Introduction

Foreword

The development of national competency standards was an important strategy in the Commonwealth Government's commitment to micro-economic reform of the labour market, industry and the processes of recognition of overseas professional and para-professional skills.

The commitment to make better use of imported skills was central to the Commonwealth's Agenda for a Multicultural Australia which was launched by the Prime Minister in 1989 and led in 1990 to the creation of The National Office of Skills Recognition (NOOSR) within the Employment Education and Training portfolio.

NOOSR commissioned the Architects Accreditation Council of Australia (AACA) to develop the National Competency Standards in Architecture (NCSA) in May 1990. Following a period of research and development the Standards were formally adopted by AACA in September 1993.

The initial thrust in the development of the NCSA had been to improve the use of imported skills, however it was generally accepted that in the interests of equity, processes that were available to the overseas trained should also be made available to the locally trained.

The decision was taken that all of the assessment processes that lead to registration as an architect should be conducted as competency based assessments (CBA) and subsequently a centralised system of assessment was adopted in 1994.

Architects Accreditation Council of Australia (AACA)
AACA is the national body formed by the registration authorities of each State and Territory to consider matters of common concern or interest. The main objectives of the Council are to facilitate the recognition, accreditation and co-ordination of acceptable academic standards and registration practices, in the interests of national and international professional reciprocity in architecture.

AACA has the responsibility to facilitate the CBA process and maintain the NCSA on behalf of the profession. AACA is not itself a registration authority. Its role is the facilitation of the assessment process which is recognised by each of the State and Territory Registration Authorities as a prerequisite to registration. The decision to register applicants is the sole prerogative of the registration authorities.

Purpose
The main purpose of the NCSA is as a tool for the assessment of the knowledge, skill and experience of those who aspire to registration as Architects in Australia and New Zealand. In addition the NCSA has been adopted and/or referred to by tertiary institutions and by the Courts as the benchmark standard for architectural practice in Australia.

Independence of Tertiary Institutions
AACA endorses the professional responsibility of tertiary institutions for the determination of course structures and teaching methods and supports those institutions in their assertion of independence in such matters.

Introduction

In Australia the use of the title "Architect" is reserved by law to those who are registered by the statutory authorities in each State or Territory. The purpose of registration and certification of the title "Architect" is to serve the public interest, and the standards of competence required reflect consumer expectations.

Registration is the formal act that recognises acceptable standards of competence and conduct and results in the name of the registrant being entered upon a State or Territory Register of Architects.

Registration in any Australian State or Territory confers upon the registrant reciprocal rights to register in other States or Territories or in New Zealand.

The National Competency Standards in Architecture (NCSA) are the benchmark standards of competency against which an applicant for registration as an Architect in Australia and New Zealand is measured.

The NCSA should be seen as the measure of the knowledge, skill and experience that is required of a practitioner at entry to the profession; they should not be regarded as aspirational.

It is recognised that in the course of their professional development, architects may elect to specialise in relatively narrow fields of practice. It is anticipated that those architects will aspire to levels of excellence in their specialised fields but it is not the purpose of the NCSA to identify, measure or test specialised competencies.

In this edition there is recognition of the diversity of practice models that have evolved since the creation of the NCSA. To the extent that it is possible to do so, the editors have tried to eliminate any preconception of a single practice model.

The editors have been conscious of the need to eliminate inconsistency of definitions and to align, as far as possible, the terminology used in the NCSA with that commonly used in Australian architectural practice.

The NCSA are reviewed on a five yearly cycle to ensure that they reflects significant changes in the context of architectural practice in Australia and New Zealand.

In this edition there is further recognition that:

- Climate change and sustainability are increasingly significant factors in the design process.
- There is increasing specialisation in architectural practice.
- 'Traditional' client/architect relationships should no longer be regarded as the norm.
- Procurement models have become more diverse.
- Technology has impacted upon all aspects of the provision of architectural services.

Format

The NCSA recognises four major areas in the competence of an architect, namely:

Unit 1 Design
Unit 2 Documentation
Unit 3 Project Management
Unit 4 Practice Management

Each Unit is further subdivided into:

- Contexts
- Elements
- Performance Criteria

Context for the application of the National Competency Standards

The context for the application of the NCSA is 'a complex building' (refer glossary).

Design

Candidates for registration will be required to demonstrate their ability to design a complex building.

Documentation

Candidates for registration will be required to demonstrate a capacity to undertake and/or facilitate the documentation of complex building works sufficient to satisfy the design intent and to communicate to others their understanding of the processes required. It is recognised that documentation and administration of complex building projects is generally a multi disciplinary, multi party task. It is recognised that the documentation of a 'complex building' involves the production of architectural documentation both drawn and written.

Project management

Candidates for registration will be required to demonstrate their capacity to undertake project management in relation to complex building involving the engagement, instruction and coordination of other professionals and para-professionals and the implementation and administration of appropriate contractual regimes.

Practice management

Candidates for registration will be required to demonstrate an understanding of appropriate systems and resources required to maintain an architectural practice.

Competency in practice

Architectural competence

Pre-design

Design

Unit 1	Design
Context 1.1	To create an architectural design through the exercise of knowledge, imagination, judgement and professional responsibility
Element 1.1.1	Generate a design concept which can be realised as a building
Element 1.1.2	Recognise the need to sustain the natural and the built environment, the needs and aspirations of building users and the community, in the formulation of a design concept
Element 1.1.3	Comply with the law and regulations governing planning, building design, procurement and the practice of architecture
Element 1.1.4	Communicate the design concept clearly
Context 1.2	To formulate an architectural design in response to a project brief, sufficient to obtain endorsement, of overall objectives and design concept by a client and other interested parties
Element 1.2.1	Interpret project brief and decide design objectives and parameters with the client
Element 1.2.2	Develop a schematic design through a repetitive process of hypothesis, evaluation and re-appraisal
Element 1.2.3	Communicate the schematic design clearly
Element 1.2.4	Agree schematic design proposals with client and interested parties

Detailed design

Context 1.3	To develop a detailed design which is consistent with the design concept
Element 1.3.1	Investigate and analyse detailed requirements for organisation of spaces, areas and circulation within and around a building
Element 1.3.2	Consider options and decide the disposition and assembly of the structural system, construction elements, materials and building components
Element 1.3.3	Establish requirements for building service systems
Context 1.4	To resolve a detailed design sufficient to obtain agreement and authorisation to proceed to documentation for its translation into built form
Element 1.4.1	Progressively finalise all decisions relating to the assessment of specialist information, design detail, material choice and building costs and management strategies
Element 1.4.2	Negotiate and agree the detailed design proposal with the client and other interested parties
Element 1.4.3	Prepare for start of construction documentation
Context 1.5	To continuously comply with the project brief and meet contractual agreements throughout the course of implementation of a design project
Element 1.5.1	Resolve, in detail, all components of the design in order to prepare instructions for their construction or supply

Documentation

Unit 2	Documentation
Context 2.1	To generate documentation and clearly communicate information for an architectural project so that it can be costed, built and completed in accordance with the brief, time frame, cost and quality objectives
Element 2.1.1	Establish a documentation process
Element 2.1.2	Prepare architectural drawings with regard to the location, extent of building elements, components, finishes, fittings and systems
Element 2.1.3	Prepare architectural specifications and schedules
Element 2.1.4	Co-ordinate the documentation of the project
Element 2.1.5	Agree on the documentation with the client and other interested parties
Context 2.2	To provide documentation for effective occupation of the project and as a future reference source
Element 2.2.1	Provide handover advice and as-built records

Contract administration

Practice

Unit 4	Practice Management
Context 4.1	To establish and maintain an architectural practice
Element 4.1.1	Define practice objectives and establish a practice structure and strategies for their achievement
Element 4.1.2	Establish and maintain practice management systems
Element 4.1.3	Deploy and manage staff
Element 4.1.4	Comply with the law and regulations governing the conduct of an architectural practice
Element 4.1.5	Observe the standards of conduct expected by the community of a professional in the practice of architecture

Unit 3	Project Management
Context 3.1	To confirm objectives and conditions at inception of project
Element 3.1.1	Establish and evaluate identified requirements, perceptions and priorities
Element 3.1.2	Establish site conditions
Element 3.1.3	Assess potential interaction between the project, environment and community
Element 3.1.4	Assess regulatory context
Element 3.1.5	Consider construction system and materials options
Context 3.2	To establish an appropriate procurement method and complete contractual arrangements with all participants
Element 3.2.1	Establish terms of agreement with client
Element 3.2.2	Establish project procurement options
Element 3.2.3	Prepare preliminary project evaluations, programs and feasibility studies
Element 3.2.4	Establish project information management systems
Element 3.2.5	Establish requirements for, and co-ordinate specialists
Element 3.2.6	Prepare and conclude contractual agreements and negotiations for proceeding with project construction

Context 3.3	To provide contract administration for the construction of a project
Element 3.3.1	Administer a standard form of construction contract
Element 3.3.2	Monitor compliance with contract documents and requirements of relevant regulatory authorities
Context 3.4	Before, or on the completion of the contract, to compile and document information and responsibilities for future operational use
Element 3.4.1	Assemble project maintenance and operation manuals as required by the contract
Element 3.4.2	Undertake post occupancy evaluation and assess for future operational use

Glossary of terms

The National Competency Standards in Architecture require professionals to have demonstrated competence through performance in a range of architectural roles and tasks. In this document there is a range of terms used to specify these roles and tasks, attributes or levels of intellectual behaviour. The following guidance is given to the definition of these terms and attributes, and includes a list of words used in the performance criteria that specify activities required to be completed successfully to demonstrate competence relating to that attribute.

Complex Architectural Project

It is assumed that candidates for registration have had exposure to a range of building types at differing levels of size and complexity.

A complex architectural project may involve single or multi level construction and require highly specialised knowledge and skills. It may exhibit one or more of the following characteristics: demanding in its ordering and organisation of multiple occupancy and/or special purpose user requirements in terms of people and vehicular circulation; complicated in its spatial articulation; difficult in the planning and co-ordination of sophisticated construction systems, larger spans requiring specialised or innovative structural solutions ,materials, building services and fittings; challenging in site configuration and existing features. It will involve an understanding of the impact of the building on the natural and built environment and require an informed response to the urban or rural context and the physical, topographical and climatic context.

A small building can be complex in the organisation of its components and functional requirements eg a residence. Alternatively a building can be large in area but simple in its make up and performance needs eg an airplane hangar.

The realisation of a complex architectural project generally requires specialist input for the resolution of structural and technical design components and special purpose provisions, and the collaboration of an experienced professional team for the preparation of project documentation and contract administration. The procurement of the project is dependent on an appropriate practice structure and adequate professional and financial resources for its achievement.

Competency

the ability to perform activities within the profession of architecture to the standard expected in practice.

Unit of Competency

a collection of Elements of Competency which are sufficiently related to each other to be considered as a single block of connected activities. Units are groups of activities, which are likely, amongst experienced practitioners, to become the focus of specialisations.

Context of Competency

descriptive imperatives of the professional setting within which the performance is enacted and within which the Units of Competence are related to the comprehensive process of producing architecture.

Element of Competency

a discrete activity that a competent architect must be able to perform.

Performance Criteria

evaluative statements, which specify the performance required to denote competence.

Design Concept

involves the exploration of ideas and options inspired by analysis of all the given facts, contextual issues and constraints and is informed by precedent and personal architectural philosophy. Drawing from a range of ideas and facts and the application of judgement, conceptualisation evolves into a Schematic Design.

Schematic Design

the Concept Design advanced to a level of legibility sufficient to gain client approval, receive consultant advice and provide the basis for the preparation of a reasonable estimate of cost. Client approval at the end of this phase leads to preparation of the Design Development.

Detailed Design

an expansion of Schematic Design and creation of preliminary construction details. Investigation and selection of materials and finishes, establishing equipment layouts and preliminary design of built in furniture and fittings for client approval. Receive more detailed consultant advice and undertake a detailed cost analysis.

Units

Unit 1 Design

An Architectural design evolves through exploration and reappraisal of a range of ideas and propositions that lead progressively to the eventual resolution of a coherent design proposal. Evidence of this progressive process must be demonstrated in each of the successive stages of Design as described in Unit 1.

Although listed separately for convenience and reference, the Elements of design constitute a system, a set of incidents, which are dynamically related. The Elements are given in the sequence in which they often occur, but they may merge, repeat and inform one another throughout the design process and cannot be considered or assessed in isolation.

Context 1.1 **To create an architectural design through the exercise of knowledge, imagination, judgement and professional responsibility**

	Element		Performance Criteria
1.1.1	Generate a design concept which can be realised as a building	01	The design concept demonstrates an analysis of and response to the design brief, user intent and built purpose
		02	The design concept demonstrates a considered response to the physical location and addresses the relevant wider issues of urban or rural context
		03	The design concept demonstrates the exercise of critical choice, aesthetic judgement and creative imagination
		04	The design concept demonstrates a clear and coherent design approach
		05	The design concept demonstrates sensitivity to the ordering, sequencing and articulation of three-dimensional form and spatial content is evident
		06	The design concept demonstrates an understanding of architectural history and building traditions
		07	The design concept demonstrates an understanding of relevant social, cultural and environmental issues
		08	The design concept demonstrates an appreciation of economic factors building systems and materials
1.1.2	Recognise the need to sustain the natural and the built environment, the needs and aspirations of building users and the community, in the formulation of a design concept	09	The design concept demonstrates respect for the natural environment and awareness of the issues of sustainability
		10	The design concept demonstrates an assessment and understanding of the impact of the project on building users and community
		11	The design concept demonstrates an understanding of issues of national and regional planning and their relationship to local demography and resources
		12	The design concept demonstrates the observation of society's values influencing health, safety, welfare and use of the built environment
1.1.3	Comply with the law and regulations governing planning, building design, procurement and the practice of architecture	13	The development of the design concept demonstrates knowledge of the ethical basis, laws and statutes that regulate the practice of architecture
		14	The design concept demonstrates compliance with the law, relevant codes, regulations and industry standards for development, design, construction and services
1.1.4	Communicate the design concept clearly	15	The development of the design concept utilises freehand drawings, diagrams, other graphic techniques and modelling (physical and/or computer simulated) to explore three-dimensional form and relationships
		16	The design concept is described through drawings and/or three-dimensional representation, computer simulation or other visual and/or written techniques

Context 1.2 **To formulate an architectural design in response to a project brief, sufficient to obtain endorsement of overall objectives and design concept by a client and other interested parties**

	Element		Performance Criteria
1.2.1	Interpret project brief and decide design objectives and parameters with the client	17	The architectural design demonstrates a critical response to budget and time frame based on an analysis of the project brief
		18	The architectural design demonstrates a consideration of the feasibility of the project brief with and a review of alternative options
		19	The architectural design demonstrates a critical response to spatial and functional requirements and relationships, and develops an understanding of issues of access
		20	The architectural design demonstrates an investigation of the interests of building users and reconciles those interests with the project brief
		21	The architectural design demonstrates an investigation of human, social, environmental and contextual issues
		22	The architectural design demonstrates the implications of physical, technical, cost and regulatory constraints
		23	The architectural design demonstrates the process of collaboration and integrates sources of specialist information and expertise
1.2.2	Develop a schematic design through a repetitive process of hypothesis, evaluation and re-appraisal	24	The schematic design demonstrates that program has been analysed, priorities evaluated, problems defined, strategies formulated and a theoretical design approach considered
		25	The schematic design is progressively investigated, emerging issues researched, experiential, material and aesthetic options considered and alternatives explored, tested and refined
		26	The schematic design satisfies the project brief, site analysis, user requirements, design parameters, and identifies constraints
		27	The schematic design is validated by technical considerations, integrating structure, construction technologies and service systems into a functionally effective whole
		28	The schematic design is informed by theoretical considerations, and intellectual and aesthetic judgement
1.2.3	Communicate the schematic design clearly	29	Development of the schematic design utilises freehand drawings, diagrams, other graphic techniques and modelling to explore three-dimensional form and relationships
		30	The schematic design is described through drawings and/or three-dimensional representation, computer simulation or other visual and/or written techniques
1.2.4	Agree schematic design with the client and interested parties	31	Schematic Design proposals are evaluated and tested to enable agreement on selection and commitment to the development of a preferred design
		32	Design approach, concept and conditions are articulated to inform a client and other interested parties
		33	Ideals and limitations are reconciled, differences resolved, consequences recognised, alternatives ordered and responsibility for decisions assumed
		34	Agreement of client is obtained to proceed to the Detailed Design stage

Context 1.3 **To develop a Detailed Design which is consistent with the design concept**

	Element		Performance Criteria
1.3.1	Investigate and analyse detailed requirements for organisation of spaces, areas and circulation within and around a building	35	The Detailed Design determines specific spatial requirements and relationships for building occupancy and functions
		36	The Detailed Design investigates internal and external patterns of circulation and access, and assesses project implications
		37	The Detailed Design demonstrates the integration of construction and technical systems in the spatial arrangement
		38	The Detailed Design interprets, assesses and incorporates information and recommendations provided by consultants, specialists and manufacturers
1.3.2	Consider options and decide the disposition and assembly of the structural system, construction elements, materials and building components	39	The Detailed Design investigates and evaluates the choice of structural system, based upon an understanding of structural principles and their application
		40	The Detailed Design investigates and evaluates construction elements based upon an understanding of technical performance and the requirements of building standards
		41	The Detailed Design assesses consistency with design concept
		42	The Detailed Design investigates and evaluates materials and building components based upon an understanding of their physical properties- strength, performance and durability
		43	The Detailed Design demonstrates a considered judgement of the visual and contextual qualities of the structural system, construction elements, materials and building components
		44	Selection of building materials is consistent with, and appropriate to, the structural and construction system proposed and details of their assembly are technically proficient
		45	The selection of fittings, fixtures and finishes is suitable for the purpose, cost and assembly
		46	Specialists are consulted as necessary
1.3.3	Establish requirements for building service systems	47	Active and passive service systems for thermal comfort, lighting and acoustics are suitable for the occupation, function and environmental parameters
		48	Mechanical and electrical, hydraulic and transportation systems are suitable for the occupation, function and environmental parameters and appropriate to time constraints
		49	Specialists are consulted as necessary
		50	Effective integration of technical and mechanical systems and equipment with the schematic design is achieved

Context 1.4 **To resolve a detailed design sufficient to obtain agreement and authorisation to proceed to documentation for its translation into built form**

	Element		Performance Criteria
1.4.1	Progressively finalise all decisions relating to the assessment of specialist information, design detail, material choice and building costs and management strategies	51	The detailed design demonstrates the consideration and resolution of each aspect of the project brief
		52	The detailed design demonstrates that all building elements are sufficient and appropriate for construction intentions and environmental sustainability
		53	The detailed design demonstrates consistency between the proposed building elements, construction systems, project budget and time constraints
		54	The detailed design demonstrates the integration of specialist information and expertise
		55	The detailed design demonstrates continuing consideration of the interests of building users, the community and other relevant groups
1.4.2	Communicate the detailed design clearly	56	Development of the detailed design utilises freehand drawings, diagrams, other graphic techniques and modelling to explore three-dimensional form and relationships
		57	The detailed design is described through drawings and/or three-dimensional representation, computer simulation or other visual and/or written techniques
1.4.3	Negotiate and agree the detailed design proposal with the client and other interested parties	58	Provide clear and accurate professional advice on the detailed design response to each aspect of the project brief
		59	Explain reasons for, and agree any departure from, the project brief
		60	Resolve all other outstanding issues in readiness for commencement of the construction documentation
1.4.4	Prepare for start of construction documentation	61	Develop and implement a strategy and program for construction documentation
		62	Identify the requirement for any additional specialist consultants and define their scope of work

Context 1.5 **To continuously comply with the project brief and meet contractual agreements throughout the course of implementation of a design project**

	Element		Performance Criteria
1.5.1	Resolve, in detail, all components of the design in order to prepare instructions for their construction or supply	63	The detailed design demonstrates a clear and coherent design approach has been maintained
		64	Ensure that decisions are timely and conform to the agreed contractual and administrative program
		65	Co-ordinate the ongoing contribution of consultants and suppliers

Unit 2 Documentation

Documentation prepared for the construction, contract management and handover of an architectural project, including architectural drawings, specifications and schedules, must conform with relevant codes and industry standards.

The compliance of documentation, supplied by consultants, with codes and regulations is to be verified.

The consistency of all project documentation (in the selection and disposition of building elements, components, finishes and fittings) with design objectives and budgetary constraints must be demonstrated.

Context 2.1 To generate documentation and clearly communicate information for an architectural project so that it can be costed, built and completed in accordance with the brief, time frame, cost and quality objectives

	Element		Performance Criteria
2.1.1	Establish a documentation process	66	Identify participants in the documentation process
		67	Determine approach and procedures for the documentation process
		68	Establish time schedules for the completion of documentation
		69	Establish monitoring and checking protocols
2.1.2	Prepare architectural drawings with regard to the location, extent of building elements, components, finishes, fittings and systems	70	Select and describe materials, products and systems in accordance with the detailed design
		71	Produce timely, accurate, complete and comprehensible drawings for consultants, building contractors and relevant authorities
		72	Communicate design changes which evolve during the documentation process for approval by the client
2.1.3	Prepare architectural specifications and schedules	73	Produce timely, accurate, complete and comprehensible specifications and schedules for consultants, contractors and relevant authorities
		74	The specifications and schedules nominate type, quality and performance standards with regard to selected materials, finishes, fittings, components, systems and special items
		75	The specifications and schedules identify and describe the type and extent of work of separate building trades and sub-contractors
		76	The specifications, schedules and drawings are cross-referenced and co-ordinated
2.1.4	Co-ordinate the documentation of the project	77	Check and confirm that architectural and consultants' documentation are consistent and compatible
		78	Check and confirm that architectural and consultants' documentation are consistent with the detailed design and with quality, cost and time parameters
		79	Ensure that the documentation is consistent with the type of building contract and/or procurement procedure that has been selected for the project
2.1.5	Agree on the documentation with the client and other interested parties	80	Provide a clear explanation and understanding of the documentation to the client
		81	Resolve and agree documentation in readiness for commencement of construction

Context 2.2 To provide documentation for effective occupation of the project and as a future reference source

	Element		Performance Criteria
2.2.1	Provide handover advice and as-built records	82	Provide clear explanation and documentation of building operation and systems
		83	Prepare accurate documents that record the location and extent of building elements and services, including those changes which occurred during the construction process

Unit 3 Project Management

Project Management is the process of creating, maintaining and monitoring systems that will achieve timely, efficient and cost effective delivery of the architectural project.

Project Management involves the establishment of project teams, the development of client and project team agreements, the identification and establishment of appropriate contractual administration and compliance monitoring regimes, and project record keeping.

Context 3.1 To confirm objectives and conditions at inception of project

	Element		Performance Criteria
3.1.1	Establish and evaluate identified requirements, perceptions and priorities	84	Establish, evaluate and assess project requirements and allocate priorities
		85	Confirm project budget and time constraints following an analysis of the project brief and factors affecting delivery
		86	Monitor and assess project brief against the budget, program and external factors
3.1.2	Establish site conditions	87	Investigate, identify and record opportunities and limitations of the site and its environs
		88	Identify and consider site access and utility connections
		89	Identify and obtain specialist input
		90	Consider options for re-use and life cycle costing and, where relevant, the conservation of existing buildings and infrastructure
3.1.3	Assess potential interaction between the project, environment and community	91	Investigate, assess and report the implications of environmental factors
		92	Investigate, assess and report the implications of cultural factors
		93	Investigate and make recommendations for engagement with community participation processes
3.1.4	Assess regulatory context	94	Identify, understand and assess the law, relevant codes, regulations and industry standards
3.1.5	Consider construction systems and materials options	95	Consider construction systems, service systems and material options consistent with the project brief and the design objectives

Context 3.2 **To establish an appropriate procurement method and complete contractual arrangements with all participants**

	Element		Performance Criteria
3.2.1	Establish terms of agreement with client	96	Identify and clearly communicate to the client services to be provided and professional fees
		97	Establish a method of engagement, appropriate to the scale and nature of the project and the scope of services to be provided
3.2.2	Establish project procurement options	98	Consider advantages and disadvantages of procurement options
		99	Assess project opportunities and constraints, identify key issues and make recommendations to the client
3.2.3	Prepare preliminary project evaluations, programs and feasibility studies	100	Clearly define project scope
		101	Undertake a project cost analysis which reflects an understanding of procurement method, contractual arrangements and other project parameters
		102	Recognise and balance time, cost, and quality requirements against client needs and priorities
3.2.4	Establish project information management systems	103	Establish recording and information systems to satisfy all requirements of the contract of engagement
		104	Establish systems to ensure the flow of information, instructions, approvals and agreements between all participants
3.2.5	Establish requirements for, and co-ordinate, specialists	105	Establish the need for consultants, contractors and suppliers
		106	Specify the scope of specialist services and prepare briefs
		107	Negotiate selection of specialists including fee arrangements and secure client agreement
3.2.6	Prepare and conclude contractual agreements and negotiations for proceeding with project construction	108	Consider and assess types of construction contracts and make recommendations to the client
		109	Analyse financial arrangements for project construction proposed by the contractor
		110	Evaluate contractor qualifications prior to selection
		111	Review, negotiate and finalise terms and conditions of the contract
		112	Follow ethical practices

Context 3.3 **To provide contract administration for the construction of a project**

	Element		Performance Criteria
3.3.1	Administer a standard form construction contract	113	Establish and maintain administrative processes which ensure progressive fulfilment of requirements of contract documents
		114	Systematically monitor construction progress and ensure compliance with the contract provisions and budget
		115	Evaluate and certify progress claims, variations and extensions of time
		116	Resolve problems and uncertainties and provide advice
		117	Identify defects and monitor rectification by the builder
		118	Issue instructions
3.3.2	Monitor compliance with contract documents and requirements of relevant regulatory authorities	119	Obtain authority approvals as required
		120	Establish a mechanism for regular progress reporting on variations to the program, budget and quality to the client
		121	Verify compliance with contract documents and requirements of regulatory authorities at completion

Context 3.4 **Before, or on completion of the contract, to compile and document information and responsibilities for future operational use**

	Element		Performance Criteria
3.4.1	Assemble project maintenance and operation manuals as required by the contract	122	Obtain and handover warranties, maintenance agreements, certificates and approvals
		123	Prepare and provide maintenance and operation manuals
		124	Identify and advise client responsibilities at handover
3.4.2	Undertake post occupancy evaluation and assess for future operational use	125	Systematically acquire, analyse, review and disseminate performance information as necessary

Unit 4 Practice Management

Practice Management ensures that appropriate systems are in place, and sufficient resources available, to maintain an architectural practice.

Administrative and accounting systems facilitate the efficient, timely and profitable provision of professional services. Management of staff, technical and financial resources enables the scope of, and demand for, a practice's professional services to be met. Quality systems monitor client satisfaction and data should be continuously collected and reviewed to improve performance.

The conduct of an architectural practice must comply with the law and regulations and observe professional and community standards.

Context 4.1 To establish and maintain an architectural practice

	Element		Performance Criteria
4.1.1	Define practice objectives and establish a practice structure and strategies for their achievement	126	Demonstrate knowledge of alternative practice models, such as sole practice, partnership, company, joint-venture, multi-disciplinary, secondary consultancy and networking
		127	Establish an appropriate practice structure in response to anticipated scope and demand for professional services
		128	Develop a business plan and establish a strategy for performance review
		129	Adopt professional, technical and financial resources adequate and appropriate for the practice structure and strategies
		130	Define engagement procedures
		131	Monitor client satisfaction and project performance and record information for improvement of future services
4.1.2	Establish and maintain practice management systems	132	Establish a practice management system to report, monitor and review financial performance of the practice
		133	Establish and maintain accounting procedures
		134	Consult specialists as necessary for practice management advice
		135	Establish and apply administrative systems and quality management standards to facilitate the efficient, timely and profitable provision of professional services
		136	Regularly analyse and review all practice management systems
		137	Establish and maintain a comprehensive library system of information and material essential for practice
4.1.3	Deploy and manage staff	138	Manage staff numbers and skills to meet practice needs
		139	Clearly define staff responsibilities and ensure that they are understood
		140	Maintain personnel records to ensure efficient administration of the terms and conditions of employment
		141	Provide opportunity for staff to undertake personal and professional development
		142	Follow ethical practices
4.1.4	Comply with the law and regulations governing the conduct of an architectural practice	143	Comply with the law and regulations governing the conduct of an architectural practice, as a business entity and as an employer
		144	Comply with the law and regulations governing accounting and financial matters
		145	Comply with common law and duty of care provisions, and the laws of contract and tort
		146	Comply with copyright law and the protection of intellectual property
		147	Consult specialists as necessary for financial, legal, professional and other practice advice
4.1.5	Observe the standards of conduct expected by the community of a professional in the practice of architecture	148	Demonstrate an understanding of the legal responsibilities of an architect, with regard to registration, practice and building contracts
		149	Demonstrate an understanding of professional ethics and ethical practice