

Assessment Report for PrCPM Candidates

Feedback Report

Selebaleng Ndwandwe

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General Feedback

The candidate needs to familiarize herself with the following documents to enhance their understanding of the SACPCMP assessment and interview criteria and enhance overall readiness performance:

- Act No. 85 of 1993: Occupational Health and Safety Act
- Identification of Work and Scope of Services for Construction Managers registered in terms of the Project and Construction Management Professions Act No. 48 of 2000
- Construction Regulation 2014
- Compensation for Occupational Injuries and Diseases Act No. 130 of 1993 (COID Act)
- Project Management Body of Knowledge (PMBOK) Latest Edition

1. Stage 1 - Project Initiation and Briefing

Below is a detailed assessment report for the candidate, focusing on areas of challenge, required periods to address gaps, and additional comments for development according to SACPCMP guidelines.

Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
Stage 1 - Project Initiation and Briefing	The candidate does not yet possess adequate experience in facilitating the development of a Clear Project Brief.	12 months	1. PMBOK Guide 2. Construction Management Courses 3. Project Planning Workshops 4. Online Webinars 5. Industry Journals	Work under an experienced Construction Project Manager to develop and review project briefs, participate in planning meetings.	Review of documented project briefs and feedback sessions with Mentor.	Ensure regular updates and progress reports from the candidate on project brief development experience.

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in establishing the client's procurement policy for the project.	18 months	1. Procurement Management Training 2. PMBOK Guide 3. PSC Guidelines 4. Online Webinars 5. Case Studies	Participation in procurement policy development sessions, assist in drafting procurement documents and strategies.	Evaluation of procurement policy documents and feedback from experienced Construction Project Managers.	Monitor candidate's involvement and understanding of procurement policy through practical assignments.
	The candidate does not yet possess adequate experience in assisting the client in the procurement of consultants.	15 months	1. Consultant Selection Training 2. PMBOK Guide 3. PSC Guidelines 4. Online Webinars 5. Case Studies	Assist in the consultant selection process, participate in meetings to define roles, responsibilities, and liabilities.	Review of consultant procurement documents and feedback from senior Construction Project Managers.	Track candidate's progress and provide guidance on consultant procurement procedures.
	The candidate does not yet possess adequate experience in establishing site characteristics for project design.	9 months	1. Site Assessment Training 2. Environmental Impact Courses 3. Online Webinars 4. Industry Journals 5. PMBOK Guide	Participate in site visits, collaborate with consultants to establish site characteristics, and prepare assessment reports.	Assessment of site characteristic reports and feedback from Mentor.	Provide opportunities for the candidate to conduct site assessments and report findings.

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in managing the integration of the preliminary design.	24 months	1. Design Integration Workshops 2. PMBOK Guide 3. PSC Guidelines 4. Online Webinars 5. Industry Journals	Work on projects involving preliminary design integration, assist in developing initial viability assessments.	Review of integrated preliminary designs and feedback from experienced designers.	Ensure the candidate engages in design integration activities and reports on progress.
	The candidate does not yet possess adequate experience in preparing, coordinating, and monitoring a Project Initiation Programme.	18 months	1. Project Initiation Courses 2. PMBOK Guide 3. PSC Guidelines 4. Online Webinars 5. Industry Journals	Involvement in project initiation meetings, assist in coordinating and monitoring initiation programmes.	Evaluation of initiation programmes	Guide the candidate in preparation and monitoring of initiation programmes.
	The candidate does not yet possess adequate experience in facilitating the preparation of the Preliminary Viability Assessment.	16 months	1. Viability Assessment Training 2. PMBOK Guide 3. PSC Guidelines 4. Online Webinars 5. Industry Journals	Assist in preparing preliminary viability assessments, work with financial consultants to understand viability metrics.	Review of viability assessment reports and feedback from financial experts.	Encourage the candidate to participate in viability assessments and analyse feedback.

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in facilitating client approval of Stage 1 documentation.	12 months	1. Documentation Review Courses 2. PMBOK Guide 3.PSC Guidelines 4. Online Webinars 5. Case Studies	Work on obtaining client approvals for documentation, participate in review sessions, and address client concerns.	Evaluation of approved documentation and feedback from client.	Track the candidate's progress in obtaining client approvals and provide guidance.

1.1. General Comments for Stage 1

In Stage 1, the candidate demonstrates areas for improvement in critical technical aspects of project initiation and briefing. They lack experience in effectively assisting clients with procurement procedures, specifically in defining consultant roles, responsibilities, and liabilities. Furthermore, the candidate does not yet possess experience in establishing the client's procurement policy for the project, a foundational element for successful project execution. Additionally, the candidate needs to improve their capability to advise clients on the appointment of Health and Safety Consultants, including Safety Officers, Safety Managers, and Safety Agents, which is crucial for ensuring regulatory compliance and workplace safety.

The candidate has inadequate exposure to Greenfield and Brownfields Projects, limiting their ability to manage diverse project environments effectively. Communication skills regarding project briefs to consultants and monitoring the subsequent development of concepts and feasibility studies require enhancement. Integrating client income stream requirements into the design and feasibility analysis is another area needing improvement, as it directly impacts project viability and financial planning.

Moreover, the candidate needs to establish comprehensive cost control procedures and formats in collaboration with cost consultants to ensure efficient budget management, a critical performance element extending into Stage 2 and beyond. Overseeing the preparation of project costing by other consultants is also an area where the candidate needs development, as accurate cost estimation is vital for project success. Coordinating the preparation of project documentation and construction programs is crucial for laying down a clear roadmap for project execution.

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Additionally, managing the integration of concept and feasibility documentation for client approval is essential, requiring attention to detail and effective communication with stakeholders.

Overall, the candidate's technical challenges in Stage 1 highlight the need for focused training, practical experience, and mentoring to develop their project management capabilities and ensure successful project initiation and briefing processes. There is a clear necessity for the candidate to familiarize themselves with relevant regulatory and procedural documents, such as the Occupational Health and Safety Act, Construction Regulation 2014, and the PMBOK Guide, to build a robust foundation for their role in project management.

With dedication and focus, the candidate can address these areas for improvement, gaining the necessary experience and skills to excel in their project management role. Regular feedback and ongoing support from Mentor will be crucial in guiding the candidate through their development path.

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2. Stage 2 - Concept and Feasibility

Below is a detailed assessment report for the candidate, focusing on areas of challenge, required periods to address gaps, and additional comments for development according to SACPCMP guidelines.

Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
Stage 2 - Concept and Feasibility	The candidate does not yet possess adequate experience in assisting the client in the procurement of the necessary and appropriate consultants, including the clear definition of their roles, responsibilities, and liabilities.	12 months	1. Consultant Selection Courses 2. PMBOK Guide	Assist in the consultant selection process, participate in meetings to define roles, responsibilities, and liabilities.	Review of consultant procurement documents and feedback from Construction Project Manager.	Track candidate's progress and provide guidance on consultant procurement procedures.
	The candidate does not yet possess adequate experience in advising the client on the requirement to appoint a Health and Safety Consultant.	18 months	1. Health and Safety Management Training 2. PMBOK Guide	Participation in health and safety consultant selection meetings, assist in defining their roles and responsibilities.	Evaluation of health and safety consultant appointments and feedback from Construction Project Manager.	Ensure candidate's involvement in health and safety consultant appointments.

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in communicating the project brief to the consultants and monitoring the development of the Concept and Feasibility within the agreed brief.	15 months	<ol style="list-style-type: none"> 1. Project Brief Communication Workshops 2. PMBOK Guide 	Participate in project brief communication sessions, assist in monitoring concept and feasibility development.	Review of project briefs and feasibility reports and feedback from mentors.	Guide the candidate in communicating project briefs and monitoring feasibility studies.
	The candidate does not yet possess adequate experience in coordinating and integrating the income stream requirements of the client into the concept design and feasibility.	9 months	<ol style="list-style-type: none"> 1. Financial Integration Training 2. PMBOK Guide 3. Online Webinars 4. Case Studies 5. Industry Journals 	Work with financial consultants to integrate income stream requirements into concept designs and feasibility studies.	Assessment of integrated financial reports and feedback from financial experts.	Provide opportunities for the candidate to integrate financial requirements into project designs.
	The candidate does not yet possess adequate experience in agreeing on the format and	24 months	<ol style="list-style-type: none"> 1. Cost Control Workshops 2. PMBOK Guide 3. PSC Guidelines 4. Online Webinars 5. Case Studies 	Assist in developing cost control formats and procedures, participate in cost control meetings.	Evaluation of cost control documents and feedback from experienced cost consultants.	Ensure the candidate engages in cost control activities and reports on progress.

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	procedures for cost control and reporting by the cost consultants on the project.					
	The candidate does not yet possess adequate experience in managing and monitoring the preparation of the project costing by other consultants.	21 months	<ol style="list-style-type: none"> 1. Project Costing Courses 2. PMBOK Guide 3. PSC Guidelines 4. Online Webinars 5. Industry Journals 	Involvement in project costing preparation, assist in monitoring cost estimation processes.	Review of project costing reports and feedback from senior cost consultants.	Guide the candidate in preparing and monitoring project cost estimates.
	The candidate does not yet possess adequate experience in preparing and coordinating an Indicative Project Documentation and Construction Programme.	17 months	<ol style="list-style-type: none"> 1. Project Documentation Training 2. PMBOK Guide 3. PSC Guidelines 4. Online Webinars 5. Case Studies 	Assist in preparing project documentation and construction programmes, participate in coordination meetings.	Evaluation of project documentation and construction programmes and feedback from mentors.	Encourage the candidate to participate in project documentation preparation.
	The candidate does not yet possess adequate experience in managing and	14 months	<ol style="list-style-type: none"> 1. Documentation Integration Courses 2. PMBOK Guide 	Work on integrating concept and feasibility documentation, assist in preparing	Review of integrated documentation and feedback from	Track the candidate's progress in integrating and

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	integrating the concept and feasibility documentation for presentation to the client for approval.		3. PSC Guidelines 4. Online Webinars 5. Case Studies	presentation materials for clients.	Construction Project Manager.	presenting project documentation.
	The candidate does not yet possess adequate experience in facilitating client approval of Stage 2 documentation.	13 months	1. Client Approval Training 2. PMBOK Guide 3. PSC Guidelines 4. Online Webinars 5. Case Studies	Work on obtaining client approvals for Stage 2 documentation, participate in review sessions, and address client concerns.	Evaluation of approved documentation and feedback from clients.	Track the candidate's progress in obtaining client approvals and provide guidance.

2.1. General Comments for Stage 2

In Stage 2 - Concept and Feasibility, the candidate faces technical challenges that need addressing for effective project management. Firstly, there's a need for improvement in understanding and managing the procurement of necessary consultants, ensuring their roles, responsibilities, and liabilities are clearly defined. This requires a grasp of technical aspects related to consultant procurement processes and management.

Additionally, the candidate lacks experience in communicating technical project briefs to consultants and monitoring the development of concepts and feasibility within agreed-upon parameters. Development in this area involves training sessions focused on technical communication and active involvement in monitoring concept development processes to enhance technical understanding.

Furthermore, the candidate needs to improve in preparing and coordinating indicative project documentation and construction programs. This involves understanding the technical aspects of documentation preparation and coordination, which can be achieved through training and practical involvement in program coordination activities.

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Agreeing on the format and procedures for cost control and reporting by cost consultants on the project is another technical challenge. The candidate should gain practical exposure to cost control methodologies and reporting procedures, focusing on technical aspects to ensure effective budget management.

Moreover, managing and monitoring the preparation of project costing by other consultants requires a deep understanding of technical cost estimation processes. The candidate should undergo training and practical involvement in cost estimation activities to develop these skills effectively.

Technical coordination and integration of concept and feasibility documentation for presentation to the client are essential aspects. The candidate needs to ensure technical coherence and alignment of documentation, facilitating client approval effectively.

Finally, facilitating client approval of all Stage 2 documentation requires clear communication of technical aspects to the client. The candidate should focus on enhancing technical clarity in client interactions and approval processes, ensuring client understanding of project concepts and feasibility.

In addition to these technical challenges, the candidate needs to develop expertise in various key areas integral to Stage 2. These include developing concepts, assessing feasibility, evaluating viability, and conducting trade-off studies. A comprehensive understanding of business case development is crucial, as well as proficiency in financial analysis tools such as Net Present Value (NPV) and Internal Rate of Return (IRR).

Since the candidate does not yet possess experience in Stage 2, it is imperative to address these gaps through a combination of training, practical involvement, and mentorship to ensure a well-rounded development path in line with SACPCMP guidelines.

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3. Stage 3 - Design Development

Below is a detailed assessment report for the candidate, focusing on areas of challenge, required periods to address gaps, and additional comments for development according to SACPCMP guidelines.

Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
Stage 3 - Design Development	The candidate does not yet possess adequate experience in assisting the client in the procurement of the balance of the consultants, including the clear definition of their roles, responsibilities, and liabilities.	12 months	1. NEC3 Professional Services Contract (PSC) Training 2. Workshops on Consultant Management 3. Online Course on Contract Administration	Shadowing a senior project manager during consultant procurement activities	Observation and performance review	Regular progress updates to track improvement in consultant management skills
	The candidate does not yet possess adequate experience in establishing and co-ordinating the formal and informal communication structure, processes, and	18 months	1. Communication and Coordination in Project Management (PMBOK) 2. Seminar on Effective Project Communication 3. Practical Workshops on Team Coordination	Hands-on experience in managing communication processes within a live project environment	Feedback from project stakeholders	Continuous evaluation of communication effectiveness and adjustments

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	procedures for the design development of the project.					
	The candidate does not yet possess adequate experience in preparing, co-ordinating, and agreeing on a detailed Design and Documentation Programme, based on an updated Indicative Construction Programme, with all consultants.	15 months	1. Training on Project Scheduling and Planning 2. Detailed Documentation Programmes Workshops 3. PMBOK Guide (Latest Edition)	Participation in scheduling and planning activities under the guidance of a senior project manager	Assessment of completed schedules and plans by a mentor	Monitoring of scheduling skills development
	The candidate does not yet possess adequate experience in managing, co-ordinating, and integrating the design by the consultants in a	24 months	1. Integrated Design Management Courses 2. Quality Management in Construction Projects Training 3. Case Studies on Design Integration	Practical involvement in design integration meetings and processes, overseen by experienced professionals	Review of integration effectiveness and quality compliance	Periodic reviews of design integration efforts

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	sequence to suit the project design, documentation programme, and quality requirements.					
	The candidate does not yet possess adequate experience in conducting and recording the appropriate planning, co-ordination, and management meetings.	9 months	1. Meeting Management and Minute Taking Workshops 2. Training on Planning and Coordination Strategies 3. Practical Guide to Effective Meetings	Attending and eventually leading project meetings, with feedback from experienced managers	Evaluation of meeting records and outcomes	Consistent review of meeting documentation and coordination practices
	The candidate does not yet possess adequate experience in facilitating any input from the design consultants required by the Construction Manager on constructability.	20 months	1. Constructability Review Training 2. Workshops on Design Consultant Coordination 3. Construction Management Seminars	Collaborating with construction managers and design consultants on constructability issues	Assessment of facilitated inputs and constructability reviews	Ongoing feedback on constructability facilitation skills

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in facilitating any input from the design consultants required by the Health and Safety consultant.	14 months	1. Health and Safety in Construction Projects Training 2. Coordination between Design and Safety Workshops 3. Practical Health and Safety Guidelines	Joint sessions with health and safety consultants and design teams to facilitate necessary inputs	Review of safety integration in design documents	Regular evaluation of health and safety facilitation efforts
	The candidate does not yet possess adequate experience in managing and monitoring the timeous submission by the design team of all plans and documentation to obtain the necessary statutory approvals.	11 months	1. Statutory Approvals and Documentation Training 2. Monitoring and Reporting Techniques Workshops 3. Project Documentation Management	Supervised management of plan submissions and documentation for statutory approvals	Assessment of submission timelines and accuracy	Continuous monitoring of statutory approval processes
	The candidate does not yet possess adequate experience in	21 months	1. Information Flow Management in Projects Training 2. Cost Consultant Coordination	Involvement in information flow management tasks, with a	Evaluation of information flow efficiency	Regular reports on information management improvements

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	establishing responsibilities and monitoring the information flow between the design team, including the cost consultants.		Workshops3. PMBOK Guide (Latest Edition)	focus on coordination with cost consultants		
	The candidate does not yet possess adequate experience in monitoring the preparation by the cost consultants of cost estimates, budgets, and cost reports.	17 months	1. Cost Estimation and Budgeting Training2. Workshops on Cost Reporting Techniques3. Financial Management for Project Managers	Hands-on experience in reviewing and monitoring cost estimates, budgets, and reports prepared by cost consultants	Assessment of cost management practices	Continuous evaluation of cost control and budgeting skills
	The candidate does not yet possess adequate experience in monitoring the cost control by the cost consultants to verify progressive design compliance with the approved budget, including	10 months	1. Cost Control and Budget Compliance Training2. Design Review Workshops3. Budget Management in Construction Projects	Active participation in cost control and design review meetings, with guidance from senior cost consultants and project managers	Review of budget compliance and cost control measures	Regular feedback on budget compliance monitoring efforts

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	necessary design reviews to achieve budget compliance.					
	The candidate does not yet possess adequate experience in facilitating and monitoring the timeous technical coordination of the design by the design team.	13 months	1. Technical Coordination in Design Management Training 2. Workshops on Timely Design Coordination 3. Case Studies on Design Team Coordination	Supervised involvement in technical coordination tasks, ensuring timely design integration	Evaluation of technical coordination effectiveness	Periodic assessment of design team coordination skills
	The candidate does not yet possess adequate experience in facilitating client approval of all Stage 3 documentation.	22 months	1. Client Approval Processes Training 2. Workshops on Effective Client Communication 3. Practical Guide to Document Facilitation	Participation in the process of preparing and presenting documentation for client approval, with oversight from experienced professionals	Assessment of client approval processes	Continuous feedback on client communication and approval facilitation skills

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3.1. General Comments for Stage 3

The candidate faces challenges in various technical aspects crucial for effective project management. Firstly, there's a need for improvement in procurement and consultant management, particularly in defining clear roles, responsibilities, and liabilities for consultants. This requires training and practical exposure to procurement processes and consultant management. Additionally, the candidate lacks experience in establishing effective communication structures and procedures, which are vital for technical coordination. Development in this area involves training sessions focused on communication methodologies and active participation in technical meetings to enhance coordination skills.

Furthermore, the candidate needs to improve in preparing and coordinating detailed design and documentation programmes. This involves understanding the technical intricacies of design programmes and documentation coordination, which can be achieved through training and practical involvement in programme preparation activities. Design integration and quality management are also areas requiring enhancement. The candidate needs to develop skills in managing and integrating consultant designs effectively, ensuring compliance with quality standards. This involves practical exposure to design integration processes and quality management methodologies.

Constructability and health/safety integration present additional technical challenges. The candidate needs to facilitate input from consultants on constructability and health/safety aspects, integrating these considerations into the design effectively. Practical involvement in constructability and health/safety reviews can aid in developing these skills. Managing statutory approvals and information flow effectively is essential for technical coordination. The candidate should gain practical experience in approval processes and information flow management to ensure timely project progress.

Moreover, the candidate needs to enhance skills in cost estimation and budget control, especially in the context of technical requirements. Practical involvement in cost estimation and control activities, focusing on technical aspects, can aid in skill development. Technical coordination is another area where improvement is needed. The candidate should focus on facilitating technical coordination efficiently, ensuring seamless collaboration among design team members. Finally, the candidate should enhance skills in facilitating client approval processes, particularly in communicating technical aspects effectively to clients. Practical involvement in client meetings and approval processes, with a focus on technical clarity, can aid in skill development.

To address these challenges comprehensively, it is recommended that the candidate undertakes training on Professional Indemnity Insurance to understand its importance and application in project management. Developing a robust Project Communication Plan is essential for establishing clear and effective communication channels. The candidate should also familiarize themselves with the RACI Matrix to clarify roles and responsibilities within the project team. Gaining knowledge in preparing and managing a Level 3 schedule (within the range of Level 1 to Level 5 schedules) will enhance their scheduling and planning capabilities. Additionally, the candidate should learn and apply Value Engineering

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techniques to optimize project outcomes and ensure cost-effectiveness. Regular feedback and progress evaluations will be crucial in monitoring the candidate's development and addressing any ongoing challenges.

4. Stage 4 – Tender Documentation and Procurement

Below is a detailed assessment report for the candidate, focusing on areas of challenge, required periods to address gaps, and additional comments for development according to SACPCMP guidelines.

Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
Stage 4 – Tender Documentation and Procurement	The candidate does not yet possess adequate experience in selecting, recommending, and agreeing on the procurement strategy for contractors, subcontractors, and suppliers with the client and consultants.	12 months	1. Procurement and Contract Strategies Courses 2. Workshops on Procurement Strategies	Participate in the procurement strategy sessions of a minimum of 3 different projects, under the supervision of an experienced PrCPM.	Practical assessment and mentor feedback	Monthly progress meetings to evaluate understanding and application of procurement strategies.
	The candidate does not yet possess adequate experience in preparing and agreeing on the Project Procurement Programme.	9 months	1. Project Management Certification Training 2. PMBOK Guide - Detailed Study Sessions 3. In-house training on Procurement	Develop and implement a procurement programme for at least 2 projects, under guidance and supervision.	Submission of the developed procurement programmes and mentor evaluation.	Quarterly review sessions to assess progress and identify additional support needs.

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
			Programme Development			
	The candidate does not yet possess adequate experience in coordinating and monitoring the preparation of tender documentation by consultants according to the Project Procurement Programme.	15 months	1. Construction Project Management Workshops 2. SACPCMP Continuous Professional Development (CPD) Programs	Oversee the tender documentation process for at least 3 projects, ensuring alignment with the procurement programme.	Document review by a senior PrCPM and feedback sessions.	Bi-monthly updates and practical demonstration of acquired skills.
	The candidate does not yet possess adequate experience in facilitating and monitoring the preparation of the Health and Safety Specification for the project by the Health and Safety Consultant.	18 months	1. Occupational Health and Safety Act (OHS Act) Training 2. Health and Safety Specifications Workshops 3. SACPCMP Health and Safety Management Courses	Assist in the preparation of Health and Safety Specifications for at least 4 projects, under the supervision of a Health and Safety Consultant.	Evaluation through review of prepared specifications and mentor feedback.	Regular meetings with the Health and Safety Consultant to track progress and provide guidance.
	The candidate does not yet possess adequate experience in managing the tender process,	8 months	1. Tender Management Training 2. SACPCMP Tender Process Workshops	Manage the tender process for at least 2 projects, from calling for tenders to the	Practical assessment by observing the tender process	Continuous mentor check-ins to review tender management

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	including calling for tenders, adjudication of tenders, and recommending appropriate contractors for client approval.		3. Courses on Contract Administration and Tender Evaluation	recommendation stage, under the supervision of an experienced PrCPM.	and evaluation feedback.	techniques and decisions.
	The candidate does not yet possess adequate experience in advising the client, in conjunction with other consultants, on the appropriate insurances required for the project implementation.	6 months	1. Insurance in Construction Projects Training 2. Workshops on Risk Management and Insurance 3. CPD Programs on Construction Insurance	Participate in advising on insurance requirements for at least 2 projects, collaborating with cost consultants and risk managers.	Assessment through review of insurance advice provided and client feedback.	Monthly discussions with the mentor to evaluate the understanding and relevance of insurance advice given.
	The candidate does not yet possess adequate experience in monitoring the reconciliation of tender prices with the project budget by the cost consultants.	13 months	1. Cost Management in Construction Training 2. Project Budgeting Workshops 3. Financial Management Courses	Work with cost consultants on at least 3 projects to monitor and reconcile tender prices with the budget, under supervision.	Review of reconciliation reports and mentor feedback.	Regular updates and detailed reports on reconciliation processes and outcomes.
	The candidate does not yet possess adequate experience in agreeing on the	7 months	1. Construction Cost Control Workshops 2. Training on Financial Procedures	Collaborate with cost consultants on at least 2 projects to establish and	Evaluation through practical application and	Ongoing reporting and discussions with the mentor to

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Project Stages	Candidate's Areas of Challenge	Indicative Period required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	format and procedures for monitoring and control of the cost of works by the cost consultants.		3. Courses on Cost Monitoring and Control	implement cost monitoring and control procedures, under guidance.	feedback from cost consultants.	ensure effective cost control practices are being followed and improved.
	The candidate does not yet possess adequate experience in facilitating client approval of the tender recommendation(s).	14 months	1. Client Management and Communication Training 2. Workshops on Tender Recommendation Presentation 3. Client Approval Processes	Present tender recommendations for client approval on at least 3 projects, with feedback and support from a supervisor.	Observation and feedback on the presentation and client approval process.	Regular follow-up sessions to improve presentation skills and client interaction techniques.

4.1. General Comments for Stage 4

In Stage 4, the candidate exhibits weaknesses in various technical aspects of tender documentation and procurement processes. They lack experience in formulating procurement strategies for contractors, subcontractors, and suppliers in consultation with clients and consultants. Furthermore, the candidate needs improvement in developing the Project Procurement Programme, a crucial document outlining procurement timelines and procedures. Coordination and monitoring of tender documentation preparation by consultants according to the Programme also pose challenges for the candidate, indicating a need for practical exposure and coordination skills.

Additionally, the candidate requires development in overseeing the preparation of the Health and Safety Specification by consultants, an essential component for ensuring workplace safety compliance. Managing the tender process, including calling for tenders, adjudicating, and recommending contractors for client approval, is another area needing improvement. The candidate should focus on gaining practical experience and understanding of tender procedures and protocols.

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Furthermore, advising clients on necessary insurances for project implementation and monitoring cost reconciliation with project budgets are areas where the candidate lacks proficiency. Agreeing on formats and procedures for cost monitoring and control by cost consultants is crucial for effective budget management, highlighting the need for collaboration and skill enhancement in this aspect.

Lastly, facilitating client approval of tender recommendations requires the candidate to develop effective communication and negotiation skills to ensure project advancement and stakeholder satisfaction. Overall, focused training, practical exposure, and Mentorship are essential for the candidate to address these technical challenges in Stage 4 activities related to tender documentation and procurement effectively.

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5. Stage 5 - Construction Documentation and Management

Below is a detailed assessment report for the candidate, focusing on areas of challenge, required periods to address gaps, and additional comments for development according to SACPCMP guidelines.

Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
Stage 5 - Construction Documentation and Management	The candidate does not yet possess adequate experience in appointing contractors on behalf of the client, including the finalization of all agreements.	12 months	Construction Contracts training – JBCC/GCC/FIDIC/NEC Contract Training Manual- PMBOK Guide Latest Edition	<ul style="list-style-type: none"> - Shadowing an experienced Construction Manager- Participation in contractor appointment meetings - Assisting in contract agreement finalization 	Observation & Feedback- Written Report- Practical Assignment	Regular progress meetings and feedback sessions with the mentor to track improvement.
	The candidate does not yet possess adequate experience in instructing the contractor on behalf of the client to appoint subcontractors.	9 months	<ul style="list-style-type: none"> - Subcontractor Management Handbook- PMBOK Guide Latest Edition - Online Course on Subcontractor Coordination 	<ul style="list-style-type: none"> - Participating in subcontractor selection and appointment- Directly instructing subcontractors under supervision 	Observation & Feedback- Practical Assignment	Continuous assessment by the supervisor to ensure understanding and proper execution.

Assessment Report for PrCPM Candidates

Feedback Report

Selebaleng Ndwandwe

Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in receiving, coordinating, reviewing, and obtaining approval of all contract documentation provided by the contractor, subcontractors, and suppliers for compliance with all contract requirements.	18 months	<ul style="list-style-type: none"> - Contract Documentation Training Course - PMBOK Guide Latest Edition- Compliance Management Handbook 	<ul style="list-style-type: none"> - Reviewing and coordinating contract documentation with an experienced mentor - Hands-on experience in document approval processes 	Written Report & Feedback	Document regular review sessions and improvements made over time.
	The candidate does not yet possess adequate experience in monitoring the ongoing projects' insurance requirements.	10 months	<ul style="list-style-type: none"> - Construction Insurance Training Guide - Risk Management Course - PMBOK Guide Latest Edition 	<ul style="list-style-type: none"> - Monitoring project insurance requirements under supervision - Reviewing insurance documents and processes 	Written Report & Feedback	Periodic assessments to ensure the candidate's understanding and proficiency.

Assessment Report for PrCPM Candidates

Feedback Report

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in facilitating the handover of the site to the contractor.	14 months	<ul style="list-style-type: none"> - Site Handover Procedures Training - PMBOK Guide Latest Edition - Construction Management Handbook 	<ul style="list-style-type: none"> - Participating in site handover processes - Assisting in preparing handover documents 	Observation & Feedback - Practical Assignment	Continuous feedback sessions to gauge progress and understanding.
	The candidate does not yet possess adequate experience in establishing and coordinating the formal and informal communication structure and procedures for the construction process.	16 months	<ul style="list-style-type: none"> - Communication in Construction Management Training - PMBOK Guide Latest Edition - Effective Communication Skills Course 	<ul style="list-style-type: none"> - Establishing communication protocols under supervision - Active participation in project meetings 	Observation & Feedback - Practical Assignment	Regular reviews of communication effectiveness and improvements.
	The candidate does not yet possess adequate experience in regularly	11 months	<ul style="list-style-type: none"> - Site Meeting Management Training - PMBOK Guide Latest Edition- Meeting Minutes and Documentation Course 	<ul style="list-style-type: none"> - Conducting and documenting site meetings under supervision 	Observation & Feedback - Practical Assignment	Ongoing feedback and documentation review sessions.

Assessment Report for PrCPM Candidates

Feedback Report

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	conducting and recording necessary site meetings.			- Reviewing meeting procedures and best practices		
	The candidate does not yet possess adequate experience in monitoring, reviewing, and approving the preparation of the Contract Programme by the contractor.	20 months	<ul style="list-style-type: none"> - Contract Programme Management Training - PMBOK Guide Latest Edition- Construction Scheduling and Planning Course 	<ul style="list-style-type: none"> - Assisting in the preparation and review of the Contract Programme - Monitoring contractor adherence to the Contract Programme 	Observation & Feedback - Written Report	Periodic assessments and feedback to ensure comprehensive understanding.
	The candidate does not yet possess adequate experience in regularly monitoring the performance of the contractor against the Contract Programme.	15 months	<ul style="list-style-type: none"> - Performance Monitoring in Construction Training - PMBOK Guide Latest Edition - Contractor Performance Evaluation Guide 	<ul style="list-style-type: none"> - Monitoring contractor performance under supervision - Participating in performance review meetings 	Observation & Feedback- Practical Assignment	Regular feedback sessions to track and document progress.

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in reviewing and adjudicating circumstances and entitlements that may arise from any changes required to the Contract Programme.	22 months	<ul style="list-style-type: none"> - Change Management in Construction Training - PMBOK Guide Latest Edition - Construction Contract Claims Course 	<ul style="list-style-type: none"> - Assisting in reviewing and adjudicating change requests - Practical involvement in change management processes 	Written Report & Feedback	Continuous assessment and feedback to ensure competence.
	The candidate does not yet possess adequate experience in monitoring the preparation of the contractor's Health and Safety Plan and approval thereof by the Health and Safety Consultant.	13 months	<ul style="list-style-type: none"> - Health and Safety Management in Construction Training - PMBOK Guide Latest Edition - Construction Health and Safety Regulations Guide 	<ul style="list-style-type: none"> - Monitoring and reviewing Health and Safety Plans under supervision - Participating in health and safety meetings and audits 	Observation & Feedback - Written Report	Regular health and safety assessments and feedback sessions.

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Feedback Report

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in monitoring the auditing of the Contractors' Health and Safety Plan by the Health and Safety Consultant.	21 months	<ul style="list-style-type: none"> - Construction Health and Safety Auditing Course - PMBOK Guide Latest Edition- Health and Safety Compliance Training 	<ul style="list-style-type: none"> - Assisting in health and safety audits - Reviewing audit reports and compliance measures 	Observation & Feedback - Practical Assignment	Continuous monitoring and feedback on health and safety practices.
	The candidate does not yet possess adequate experience in monitoring the compliance by the contractors of the requirements of the Health and Safety Consultant.	19 months	<ul style="list-style-type: none"> - Contractor Health and Safety Compliance Training - PMBOK Guide Latest Edition - Health and Safety Monitoring Course 	<ul style="list-style-type: none"> - Monitoring contractor compliance under supervision - Reviewing compliance documentation and processes 	Observation & Feedback - Written Report	Regular feedback and assessment sessions to ensure compliance understanding.
	The candidate does not yet possess adequate	17 months	<ul style="list-style-type: none"> - Health and Safety File Management Training 	<ul style="list-style-type: none"> - Assisting in the production and review of Health and Safety Files- 	Observation & Feedback- Practical Assignment	Continuous documentation review and

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	experience in monitoring the production of the Health and Safety File by the Health and Safety Consultant and contractors.		<ul style="list-style-type: none"> - PMBOK Guide Latest Edition - Construction Health and Safety Documentation Course 	Practical involvement in health and safety documentation processes		feedback sessions.
	The candidate does not yet possess adequate experience in monitoring the preparation by the Environmental Consultants of the Environmental Management Plan.	18 months	<ul style="list-style-type: none"> - Environmental Management in Construction Training - PMBOK Guide Latest Edition - Environmental Compliance in Construction Course 	<ul style="list-style-type: none"> - Assisting in the preparation and review of Environmental Management Plans - Monitoring environmental compliance measures 	Written Report & Feedback	Regular environmental management assessments and feedback.
	The candidate does not yet possess adequate experience in establishing the	10 months	<ul style="list-style-type: none"> - Information Management in Construction Training - PMBOK Guide Latest Edition- Construction 	<ul style="list-style-type: none"> - Establishing and monitoring information distribution procedures under supervision 	Observation & Feedback- Practical Assignment	Continuous assessment and feedback on information management practices.

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Feedback Report

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	construction information distribution procedures.		Information Distribution Guide	- Participating in information management meetings		
	The candidate does not yet possess adequate experience in agreeing and monitoring the Construction Documentation Schedule for timeous delivery of required information to the contractors.	14 months	<ul style="list-style-type: none"> - Construction Documentation Scheduling Training - PMBOK Guide Latest Edition- Project Scheduling and Documentation Course 	<ul style="list-style-type: none"> - Assisting in scheduling and monitoring documentation delivery - Reviewing documentation schedules and adherence 	Observation & Feedback - Written Report	Regular documentation scheduling assessments and feedback sessions.
	The candidate does not yet possess adequate experience in expediting, reviewing, and monitoring the timeous issue of construction	11 months	<ul style="list-style-type: none"> - Construction Information Management Training - PMBOK Guide Latest Edition - Document Management Course 	<ul style="list-style-type: none"> - Expediting and reviewing construction information delivery under supervision - Monitoring information flow and adherence to schedules 	Observation & Feedback- Practical Assignment	Continuous feedback on information management practices.

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	information to the contractors.					
	The candidate does not yet possess adequate experience in managing the review and approval of all necessary shop details and product propriety information by the design consultants.	16 months	<ul style="list-style-type: none"> - Shop Drawing Review and Approval Training - PMBOK Guide Latest Edition - Product Propriety Information Management Course 	<ul style="list-style-type: none"> - Reviewing and approving shop details under supervision - Participating in design consultant meetings 	Observation & Feedback - Written Report	Regular assessments and feedback on review and approval processes.
	The candidate does not yet possess adequate experience in establishing procedures for monitoring, controlling, and agreeing all scope and cost variations.	15 months	<ul style="list-style-type: none"> - Scope and Cost Variation Management Training - PMBOK Guide Latest Edition - Construction Cost Control Course 	<ul style="list-style-type: none"> - Assisting in managing scope and cost variations under supervision - Practical involvement in cost control meetings 	Observation & Feedback- Practical Assignment	Continuous feedback and assessment on scope and cost management.

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in agreeing the quality assurance procedures and monitoring the implementation thereof by the consultants and contractors.	19 months	<ul style="list-style-type: none"> - Quality Assurance in Construction Training - PMBOK Guide Latest Edition - Construction Quality Control Guide 	<ul style="list-style-type: none"> - Assisting in establishing and monitoring quality assurance procedures - Participating in quality control meetings and audits 	Observation & Feedback - Written Report	Regular quality assurance assessments and feedback sessions.
	The candidate does not yet possess adequate experience in monitoring, reviewing, approving, and certifying monthly progress payments.	12 months	<ul style="list-style-type: none"> - Construction Payment Certification Training - PMBOK Guide Latest Edition- Progress Payment Management Course 	<ul style="list-style-type: none"> - Assisting in monitoring and certifying progress payments under supervision - Reviewing payment documentation and processes 	Observation & Feedback - Written Report	Continuous assessment and feedback on payment certification practices.
	The candidate does not yet possess adequate experience in	20 months	<ul style="list-style-type: none"> - Construction Claims Management Training- PMBOK Guide Latest Edition 	<ul style="list-style-type: none"> - Assisting in reviewing and adjudicating contractual claims 	Observation & Feedback - Written Report	Regular assessments and feedback on claims management.

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	receiving, reviewing, and adjudicating any contractual claims.		- Contractual Claims Adjudication Guide	- Practical involvement in claims meetings and processes		
	The candidate does not yet possess adequate experience in monitoring the preparation of monthly cost reports by the cost consultants.	17 months	- Cost Reporting in Construction Training - PMBOK Guide Latest Edition - Construction Cost Management Course	- Monitoring and reviewing monthly cost reports under supervision - Participating in cost consultant meetings	Observation & Feedback - Written Report	Continuous feedback and assessment on cost reporting practices.
	The candidate does not yet possess adequate experience in monitoring long lead items and off-site production by the contractors and suppliers.	13 months	- Long Lead Item Management Training - PMBOK Guide Latest Edition - Off-site Production Monitoring Course	- Monitoring long lead items and off-site production under supervision - Reviewing production schedules and processes	Observation & Feedback - Practical Assignment	Regular assessments and feedback on production monitoring practices.
	The candidate does not yet possess	10 months	- Project Reporting in Construction Training	- Assisting in preparing and	Observation & Feedback - Written Report	Continuous feedback on

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	adequate experience in preparing monthly project reports, including submission to the client.		<ul style="list-style-type: none"> - PMBOK Guide Latest Edition - Construction Project Documentation Course 	<ul style="list-style-type: none"> - submitting monthly project reports - Reviewing reporting procedures and best practices 		project reporting practices.
	The candidate does not yet possess adequate experience in managing, coordinating, and monitoring all necessary testing and commissioning by consultants and contractors.	22 months	<ul style="list-style-type: none"> - Construction Testing and Commissioning Training- PMBOK Guide Latest Edition - Construction Quality Assurance Guide 	<ul style="list-style-type: none"> - Assisting in managing testing and commissioning processes under supervision - Participating in testing and commissioning meetings 	Observation & Feedback - Practical Assignment	Regular assessments and feedback on testing and commissioning practices.
	The candidate does not yet possess adequate experience in coordinating, monitoring, and issuing the Practical	21 months	<ul style="list-style-type: none"> - Practical Completion Management Training - PMBOK Guide Latest Edition - Construction Project Closeout Guide 	<ul style="list-style-type: none"> - Assisting in preparing and issuing Practical Completion Lists - Reviewing completion procedures and best practices 	Observation & Feedback - Written Report	Continuous feedback and assessment on practical completion processes.

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	Completion Lists and the Certificate of Practical Completion.					
	The candidate does not yet possess adequate experience in coordinating and monitoring the preparation and issue of the Works Completion List by the consultants to the contractors.	18 months	<ul style="list-style-type: none"> - Works Completion Management Training - PMBOK Guide Latest Edition - Construction Closeout Procedures Course 	<ul style="list-style-type: none"> - Assisting in preparing and issuing Works Completion Lists - Participating in completion review meetings 	Observation & Feedback - Written Report	Regular assessments and feedback on works completion processes.
	The candidate does not yet possess adequate experience in monitoring the execution by the contractors of the defect items to	19 months	<ul style="list-style-type: none"> - Defect Management in Construction Training - PMBOK Guide Latest Edition- Construction Quality Control Guide 	<ul style="list-style-type: none"> - Assisting in monitoring defect rectification processes - Reviewing defect management procedures 	Observation & Feedback - Practical Assignment	Continuous feedback and assessment on defect management practices.

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	achieve Works Completion.					
	The candidate does not yet possess adequate experience in facilitating and coordinating adequate access with the occupant for the rectification of defects by the contractors.	12 months	<ul style="list-style-type: none"> - Occupant Access Coordination Training- PMBOK Guide Latest Edition - Construction Defect Management Course 	<ul style="list-style-type: none"> - Coordinating occupant access for defect rectification under supervision - Participating in access coordination meetings 	Observation & Feedback - Practical Assignment	Regular feedback on occupant access coordination practices.

5.1. General Comments for Stage 5

The candidate demonstrates deficiencies in several technical aspects of Stage 5 - Construction Documentation and Management. They lack experience in adjudicating contractual claims, a critical responsibility in resolving disputes and ensuring contract compliance. Additionally, the candidate needs improvement in monitoring the preparation of monthly cost reports by the cost consultants, a vital task for effective project financial management.

Furthermore, the candidate requires development in monitoring long lead items and off-site production by contractors and suppliers. This involves overseeing the procurement and delivery of crucial materials and components essential for project progression. Additionally, the candidate lacks experience in preparing monthly project reports and submitting them to clients, which are essential for transparent communication and stakeholder management.

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Moreover, the candidate needs improvement in managing and coordinating testing and commissioning activities conducted by consultants and contractors. This includes ensuring that all systems and components are properly tested and commissioned before project completion. Additionally, the candidate lacks experience in coordinating the issuance of Practical Completion Lists and Certificates of Practical Completion, crucial documents marking project milestones.

Furthermore, the candidate requires development in coordinating the preparation and issuance of Works Completion Lists by consultants to contractors. This involves verifying that all contractual obligations and deliverables have been met before final project handover. Lastly, the candidate needs improvement in facilitating adequate access for contractors to rectify defects identified during project completion, ensuring timely and effective resolution.

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Assessment Report for PrCPM Candidates

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6. Stage 6 - Project Close Out

Below is a detailed assessment report for the candidate, focusing on areas of challenge, required periods to address gaps, and additional comments for development according to SACPCMP guidelines.

Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
Stage 6 - Project Close Out	The candidate does not yet possess adequate experience in issuing the Works Completion Certificate.	12 months	<ul style="list-style-type: none"> - Construction Services Contract training - Project Manual - PMBOK Guide Latest Edition 	<ul style="list-style-type: none"> - Shadowing an experienced Project Manager - Participation in project close-out meetings - Assisting in documentation processes 	Observation & Feedback - Written Report - Practical Assignment	Regular progress meetings and feedback sessions with the mentor to track improvement.
	The candidate does not yet possess adequate experience in managing, coordinating, and expediting the preparation by the design consultants of all as-built drawings and design documentation.	9 months	<ul style="list-style-type: none"> - As-Built Drawings Exposure - PMBOK Guide Latest Edition - Project Documentation Management Handbook 	<ul style="list-style-type: none"> - Reviewing as-built drawings with a mentor - Participating in design documentation preparation 	Observation & Feedback - Practical Assignment	Continuous assessment by the supervisor to ensure understanding and proper execution.

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in managing and expediting the procurement of all operating and maintenance manuals as well as all warranties and guarantees.	18 months	<ul style="list-style-type: none"> - Operations and Maintenance Manuals Training - PMBOK Guide Latest Edition - Warranty and Guarantee Management Course 	<ul style="list-style-type: none"> - Assisting in the procurement of manuals and warranties - Practical involvement in documentation and procurement processes 	Written Report & Feedback	Document regular review sessions and improvements made over time.
	The candidate does not yet possess adequate experience in managing and expediting the procurement of all statutory compliance certificates and documentation.	10 months	<ul style="list-style-type: none"> - Statutory Compliance Training - PMBOK Guide Latest Edition - Construction Compliance Documentation Course 	<ul style="list-style-type: none"> - Monitoring statutory compliance processes under supervision - Assisting in the preparation and procurement of compliance documents 	Written Report & Feedback	Periodic assessments to ensure the candidate's understanding and proficiency.
	The candidate does not yet possess adequate experience in managing the finalization of the Health and Safety	14 months	<ul style="list-style-type: none"> - Health and Safety File Management Training - PMBOK Guide Latest Edition 	<ul style="list-style-type: none"> - Assisting in the preparation and finalization of the Health and Safety File - Reviewing health and safety 	Observation & Feedback - Practical Assignment	Continuous feedback sessions to gauge progress and understanding.

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	File for submission to the Client.		- Construction Health and Safety Regulations Guide	documentation processes		
	The candidate does not yet possess adequate experience in coordinating, monitoring, and managing the rectification of defects during the Defects Liability Period.	16 months	- Defects Liability Management Training - PMBOK Guide Latest Edition - Construction Quality Control Guide	- Monitoring defect rectification under supervision - Participating in defect management meetings	Observation & Feedback - Practical Assignment	Regular reviews of defect management effectiveness and improvements.
	The candidate does not yet possess adequate experience in managing, coordinating, and expediting the preparation and agreement of the final account by the cost consultants with the relevant contractors.	11 months	- Final Account Preparation Training - PMBOK Guide Latest Edition - Construction Cost Management Course	- Assisting in the preparation and agreement of final accounts - Reviewing cost documentation and processes	Observation & Feedback - Practical Assignment	Ongoing feedback and documentation review sessions.

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Project Stages	Candidate's Areas of Challenge	Indicative Period Required to Address Gap	Recommended Training Resources	Recommended Practical Experience (Mandatory)	Evaluation Method	Comments & Ongoing Candidate Reports
	The candidate does not yet possess adequate experience in coordinating, monitoring, and issuing the Final Completion Defects list and Certificate of Final Completion.	20 months	<ul style="list-style-type: none"> - Final Completion Management Training - PMBOK Guide Latest Edition - Construction Project Closeout Guide 	<ul style="list-style-type: none"> - Assisting in preparing and issuing the Final Completion Defects list - Participating in final completion review meetings 	<ul style="list-style-type: none"> - Observation & Feedback - Written Report 	Periodic assessments and feedback to ensure comprehensive understanding.
	The candidate does not yet possess adequate experience in preparing and presenting the Project Closeout Report.	15 months	<ul style="list-style-type: none"> - Project Closeout Reporting Training - PMBOK Guide Latest Edition - Construction Project Documentation Course 	<ul style="list-style-type: none"> - Assisting in preparing and presenting the Project Closeout Report - Reviewing reporting procedures and best practices 	<ul style="list-style-type: none"> - Observation & Feedback - Written Report 	Continuous feedback on project closeout reporting practices.

6.1. General Comments for Stage 6

The candidate demonstrates significant weaknesses in various technical aspects of Stage 6 - Project Close Out, primarily due to a lack of requisite experience and knowledge. They are unfamiliar with issuing the Works Completion Certificate, which officially signifies project completion. Moreover, the candidate needs substantial improvement in managing the preparation of all as-built drawings and design documentation, critical for documenting the project's final state. Furthermore, the candidate requires development in procuring operating and maintenance manuals, warranties, and guarantees, along with statutory compliance certificates and documentation. These are essential for ensuring the continued operation and legal compliance of the completed project. Additionally, the candidate has little experience in finalizing the Health and Safety File for client submission, which contains crucial information for future maintenance and operation.

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The candidate also needs to improve their skills in managing and coordinating the rectification of defects during the Defects Liability Period, ensuring that all outstanding issues are resolved before final project acceptance. They lack the necessary experience in preparing and finalizing the final account with relevant contractors, a critical step in concluding the project's financial matters.

Lastly, the candidate demonstrates a deficiency in coordinating the issuance of the Final Completion Defects list and Certificate of Final Completion, essential documents marking the end of all project activities. They also need improvement in preparing and presenting the Project Closeout Report, which summarizes the entire project lifecycle and outcomes for stakeholders.

Signature:

Mentor Name: Andile Mndzebele

Date: 29 July 2024

SACPCMP Registration No.: D/2848/2020

Signature:

Mentee (Candidate) Name: Selebaleng Matlhodi Ndwandwe

Date: 29 July 2024

SACPCMP Registration No.: B/2983/2018