level are:

- Demonstrate CRE contribution within business planning process
- Demonstrate clear implications of CRE strategy on operational performance
- Demonstrate CRE contingency plans to maintain operational performance
- Strategic advice and recommendations to clients
- Presenting data to support recommendations
- Presentations to clients
- Providing solutions to achieve corporate objectives.

Business case

This competency is about the development and execution of a business case. It sets out the rationale for undertaking a project, investment or other course of action by setting out the benefits, costs and impacts of a proposal, along with a financial evaluation.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
<p>Demonstrate knowledge and understanding of business cases and their application in corporate real estate.</p>	<p>Provide evidence of the practical application of the business case.</p>	<p>Provide evidence of advising on the preparation and presentation of business cases for a variety of purposes.</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> Financial analysis and metrics required to support a business case The elements and structure of a business case Organisational structures Methods for collecting business case data Purpose of the business case Approval process, stakeholders and audience. 	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> Preparing a business case Engaging with stakeholders Application of business case data collection Understanding the financial impact of a real estate business case, including any applicable financial standards. 	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> Identify impact on key business indicators of CRE strategic proposals Offer alternative CRE strategic options based on key business indicators Presenting a business case to stakeholders with a clear recommendation Providing reasoned advice and justification on business case findings Adapting business case to client-specific requirements Receiving feedback and revising Obtaining approval.

Change management

This competency is about the development and execution of change programmes in relation to the use of real estate by an organisation. It involves the identification of requirements for change, development of a strategy and implementation of the project. Knowledge of the technical issues relating to the property being occupied, the delivery of its management and new processes and technologies associated with this area of work will be expected. However, candidates will also be expected to display an understanding of the importance of developing relationships with property users and decision makers. Candidates attempting to achieve this competency may use evidence from work carried out either on a consultancy basis or from working in-house for an occupier.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
<p>Demonstrate knowledge and understanding of change management and its application in real estate.</p>	<p>Provide evidence of practical involvement with change management projects.</p>	<p>Provide evidence of advising on the development and implementation of strategies for change</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> • The drivers for change and how a requirement for change may be identified • The process by which the appropriate outcome for change may be decided upon • How a change plan can be developed • The concepts, approaches, models, tools and techniques available to support work in this area • The analysis techniques for appraising the options for change • Understanding the common reasons why change projects fail and the implications of these failures. 	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> • Identifying requirements for change • Developing a strategy for change within an organisation • Carrying out optional appraisals in respect of change strategies • Undertaking a change impact assessment • Producing communications and stakeholder engagement plans • Undertaking stakeholder analysis and identifying appropriate interventions • Project managing the implementation of a change programme • Assessing and addressing risks presented by change • Evaluating the success of an organisational change project. 	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> • Communicating the costs and benefits of a change project • Offering alternative strategic options based on an organisation's requirements • Presenting a proposed strategy to stakeholders with a clear recommendation • Obtaining approval for implementation of a proposal • Managing stakeholders to ensure resolution of issues • Receiving feedback and revising the strategy for change.

Inspection

Property inspection is fundamental to providing accurate property advice. It is important that candidates are able to demonstrate knowledge and understanding of the core requirements of property inspection.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the different requirements for inspection, together with the required information and factors affecting the approach to an inspection.

Examples of knowledge comprised within this level are:

- The requirements and reasons for a property inspection
- Safety issues when undertaking an inspection
- Implications of location and situation
- Identify access arrangements
- Building construction and specification
- The legal requirements that impact upon the occupation/ownership of buildings.

Level 2

Undertake inspections and apply the information gained to prepare reports, schedules and/or registers of equipment, presenting appropriate information gained from the inspection.

Examples of activities and knowledge comprised within this level are:

- Accurate recording of building and site characteristics
- Preparing (or assisting in the preparation of) reports for clients
- Understanding potential defects of buildings and implications
- Assessing quality of location, design and specification.

Level 3

Provide evidence of reasoned advice and recommendations arising from inspections.

Examples of activities and knowledge comprised within this level are:

- Preparing reports for clients, containing detailed information, particularly with regard to valuation reports and the marketing of buildings
- Providing detailed reasoned advice to clients
- Making clients aware (where appropriate) of their statutory responsibilities.

Landlord and tenant

This competency is about the management of the landlord and tenant relationship. It covers all aspects of contractual and legal obligations arising between landlord and tenant. The candidate will be expected to understand the issues and how they affect both parties based on the candidate's area of experience.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the law and practice relating to the landlord and tenant relationship.

Examples of knowledge comprised within this level are:

- The principles of property law
- The statutory and common law framework applying to the landlord and tenant relationship
- The content, form, and structure of leases
- Relevant market conditions and property values.

Level 2

Apply the principles of the law and practice relating to the landlord and tenant relationship. Carry out relevant negotiations to provide solutions to issues affecting both owners and occupiers of real estate.

Examples of activities and knowledge comprised within this level are:

- Reading and interpreting leases
- Carrying out market research, collating and analysing comparable evidence
- Preparing, serving and responding to legal notices
- Entering into negotiations
- Instructing legal advisers and seeing matters to conclusion.

Level 3

Provide evidence of reasoned advice, prepare and present reports on the law and practice relating to the landlord and tenant relationship.

Examples of activities and knowledge comprised within this level are:

- Providing strategic advice upon landlord and tenant matters, relating to individual properties or blocks of properties
- Providing advice as to alternative dispute resolution options in the event of breakdown of negotiations and taking any necessary action to protect the client's position
- Demonstrating involvement with third-party determination and associated submissions
- Providing appropriate valuation advice
- Preparing reports containing recommendations prior to the commencement of negotiations
- Reaching an agreed solution and reporting recommendations to client.

Leasing and letting

This competency is specifically in relation to the market for leasehold property and includes assignments. Candidates should be able to demonstrate an understanding and experience (if appropriate) of working for either landlord or tenant. The candidate should have knowledge of the whole transactional market for property.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of how various types of property are let [or a similar interest is acquired for a client] and the different types of interests that may be placed on the market. Demonstrate an understanding of the economics of the market for such interests and the appropriate legal frameworks.

Examples of knowledge comprised within this level are:

- The market for leasing and letting, and how values, and lease terms may be affected
- The legislative framework associated with lease terms and how this is reflected in the market place
- Corporate business requirements which influence the leasing/letting process and commercial terms sought
- What factors affect value for property from a landlord perspective and how value from an occupier client's perspective can differ from this
- Business stakeholders involved and impacted by the process, and establishing and agreeing communication methods accordingly
- Interrelationship between corporate business strategy and corporate real estate strategy.

Level 2

Apply your knowledge and skills to the leasing/letting of all types of property and demonstrate practical experience of the associated decision making process, marketing, reporting and completion of the transaction. Demonstrate knowledge and understanding of other forms of property transaction, and of the reasons supporting the decision to proceed along the chosen leasing or letting route.

Examples of activities and knowledge comprised within this level are:

- Experience of leasing/letting for occupiers
- Experience of transaction from initial inspections through to completion of documentation
- Negotiation with both prospective parties and the property owner
- Decision making and recommendation of courses of action in line with relevant financial standards
- Oversight of negotiation with both prospective parties and the property owner and provision of relevant communication to client
- Decision making and recommendation of courses of action including valuation advice in line with corporate drivers/ value objectives
- Apply understanding of how the leasing/letting process fits within an end-to-end corporate business and real estate strategy
- Understand clients' financial and accounting objectives and preferences and how they may impact upon preferred lease structure
- Understand clients transaction close out requirements and ensure application.

Level 3

Provide evidence of reasoned advice and report to clients on all types of leasing or letting transactions. Demonstrate the ability to see complex cases through from start to finish with appropriate assistance. Be able to provide clients with a holistic view of the entire transactional market, and advise them clearly and appropriately, not only on the letting or leasing market, but also on other areas.

Examples of activities and knowledge comprised within this level are:

- Experience of letting/leasing cases and explaining the factors which were involved in the transaction
- Commenting clearly on why decisions were made in relation to the chosen route of leasing/letting both from a market and corporate business perspective
- Reporting to clients with recommendations including valuation advice in line with client-specific accounting and financial processes
- Reporting to clients with recommendations on strategy in relation to all options for the property
- Achieving best value for the stakeholder.

Local taxation/assessment

This competency is about the application of evidence when dealing with property tax to include an understanding of the use of comparable evidence, application of statute and casework.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
<p>Demonstrate knowledge and understanding of the provisions for taxation of real estate and/or other property types at a local/municipal level.</p>	<p>Undertake valuations and negotiations for a variety of different property types using different valuation methods for the purposes of local/municipal taxation.</p>	<p>Provide evidence of reasoned advice to stakeholders (including senior management within your organisation, clients and courts/tribunal members) in respect of specific cases and/or other local taxation issues.</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> Legislative provisions setting up, establishing and governing local property taxation and associated levies within jurisdiction The rules governing taxation liability and payments Processes to challenge the level of taxation liability. 	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> Understanding and applying appropriate valuation methodologies according to different property types Thorough understanding and application of various appeal and challenge processes across different jurisdictions Dealing with appeals and challenges. 	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> Providing advice on appropriate portfolio strategies to manage clients' property taxation To include financial impact, risk management incorporating accruals, appeals, mitigation strategies, etc.

Measurement

This competency is relevant to all data capture and measurement of land or property. In the context of the property pathways, it refers particularly to measurement of saleable/lettable areas for agency or valuation purposes.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the principles and limitations of measurement relevant to your area of practice.

Examples of knowledge comprised within this level are:

- Relevant data capture techniques including the use of lasers and tapes
- The limitations of different methods of measurement
- Checking procedures for the instruments used and the calculations undertaken
- Potential sources of error from use of the instruments
- The basis on which measurements should be undertaken, i.e. the core definitions of measurement and their application
- The appropriate standards and guidance relating to measurement with particular reference to the RICS Property measurement
- The degree of accuracy that is required for different types of property and the use to which the measurements will be put
- The use and limitations of plans and drawings.

Level 2

Apply your knowledge to undertake measurement. Use basic and/or advanced instrumentation to collect data. Present appropriate information gained from measurement.

Examples of activities and knowledge comprised within this level are:

- Using the appropriate instrumentation [including lasers and tapes] to capture sufficiently accurate data, based on an understanding of limitations of different instruments
- Dealing with and advising on sources of error from use of instruments
- Applying the appropriate guidance correctly in practice to undertake measurement of a variety of properties, understanding the basis on which measurements should be undertaken
- Undertaking necessary calculations
- Preparing and presenting measurements in a manner appropriate for the purpose they are to be used, understanding the level of accuracy that is required for different types of property.

Level 3

Evaluate, present, manage, analyse data and/or apply spatial data and information. Show an advanced understanding of accuracy, precision and error sources.

Examples of activities and knowledge comprised within this level are:

- Level 3 is only recommended for candidates with specialist knowledge and experience of sophisticated measurement and data capture practice. Most property candidates will only attain Level 2. For guidance on Level 3 please refer to RICS Geomatics pathway guide.

Performance management

This competency is about a broad range of performance management approaches and methodologies in corporate real estate.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of performance management approaches and methodologies.

Examples of knowledge comprised within this level are:

- The different types of CRE data and data collection techniques
- The various techniques for measuring performance
- The principles of KPIs and SLAs and how these align with stakeholder objectives.

Level 2

Apply your knowledge and understanding of performance management within a business context.

Examples of activities and knowledge comprised within this level are:

- Collection of CRE benchmarking data
- Collection of occupier satisfaction data
- Development and use of KPIs
- Preparing data/information
- Using selected methodologies and techniques such as balanced scorecards to achieve agreed outcomes
- Methods to improve performance management.

Level 3

Provide evidence of reasoned advice on the organisational requirements of performance management and show evidence of performance metric tracking across CRE services and capabilities.

Examples of activities and knowledge comprised within this level are:

- Interpreting CRE benchmark data leading to clear action plan
- Interpreting occupier satisfaction data leading to clear action plan
- Interpreting key CRE KPIs leading to clear action plan
- Providing feedback on performance
- Implementing a performance management plan
- Continuous performance improvement.

Procurement and tendering

This competency relates to services and goods. It covers the selection of service providers – pre-qualification, tender lists, selection criteria; contract selection – alternative forms of contract; and pricing documentation. In this context, contracts might cover single service providers or multiservice management and implementation.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the main types of procurement. Demonstrate knowledge and understanding of the tendering and negotiation processes involved in procurement.

Examples of knowledge comprised within this level are:

- A practical knowledge of the following areas:
 - Pre-qualification procedures
 - Selection criteria
 - Tender lists
 - Specifications
 - Service level agreements
 - Pricing documentation
 - Tender negotiation
 - Performance indicators
 - Service delivery models
 - Contract law, including terms and conditions and liability
 - Compliance
- The various methods of procurement, e.g. pre-negotiated, single source, blind auction.

Level 2

Apply your knowledge to the implementation of the procurement routes selected for your projects and to carrying out tendering and negotiation processes relevant to them.

Examples of activities and knowledge comprised within this level are:

- Implementing pre-qualification procedures using selection criteria to draw up tender lists
- Devising tender documentation including statements of scope of service and pricing schedule
- Participating in pricing and/or vetting of tenders
- Balancing risk and reward.

Level 3

Give reasoned advice on the appropriateness of various procurement routes. Manage the tendering and negotiation process and present reports on the outcome.

Examples of activities and knowledge comprised within this level are:

- Providing reasoned advice and recommendations to clients on alternative procurement routes and tendering procedures
- Taking a lead role in the award of contracts and providing reasoned advice on the decisions reached.

Programming and planning

This competency is about the management of time and the duration of activities from project inception to completion. It covers an understanding of programming techniques and critical path features including use of computer software to produce programmes.

Examples of likely knowledge, skills and experience at each level

Level 1

Describe the principles of financial and programme monitoring of projects, including planning techniques such as Gantt charts, etc. Demonstrate knowledge and understanding of the various types of programmes and schedules commonly used on projects.

Examples of knowledge comprised within this level are:

- The principles of programme and financial monitoring of projects
- Planning techniques including Gantt chart programmes, critical path analysis and the significance of float
- The types of programmes and schedules, including computer software, commonly used on projects.

Level 2

Assess, interpret and report on the programme control of projects.

Examples of activities and knowledge comprised within this level are:

- Evaluating alternative programme techniques
- Reviewing and interpreting Gantt charts and other programmes
- Evaluating the significance of float
- Explaining the critical path determined by a programme
- Understanding project milestones and acceleration techniques
- Analysing and evaluating actual performance against planned performance.

Level 3

Provide evidence of reasoned advice on, or implement the principles of, executive programme control of projects.

Your advice should demonstrate a good understanding of planning techniques [pert diagrams, network analysis/critical path method].

Examples of activities and knowledge comprised within this level are:

- Producing an executive/master programme for a project including showing the critical path determined by the programme
- Providing advice on progress achieved against programme
- Providing advice on corrective measures required to maintain and/or accelerate progress where delays have occurred in relation to the programme
- Establishing project objectives.

Property management

This competency covers all aspects of day to day functions associated with property management. It includes issues relating to works, health and safety, landlord and tenant relationships, and service charges. In general, any matter associated with the smooth running of a property.

Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
<p>Demonstrate knowledge and understanding of property management and the relationship between owner and occupier.</p>	<p>Apply the principles of property management to provide solutions to issues affecting both owners and occupiers of real estate.</p>	<p>Demonstrate knowledge and understanding of property management and the relationship between owner and occupier.</p>
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> The key factors determining the landlord and tenant relationship in relation to the running of a property Key lease terms and their implications to property management How disputes and problematical issues can be resolved, and be able to prioritise key tasks. 	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> Managing property from both a landlord and tenant perspective, and understand the key factors from each viewpoint Understanding legal requirements associated with multi-let property and/or managed property Understanding property management accounting principles from the landlord and tenant perspective, and also the requirements of law and RICS Understanding courses of action in relation to breaches of lease by landlord and tenant. 	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> Participating in all aspects of property management including works, emergency reactive maintenance, planned programmes, budgets, etc. Applying your negotiation, communication, and business skills in relation to contentious issues with both landlord and tenant Participating in issues such as applications, together with the associated legal frameworks.

Purchase and sale

This competency relates to the purchase and sale of property on a freehold and leasehold basis. Candidates should have regard to all property markets and alternative uses and values. Similarly, the candidate should have knowledge and understanding of other forms of disposal.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of how various types of property are sold [or a similar interest is acquired for a client] and the different types of interests that may be placed on the market. Demonstrate an understanding of the economics of the market for such interests, and the appropriate legal frameworks.

Examples of knowledge comprised within this level are:

- The market for leasing and letting, and how values, and lease terms may be affected
- The legislative framework associated with lease terms and how this is reflected in the market place
- Corporate business requirements which influence the purchase/sale process and commercial terms sought
- What factors affect value for property from a landlord perspective and how value from an occupier client's perspective can differ from this
- Business stakeholders involved in and impacted by the process and establishing and agreeing communication methods accordingly
- Interrelationship between corporate business strategy and corporate real estate strategy.

Level 2

Apply your knowledge and skills to the purchase or sale of all types of property and demonstrate practical experience of the associated decision-making process, marketing, reporting and completion of the transaction. Demonstrate knowledge and understanding of other forms of property transaction, and the reasons supporting the decision to proceed along the chosen purchase or sale route.

Examples of activities and knowledge comprised within this level are:

- Experience of purchase/sale for occupiers
- Experience of transaction from initial inspections through to completion of documentation
- Negotiation with both prospective parties and the property owner
- Decision making and recommendation of courses of action in line with relevant financial standards
- Oversight of negotiation with both prospective parties and the property owner and provision of relevant communication to client
- Decision making and recommendation of courses of action including valuation advice in line with corporate drivers/ value objectives
- Apply understanding of how the leasing/letting process fits within an end-to-end corporate business and real estate strategy
- Understand clients' financial and accounting objectives and preferences and how they may impact upon preferred lease structure
- Understand clients' transaction close out requirements and ensure application.

Level 3

Provide evidence of reasoned advice and report to clients on all types of purchase or sale transactions. Demonstrate the ability to see complex cases through from start to finish with appropriate assistance.

Examples of activities and knowledge comprised within this level are:

- Experience of purchase/sale and explaining the factors which were involved in the transaction
- Commenting clearly on why decisions were made in relation to the chosen route of purchase/sale both from a market and corporate business perspective
- Reporting to clients with recommendations including valuation advice in line with client-specific accounting and financial processes.
- Reporting to clients with recommendations on strategy in relation to all options for the property
- Achieving best value for the stakeholder.

Strategic real estate consultancy

This competency is about the provision of strategic consultancy advice on real estate issues impacting the occupier.

Examples of likely knowledge, skills and experience at each level

Level 1

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.

Examples of knowledge comprised within this level are:

- Organisational structures, values and objectives
- What decisions influence the occupier
- The role of real estate in business strategies
- The role of the real estate professional as a strategic business adviser
- Methods for appraising options for real estate strategy
- Key occupier sectors.

Level 2

Apply your knowledge and understanding of the business context of real estate in a corporate or other context.

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 client needs
- Using your knowledge of real estate to find strategic solutions to meet client requirements
- Undertaking option appraisals for real estate strategies
- Ability to articulate different CRE organisational models.

Level 3

Provide evidence of reasoned advice on the principles of strategic real estate.

Examples of activities and knowledge comprised within this level are:

- Strategic advice and recommendations to stakeholders
- Presentations to clients
- Presenting data to support recommendations.

Supplier management

This competency relates to managing the supply chain and the providers of those services.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of how to manage suppliers using a logical process to ensure that scope and value of the service received meets organisational requirements.

Examples of knowledge comprised within this level are:

- A practical knowledge of the following areas:
 - Contracts including terms of conditions, liability
 - Service level agreements
 - Key performance indicators
 - Performance monitoring
 - Benchmarking where applicable.

Level 2

Apply your knowledge and understanding by using an existing process to manage suppliers to ensure that the scope and value of the service received meets organisational requirements.

Examples of activities and knowledge comprised within this level are:

- Involvement in a range of the activities listed above at Level 1 through:
 - Performance review meetings
 - Auditing of suppliers
 - Budgeting
 - Ordering variations to the service
 - Payment of suppliers
 - Developing collaborative relationships
 - Compliance.

Level 3

Provide evidence of appropriate approach to the management of an individual supplier or group of suppliers based on the scale of the service and the risk of service failure.

Examples of activities and knowledge comprised within this level are:

- Using user/customer feedback to provide effective supplier management, ensuring that performance matches the needs of the organisation
- Developing partnership relationships to deliver joint objectives with the supply chain
- Developing learning and innovation within the supply chain.

Sustainability

This competency covers the impact of sustainability issues. Candidates should have a thorough understanding of the impact made by sustainability on their area of responsibility and have been involved with the financial management of that impact.

Examples of likely knowledge, skills and experience at each level

Level 1

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.

Examples of knowledge comprised within this level are:

- The principles of sustainability within your area of practice
- The relationship between property and the environment
- Criteria by which sustainability is measured in relation to operational buildings
- The principles of how design, technology, construction and operational processes can contribute to sustainable building
- The principles of material resource efficiency within the supply chain.

Level 2

Provide evidence of practical application of sustainability appropriate to your area of practice, and the circumstances in which specialist advice is necessary.

Examples of activities and knowledge comprised within this level are:

- Carrying out capital cost and value engineering exercises to determine the impact of sustainability issues on design and construction processes
- Carrying out whole life analysis exercises which take account of sustainability issues
- Corporate responsibility
- Understanding the measures undertaken by governments and international bodies to encourage the reduction of the environmental impact of development.

Level 3

Provide evidence of reasoned advice given to clients and others on the policy, law and best practice of sustainability, in your area of practice.

Examples of activities and knowledge comprised within this level are:

- Giving reasoned advice to your stakeholder on the impact of sustainability
- Giving reasoned advice on the application of environmental law and policy
- Interpreting environmental reports and giving reasoned advice on the financial impact and programme implications on a project
- Giving advice on sustainable material selection and how performance baselines can be estimated.

Valuation

This competency is about the preparation and provision of properly researched valuation advice, made in accordance with the appropriate valuation standards, to enable clients to make informed decisions.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the purposes for which valuations are undertaken; the relevant valuation methods and techniques; the appropriate standards and guidance; and any relevant statutory or mandatory requirements for valuation work in your area of practice.

Examples of knowledge comprised within this level are:

- The main drivers that have an impact on value
- The principles and application of the latest relevant valuation standards
- The relevant RICS best practice guidance notes and Professional Statements
- The principles of professional practice, liability and indemnity insurance
- The underlying principles of property law, planning and other relevant regulations or controls and their impact on property/asset values
- The different purposes for which valuations may be required (including, bank lending, taxation, performance management, etc.)
- The principles of the various methodologies needed to provide both capital and rental valuation advice
- An understanding of the importance of independence and objectivity

Level 2

Demonstrate practical competence in undertaking both capital and rental valuations and detailed involvement with the preparation and presentation of client reports.

Demonstrate your ability to use valuation methods and techniques appropriate to your area of practice. Show how the relevant valuation standards and guidance have been applied to your valuation experience.

Examples of activities and knowledge comprised within this level are:

- Understanding client requirements and the preparation of Terms of Engagement
- Inspection and information gathering relevant to the valuation work being undertaken
- Analysis and interpretation of comparable evidence
- Application of a range of valuation methods or techniques
- Valuing either a range of property types or for a range of purposes
- Preparing valuation reports and advice to meet stakeholder needs and comply with the latest relevant valuation standards
- Demonstrate competence to conduct a valuation task from beginning to end with appropriate supervision

Level 3

Be responsible for the preparation of formal valuation reports under proper supervision and provide reasoned advice.

Produce reasoned valuation advice in a range of forms on a range of property types, valuation purposes and valuation methods.

Demonstrate a thorough knowledge of the appropriate valuation standards and guidance and how they are applied providing advice to clients.

Examples of activities and the application of knowledge comprised within this level are:

- The properties/assets considered may relate to a particular area of practice but the candidate's experience should cover a range of purposes (in a properly supervised manner), such as loan security, financial statements, internal management, purchase or sale reports, tax, stock exchange and litigation, but not necessarily all of these
- The types of property/assets should ideally be varied both in terms of physical attributes, usage and also interest (i.e. freehold and leasehold). In respect of machinery and business assets they should also be varied according to industry sector
- Valuation advice should demonstrate knowledge of standards in other areas of business, e.g. accounting standards
- The candidate's advice to client should include knowledge of the main drivers which impact on property/asset values and include an understanding of the wider influences such as government policy, the economic climate, technological change and other investment medium

Valuation (continued)

Level 1

- The underlying principles of machinery and business assets law, planning and other relevant regulations or controls and their impact on property/asset values in relation to residential valuation the following skills will also be necessary for Level 1
- The role and function of Automated Valuation Models (AVMs).

Level 2

To achieve Level 2 candidates will not necessarily be carrying out valuations as part of their full-time day to day activities. In relation to residential valuation the following skills will also be necessary for Level 2:

- Undertaking residential valuations [primarily for loan security purposes]
- Experience of using or commenting upon the results of an AVM.

Level 3

- The candidate should demonstrate knowledge as to how their valuation advice inter-relates with their client's other professional advisers
- Candidates are not required to have carried out a valuation following the latest relevant RICS valuation standards but must be able to demonstrate equivalent level of professionalism in their area of practice with reference to the Red Book requirements
- Advising on the different levels of service that may be required, e.g. desktop advice versus a full inspection-led valuation and the benefits/limitations of each level.

Workspace strategy

This competency explores the critical alignment of workspace with business strategy and operations to improve productivity.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of how workspace strategy is integral to business.

Examples of knowledge comprised within this level are:

- The role of different types of work environment
- The activities undertaken in the work environment
- How the efficiency of the work environment is measured
- Different types of workplace strategies
- How workspace strategy can impact a business
- The efficiency of a workspace in relation to the effectiveness of the workspace.

Level 2

Provide evidence of the practical application of workspace strategy to improve business performance.

Examples of activities and knowledge comprised within this level are:

- Evaluate performance of the work environment based on cost
- Evaluate performance of the work environment based on utilisation studies
- Evaluate performance of workspace based on occupant feedback
- Identifying impacts of implementing a workplace strategy
- Understanding KPIs to determine a successful implementation.

Level 3

Provide evidence of reasoned advice relating to workspace strategies to enable the improvement of business performance.

Examples of activities and knowledge comprised within this level are:

- Demonstrate alignment of the work environment to business processes
- Demonstrate alignment of the work environment to occupier needs and preferences
- Demonstrate how the work environment alignment impacts on business performance
- Preparing and presenting a change of strategy to a stakeholder
- Identifying the impact a work environment strategy will have on a business.



Confidence through professional standards

RICS promotes and enforces the highest professional qualifications and standards in the valuation, development and management of land, real estate, construction and infrastructure. Our name promises the consistent delivery of standards – bringing confidence to markets and effecting positive change in the built and natural environments.

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