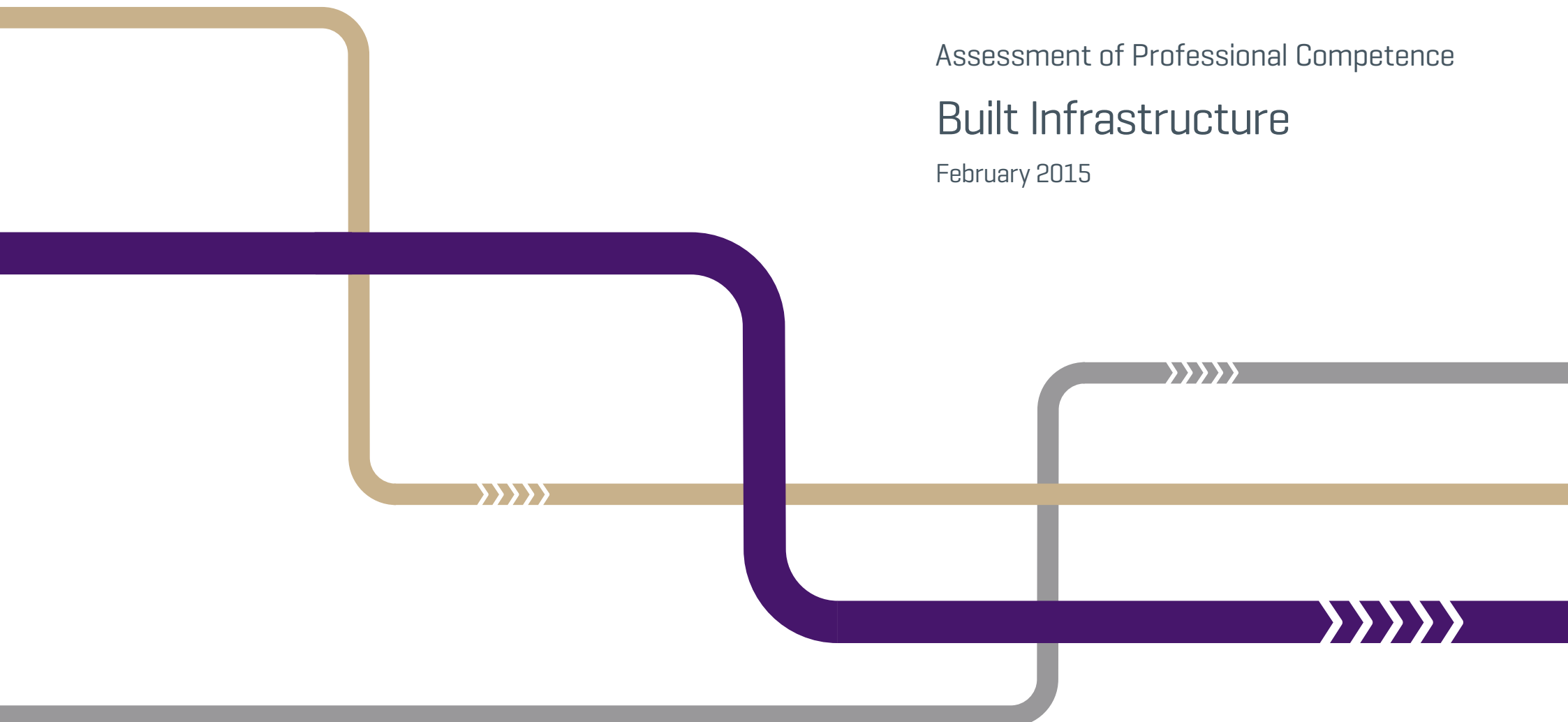




Assessment of Professional Competence

# Built Infrastructure

February 2015



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# Built Infrastructure

About the APC.....	5
How to use this guide.....	5
<b>Section one</b>	
Introduction.....	6
About the competencies.....	6
How to find help.....	6
About Built Infrastructure surveyors.....	7
RICS qualification.....	7
Profile of a Built Infrastructure surveyor.....	8
Tasks and competencies.....	9
<b>Section two</b>	
Pathway requirements.....	10
Built Infrastructure.....	10
Selecting optional competencies.....	11
<b>Section three</b>	
Competency guidance.....	12
Mandatory competencies.....	13
Technical competencies.....	15

Analysis of client requirements.....	15
Asset management.....	16
Building information modelling (BIM) management.....	17
Contract practice.....	18
Cost prediction and analysis.....	19
Cross cultural awareness in global business.....	20
Engineering science and technology.....	21
Procurement and tendering.....	22
Programming and planning.....	23
Project audit.....	24
Project controls.....	25
Project funding and finance.....	26
Quantification, costing and price analysis.....	27
Risk management.....	28
Stakeholder management.....	29
Supplier management.....	30
Sustainability.....	31

## About the APC

The RICS Assessment of Professional Competence (APC) ensures 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 a number of different areas of practice.

The APC normally consists of

- a period of relevant experience
- a final assessment

The period of experience 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 Built Infrastructure pathway. It is designed to help you understand more about qualifying as an RICS member in Built Infrastructure. This guide is based upon international market practice. The material is set out in three sections:

**Section one** – provides information on this area of practice with a general overview of the Built Infrastructure pathway. This section also includes additional help to understand, interpret and use the competency definitions contained in the guide.

**Section two** – lists the competency requirements of the Built Infrastructure pathway.

**Section three** – provides competency guidance, lists the mandatory competencies and describes the technical competencies associated with Built Infrastructure. This section 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 candidates guide
- The counsellors guide.

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

# Introduction

## About the competencies

The APC aims to assess your competence to carry out the work of a qualified Built Infrastructure 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 built infrastructure.

These 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.

## 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](http://www.rics.org/contactus)

RICS HQ

Parliament Square

London SW1P 3AD

United Kingdom

T +44 (0)24 7686 8555

F+ 44 (0)20 7334 3811

[contactrics@rics.org](mailto:contactrics@rics.org)

[www.rics.org](http://www.rics.org)

## About Built Infrastructure surveyors

Infrastructure covers a wide range of sub-sectors and this pathway covers the global delivery of projects in this arena. Hence, it covers the general project and cost management of the process from inception to post-completion.

Within the context of the sector, it also covers a number of competencies, namely project finance, building information modelling (BIM) management and asset management.

These competencies have been developed in response to a review of changing skills in the built environment.

The pathway seeks to fuse project and cost management competencies in order to reflect the global requirements in Built Infrastructure.

RICS recognises the following fields below for the Built Infrastructure pathway. Candidates must select one to demonstrate their competence:

- Transport: including road, rail, aviation and ports
- Energy: including utilities, renewable sources and nuclear
- Petrochemicals
- Oil and gas
- Mining and resources

## RICS qualification

As a surveyor working in built infrastructure you may be working as a consultant in private practice, for a developer, in the development arm of a major organisation [e.g. utility company or airport provider] or for a government organisation. On the contracting side, you could be working for a major national or international contractor, a local or regional general contractor, or for a specialist contractor or sub-contractor.

Your work may include the following:

- understanding briefing and feasibility studies
- assessing procurement strategies
- considering options with regard to project funding and finance
- initiating and planning BIM management systems
- advising on tendering strategy and contract selection
- managing and analysing risk
- devising and managing cost and time control systems
- valuing construction work for interim payments, valuing change and agreeing final accounts
- devising and implementing asset management systems.

## Profile of a Built Infrastructure surveyor

The following are elements of the work of a Built Infrastructure surveyor.

- Infrastructure technology
- Systems engineering
- Materials science
- Cost planning
- Cost analysis
- Procurement
- Tendering
- Cost control
- Time control.

You may work in a specific sector [water utility, airport or transport], or for a particular type of client [consultant, contractor, government department, airport operator], or in one geographical region [UK, USA, UAE]. What is important is that you cover the principle elements of the role in a manner appropriate to your region. You should always have an awareness that things might be done differently in other sectors or in the industry within your region. Where the sector or client does things in a specific way, you should be aware of the industry norm.

You may not have gained experience of all aspects of the elements above: for example you may not have experienced all types procurement and tendering, in this case you should try to undertake additional private study or try to make contact with someone who has experience in the area to lift your knowledge to the required level of competency.

The chart on the following page shows how the competencies, skills and knowledge apply to specific tasks you are likely to undertake.



## Tasks and competencies

Task example	Skills and knowledge	Competency
Feasibility report	<ul style="list-style-type: none"> <li>• Report writing</li> <li>• Understanding the client</li> <li>• Cost and benefit techniques</li> <li>• Technical infrastructure opportunities and constraints.</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of client requirements</li> <li>• Engineering science and technology</li> <li>• Cross cultural awareness in global business.</li> </ul>
Preparing a project execution plan	<ul style="list-style-type: none"> <li>• Understanding roles and responsibilities</li> <li>• Flow of information</li> <li>• International issues</li> <li>• Brief and objectives</li> <li>• Control systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder management</li> <li>• Engineering science and technology</li> <li>• Analysis of clients requirements</li> <li>• Cross cultural awareness in global business.</li> </ul>
Benchmarking of cost	<ul style="list-style-type: none"> <li>• Data collection and analysis</li> <li>• Technical knowledge of infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Cost predication and analysis</li> <li>• Engineering science and technology.</li> </ul>
Cost plan	<ul style="list-style-type: none"> <li>• Quantifying designs</li> <li>• Data collection and analysis</li> <li>• Technical knowledge of infrastructure</li> <li>• Interpreting engineering solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Quantification, costing and price analysis</li> <li>• Cost prediction and analysis</li> <li>• Engineering science and technology.</li> </ul>
Tender documents	<ul style="list-style-type: none"> <li>• Key legal requirements</li> <li>• Contractors pricing methods</li> <li>• Quantifying designs</li> <li>• Interpreting engineering solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Contract practice</li> <li>• Quantification, costing and price analysis</li> <li>• Procurement and tendering</li> <li>• Engineering science and technology.</li> </ul>
Establishing a post- contract control system	<ul style="list-style-type: none"> <li>• Change control mechanisms</li> <li>• Understanding programmes and methodologies</li> <li>• Technical knowledge of infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Programming and planning</li> <li>• Projects controls</li> <li>• Engineering science and technology.</li> </ul>
Forensic analysis	<ul style="list-style-type: none"> <li>• Understanding programmes and methodologies</li> <li>• Understanding cause and effect and rate analysis.</li> </ul>	<ul style="list-style-type: none"> <li>• Programming and planning</li> <li>• Engineering science and technology</li> <li>• Quantification, costing and price analysis.</li> </ul>

# Pathway requirements

## Built Infrastructure

### Mandatory competencies

You must achieve the minimum standards as set out below:

#### Level 3

- Conduct rules, ethics and professional practice

#### Level 2

- Client care
- Communication and negotiation
- Health and safety

#### Level 1

- Accounting principles and procedures
- Business planning
- Conflict avoidance, management and dispute resolution procedures
- Data management
- Sustainability
- Team working

### Core competencies

- Engineering science and technology to **level 3**

PLUS **three** from the list below: (ALL to Level 3)

- Analysis of client requirements\*
- Contract practice
- Cost prediction and analysis
- Procurement and tendering
- Programming and planning
- Project controls
- Risk management

### Optional competencies

**One to Level 3** [in addition to those chosen as a core competency]:

- Contract practice
- Programming and planning
- Quantification, costing and price analysis

**Two to Level 2:**

- Analysis of client requirements\*
- Asset management
- Building information modelling (BIM) management
- Cross cultural awareness in global business
- Project audit
- Project funding and finance
- Risk management
- Stakeholder management
- Supplier management
- Sustainability

\* if you select analysis of client requirement to level 3 from the core competencies you cannot select as an optional competency.

**Note:** Candidates should select from one of the following fields of work in which to demonstrate their competency:

- Energy: including utilities, renewable sources and nuclear
- Mining and resources
- Oil and gas
- Petro-chemicals
- Transport: including road, rail, aviation and ports.

### Selecting optional competencies

In addition to the core competencies, candidates are required to choose **one other competency to Level 3 and two to Level 2**, from the list of optional competencies listed

It is important that you give careful thought to your choice and combination of competencies. Your choice will 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 judgment. 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 normal role of a surveyor in your field of practice.

You will probably find it helpful to discuss the competencies and definitions with an experienced Chartered Surveyor, and talk through what best reflects jobs you have done.

**NOTE** – Do not bend the definition of a competency to fit your work or invent a story that stretches an assessor's view of the competency beyond what might be considered reasonable.

You can change your optional competencies at any time up to final assessment. When you first select a competency it will be with the expectation of gaining experience in that area. If however, the expected experience does not materialise, you can change the competency to match your actual experience.

## Competency guidance

The pages that follow are intended to provide guidance for candidates on the main competencies associated with Built Infrastructure.

The guidance has been developed 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 this sector.

The 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	<p><b>Level 1</b> 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.</p> <p><b>Level 2</b> 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.</p> <p><b>Level 3</b> Provide evidence of application of the above.</p>	3
Client care	<p><b>Level 1</b> Demonstrate knowledge and understanding of the principles and practice of client care including</p> <ul style="list-style-type: none"> <li>• The concept of identifying all clients/colleagues/third parties who are your clients and the behaviours that are appropriate to establish good client relationships</li> <li>• The systems and procedures that are appropriate for managing the process of client care, including complaints</li> <li>• The requirement to collect data, analyse and define the needs of clients.</li> </ul> <p><b>Level 2</b> Provide evidence of practical application of the principles and practice of client care in your area of practice.</p>	2
Communication and negotiation	<p><b>Level 1</b> Demonstrate knowledge and understanding of effective oral, written, graphic and presentation skills including the methods and techniques that are appropriate to specific situations.</p> <p><b>Level 2</b> 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.</p>	2
Health and safety	<p><b>Level 1</b> Demonstrate knowledge and understanding of the principles and responsibilities imposed by law, codes of practice and other regulations appropriate to your area of practice.</p> <p><b>Level 2</b> Provide evidence of practical application of health and safety issues and the requirements for compliance, in your area of practice.</p>	2

Title	Definition	Level Required
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 your 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 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 built infrastructure where you are seeking to become engaged in providing change management solutions for a client. It explores how to identify and scope client needs including the use of techniques such as defining benefits and outputs for clients.

### 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.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Client requirements of pluralistic clients in the public sector</li> <li>Types of information that should be collected about the client and their requirements</li> <li>Terms of engagement</li> <li>Negotiating and setting fees</li> <li>How to scope a client's requirements</li> <li>Developing strategies and feasibility studies to meet client's requirements</li> <li>Methods of engaging your client</li> <li>What qualitative and quantitative information is essential to your role</li> <li>How to handle sensitive information</li> <li>Legislation relevant to data protection and data handling in the particular jurisdiction.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Confirming instructions to clients</li> <li>Developing a client/project brief</li> <li>Undertaking a feasibility study</li> <li>Agreeing terms of engagement</li> <li>Analysis of data/information</li> <li>Preparing costings/ fee proposals</li> <li>Cost: benefit analysis in built infrastructure and benefits realisation.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Reporting to clients detailing strategies to meet client requirements based on the analysed data</li> <li>Presenting to clients</li> <li>Preparing scoping documentation identifying clients requirements and proposals for consultancy interventions.</li> </ul>

## Asset management

### Description of competency in context of this sector

This competency is about understanding and applying the principles of asset management in built infrastructure so as to extend an asset's normal life cycle and optimise performance; applying asset management processes and activities across planning, strategy, record keeping, management and implementation.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the aims, objectives, strategies and processes, managing assets in the built infrastructure arena.	Apply your knowledge to the processes and activities necessary including systematic record keeping, developing strategies of planned maintenance, repair and replacement and managing information systems.	Provide evidence of reasoned advice, based upon the knowledge and experience gained, in order to improve decision-making in asset management.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The benefits and objectives of infrastructure asset management</li> <li>• The distinction between planned maintenance, repair and replacement</li> <li>• How to compile a systematic record of individual assets</li> <li>• How to develop strategies for maintaining the aggregate body of assets</li> <li>• How to implement and manage information systems.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Preparing an asset management strategy or plan</li> <li>• Establishing and managing an asset management information system</li> <li>• Designing and maintaining asset management records.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Providing professional advice on the options available for asset management systems in the context of a corporate or project setting</li> <li>• Providing professional advice on the barriers and risks involved in both implementing and not implementing asset management in a corporate or project setting</li> <li>• Providing professional advice on relevant standards, procedures, protocols and data-sets for asset management, including an evaluation of the various options and costs.</li> </ul>



## Building information modelling (BIM) management

### Description of competency in context of this sector

This competency encompasses the establishment and management of building information modelling systems on projects. It covers the collaborative process and technological principles involved in implementing Building Information Modelling (BIM).

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the technical, process and collaborative aspects of the use of BIM on projects.	Develop and apply management systems to facilitate the use of BIM on projects, including unified control and reporting procedures.	Provide evidence of how the knowledge and experience gained in this competency has been applied to advising clients and/or senior management on BIM strategy and implementation.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Understanding of BIM strategies and implementation</li> <li>• Understanding of the various technical options and solutions for information modelling</li> <li>• The collaborative processes necessary for BIM adoption</li> <li>• Standard classification systems and their use in Built Infrastructure</li> <li>• Relevant internationally recognised management standards such as Construction Operations Building Information Exchange (COBie).</li> </ul>	<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Preparation of a BIM execution plan</li> <li>• Design and implementation of a BIM management process</li> <li>• Analysing of comparative BIM solutions</li> <li>• Maintenance of an information model</li> <li>• Agreeing and implementing contractual aspects of BIM such as a separate protocol</li> <li>• Facilitating and managing project team members for BIM implementation.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Analysing, assessing, evaluating and reporting on options for BIM strategies at a corporate or project level</li> <li>• Designing and advising on collaborative strategies for the successful implementation of BIM on projects</li> <li>• Advising on the contractual and commercial implications of using BIM on projects</li> <li>• Advising on options for software and protocols on BIM projects</li> <li>• Advising on technical information systems requirements for BIM at corporate or project level.</li> </ul>

## Contract practice

### Description of competency in context of this sector

This competency covers the various forms of contract used in the construction industry. Candidates should have an awareness of all of the main standard forms of contract and a thorough understanding of contract law, legislation and the specific forms that they have used.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the various standard forms of contract used in the construction industry and/or your area of business.	Apply your knowledge of the use of the various standard forms of contract at project level, including the implications and obligations that apply to the parties to the contract.	Provide evidence of reasoned advice, prepare and present reports on the selection of the appropriate form of contract and warranties for your chosen procurement route. This should include advising on the most appropriate contractual procedure at the various stages of a construction or other contract.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Basic contract law and legislation in the particular jurisdiction</li> <li>• Contract documentation</li> <li>• The various standard forms of contract and sub-contract</li> <li>• When the different forms would be used</li> <li>• Basic contractual mechanisms and procedures at various stages of the contract</li> <li>• Third party rights including relevant legislation and the use of collateral warranties.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Producing contract documentation</li> <li>• Carrying out the contractual mechanisms and procedures relevant to the financial management aspects of the project, such as change procedures, valuations, loss and expense and final accounts</li> <li>• Understanding general contractual provisions such as letters of intent, insurances, retention, bonds, liquidated and ascertained damages, early possession, practical completion and other common contractual mechanisms.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Selecting the appropriate standard form of contract and/or sub-contract for your chosen procurement route</li> <li>• Advising on the most appropriate contractual procedure at the various stages of a contract in the particular jurisdiction</li> <li>• Evaluating the appropriateness and implications of proposed contractual amendments.</li> </ul>

## Cost prediction and analysis

### Description of competency in context of this sector

Commercial control (through the use of cost benchmarking, prediction, planning and analysis) is fundamental to successful built infrastructure projects. This competency covers the technique of cost prediction and analysis, using empirical data allied with an understanding of the key cost drivers.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the main factors that affect design economics over the life of the asset. Demonstrate knowledge and understanding of how cost benchmarking and cost planning assists in the financial control of projects from inception to the commitment to proceed.	Apply the knowledge to the cost management of design development and the whole life cycle. Prepare and submit cost data to in-house and/or external data collection agencies.	Give strategic and reasoned advice, including the preparation and presentation of reports with reference to cost, time, quality, logistics and methodology. Advise on various market factors and trends in costs. Comment on accuracy and risk.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Key drivers that affect the cost of infrastructure over the whole life of the asset</li> <li>• Methodology of collecting and analysing data for cost prediction</li> <li>• Benchmarking of infrastructure capital and whole life costs</li> <li>• Methodology of construction and productivity cost factors in infrastructure</li> <li>• Financial and risk management information systems and understanding uncertainty in cost prediction.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Preparing benchmark studies</li> <li>• Preparing estimates and cost plans including whole life cost plans</li> <li>• Preparing cost analyses</li> <li>• Assessing how the methodology of construction and the productivity of labour and plant will affect cost prediction and analysis</li> <li>• Presenting and preparing risks, assumptions and market factors to illustrate the accuracy of cost prediction based upon evolving design solutions.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Clearly presenting cost reports to clients, with emphasis on the degree of accuracy</li> <li>• Offering cost advice on alternative design and methodology solutions</li> <li>• Advising on value and risk management techniques</li> <li>• Assessing/evaluating market factors and trends in construction costs.</li> </ul>

## Cross cultural awareness in global business

### Description of competency in context of this sector

This competency deals with gaining an understanding and applying effective techniques in conducting business relationships on a global basis. Candidates should understand the key national cultural differentiators and use this understanding to achieve effective global project performance.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the way business is undertaken in different cultures, including the differing drivers, ethos, etiquette and assumptions prevalent in global business.	Apply the knowledge to different business skills, including client liaison, team-working, leadership, negotiation and communication.	Provide evidence of reasoned advice to clients and senior management on strategies and tactics for dealing with cultural issues in global business in order to ensure effective corporate and project performance.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Knowledge of the various different business cultures worldwide</li> <li>• An understanding of the effects of the different cultures on contractual relationships</li> <li>• A knowledge of the key techniques to improve relationships and global project performance when dealing with international teams.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Assessing client relationships, team performance and stakeholder interfaces on international projects</li> <li>• Preparing a management plan to address team-working issues on international projects.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Preparing a strategy report on the cultural implications of operating in different jurisdictions</li> <li>• Advising on adapting technical solutions to meet cultural barriers</li> <li>• Tailoring communication solutions to address cultural issues effectively.</li> </ul>

## Engineering science and technology

### Description of competency in context of this sector

This competency covers the design and construction of built infrastructure assets and the science of the principal materials used in built infrastructure. Candidates should understand the key design principles and the principal methodologies of construction, including the comparative characteristics and performance of construction materials.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the principles of the design, methodology, logistics and construction in the chosen field of practice.	Apply the knowledge to an understanding of the systems, components, timing, methodologies and logistics of the construction of infrastructure projects in the chosen field of practice.	Advise on the selection and application of particular processes within the area of experience. This should include liaison with specialists and consultants to develop project-specific design and construction solutions.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Key design principles including the process and stages of design and systems engineering</li> <li>• Key design constraints including legislation, sustainability, economics and technology</li> <li>• Importance of design co-ordination and inter-disciplinary working</li> <li>• Methodologies and logistics of construction</li> <li>• Operational and maintenance processes post contract</li> <li>• Materials science and how it applies to the design and methodology of construction.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Understanding and assimilating design information in the context of project, cost and facilities management objectives</li> <li>• Understanding the collaborative design process so that management, time and cost techniques can be applied to the right information at the right time</li> <li>• Preparing studies or reports on alternative construction methodology strategies</li> <li>• Preparing studies or reports on the impact of alternative design and construction solutions on operational and maintenance considerations.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Preparing and advising on the choice of construction solutions for the project</li> <li>• Advising on the impact of design, methodology and materials on cost, time and productivity</li> <li>• Being able to advise on new and emerging technologies and processes e.g. <ul style="list-style-type: none"> <li>– Offsite construction fabrication</li> <li>– Lightweight construction (glass fibre)</li> <li>– Materials handling – tagging and coding reports, smart technology</li> <li>– Configuration management.</li> </ul> </li> </ul>

## Procurement and tendering

### Description of competency in context of this sector

This competency covers how a project is structured and delivered in terms of risk allocation and contractual relationships and how tendering processes are used to establish a contract price. Candidates should have a clear understanding of the different types of procurement and tendering commonly used and the advantages and disadvantages of each to the parties involved. You should have a detailed working knowledge of the procurement routes and tendering procedures used on your projects.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the main types of procurement. Demonstrate knowledge and understanding of the tendering and negotiation processes involved in procurement.	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.	Give reasoned advice on the appropriateness of various procurement routes. Manage the tendering and negotiation process and present reports on the outcome.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The main types of procurement used in both the public and private sectors, both nationally and internationally</li> <li>• Tendering and negotiation processes involved in procurement</li> <li>• Ancillary processes such as partnering and framework agreements</li> <li>• Codes of practice and procedures commonly used</li> <li>• Industry bespoke standards</li> <li>• Supply chain engineering.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Implementing procurement routes such as traditional, design and build, Private Finance Initiative (PFI), Design – Build – Finance – Operate (DBFO), management forms, term and serial contracting and other types</li> <li>• Producing and/or compiling tender documentation such as letter of invitation, form of tender, health and safety documentation, design documentation and contractual details</li> <li>• Carrying out of tendering and negotiation processes such as single and two stage tendering, the use of codes of practice and electronic tendering.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Evaluating the appropriateness of various procurement routes</li> <li>• Managing the tendering and negotiation process</li> <li>• Preparing procurement and tendering reports</li> <li>• Ability to advise on procurement and tendering in your jurisdiction</li> <li>• Advising on management of supply chain engineering.</li> </ul>

## Programming and planning

### Description of competency in context of this sector

This competency covers a surveyor's involvement with the programming and planning of built infrastructure 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
Demonstrate your understanding and knowledge of 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.	Apply your knowledge of assessing, interpreting and reporting on the programme control of projects.	Provide evidence of reasoned advice on, or implementation 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].
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Pre-contract planning and programming techniques</li> <li>• Different planning techniques e.g. Gantt Charts, Network Analysis and Critical Path Analysis etc.</li> <li>• How a programme is affected by change</li> <li>• The use of planning and programming when forecasting expenditure</li> <li>• How a project or contract programme affects outcomes when using different forms of contract.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Formulating and reporting on a project programme for different construction projects using planning techniques</li> <li>• Reporting the client's financial forecast expenditure of a project using planning techniques</li> <li>• Calculating a critical path network analysis and/or Programme Evaluation and Resource Technique [PERT] network analysis as appropriate to determine the longest path</li> <li>• Identifying the impact of contractual provisions on the effective planning of projects</li> <li>• Understanding forensic analysis of programmes to prove cause and effect.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Evaluating the effectiveness of a project programme</li> <li>• Providing reasoned advice on the financial planning of infrastructure projects [e.g. 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]</li> <li>• Analysing and advising on the possible outcomes in the event of a strategy change e.g. financing provisions, time of construction, scope changes</li> <li>• Advising on a project programme when determining different procurement options.</li> </ul>

## Project audit

### Description of competency in context of this sector

This competency concerns the assessment of the performance of a project and its individual stakeholders. This can be used to identify areas for improvement on a live project and/or to identify lessons learnt for application on future projects.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate your understanding of the essential requirements of a project audit/close-out report.	Apply your knowledge of the procedures associated with producing a project audit/close-out report.	Provide evidence of giving reasoned advice of undertaking and reporting on a project audit/close-out report.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The client's requirements and the development/project brief</li> <li>• The reasons for any changes to the client's requirements and the development/project brief</li> <li>• The reasons for the chosen procurement route and the actual and planned performance of the project team</li> <li>• The project team structures and procedures</li> <li>• The reasons for any design, cost and programme variations</li> <li>• The project risks and any unforeseen problems.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Analysing the reasons for, and implementation of, changes to the client's requirements and the development/project brief</li> <li>• Analysing the appropriateness of the chosen procurement route</li> <li>• Analysing the actual performance of the project team and identifying potential improvements</li> <li>• Analysing project team structures and procedures</li> <li>• Analysing reasons for, and implementation of, any design, cost and programme variations</li> <li>• Recording lessons learnt.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Preparing audit reports and advising the client</li> <li>• Identifying lessons learnt and recommending appropriate responses</li> <li>• Assessing and advising on the performance of the project team</li> <li>• Assessing and advising on the chosen procurement route, project team structures and procedures</li> <li>• Assessing and advising on design cost and programme variations.</li> </ul>



## Project controls

### Description of competency in context of this sector

This competency deals with the control of time and cost on built infrastructure projects. Candidates should be aware of the applicability of the various time and cost control techniques, including data analysis, productivity and resource analysis, earned value management and their practical use.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the tools and techniques associated with project controls, including work breakdown structures, Earned Value Management, productivity and resource analysis and programming.	Apply your knowledge of how to interpret, analyse and report upon data produced by project control techniques to facilitate both forensic and predictive decision-making.	Provide proof of how you advise on strategies and procedures to analyse, predict and control time and cost on infrastructure projects.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Techniques for the effective control of time and cost during the construction phase of a project</li> <li>• Management of change including an understanding of the key change drivers such as legislation, design, co-ordination and methodology and the generation of options and solutions</li> <li>• Project time and financial management principles in reporting uncertainty: risk and contingency.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Preparing a work breakdown structure report</li> <li>• Preparing an Earned Value Management report</li> <li>• Preparing a productivity and resource analysis</li> <li>• Preparing a cost and time change management system</li> <li>• Preparing a project controls strategy report.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Advising a client or senior on a project controls strategy</li> <li>• Establishing a communication and reporting regime for a project controls system</li> <li>• Advising on potential solutions to changes in programme or cost</li> <li>• Explaining and advising on the assumptions and risks in project control reports.</li> </ul>

## Project funding and finance

### Description of competency in context of this sector

This competency deals with sources of funding and investment finance and financial modelling techniques.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of funding sources and the principal forms of investment finance in built infrastructure projects. Demonstrate knowledge and understanding of the key project finance evaluation techniques, including their assumptions and limitations.	Apply the knowledge to identify the factors that affect the ability to obtain finance to fund an built infrastructure project and the use of project finance evaluation techniques on built infrastructure projects.	Provide evidence of reasoned advice to clients and senior management on strategies and tactics for dealing with funding and finance issues on built infrastructure projects.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>The various sources of funding, investment, finance alternatives in built infrastructure</li> <li>The various financial modelling techniques in infrastructure</li> <li>Financial evaluation risks and the techniques for quantifying risk.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Preparing reports detailing possible alternative funding and investment options and their evaluation</li> <li>Preparing financial models to assess the viability of projects and their key risks</li> <li>Preparing sensitivity analyses.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Strategic advice on project funding and finance applied to the particular project constraints and risks</li> <li>Evaluative interpretation of financial models and reports considering particular project technical constraints and risks</li> <li>Advising clients on the practical and technical implications of project funding and finance issues on the management of their projects.</li> </ul>

## Quantification, costing and price analysis

### Description of competency in context of this sector

This competency covers the measurement and definition of built infrastructure works in order to value and control cost and time. It also includes rate price analysis for the purposes of costing quantified descriptions of work.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the principles of quantification, costing and rate price analysis of works as a basis for the financial management of projects.	Apply the knowledge to the quantification and costing of works, including the use of appropriate standard methods of measurement and forms of benchmarking and cost analysis. Apply price rate analysis in both forensic and predictive techniques.	Advise on strategies and procedures to analyse, predict and control time and cost on projects. Take responsibility for preparing and issuing pricing documents. Price or analyse such documents.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The quantification of built infrastructure works (including both measurement and definition)</li> <li>• The various standard methods of measurement pertaining to the field of practice including any emerging international standards.</li> <li>• The costing of built infrastructure works and rate price analysis</li> <li>• Design specification classification systems in order to properly define measured works.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Quantifying infrastructure works at the various stages of a project</li> <li>• Preparing pricing documents such as bills of quantities, schedule of work's or contract sum analyses</li> <li>• Carrying out first principle costing of infrastructure works by reference to labour, material and plant productivity rates and other methods such as tendered rates, quotations or day works</li> <li>• Undertaking a forensic analysis of pricing rates to determine the financial or time implications of change.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Advising on the benefits and limitations of measurement and costing</li> <li>• Selecting appropriate pricing documents</li> <li>• Negotiating and agreeing the valuation of infrastructure works at various stages of the project such as contract sum, during the construction phase and final account</li> <li>• Advising on the impact of change.</li> </ul>

## Risk management

### Description of competency in context of this sector

This competency covers the management of risk on construction projects. Candidates should be aware of the benefits to be gained and the techniques and processes used to manage risk.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate your knowledge and understanding of the nature of risk and, in particular, of the risks associated with your area of business/practice.	Apply your knowledge to carry out risk assessments taking into account all relevant factors. Understand the application of the various methods and techniques used to measure risk.	Provide evidence of reasoned advice and implement systems to manage risk by competent management in relation to specific projects.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The principles of risk management</li> <li>• How the various procurement routes deal with risk</li> <li>• Mitigation strategies</li> <li>• The techniques used to quantify risk</li> <li>• The effect of risk on programme and cost.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Contributing towards the identification of risk</li> <li>• Identifying who owns the risk in relation to the chosen procurement route on your project</li> <li>• Contributing towards strategies to mitigate risk</li> <li>• Contributing data towards the quantification of risk</li> <li>• Considering the effect of risk on programme and management cost specific to their project.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Advising on the appropriate procurement route in relation to the client's attitude to risk</li> <li>• Advising on the appropriate methodologies and approach to risk on a project</li> <li>• Taking ownership of the risk register and advising on the appropriate risk mitigation strategies</li> <li>• Applying techniques to quantify risk and advising clients on the appropriate level of contingency.</li> </ul>

## Stakeholder management

### Description of competency in context of this sector

This competency deals with the techniques associated with managing stakeholders on large, complex projects. Candidates should demonstrate an effective understanding and application of the various ways to identify, analyse and engage with the relevant project stakeholders.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the principles and techniques associated with engaging and communicating with all relevant project stakeholders, including an understanding of decision-making in pluralistic clients.	Apply the knowledge to ensure that all parties are aligned with the project objectives using identification, analysis, matrix and engagement techniques.	Provide evidence of reasoned advice and implement systems to manage risk by competent management in relation to specific projects.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>The challenges, opportunities and benefits of stakeholder management</li> <li>The key aspects of the individual, team and the project with regard to stakeholder management</li> <li>The process of stakeholder management and tools such as the Iceberg Model.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Preparing a stakeholder management strategy report covering planning and resourcing</li> <li>Applying the techniques of discover, understand, plan, engage and assess value to undertake the management of stakeholder</li> <li>Preparing a structure chart and a RACI (Responsible, Accountable, Consulting and Informed) table to clarify roles and responsibilities.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Advising on the options for stakeholder management, bearing in mind the size, complexity and objectives of the project</li> <li>Advising on the benefits, value and costs of stakeholder management</li> <li>Advising on different methodologies for stakeholder management bearing in mind the maturity of the client and geographic spread of the project.</li> </ul>

## Supplier management

### Description of competency in context of this sector

This competency provides a framework for the effective management of the supply chain on infrastructure projects. Candidates should be aware of the various management techniques for identifying, engaging, procuring, assessing and motivating supply chain partners.

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of how to manage suppliers using a logical process to ensure that the cost and quality of the service received meets organisational requirements.	Apply your knowledge and understanding by using an existing process to manage suppliers to ensure that the cost and quality of the service received meets organisational requirements.	Help define organisational requirements for supplier services and develop an 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 knowledge comprised within this level are: <ul style="list-style-type: none"> <li>• Contracts</li> <li>• Service level agreements</li> <li>• Key performance indicators</li> <li>• Performance monitoring</li> <li>• Benchmarking</li> <li>• Frameworks</li> <li>• Pain/gain mechanisms.</li> </ul>	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> <li>• Conducting performance review meetings</li> <li>• Auditing suppliers</li> <li>• Budgeting</li> <li>• Ordering variations to the service</li> <li>• Paying suppliers.</li> </ul>	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> <li>• Using user/customer feedback to provide effective supplier management, ensuring that performance matches the needs of the organisation</li> <li>• Preparing management reports providing recommendations in relation to supplier management.</li> </ul>

## Sustainability

### Description of competency in context of this sector

This competency covers the role of the surveyor in dealing with the impact of sustainability issues on built infrastructure. Candidates should have an awareness of the various ways in which sustainability can impact on infrastructure. They must have a thorough understanding of the impact made by sustainability on their projects and have been involved with the financial management of that impact.

*All candidates must achieve level 1 in this competency, but you may choose to be assessed at level 2 (as one of your optional competencies) if sustainability is a significant element in your professional role.*

### Examples of likely knowledge, skills and experience at each level

Level 1	Level 2	Level 3
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.	Provide evidence of practical application of sustainability appropriate to your area of practice, and of awareness of the circumstances in which specialist advice is necessary.	Provide evidence of reasoned advice given to clients and others on the policy, law and best practice of sustainability, in your area of practice.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Principles of sustainability within development and the construction process</li> <li>The relationship between infrastructure and the environment</li> <li>How national and international legislation, regulations and taxation relating to sustainability affect infrastructure</li> <li>Criteria by which sustainability is measured in relation to infrastructure</li> <li>The principles of how design, technology and construction processes can contribute to sustainable infrastructure</li> <li>The principles of material resource efficiency within the supply chain.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Carrying out capital cost and value engineering exercises to determine the impact of sustainability issues on design and construction processes</li> <li>Carrying out life cycle cost exercises which take account of sustainability issues</li> <li>Understanding the measures undertaken by governments and international bodies to encourage the reduction of the environmental impact of development.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Providing reasoned advice/qualitative comment to clients or other stakeholders on the potential financial impact of sustainability on a property/project</li> <li>Providing reasoned comment to clients or other stakeholders on the impact of sustainability legislation/policy</li> </ul> <p>NB: Sustainability advice may be given in the course of providing conventional property advice to clients or other stakeholders [such as valuation, investment or property/asset management advice].</p>



## Confidence through professional standards

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