

Associate Assessment

Commercial Property Management

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Introduction

In order to become an SCSi/RICS Associate you must demonstrate that you have knowledge, understanding and practical ability relevant to a surveying role – in this case, Commercial Property Management.

This guide explains the competencies for your pathway, with examples of how you can show you meet the requirements.

Refer to this guide while preparing your submission for assessment. The **Associate Assessment Candidate Guide** gives further essential information on how to prepare for the assessment.

Competencies

A competency is the knowledge, skills, abilities and behaviours needed for a particular role or task. SCSi/RICS competencies equip you to work in your chosen pathway.

The six technical competencies are the pathway-specific 'hard' skills needed for your role.

The eight mandatory competencies are the 'soft' business skills demonstrating your ability to work with colleagues, manage workloads and act with integrity. All candidates, regardless of their pathway, need these skills.

What is Commercial Property Management?

This pathway is suitable for people embarking on a career as an adviser (in-house or external) in property management for commercial and public sector occupiers.

Commercial Property Management covers a range of functions concerned with looking after buildings.

Examples of activities involved in these functions would include:

- day-to-day management of properties on behalf of the owner
- collection of rents and other receivables
- administration of service charges
- payment of outgoings
- maintenance, including repair
- provision of services such as insurance
- supervision of staff employed for services
- health and safety advice
- negotiations with tenants or prospective tenants.

Property managers also assist businesses to plan and deliver essential property decisions such as the best use of space, suitable technology solutions, human resources and safe surroundings.

Commercial Property Management competencies

You must achieve the following **five** technical competencies:

- landlord and tenant
- measurement and inspection of land and property
- property management
- property records/information systems
- rental appraisal.

Plus **one** of the following:

- building information modelling [BIM] management
- leasing/letting
- local taxation/assessment
- property management accounting
- valuation.

You must complete all **eight** mandatory competencies:

- client care
- communication and negotiation
- conduct rules, ethics and professional practice
- conflict avoidance, management and dispute resolution procedures
- data management
- health and safety
- sustainability
- teamworking.

Supervisory competencies

Candidates who hold over 10 years' relevant experience, can choose to substitute two of the technical competencies for two supervisory ones listed below to show the level of management you are now working in.

- managing resources
- managing people
- accounting principles and procedures
- business planning.

Technical competencies

Landlord and tenant	
Description	This competency covers the management of the landlord and tenant relationship. It has a broad scope covering all aspects of lease negotiations arising between landlord and tenant. The candidate will be expected to understand the issues and how they affect both parties.
Requirements	Demonstrate knowledge and understanding of the law and practice relating to landlord and tenant. Apply the principles of the law and practice relating to landlord and tenant. Carry out relevant negotiations to provide solutions to issues affecting both owners and occupiers of real estate.
Examples of likely skills, knowledge and experience	<p>Knowledge</p> <ul style="list-style-type: none"> • the principles of property law • the statutory framework applying to the landlord and tenant relationship • the content, form and structure of leases • relevant market conditions and property values. <p>Activities</p> <ul style="list-style-type: none"> • reading and interpreting leases • preparing reports containing recommendations prior to the commencement of negotiations • preparing, serving and responding to legal notices • undertaking negotiations • reaching an agreed solution and reporting recommendations to clients • instructing legal advisers and seeing matters to conclusion.
Examples of tasks undertaken	<ul style="list-style-type: none"> • lease renewal • rent review • interpretation of lease terms • landlord and tenant lease negotiations.

Measurement and inspection of land and property	
Description	This competency covers all aspects of the measurement and inspection of land or property for management and valuation purposes. Candidates will be expected to show a good knowledge of building construction and defects but be able to recognise when additional specialist advice may be needed.
Requirements	Demonstrate knowledge and understanding of the principles and limitations of measurement and inspection for a range of different purposes. Apply the principles of measurement and inspection for property management and valuation purposes.
Examples of likely skills, knowledge and experience	<p>Knowledge</p> <ul style="list-style-type: none"> • requirements and reasons for a property inspection or measurement • the use of relevant measuring instruments • the basis on which measurements should be undertaken • the appropriate standards and guidance relating to measurement • method and type of construction. <p>Activities</p> <ul style="list-style-type: none"> • using the appropriate measurement instruments • applying the appropriate guidance correctly in practice • undertaking necessary calculations • preparing and presenting measurements in an appropriate manner • accurate recording of building and site characteristics • preparing (or assisting in the preparation of) reports for clients • identifying potential defects of buildings and understanding their implications.
Examples of tasks undertaken	<ul style="list-style-type: none"> • using appropriate instruments to accurately measure properties in accordance with relevant guidance, applying appropriate bases of measurement for the type of building and undertaking relevant area calculations • recording building and site characteristics from a physical inspection • identifying building defects and reporting on potential implications and the need for further professional advice.

Property management	
Description	This competency covers all aspects of the day to day functions associated with property management. It includes issues relating to maintenance works, health and safety, landlord and tenant relationships, and service charges. In general it includes any matter associated with the smooth running of a property.
Requirements	Demonstrate knowledge and understanding of property management and the relationship between owner and occupier. Apply the principles of property management to provide solutions to issues affecting both owners and occupiers of real estate.
Examples of likely skills, knowledge and experience	<p>Knowledge</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 how to prioritise key tasks • how to manage the maintenance of property. <p>Activities</p> <ul style="list-style-type: none"> • managing property from both a landlord and tenant perspective, taking into account the key factors from each viewpoint • dealing with the legal requirements associated with multi-let property and/or managed property • using property management accounting principles from the landlord and tenant perspective, and also the requirements of law and relevant guidance • taking relevant courses of action in relation to breaches of lease by landlord and tenant including maintenance, showing good relationship management skills.
Examples of tasks undertaken	<ul style="list-style-type: none"> • health and safety compliance • property management related maintenance works • landlord and tenant relationships • service charges • multi-let properties • landlord and tenant disputes.

Property records/information systems	
Description	This competency deals with the use, management, and development of property information systems for the purposes of supporting the management and/or valuation of property.
Requirements	Demonstrate knowledge and understanding of the factors required for property records/ information systems, including the sourcing and collation of data. Demonstrate your ability to apply knowledge to analyse data and assemble it for use in a database.
Examples of likely skills, knowledge and experience	<p>Knowledge</p> <ul style="list-style-type: none"> • use and limitations of property information systems within your area of practice • electronic records • legal documentation (including leases) • legislation relating to the security of data. <p>Activities</p> <ul style="list-style-type: none"> • using a property information system to extract information for a range of different scenarios • writing clear and factual reports on information extracted from a property record or information system • interpreting plan/map data • interpreting legal language in relation to property records • ensuring security data.
Examples of tasks undertaken	<ul style="list-style-type: none"> • using data from property records and information systems to assist with establishing property title • taking a proactive approach to property management • property management activities such as rent reviews/lease renewals.

Rental appraisal	
Description	This competency covers the preparation and provision of properly researched advice relating to property management related appraisals of rents.
Requirements	Demonstrate knowledge and understanding of rental appraisals requiring analysis and understanding of lease terms. Undertake rental appraisals for a variety of different types for property management purposes (such as lease renewals and rent reviews).
Examples of likely skills, knowledge and experience	<p>Knowledge</p> <ul style="list-style-type: none"> • relevant guidance and standards • relevant statute and case law • analysis of evidence and relevance of the law of landlord and tenant • methods of appraisal applicable to different types of property. <p>Activities</p> <ul style="list-style-type: none"> • appraising different property types • undertaking appraisals for a range of different management purposes including rent reviews and lease renewals • participating in negotiation, appraisal and agreements • using and analysing comparables.
Examples of tasks undertaken	<ul style="list-style-type: none"> • preparing appropriate terms of engagement representing client requirements • gathering, collating and analysing appropriate information for appraisals • undertaking appraisals using appropriate methods and techniques • preparing reports providing rental appraisal advice.

Plus one of the following five competencies

Building Information Modelling (BIM) management	
Description	This competency encompasses the establishment and management of the information modelling systems on projects. It covers collaborative process and technological principles involved in implementing Building Information Modelling (BIM).
Requirements	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.
Examples of likely skills, knowledge and experience	<p>Knowledge</p> <ul style="list-style-type: none"> • BIM strategies and implementation • Various technical options and solutions for information modelling • Collaborative processes necessary for BIM adoption • Standard classification systems and their use in infrastructure • Relevant internationally recognised management standards such as Construction Operations Building Information Exchange (COBie) <p>Activities</p> <ul style="list-style-type: none"> • Preparing a BIM execution plan • Designing and implementing of a BIM management process • Analysing comparative BIM solutions.
Examples of tasks undertaken	<ul style="list-style-type: none"> • Maintaining an information model • Agreeing and implementing contractual aspects of BIM such as separate protocol • Facilitating and managing project team members for BIM implementation.

Or

Leasing/letting	
Description	This competency covers the market for and marketing of leasehold property and includes assignments and sub-lettings. Candidates should be able to demonstrate understanding and experience (if appropriate) of working for both landlord and tenant. The candidate should have knowledge of the whole transactional market for property.
Requirements	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. 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 likely skills, knowledge and experience	<p>Knowledge</p> <ul style="list-style-type: none"> • relevant legislation and regulations • different types of lettings • the lettings market in your region • assignments and sub-letting • relevant RICS guidance. <p>Activities</p> <ul style="list-style-type: none"> • leasing/letting for both landlord and tenant • dealing with transactions from initial inspections through to completion of documentation • negotiating with both prospective parties and the property owner • decision-making and recommending courses of action • appraising rents and leasehold interests • interpreting lease terms.
Examples of tasks undertaken	<ul style="list-style-type: none"> • dealing with leasehold transactions including new lettings, assignments and sub-letting • appraisal of leasehold interests • negotiation.

Or

Local taxation/assessment	
Description	This competency covers the valuation and negotiation of rating appeals.
Requirements	Demonstrate knowledge and understanding of the provisions for taxation of real estate, plant and machinery and/or other property types at a local/municipal level. Undertake valuations and negotiations for a variety of different property types using different valuation methods for the purposes of local/municipal taxation.
Examples of likely skills, knowledge and experience	<p>Knowledge</p> <ul style="list-style-type: none"> • relevant guidance and standards • application of statute and case law • analysis of evidence and relevance of the law of landlord and tenant • various methods of valuation applicable to different types of property. <p>Activities</p> <ul style="list-style-type: none"> • measuring and inspecting properties • valuing different property types • using different methods of valuation; rental and comparative approaches, profits, receipts and expenditure and costs • participating in negotiation, valuations and settlement of appeals.
Examples of tasks undertaken	<ul style="list-style-type: none"> • measuring and inspecting properties in accordance with relevant guidance and standards • valuations for local taxation/assessment purposes using valuation methods appropriate to the type of property and/or plant and machinery • negotiation and settlement of appeals • reports and advice regarding valuation and assessments. • reports and advice regarding valuation and assessments.

Or

Property management accounting	
Description	This competency covers accounting aspects of property management primarily in the commercial sector. The candidate would be expected to have knowledge of all the statutory requirements and be able to report to clients as well as to other stakeholders regarding the accounting results.
Requirements	Demonstrate knowledge and understanding of any legal or regulatory principles (including taxation implications where appropriate) that apply to property management accounts and service charge accounts. Undertake day-to-day management and recording of property management accounts and service charge accounts.
Examples of likely skills, knowledge and experience	Knowledge <ul style="list-style-type: none"> • lease terms and accounting implications • legislative and regulatory requirements • relevant guidance, standards and accounting regulations. Activities <ul style="list-style-type: none"> • creating service charge accounts • implementing service charge budget • reporting both rent and service charge figures to clients and other stakeholders • creating clients' accounting systems/templates for rent and service charge accounts.
Examples of tasks undertaken	<ul style="list-style-type: none"> • service charge reconciliation and expenditure report • service charge allocation and apportionment schedules • reports to clients associated with managing rent and service charge accounts • expenditure projections based on maintenance schedules.

Or

Valuation	
Description	This competency covers the preparation and provision of properly researched valuation advice, made in accordance with the appropriate valuation standards, to enable clients to make informed decisions regarding real estate.
Requirements	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. 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 likely skills, knowledge and experience	<p>Knowledge</p> <ul style="list-style-type: none"> • a general appreciation of the main drivers that have an impact on value • the principles and application of the RICS Appraisal and Valuation Standards (Red Book) or other relevant valuation standards • the principles of professional indemnity insurance • the underlying principles of property law, planning and other relevant regulations or controls and their impact on property values • the different purposes for which valuations may be required • the principles of the various methodologies needed to provide both capital and rental valuation advice • the importance of independence and objectivity. <p>Activities</p> <ul style="list-style-type: none"> • understanding client requirements and preparing terms of engagement • inspecting and information gathering relevant to the valuation work being undertaken • analysing and interpreting comparable evidence • applying a range of valuation methods and techniques • preparing valuation reports and advice to meet client needs and complying with the RICS Appraisal and Valuation Standards (Red Book) and other relevant standards • conducting a valuation task from beginning to end with appropriate supervision.
Examples of tasks undertaken	<ul style="list-style-type: none"> • preparing appropriate terms of engagement representing client requirements and in accordance with RICS requirements • gathering, collating and analysing appropriate information for valuations • undertaking valuations using appropriate valuation methods and techniques • preparing valuation reports in accordance with the RICS Appraisal and Valuation Standards (Red Book).

Supervisory competencies

Those with 10 years' or more relevant experience can choose to substitute two of the technical competencies with two of the following supervisory competencies.

Managing resources	
Description	This competency is about managing the effective use, allocation and costing of resources (not including human resources).
Requirements	Demonstrate knowledge and understanding of the resources required and their cost for the effective operation of a business. Provide evidence of the application in your area of practice, giving reasoned advice on the most effective use, allocation and cost of resources.
Examples of likely skills, knowledge and experience	Knowledge Examples of knowledge are: <ul style="list-style-type: none"> • Types of resources required • How to manage financial resources • Accounting techniques • Budgeting techniques • Forecasting techniques • Methods for obtaining resources and monitoring their use • Personal resource management • Costing of resources • Relationship between cost and value of resources. Activities Examples of knowledge are: <ul style="list-style-type: none"> • Setting financial objectives • Constructing a budget.
Examples of tasks undertaken	<ul style="list-style-type: none"> • Monitoring and managing financial resources • Setting personal objectives • Preparing reports and recommendations for the use and allocation of resources.

Managing people	
Description	This competency covers the principles and practice of managing people. Candidates should be aware of the skills required to manage people. Candidates should have an understanding of the appropriate application of these skills.
Requirements	Demonstrate knowledge and understanding of the resources required and their cost for the effective operation of a business. Provide evidence of the application in your area of practice, giving reasoned advice on the most effective use, allocation and cost of resources.
Examples of likely skills, knowledge and experience	<p>Knowledge Examples of knowledge are:</p> <ul style="list-style-type: none"> • Awareness of human resource management legislation and techniques • Awareness of different motivation theories • Awareness of effective organisational design and communication strategies • Awareness of the climate and culture necessary for the creation of high performing teams. <p>Activities Examples of knowledge are:</p> <ul style="list-style-type: none"> • Appreciating the principles of human resource legislation • Understanding how use of effective organisational design and communication strategies improves human resource performance • Understanding how climate and culture affect human resource performance.
Examples of tasks undertaken	<ul style="list-style-type: none"> • Applying human resource techniques • Effecting improved human resource performance.

Accounting principles and procedures	
Description	This competency covers the basic principles of accounting and the interpretation of company accounts.
Requirements	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. Provide evidence of interpretation of company accounts and balance sheets in your area of practice and application of appropriate accounting and regulatory standards.
Examples of likely skills, knowledge and experience	Knowledge Examples of knowledge are: <ul style="list-style-type: none"> • Awareness of human resource management legislation and techniques • Awareness of different motivation theories • Awareness of effective organisational design and communication strategies • Awareness of the climate and culture necessary for the creation of high performing teams.
Examples of tasks undertaken	Activities Examples of knowledge are: <ul style="list-style-type: none"> • Considering financial statements to establish, for example, the financial strength of an entity • Reviewing, understanding and providing evidence of interpretation of analyst's reports on financial statements • Calculating and understanding common financial measures such as return on capital employed, net assets per share, gearing ratio etc.

Business planning	
Description	This competency is about the principles and tools of business planning.
Requirements	Demonstrate knowledge and understanding of how business planning activities contribute to the achievement of your corporate objectives.
Examples of likely skills, knowledge and experience	<p>Knowledge</p> <p>Examples of knowledge are:</p> <ul style="list-style-type: none"> • Types of business plan – strategic, departmental, operational, corporate • The essential elements of a business plan • The essential elements of a marketing plan • Organisational structures • Methods for financial benchmarking (e.g. key financial ratios) • Meaning of working capital, stock, debtors and creditors • Accounting techniques • Forecasting techniques • Planning to meet corporate objectives. <p>Activities</p> <p>Examples of knowledge comprised within this level, in relation to the operational phase of buildings, are:</p> <ul style="list-style-type: none"> • Setting objectives and targets • Undertaking risk analysis • Preparing a marketing plan • Creating an organisational chart • Using financial ratios • Using company accounts.
Examples of tasks undertaken	<ul style="list-style-type: none"> • Preparing a business plan.

Mandatory competencies

Title	Requirement
Client care	<p>Demonstrate knowledge and understanding of the principles and practice of client care including:</p> <ul style="list-style-type: none"> the concept of identifying all clients/colleagues/third parties who are your clients and the behaviours that are appropriate to establish good client relationships the systems and procedures that are appropriate for managing the process of client care, including complaints the requirement to collect data, analyse and define the needs of clients. <p>Demonstrate practical application of the principles and practice of client care in your area of practice.</p>
Communication and negotiation	<p>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>Demonstrate practical application of these skills in a variety of situations, specifically including where negotiation is involved.</p>
Conduct rules, ethics and professional practice	<p>Although this is demonstrated through the ethics module (see Candidate Guide) you should still refer to it (where applicable).</p> <p>Demonstrate knowledge and understanding of the role and significance of RICS/SCSI and its functions. Also an appreciation of your personal professional role and society's expectations of professional practice and RICS/SCSI Rules of Conduct and regulations, including the general principles of law and the legal system, as applicable in your country of practice.</p> <p>Demonstrate practical application in your area of practice, being able to justify actions at all times and demonstrate personal commitment to the RICS/SCSI Rules of Conduct and RICS/SCSI ethical standards.</p> <p>Demonstrate that you have applied these in the context of advising clients.</p>
Conflict avoidance, management and dispute resolution procedures	<p>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.</p>
Data management	<p>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.</p>
Health and safety	<p>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>Demonstrate practical application of health and safety issues and the requirements for compliance, in your area of practice.</p>
Sustainability	<p>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.</p>
Teamworking	<p>Demonstrate knowledge and understanding of the principles, behaviour and dynamics of working in a team.</p>

Continuing professional development (CPD)

In your submission document you must record 48 hours of CPD, this must be 12 months prior to your associate assessment. The following are examples of the type of development relevant to this pathway.

Valuation			
Activity type	Purpose	Description	Learning outcomes
Organised	To develop my knowledge of the RICS Appraisal and Valuation Standards (Red Book)	Attended a training event on the Red Book	The course gave me a good understanding of the purpose of the Red Book and the valuations to which it applies. It also helped me to understand the format to be used for formal valuation reports
Landlord and tenant			
Activity type	Purpose	Description	Learning outcomes
Private	To develop my understanding of rent review negotiation when acting as tenant	Self study reviewing colleague's rent review files to better understand the cases that are made and the arguments presented	I now have a much better understanding of the techniques to use when negotiating a tenant's rent review and understand the importance of case precedent in this
Work-based	To update my knowledge of landlord and tenant legislation	Attend an internal seminar facilitated by a local firm of solicitors	I feel I now have an up-to-date knowledge of recent changes to landlord and tenant legislation since the end of my college course
Health and Safety			
Activity type	Purpose	Description	Learning outcomes
Organised	The course aimed at making delegates familiar with relevant health and safety legislation in the workplace	Attended CPD training workshop on health and safety	The course provided a brief understanding of procedures and legal requirements regarding the importance of health and safety in the workplace

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Working in partnership with RICS, the pre-eminent Chartered professional body for the construction, land and property sectors around the world, the Society and RICS act in the public interest: setting and maintaining the highest standards of competence and integrity among the profession; and providing impartial, authoritative advice on key issues for business, society and governments worldwide.

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Members of the profession are typically employed in the construction, land and property markets through private practice, in central and local government, in state agencies, in academic institutions, in business organisations and in non-governmental organisations.

Members' services are diverse and can include offering strategic advice on the economics, valuation, law, technology, finance and management in all aspects of the construction, land and property industry.

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