

The background of the cover is a nighttime photograph of a city skyline, featuring the Shard skyscraper on the right. Overlaid on the left side of the image are several semi-transparent, light blue geometric shapes, including rectangles and arrows, which suggest a project management flowchart or organizational chart.

CODE OF PRACTICE FOR **PROJECT MANAGEMENT** FOR CONSTRUCTION AND DEVELOPMENT

FIFTH EDITION

WILEY Blackwell

 **CIOB**
THE CHARTERED INSTITUTE OF BUILDING

Code of Practice for Project Management for Construction and Development

Fifth Edition



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Code of Practice for Project Management for Construction and Development

Foreword

The first edition of this *Code of Practice*, published in 1992, set out a job specification for a project manager and provided guidance on the project manager's role. Since then project management has become an integral part of the construction industry and been responsible for its increased reliability and quality of product.

The next few decades experienced some significant changes within the industry with much focus towards changing our culture and communication. The interaction between the key participants in this industry, which produces many spectacular projects with increasing levels of complexity and technological prowess, continue to evolve around the necessity to deliver projects within an agreed budget, to a level of acceptable quality and within an agreed time scale.

The fourth edition, published in 2010, captured a range of themes across the industry. In this fifth edition, prepared in collaboration with a number of key professional bodies, the entire document has been overhauled to make it more contemporary while maintaining the integrity and rationale of the role of a project manager and project management in context of the construction industry.

Following the spectacularly successful delivery of the Olympics (London 2012) and continuing with the UK Crossrail project, construction is at the forefront of successful project management. This fifth edition, although developed specifically for the UK construction industry, will continue to satisfy the ever increasing demand for an authoritative document on this subject in other parts of the world.

I strongly commend this valuable multi-institutional code of practice to all the industry's clients, to practising project managers and indeed to all students of the subject and their mentors.

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Acknowledgements

The fifth edition of the *Code of Practice*, under the stewardship of David Woolven FCIQB, has strived to keep pace, and in places perhaps steer the directions ahead, in the construction industry which has been at the centre of economic regeneration and development across the globe.

In keeping with the fourth edition, the fifth edition has also been prepared by a broad representation of the industry, with contributions from built environment specialists and interdisciplinary cooperation between professionals within the built environment. I would like to take this opportunity to thank the many people who have helped with the fifth edition. A list of participants and the organisations represented is included in this book.

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Chris Blythe

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Project management

Project management has come a long way since its modern introduction to construction projects in the late 1950s. Now, it is an established discipline which executively manages the full development process, from the client's idea to funding coordination and acquirement of planning and statutory controls approval, sustainability, design delivery, through to the selection and procurement of the project team, construction, commissioning, handover, review, to facilities management coordination.

This *Code of Practice* positions the project manager as the client's representative, although the responsibilities may vary from project to project; consequently, project management may be defined as 'the overall planning, co-ordination and control of a project from inception to completion aimed at meeting a client's requirements in order to produce a functionally and financially viable project that will be completed safely, on time, within authorised cost and to the required quality standards'.

The fifth edition of this *Code of Practice* is the authoritative guide and reference to the principles and practice of project management in construction and development. It will be of value to clients, project management practices and educational establishments and students, and to the construction and development industries. Much of the information contained in the *Code of Practice* will also be relevant to project management practitioners operating in other commercial spheres.

Definitions

There are many definitions in existence for the term 'Project Management'. The CIOB, in this Code of Practice, and in all other publications, uses the following definition:

Project management

The overall planning, coordination and control of a project from inception to completion aimed at meeting a client's requirements in order to produce a functionally viable and sustainable project that will be completed safely, on time, within authorised cost and to the required quality standards.

Table 0.1 summarises a number of definitions of project management, as practiced by a selection of leading organisations involved in project management within the construction and building industry in UK.