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# CONSULTANT PROJECT MANAGER

Scope of Services

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## PREFACE: WHO THIS IS FOR

The construction and infrastructure sectors have seen the evolution of Project Managers becoming an increasingly common and significant role in managing the creation of building assets on behalf of owners. They are also referred to as the consultant Project Manager as they are employed through a consultancy agreement.

Clients who are procuring consultancy services will find this document useful in forming up a Request for Proposal (RFP) where a consultant Project Manager will respond with pricing for the specific services identified.

Please note that this Scope of Services document is not intended to be for a contractor's Project Manager as they are direct employees with a position description at a construction company to deliver the project at site. The differences between consultant, client and contractor Project Managers are worth noting as the industry involves multiple Project Management roles and responsibilities.

The consultant Project Manager is typically engaged as a consultant to, or employed by, the company that is financing or directly benefiting from the project. They represent the client's interests and ensure that the project aligns with the company's strategic goals. While all roles share the common goal of successful project completion, their perspectives, reporting, and responsibilities differ. The consultant Project Manager focuses on the project's alignment with business goals while the contractor Project Manager emphasises the execution of project tasks. Both roles are crucial for successful project delivery with the key to successful collaboration being mutual respect and understanding of each other's roles and responsibilities.



## PREAMBLE: WHY THIS WAS CREATED

The Project Management Institute (NZ) and the NZ Institute of Building established a joint working group to create guidelines defining a standard Scope of Services for a consultant Project Manager's services for vertical construction. While this Scope of Services document has been developed with vertical construction primarily in mind, it can also be adapted for horizontal construction, or infrastructure.

These guidelines are designed to provide a clear understanding of the roles, responsibilities, processes, and procedures involved. They aim to promote transparency, enhance communication, mitigate risks and ultimately contribute to successful project delivery. They are a reference for all project stakeholders, ensuring consistency, efficiency, and quality in delivering project management services.

All construction projects are complex and multifaceted, requiring a high level of coordination and expertise in various disciplines. The role of the consultant Project Manager is crucial in coordinating these efforts, aligning them with the project's objectives and ensuring that the outcome meets the established standards and expectations.

Design management is treated as a subset of project management and focuses on coordinating the project's design aspects, bridging the gap between design and construction and ensuring that the design intent is effectively translated into built form. A broader approach to design management may be required on larger complex projects, in which case a scope of services should be developed for the role of the Design Manager clearly setting out how their role interfaces and supports the consultant Project Manager.

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## PROCESS: HOW THIS IS UPDATED

This Scope of Services is intended to be updated following broad industry engagement and feedback after its launch in late 2024. Further revision and updates of these guidelines are planned to be on a two-yearly cycle. Suggestions for improvement are welcomed and can be sent to both [info@nziob.org.nz](mailto:info@nziob.org.nz) and [hello@pmi.nz](mailto:hello@pmi.nz) together.

The Project Management Institute of New Zealand (PMINZ) and the New Zealand Institute of Building (NZIOB) are both not-for-profit membership associations.

PMINZ is the New Zealand chapter of the global Project Management Institute (PMI). It exists to educate, network and socialise best practice for all Project Management across a range of industries. It also advocates for the role of Project Managers and accredits through the global body – see [www.pmi.org.nz](http://www.pmi.org.nz)

NZIOB is a membership organisation for individuals in the commercial and multi-residential construction sectors who manage resources and people. These roles include Project Manager (with over 25% of members), as well as site, construction, cost and design managers. The Institute was founded in 1983 – see [www.nziob.org.nz](http://www.nziob.org.nz)



## PURPOSE: HOW YOU CAN USE THIS

This Scope of Services is for procurement of client-side or consultant Project Managers of commercial construction projects.

The Project Manager is appointed with the broad responsibility of managing a project on behalf of the client. Projects are unique endeavours and a Project Manager's specific tasks on each project will differ. This can lead to difficulties when scoping, resourcing and pricing the role, and misunderstanding of the role and requirements can result in poor project outcomes.

This Scope of Services breaks down the Project Manager's role and provides a general checklist to define usual activities. These are separated into the five major project phases – Project Establishment; Design; Construction Procurement; Construction; and Post-completion – as well as General Services and Supplementary Services sections. Clients and consultants can tailor the checklists to suit the specific project requirements.

This document is intended to be aligned with the Project Management Body of Knowledge (PMBOK) and the New Zealand Construction Industry Council's (NZCIC) Guidelines. Some checklist items are also in the roles of the independent certifier and contract administrator under standard contracts NZS3910 and NZS3916 where the Project Manager's organisation is fulfilling one of those roles.

### When using this document:

- Tailor it to suit your client's particular requirements and the size and scale of the project. Projects less than five million dollars in value will have significantly fewer requirements than those over fifty million dollars in value.
- Tick the box next to the service to be provided and included in the scope.
- Insert any bespoke additional services agreed between client and consultants in the last section on Supplementary Services.
- A list of typical meetings is included in Appendix A. Completion of this to agree attendance and role by the Project Manager is recommended.
- Insert the scope into your chosen contract, such as the Conditions of Contract for Consultancy Services (CCCS).
- Refer to the Glossary of Terms in Appendix B.

Please note that, while these guidelines provide a general framework, they will need to be tailored to suit the specific needs and circumstances of each project.

It's also important to note that project management and delivery includes the entire project. The addition of specific and technical roles such as a Building Information Modelling (BIM) manager or Design Manager may be required to support the Project Manager.

# PROJECT PHASE CHECKLIST

See recommendations in the previous Purpose section about how to use this Project Phase Checklist.

## 1.0 GENERAL

- 1.1 Chair, attend and minute meetings as set out in Appendix A Agreed Meeting Attendance.
- 1.2 Issue instructions on behalf of the client to consultants and contractors in accordance with the terms of their contracts.
- 1.3 Manage and monitor the performance of consultants and report any issues, concerns or otherwise to the client.
- 1.4 Manage and monitor the performance of contractors and report any issues, concerns or otherwise to the client.
- 1.5 Review applications for payment from consultants, contractors and service providers. Recommend payments to the client and maintain a register of all fees showing invoiced to date, variations (agreed and proposed) and forecast cost to completion.
- 1.6 Liaise with consultants to prepare, manage and update the project programme for design, procurement, and construction. Monitor actual against planned progress, identifying corrective actions and recommendations, and report to the client.
- 1.7 Liaise with consultants to prepare regular quality, progress and cost reports.
- 1.8 Establish and implement scope control procedures addressing brief, design and construction changes.
- 1.9 Advise the client of any decisions required and obtain authorisation in line with established procedures.
- 1.10 Set up and administer document management system(s) for project communications, facilitation, contract management and project team access to project documents.
- 1.11 Facilitate stakeholder management on behalf of the client.
- 1.12 Prepare and implement risk management procedures.

## 2.0 PROJECT ESTABLISHMENT

- 2.1 Prepare and maintain a Project Execution Plan (PEP), including scheduling the roles and responsibilities of the client, consultants, contractors and any client-nominated or directly procured contractors, subcontractors and suppliers. Maintain and update the PEP as the project progresses, and issue formal revisions at the beginning of each project phase.
- 2.2 Liaise with consultants and coordinate the preparation of alternative viability studies, feasibility studies, sensitivity analyses and investment appraisals. Compile outputs into a recommendation to the client and gain sign-off from the client, updating the brief and the PEP as required.
- 2.3 Develop a detailed understanding of the client's project requirements, including expectations, needs and constraints. Develop a mechanism to ensure these are clearly documented and understood by consultants. Develop a mechanism to monitor, change and/or correct the requirements as the project progresses.
- 2.4 Include in the PEP how the project will be reviewed, delegated authorities, approvals given, variations managed, communications protocols and reporting procedures.
- 2.5 Develop a delivery strategy recommendation, including procurement methodology and contract type(s) for consultants and construction delivery. Include in the PEP once the client has approved.
- 2.6 Establish a structure and procedure for project, design, construction and other meetings, including frequency, function, communication protocols, required attendees, chair and responsibility for recording of meetings and circulating reports and other information. Include approved structure in the PEP and update through the lifecycle of the project.
- 2.7 Carry out the selection of consultants in line with the agreed procurement strategy. Present the client with a recommendation to appoint, including terms of appointment and fee structures. Conduct negotiations as required and prepare contract documents. Facilitate contract execution.
- 2.8 Liaise with the client and consultants to determine the client's initial requirements. Define the client's brief and develop project scope documents. Prepare recommendations for the client's approval regarding any options. Finalise and facilitate approval of the client's brief.
- 2.9 Liaise with consultants and advise the client on specialist services, including consultants, contractors, subcontractors and suppliers that may be required for delivery of the project scope.
- 2.10 Liaise with consultants and advise the client of any information, data, surveys, site investigations, planning reports or existing building reports required for delivery of the project scope.
- 2.11 Following client approval, facilitate the procurement of required data, surveys, site investigations, planning reports or existing building reports.
- 2.12 Liaise with consultants and advise the client on compliance and consenting requirements for the project, including estimated costs and programme impacts.



- 2.13 Liaise with consultants and establish a structure and procedure for design management, including confirming the design phases and timing of client approval gateways, and document in the PEP or a separate design management plan.
- 2.14 Prepare a risk management strategy and document in the PEP. Prepare and maintain the project risk register, including reviewing at regular intervals, and report to the client.
- 2.15 Facilitate the establishment of project governance and management structures, including timing and attendance at meetings, an outline of report contents and confirmation of inputs from consultants and contractors. As a minimum, governance reports will include:
  - Health, Safety and Wellbeing,
  - Client issues and decisions required,
  - Design and quality issues,
  - Regulatory processes and progress,
  - Risk and issues management update,
  - Programme, including forecast against milestones,
  - Procurement, and
  - Cost management.
- 2.16 Facilitate the preparation of the client's Building Information Modelling (BIM) brief setting out clearly outputs required by the client, including detailed requirements for asset or facilities management.
- 2.17 In liaison with consultants and the client, establish a stakeholder management plan, including identification of internal and external stakeholder groups and the type, frequency and style of engagement for each.
- 2.18 Establish requirements and facilitate Māori design processes and any other cultural protocols identified.
- 2.19 Establish project sustainability requirements and certification standards, and detail how sustainability, social impact and broader outcome benefits will be identified, measured and recorded.

## 3.0 DESIGN

- 3.1 Liaise with consultants and prepare regular gateway or stage-end reports summarising the project design, cost, programme, issues and risk status in line with the design management plan and the PEP.
- 3.2 Liaise with consultants to facilitate the preparation of the BIM execution plan in response to the client's BIM brief.
- 3.3 Prepare recommendations for the client's approval of options during the development of the design and formal sign-off at the completion of each design stage prior to commencement of the next.
- 3.4 Manage and coordinate the submission of any resource consents, including pre-application meetings with local authorities, management of Requests for Information (RFI) processes during the application process and review of draft conditions to ensure the client is aware of possible impacts on delivery.
- 3.5 Monitor the satisfaction of any resource consent conditions and associated obligations imposed through the planning process and in particular any pre-commencement conditions and design compliance or need for submission of design to the local authority.
- 3.6 Advise the client of obligations regarding safety in design and liaise with consultants and establish processes to facilitate, implement and review safety in design. Maintain a register of all safety in design items for inclusion in design gateway reports.
- 3.7 Liaise with consultants and establish and implement a structure and procedure for cost control, budget alignment and reporting. Add agreed procedure to the PEP.
- 3.8 Liaise with consultants and establish and implement a procedure for progress reporting against the master programme. Add agreed procedure to the PEP.
- 3.9 Liaise with consultants and, using market advice, identify any long lead time building components and systems. Prepare recommendations for the client's approval on how the impact of long lead items will be managed, reflecting the agreed approach in the PEP procurement section and master programme.
- 3.10 Liaise with consultants and identify specialist or proprietary building components and systems. Prepare recommendations for the client's approval.
- 3.11 Facilitate the satisfaction of any pre-commencement conditions required by funders and other stakeholders before completion of design.
- 3.12 Manage the collection of any relevant third-party warranties, licences or similar required to progress the project.
- 3.13 Liaise with consultants and the client to identify any requirements to negotiate with statutory authorities and other third parties to enable the project. Undertake negotiations on behalf of the client with their express approval.
- 3.14 Facilitate risk management, including workshops, as required under the risk management strategy. Prepare, maintain and report against a risk register, including formal reporting at each design stage gateway.





- 3.15 Facilitate, set up and manage value engineering workshops at the completion of each design stage.
- 3.16 Liaise with consultants and the client to develop and document a consent and approvals strategy. Manage the compilation and submission of applications for statutory consents and approvals. Facilitate pre-application meetings, manage application and RFI processes, distribute received consents and approvals and establish procedures for compliance monitoring.
- 3.17 Manage and coordinate the submission of building consents, including pre-application meetings with local authorities, management of RFI processes during the application process and review of draft conditions to ensure the client is aware of possible impacts on delivery.
- 3.18 Liaise with consultants to ensure that communication with stakeholders is undertaken as planned. Escalate any issues to the client for resolution.
- 3.19 Manage consultants' performance, including establishing a regular 360-degree feedback and performance correction process.
- 3.20 Proactively monitor design progress identifying emerging risks, issues and corrective measures in a timely manner. Monitor that the design progresses in accordance with the approved client brief.
- 3.21 Arrange and procure peer reviews to supporting consent and approval.



## 4.0 CONSTRUCTION PROCUREMENT

- 4.1 Liaise with consultants and advise the client on the need to have demolition, strip-out, site investigation, early procurement of materials and/or enabling works or early works contracts before the main building contract commences. Implement procurement for agreed separate contracts.
- 4.2 Liaise with consultants and facilitate procurement workshops as required to inform procurement methodology, including identification of key drivers, priorities and constraints. Report to the client on commercial viability and advantages and disadvantages of procurement options.
- 4.3 Finalise and document the procurement strategy, including separate or enabling contracts, and facilitate client approval. Update the delivery strategy in the PEP, including agreed procurement plan, procurement methodology, evaluation approach and contract type(s).
- 4.4 Liaise with consultants to manage the production of tender documents, including detailed RFP documents and response templates for non-price and price evaluation items. Issue tender documents to market in line with agreed procurement approaches.
- 4.5 Manage and lead the procurement process, including pre-tender market engagement, mid-tender interviews (where relevant), evaluation moderation workshops and post-tender interviews with unsuccessful tenderers.
- 4.6 Proactively monitor procurement progress identifying emerging risks and issues and implementing corrective measures in a timely manner.
- 4.7 Advise and comment on tenderers' design and/or construction programmes and method statements along with other non-price evaluation items.
- 4.8 Liaise with consultants to review proposed quality management procedures.
- 4.9 Review and comment on tenderers' Health, Safety and Wellbeing and broader outcome plans as included in tender submissions.
- 4.10 Conduct negotiations with tenderers to enable evaluation. If necessary, obtain documentation from consultants to confirm adjustments to the tender sum and assess alternative contractors' proposals.
- 4.11 Liaise with consultants and other members of the evaluation team to prepare a tender report. Prepare recommendations for the client's approval.
- 4.12 Liaise with consultants and conduct negotiations with the preferred contractor. Document outcome of negotiations and prepare a tender recommendation for client approval.
- 4.13 Obtain updated documentation from consultants and confirm the agreed design and/or performance specifications to reflect negotiations and any building consent updates.
- 4.14 Liaise with the client's legal advisers, prepare the contract documents and deliver to the client and contractor for execution.
- 4.15 Issue the contract execution letter once approved by the client.

## 5.0 CONSTRUCTION

- 5.1 Administer the construction contract(s).
- 5.2 Monitor design development during the construction phase and maintain scope and change control processes as per the PEP.
- 5.3 Obtain confirmation that required insurances and other pre-commencement requirements under the contract are in place prior to handing the site to the main contractor.
- 5.4 Administer demolition, early works and/or enabling contracts, including the preparation and issue of all required notices, certificates and instructions.
- 5.5 Coordinate consultant approvals and inspections required to support the execution of the contract works.
- 5.6 Coordinate and monitor the answering of all RFIs received under the main building contract ensuring that consultants are responding in a timely manner and not causing delays to the progress of works on site that may result in an extension of time claim.
- 5.7 Obtain a breakdown of the cost plan from the contractor consistent with the work package procurement strategy.
- 5.8 Obtain authorisation from the client for additional costs where the consultant limit of authority is exceeded.
- 5.9 Undertake regular site visits. Obtain progress, quality and health and safety reports from site staff representing the client, consultants and contractor. Report on progress against the contract and programme to the client via the project governance group.
- 5.10 Coordinate the works of client direct contracts and ensure the completion of works is not impacting the main contractor's ability to progress works on site.
- 5.11 Carry out off-site visits of subcontractors' and suppliers' premises as required.
- 5.12 Facilitate all test certificates and statutory and non-statutory approvals required from consultants and contractor. Prepare recommendations for the client's approval.
- 5.13 Advise on client liability regarding any claims from the main contractor.
- 5.14 Agree or obtain recommendations from consultants on main contractor's entitlement to any contract variations.
- 5.15 Advise on the main contractor's entitlement to extensions of time and/or analyse and report on the contractor's application(s) for extensions of time up to the point a formal dispute is established. Prepare recommendations for the client's approval.
- 5.16 Liaise with the client, consultants and main contractor and prepare and maintain a handover plan or similar management tool identifying the roles and responsibilities of each.
- 5.17 Liaise with the client, consultants and main contractor and prepare and maintain a defects administration plan or similar management tool to identify the roles and responsibilities of each.
- 5.18 Following main contractor notification of completion of works, undertake practical completion inspection and issue defects Programme. May also include sectional completion inspections before practical completion.
- 5.19 Facilitate agreement or similar financial statement from the parties to the main building contract.
- 5.20 Advise on the recovery of liquidated damages, if required.



## 6.0 POST-COMPLETION

- 6.1 Manage the defects completion process and report progress to the client throughout the defects liability period.
- 6.2 Provide services for the client's or any third party's organisational move to new premises.
- 6.3 Provide services for the client's or any third party's fitting-out or post-completion works contracts.
- 6.4 Provide services in connection with insurance claims.
- 6.5 Facilitate, set up and manage lessons learned or other workshops.

*NB: The contractor-side Project Manager will be responsible for obtaining any completion certificates or occupancy certificates as deemed necessary.*

## 7.0 SUPPLEMENTARY SERVICES

- 7.1 [Enter or attach any supplementary or bespoke services agreed with the client.]



# APPENDIX A: AGREED MEETING ATTENDANCE PLANNER

## 1. Project Steering Committee (PSG)

Attendance:  Project Manager  Project Director  Other .....  
 (Please Specify)

Frequency:  Daily  Weekly  Monthly  Quarterly

Chair: .....

Agenda and minutes: .....

Meeting objective and specific requirements: .....

.....

## 2. Project Control Group (PCG)

Attendance:  Project Manager  Project Director  Other .....  
 (Please Specify)

Frequency:  Daily  Weekly  Monthly  Quarterly

Chair: .....

Agenda and minutes: .....

Meeting objective and specific requirements: .....

.....

## 3. Design Team Meeting (DTM)

Attendance:  Project Manager  Project Director  Other .....  
 (Please Specify)

Frequency:  Daily  Weekly  Monthly  Quarterly

Chair: .....

Agenda and minutes: .....

Meeting objective and specific requirements: .....

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**4. Project Team Meeting (PT)**

**Attendance:**  Project Manager  Project Director  Other .....  
(Please Specify)

**Frequency:**  Daily  Weekly  Monthly  Quarterly

**Chair:** .....

**Agenda and minutes:** .....

**Meeting objective and specific requirements:** .....

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**5. Site Meeting**

**Attendance:**  Project Manager  Project Director  Other .....  
(Please Specify)

**Frequency:**  Daily  Weekly  Monthly  Quarterly

**Chair:** .....

**Agenda and minutes:** .....

**Meeting objective and specific requirements:** .....

.....

**6.**

**Attendance:**  Project Manager  Project Director  Other .....  
(Please Specify)

**Frequency:**  Daily  Weekly  Monthly  Quarterly

**Chair:** .....

**Agenda and minutes:** .....

**Meeting objective and specific requirements:** .....

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## APPENDIX B: GLOSSARY OF TERMS

This glossary has been assembled to assist clients in the procurement and project delivery process. It is for general use and not intended for incorporation into contract documentation.

The glossary draws on the definitions available from New Zealand legislation, New Zealand Standards and published industry documents, including the NZ Construction Industry Council (NZCIC) Guidelines. Where these are not available, definitions have been provided by the Project Management Institute (NZ) and the NZ Institute of Building representatives during creation of this Scope of Services.

Administration	The management by a nominated consultant of the construction contract between a client and a contractor on behalf of the client, including issuing instructions and variations as required.
Agreed services	The services to be provided to a client by the project team and suppliers as identified in the contract agreement.
As-built drawings	Revisions to the original design drawings to reflect any changes made in the course of the construction contract.
Asset management	A systematic process of deploying, operating, maintaining, upgrading and disposing of assets cost-effectively.
BIM brief	Defines a client's expectations of how a project will be executed, monitored and controlled with regard to BIM.
BIM Execution Plan (BEP)	Defines how a project will be executed, monitored and controlled with regard to BIM.
BIM Manager	Leads and coordinates the BIM process for the project.
Brief	A written statement prepared by or for a client summarising their express requirements, preferences and priorities with respect to at least scope, cost, quality and timeframe in sufficient detail for the project team to carry out the agreed services.
Budget	The target cost of the overall project, including but not limited to the contract works as nominated by a client and stated in the brief.
Building Consent	Confirmation provided by a building consent authority that it is satisfied that the building's design meets the requirements of the New Zealand Building Code and may proceed to construction.
Building Consent Authority (BCA)	A registered Territorial Authority (or in some cases a private organisation) permitted to issue building consents and perform certifying functions (such as issuing Code compliance certificates) under the Building Act.
Building Information Modelling (BIM)	The digital representation of the physical and functional characteristics of an asset. Refer to the New Zealand BIM Handbook for more detailed explanation of all BIM terminology – <a href="http://www.biminanz.co.nz/nz-bim-handbook">www.biminanz.co.nz/nz-bim-handbook</a>



Conditions of Contract for Consultancy Services (CCCS)	A general use contract for procuring and providing professional consulting services of larger scale and more complex projects.
Certificate for Public Use (CPU)	A certificate that enables members of the public to use a building or part of a building prior to a Code compliance certificate being issued.
Client	The person or organisation named as client in the contract agreement or construction contract. Often referred to as the principal or owner in some construction contracts.
Client team	A group of people or organisations that work closely with a client and includes the client, project manager, quantity surveyor and design manager.
Code Compliance Certificate (CCC)	A formal statement issued by a local consenting authority at the completion of the construction activities as confirmation that the building work has been undertaken in accordance with the requirements of the building consent.
Construction design	Construction requirements such as site conditions, erection requirements and proprietary, performance and fabricated elements and selection to create documents that can be directly built from. This design is normally undertaken by the contractor or relevant subcontractor(s).
Consultant	A specialist design or construction professional or subject matter expert engaged to contribute in some way to the delivery of the project. They may be a separate consultant engaged and paid directly by a client or a subconsultant paid and engaged by a lead consultant.
Contract agreement	A legally binding agreement between two parties. Between a client and consultants, this defines the services, scope, timing, deliverables and terms and conditions.
Contract documents	The contract between a client and contractor as defined by the contract documents.
Contract price	The documents listed in the contract agreement that make up the contract together with all information formally issued to a contractor during the progress of the contract.
Contract works	The amount agreed in the construction contract between a client and contractor for the cost of the contract works.
Contractor	Everything to be carried out by a contractor to complete a project, including goods, services, labour, materials and equipment, items supplied by the client and temporary works.
Cost plan	An organisation or person engaged by a client to undertake the whole or part of the contract works for a project.





<b>Defects notification period</b>	The period for notifying and rectifying defects in the works after practical or sectional completion has been issued.
<b>Design consultant</b>	A specialist consultant engaged in the project to undertake the design of the building fabric, including services.
<b>Design coordination</b>	The process of ensuring that all elements from the different design disciplines and/or subcontractor designs are checked and aligned with one another to ensure there are no errors or missing information. The most successful projects are those that have a high degree of design coordination as this reduces errors and omissions when it comes to procurement and delivery.
<b>Design Manager (DM)</b>	A person or organisation appointed to manage design delivery within a single organisation as a technical role to manage and coordinate resources and design outputs or across design disciplines and organisations as a technical role to manage and coordinate resources and design outputs for coordinated delivery of design to a client or Project Manager.
<b>Engagement</b>	The process of employing a consultant to undertake the scope of services required for a project in accordance with the terms and conditions of the contract agreement.
<b>Facility Management (FM)</b>	A field devoted to the coordination of space, infrastructure, people and organisation often associated with the administration of buildings.
<b>Furniture, Fixtures and Equipment (FF&amp;E)</b>	The movable property that companies use in business operations. FF&E can be office furniture, fixtures that won't damage a building structure when removed, and equipment such as computers needed to conduct day-to-day operations.
<b>Final account</b>	The final construction cost, including all variations and expenditure against provisional and price cost sums, to be assessed and paid to the contractor at the conclusion of the project.
<b>Financial report</b>	A report that covers all the cost centres included in the project budget and is reviewed and updated generally on a monthly basis.
<b>For construction</b>	Contract drawings or specifications prepared by the design team and those prepared by the contractor that, when reviewed, would be deemed as issued for construction.
<b>Independent certifier</b>	A person appointed by the principal who acts as a fair, impartial and independent authority between the client and contractor in valuing work and variations and granting extensions of time.
<b>Liquidated damages</b>	Costs deductible from the contract price that, in the event of a delay to the completion of a project, are based on a genuine pre-estimate of the actual losses that the principal will suffer as a result of that delay.



Observation	The activities undertaken by a design consultant during a building's construction. This normally includes responding to contractor queries, checking contractor design and visiting the site at intervals agreed with the client to observe that the contract works have generally been built in accordance with the contract documents, including specifications and performance criteria.
Payment claim	A request for payment, in writing, issued by contractor to the client under the construction contract. Normally includes the specific details of the contract, the work undertaken, the period to which the claim relates, the amount claimed and the method of calculation. Note that a payment claim under the Construction Contracts Amendment Act 2015 has a specific meaning.
Project Management Body of Knowledge (PMBOK)	A set of standard terminology and guidelines for Project Management.
Practical Completion (PC)	The date at which the contract works are certified as being generally built in accordance with the construction contract and can be used for their intended purpose without material inconvenience. Minor defects may still be outstanding. If a separate section of the works is certified as above, this is called sectional completion.
Principal	A person or organisation for whom the construction work is being undertaken under NZS3910:2013 'Conditions of contract for building and civil engineering construction'. Often referred to as the client in some construction contracts.
Procurement	The stage during which a Contractor is selected and engaged to undertake the contract works.
Programme	The process through which a contractor, consultant or FF&E item is selected. Includes the activities required to define the scope, specification, value and timing of the work to be undertaken.
Project	A document describing the timing and sequence of activity necessary to complete tasks that support any or all stages of project delivery. Referred to as the 'schedule' in PMBOK and lists a project's milestones, activities and deliverables. Dependencies and resources are defined for each task. Start and finish dates are estimated from the resource allocation, budget, task duration and scheduled events.
Project budget	The building or part of a building to be designed and constructed in a defined location as identified in the contract agreement.
Project Control Group (PCG)	A budget that incorporates all the components of the project, including land costs, construction costs, FF&E, consultants' fees, development costs, contingency allowances, funding costs and consent costs.



<b>Project Execution Plan (PEP)</b>	A document describing for the project team the communication, development, implementation and control of design and construction activities associated with the project.
<b>Project Information Memorandum (PIM)</b>	A summary of the property information a territorial authority has on record about the land that may affect a building project, including requirements for resource consents, drainage and utilities.
<b>Project Manager</b>	A person or organisation appointed to play the lead role in planning, executing, monitoring, controlling and closing out a project. See further explanation at the start of this document regarding client-, consultant- or construction-side Project Manager roles.
<b>Project Steering Group (PSG)</b>	An advisory board that provides governance and oversight for a project from a high-level viewpoint. It is typically composed of executive managers who are tasked with overseeing and supporting key decisions to resolve any issues escalated by the PCG.
<b>Provisional Sum</b>	A monetary allowance, including expenses and margins, that is provided in the cost plan or contract price for work, or items not yet fully defined, to be done by the contractor.
<b>Quality Assurance (QA)</b>	A system to help organisations meet the needs of customers and other stakeholders while meeting statutory and regulatory requirements related to a product.
<b>Request for Information (RFI)</b>	A business process used in construction to request clarification about documents, drawings, specifications, or other project conditions.
<b>Resource Consent (RC)</b>	Confirmation provided by a territorial authority that it is satisfied that the building design meets the requirements of the Resource Management Act. Sometimes referred to as a land-use consent due to the activity of constructing a building occurring on specific land.
<b>Retentions</b>	A percentage of the amount certified as due to the contractor on a payment certificate that is deducted from the overall contract price to ensure the proper completion of the contract works.
<b>Risk</b>	Any event that may have Health, Safety and Wellbeing, financial, programme and/or quality implications for the project.
<b>Risk register</b>	A risk management tool used to identify, analyse and manage potential risks that could impact a project's success.
<b>Schedule</b>	See 'Programme' above.
<b>Site</b>	The land, building and other places made available by a client where the contract works are to be carried out.



Stakeholder	An individual, group or organisation that has an interest in or may be affected by a project.
Tender	A formal offer, including price, required information and tags, to provide a consultant service or construct a building.
Tendering	The processes undertaken to competitively procure a construction contract or consultant's services.
Territorial Authority (TA)	A city council or district council under the Local Government Act 2002.
Value Engineering (VE)	An organised approach to providing a building that complies with the project requirements at the lowest cost in alignment with the client's value priorities.
Value Management (VM)	The process of making explicit the project requirements and appraising the design against them in an effort to reduce costs in alignment with the client's value priorities.
Variation	A change to a construction contract or consultant's service. A variation may be a change to contract conditions, scope or timing that may or may not have cost implications.

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