

The background of the slide features a collage of silhouettes of people in a professional setting, overlaid with a complex network of glowing blue and white lines and dots, suggesting a digital or data-driven environment. The silhouettes are dark against a lighter, blue-tinted background.

# The NEC Competency Framework

## Foreword

As with all management activities, skilled people are required in order to manage NEC contracts effectively. A certain level of competency is needed, and often questions are asked whether training or additional training is required to get the best results from a proposed contract. This applies not only to those directly administering the contract – the *Project Manager, Supervisor, Service Manager, Alliance Manager, Supply Manager* – but also to the *Contractor, Consultant, Supplier* and *Client*.

NEC has always been ready to discuss training and development needs with potential users and give guidance on whether further development of skills is needed and what training material can be used to provide this. NEC has now gone further and created this competency framework setting out the level of skill practitioners are expected to have in managing NEC contracts. This framework sets out 3 levels of skill identifying the stages of personal development, from foundation level - having sufficient basic understanding of the contract, through practitioner – able to take a senior role on the contract, to specialist – taking full responsibility for the contract management.

This competency framework will help organisations to make their own assessments of whether the skill levels of their people are sufficient to carry out the relevant duties, or whether additional training or other support is needed. Having made this assessment, NEC's training courses – whether standard or tailored to meet specific needs – may be useful in filling in any gaps.

I commend the use of this framework by all those involved in NEC contracts to select appropriate people and provide additional development when needed. This will give all those involved in the contract greater confidence in each other's skills, and thus assist in working in a spirit of mutual trust and cooperation.

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***Chair of NEC4 Contract Board***  
*June 2022*



# The NEC Competency Framework

## Introduction

The NEC is renowned for setting industry standards and revolutionising the use of traditional contracts. On our venture to provide clarity, flexibility and stimulate good management, we have created a framework that underpins good practice that supports NEC users in reaping the full benefits of the NEC suite of contracts and the solutions it offers.

The NEC Competency Framework has been developed in consultation with industry specialists, and contract technical & subject-matter experts. The framework sets a precedence for what is expected from an individual at different levels within the remit of their role in advising a client on the preparation of an NEC contract and in support of the contract administrative roles. The competencies are regularly reviewed to ensure that they remain current and reflect the best practices in the real world.

## Competencies

A competency is defined by a set of measured and observed characteristics (behaviours, skills, and experiences) that are essential for achieving maximum impact and successful management of NEC contracts on a given project or area of work.

## Levels

The framework sets out the competencies at three levels. Some skills and behaviours are similar across the competencies; however, a different depth and breadth of experience and knowledge is expected at each level.

<b>Level 1 Foundation</b>	A general awareness and basic knowledge of the competency. This could be acquired through independent reading of NEC Contracts or attending an NEC introductory training course or CPD event.
<b>Level 2 Practitioner</b>	A good level of knowledge and understanding as well as practical application of the competency. To reach this level of competency the activity must have been performed independently or under supervision. This may be achieved by undertaking the activity on a project or projects over a period of time. Experience of the activity or subject should follow on and be additional to appreciation and knowledge in that subject area.
<b>Level 3 Specialist</b>	An in-depth technical knowledge and implementation of the competency. Ability without supervision to perform relevant functions required by the NEC Contracts and be able to supervise other less experienced staff. Ideally this would be evidenced by holding the NEC Accreditation and undertaking of the specific role along with experience gained over a period of time.

**Please note:** terms relating to specific roles under the contract - *Project Manager, Supervisor, Service Manager, Supply Manager* and *Alliance Manager* - have been replaced by the term “**administrative role**” or “**administrator**” and terms such as *Contractor, Subcontractor, Consultant, Client*, etc. have been replaced by the term “**Parties**”.

This framework has been prepared to describe the competency of those administering the contract. The competencies will in general also apply to other organisations involved in the management of the contract – *Contractor, Subcontractor, Consultant* or *Supplier*.

## Contents

### General Knowledge & Awareness

Leadership.....	6
Decision Making.....	7
People Skills.....	8
Sustainability and Climate Change.....	9
Legislation and Compliance.....	10
Collaboration Skills.....	11
Roles, Responsibilities and Organisation.....	12
Interaction with the Parties.....	12
Contract Practice.....	13
Engagement and Interaction with Others.....	14
Ethics.....	15

### Contract Documents

Procurement Options.....	16
Contract Documents.....	16
Drafting Scope.....	17
Pricing Documents.....	18
Compiling Site Information.....	19

### Management

Communication.....	20
Instructions and Notifications.....	21
Risk Management.....	22
Design Management.....	23
Performance Management.....	23
Commercial Management.....	24
Programme/Plan Management.....	25
Quality Management.....	26

### Resolving & Avoiding Disputes

Resolving and Avoiding Disputes.....	27
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## Leadership

**Definition:** This competency focuses on characteristics and behaviours of leaders and those aiming for leadership; the ability to lead a project team to obtain a successful and satisfactory conclusion to the contract and to meet the contract objectives.

### Level 1

- Appreciates the need to act with integrity and can take responsibility for own actions and decisions.
- Communicates clearly.
- Has good self-awareness and is receptive to feedback.
- Seeks opportunities to developing own skills and openly shares constructive feedback.
- Takes a methodical approach to completing tasks under guidance.
- Seeks clarity and support on tasks.
- Leads by example – listening, discussing.
- Has an understanding of, the impact their actions have on the behaviours of others.
- Understands the need for inclusive behaviours.
- Respects other points of view even when disagreeing with them.

### Level 2

- Appreciates the need to act with integrity and can take responsibility for own actions and decisions.
- Recognises the effect on others of own responsibilities and behaviours.
- Leads by example, demonstrates active listening skills and gets involved in discussions and demonstrations.
- Understands the need to
  - act as stated in the contract,
  - work in a spirit of mutual trust and co-operation.
- Able to manage teams effectively.
- Seeks opportunities to develop professional skills and knowledge and encourages others to do so.
- Delivers work consistently and to set standard of contractual compliance.
- Able to provide guidance and support to the Parties on all aspects of the contract and for the project team.

### Level 3

- Understands and demonstrates the need to
  - act with integrity and take responsibility for own actions and decisions,
  - consistently act as stated in the contract, and in a spirit of mutual trust and co-operation,
  - act as stated and with confidence when implementing the contract,
  - engender the spirit of mutual trust and co-operation in others,
  - set the standard of contractual compliance,
  - foster an inclusive environment, demonstrate confidence, assertiveness and welcome the views of others,
  - motivate and inspire others to perform to their best and contribute to organisational and project success.
- Demonstrates active listening skills, active participation or leading on discussions.
- Recognises and values others' good work and gives praise and support.
- Can develop and implement strategies to support high-performance and manages stakeholders effectively.
- Understands the importance of delivering to the Parties' objectives.

## Decision Making

**Definition:** This competency is focusing on making well-founded decisions, specifically the ability to consult and discuss matters before making a decision or taking an action.

### Level 1

- Recognises the need to consult and have dialogue with others.
- Understands the need to take timely decisions within the timescale stated in the contract and authority of the position/role, after taking advice where appropriate.
- Takes responsibility for own decisions.

### Level 2

- Able to make timely decisions
  - within the timescales stated in the contract and authority of the position/role,
  - based on knowledge and experience of the contract.
- Takes responsibility for own decisions.
- Understands the fundamental areas that influence the decision.
- Recognises the impact of decisions and the consequences should they need to be changed.
- Recognises own limitations and understands the need to consult and have dialogue with others in making decisions.

### Level 3

- Able to identify and analyse data to inform decision making.
- Takes responsibility for own decisions.
- Able to make decisions based on knowledge and experience of the contract.
- Can instil confidence in strategic decision-making in relation to the project.
- Recognises the need to consult with the Parties and others early for critical and difficult decisions that have an impact on the project.
- Understands and comprehends the fundamental areas that influence the decision.
- Recognises the impact of decisions and the consequences should they need to be changed.

## People Skills

**Definition:** This competency is about interacting with the Parties, other administrative roles and third parties.

### Level 1

- Has developed effective people skills and knows what good practice is for:
  - Effective communication
  - Active listening
  - Teamwork
  - Collaboration
  - Conflict resolution
  - Reliability
  - Respectfulness.

### Level 2

- Demonstrates effective people skills, such as:
  - Effective communication
  - Active listening
  - Teamwork
  - Collaboration
  - Conflict resolution
  - Persuasion and influencing skills
  - Reliability
  - Respectfulness.

### Level 3

- Has strong people skills and can foster them in others, such as:
  - Effective communication
  - Active listening
  - Teamwork
  - Collaboration
  - Conflict resolution
  - Strong commercial acumen
  - Persuasion and influencing skills
  - Reliability
  - Respectfulness.
- Able to
  - encourage appropriate behaviours in colleagues,
  - take action to deal with inappropriate behaviours.
- Understands the need for and able to manage effective stakeholder engagement strategies.



## Sustainability and Climate Change

**Definition:** This competency focusses on the increasingly important issue of sustainability and biodiversity. The topic is broad and evolving and covers all aspects of the works, service or supply that impact climate change and biodiversity.

### Level 1

- Understands the causes of global warming.
- Aware of sustainable technologies and renewable energy sources.
- Understands the concept of net zero carbon.
- Aware of the need to protect biodiversity.

### Level 2

- Understands the impact of the works, service or supply on climate change and biodiversity.
- Aware of and complies, where applicable, with any Climate Change Requirements in the Scope.
- Aware of sustainable measurement systems such as BREEM or LEED.
- Can identify sustainable / low carbon / renewable practices.

### Level 3

- Able to select solutions that will reduce the impact of the creation, operation, maintenance and demolition of the works, service or supply on climate change and biodiversity.
- Understands how sustainable measurement systems such as BREEM or LEED operate.
- Provides advice on the development of Climate Change Requirements and targets in the Performance Table.

## Legislation and Compliance

**Definition:** This competency is about possessing the knowledge of the relevant industry legislation. This includes the basic law of contract, awareness of legislation and requirements relating to Health and Safety, insurances, and the like.

### Level 1

- Demonstrates knowledge of the relevant legislation within own area of responsibility.
- Demonstrates an awareness of legislation on a more general basis.
- Has a general awareness of the health & safety legislation applicable to the works, service and supply.

### Level 2

- Has sufficient knowledge of the relevant legislation that can impact on the area of responsibility.
- Has an appreciation and awareness of legislation generally which could impact the day-to-day role.
- Demonstrates knowledge of the health & safety legislation applicable to the works, service and supply.
- Understands personal health & safety responsibilities.
- Appreciates the impact that construction work can have on the health and safety of construction workers and the public.

### Level 3

- Able to provide reasoned advice on relevant legislation that can impact on the area of responsibility.
- Has an appreciation and awareness of legislation which could impact other aspects of a contract.
- Provides advice on the appropriate health & safety legislation applicable to the works, service and supply.
- Understands the contract requirements for health and safety including the measures to identify hazards and procedures to manage the risks they present.
- Understands the principal risks to health and safety on a construction site and the measures that can be taken to minimise their likelihood or impact on construction workers and the public.

## Collaboration Skills

**Definition:** This competency is about administering the contract in a spirit of mutual trust and cooperation based on well-founded collaboration skills

### Level 1

- Understands the relevance of negotiation when a decision is required under the contract.
- Has a general awareness of principle-based negotiation (also known as interest-based negotiation).
- Has a general awareness of verbal behavioural analyses in improving collaboration.

### Level 2

- Recognises when negotiation skills are an appropriate approach to collaboration when deciding on actions to take, and understanding when a decision must be taken whether agreed or not.
- Has an understanding of principle-based negotiation (also known as interest-based negotiation).
- Has an understanding of the skills required to achieve effective principle-based negotiation process.
- Has an understanding of verbal behavioural analysis and its application in improving collaboration in meetings, such as:
  - Identifying different verbal behaviours in a business meeting e.g., proposing, building, supporting, disagreeing, defending, attacking etc.
  - Understanding the impact of each verbal behaviour in terms of mutual trust and cooperation in NEC.
- Able to carry out principle-based negotiation under supervision or as a team member.

### Level 3

- Demonstrates a thorough understanding of principle-based negotiation and where this can be used to improve collaboration.
- Demonstrates a thorough understanding of verbal behavioural analysis and its role in improving collaboration.
- Able to carry out or lead principle-based negotiation effectively and independently.
- Able to apply and integrate oral behavioural analysis effectively to improve the collaborative processes in NEC, such as:
  - actively achieving a more balanced communication process during meetings and minimise dominating behaviours,
  - encouraging proposing, building and supporting behaviours during a business meeting to drive collaboration and build trust
  - appropriately testing, understanding of meeting participants to drive collaboration and build trust.

## Roles, Responsibilities and Organisation

**Definition:** This competency focuses on roles and responsibilities and the need to implement them.

### Level 1

- Able to describe the roles and responsibilities within the NEC contracts, and how own role aligns.
- Understands the organisational structures for NEC contracts.

### Level 2

- Demonstrates experience of working within a project team.
- Demonstrates an understanding of how their role interfaces and interacts with the other members of the project team.
- Assists in creating organisational structures to effectively manage NEC contracts and in allocating roles and responsibilities.

### Level 3

- Ability to organise a project team.
- Can define and allocate the roles and responsibilities under the contract to team members.

## Interaction with the Parties

**Definition:** This competency focuses on the ability to keep Parties informed and to report accurately and openly on all aspects of contract performance.

### Level 1

- Has an awareness of the reporting requirements within the contract.
- Has an understanding of when to consult and advise the Parties on contract matters.

### Level 2

- Understands the reporting requirements within the contract.
- Able to make forecasts under supervision.
- Understands the need to liaise with the Parties on such matters as finance, insurance, payment arrangements.

### Level 3

- Has an in-depth understanding of the reporting requirements within the contract.
- Able to prepare detailed and accurate forecasts.

## Contract Practice

**Definition:** This competency is about understanding the actions required by the contract. It covers the knowledge of the main and secondary Options, including the ability to comprehend and implement any additional conditions of contract.

### Level 1

- Understands the contracts and structure from the NEC suite and when they might be used.
- Able to explain the key features and benefits of NEC contracts.
- Understands the
  - roles and responsibilities of key people under the contract,
  - actions of the Parties to the contract.

### Level 2

- Has a good understanding of the suite of NEC contracts, the main and secondary Options and their purpose.
- Understands and appreciates the obligations imposed by the contract and supports its implementation.
- Understands the responsibilities and liabilities of the Parties.
- Understands responsibilities under any delegated actions.
- Understands the importance of:
  - keeping accurate and relevant records,
  - monitoring communications and response times.
- Understands the importance of completing the Contract Data in full and the consequences of incomplete Contract Data on the success of the contract.
- Able to review and check the completeness and appropriateness of the Contract Data generally and Contract Data part two when received from tenderers.
- Understands how the commercial data contained within the Contract Data part two will affect payment on the contract.

### Level 3

- Has in-depth knowledge and understanding of the NEC suite of contracts, the main and secondary Options and their purpose and able to advise on which contract type best suits the project.
- Understands and appreciates the importance of implementing the contractual obligations as stated in the contract.
- Has in-depth knowledge and understanding of the responsibilities and liabilities under the contract.
- Recognises when delegation actions can be made and under the contract how they can be monitored.
- Able to verify that the Contract Data and Scope documents are complete and precise.
- Is proficient in
  - good record keeping and rigour,
  - monitoring communications and response times,
  - providing reports and communicating appropriately the Parties as necessary,
  - obtaining specialist support where necessary.
- Able to advise on the practicality of Z clauses and their effect on the core clauses.

## Engagement and Interaction with Others

**Definition:** This competency focuses on the management of external stakeholders during the course of preparing or administering NEC contracts whilst understanding and maintaining contractual accountability, especially managing response times and fulfilling contractual responsibilities.

### Level 1

- Has an awareness of the roles of Others under the contract.
- Describes who has the authority to carry out specific actions under the contract.

### Level 2

- Understands the roles of Others under the contract.
- Understands the importance of identifying and specifying Others within the Scope and detailing the work they will be doing and the conditions under which they will work.
- Understands the liability under the contract for Others not performing as they have agreed to and/or not working within the conditions of the Scope.
- Understands who carries out the specific actions under the contract.
- Recognises the need to clarify requirements when actions aren't clear.
- Understand common stakeholder engagement and management processes such as community workshops, press releases, liaison taskforce groups.
- Carries out engagement processes with Others as a team member or under supervision.

### Level 3

- Understands the roles of Others under the contract and the level of engagement with them pre-contract.
- Understands the importance of identifying and specifying Others within the Scope detailing the work they will be doing and the conditions under which they will work and when they will be doing it.
- Understands the liability under the contract for Others not performing as they have agreed to and/or not working within the conditions of the Scope or doing work not stated within the Scope.
- Recognises the need for Parties to be contacted and engaged with where necessary by the relevant service provider, e.g., the *Contractor*, the *Consultant*, etc.



## Ethics

**Definition:** This competency covers professionalism and ability to act with integrity, honesty and reliability.

### Level 1

- Able to describe the philosophy of NEC and the behaviours needed to achieve success.
- Understands the need to
  - act as stated in the contract and in a spirit of mutual trust and co-operation,
  - act with honesty and integrity,
  - act professionally when interacting with others,
  - act within the limits of own competence and authority at all times,
  - seek advice where there any concerns about compliance with the contract,
  - act within the professional code of conduct in fulfilling the role and the terms of appointment.

### Level 2

- Demonstrates integrity, honesty and reliability.
- Capable of acting fairly and impartially in treatment or judgement of others.
- Able to work in a collaborative environment.
- Recognises the need for openness and transparency in all aspects of the contract.
- Able to encourage the right ethos in others.
- Able to maintain mutual trust and co-operation whilst dealing with challenging situations and in difficult circumstances.
- Recognises the need to identify ethical concerns about compliance with the contract and understands how relevant authorities can help to resolve them.
- Understands the need for compliance in the management of the contract.

### Level 3

- Demonstrates integrity, honesty and reliability.
- Recognise the need to always act as stated in the contract.
- Capable of acting fairly and impartially in treatment or judgement of others.
- Able to work in a collaborative environment.
- Understands the need for openness and transparency about all aspects of the contract.
- Able to encourage the right ethos in others.
- Able to maintain mutual trust and co-operation whilst dealing with challenging situations and in difficult circumstances.
- Recognises the need to identify ethical concerns about compliance with the contract and understands how relevant authorities can help to resolve them.

## Procurement Options

**Definition:** This competency is about understanding the contract strategy and being able to advise on the use of the main and secondary Options.

### Level 1

- Understands how contracts in the NEC family are used in different procurement arrangements.
- Has an awareness of the main and secondary Options and other contract documents that may need to be produced to deliver the contract strategy.

### Level 2

- Understands how contracts in the NEC family are used in different procurement arrangements.
- Understands the main and secondary Options and the purpose and use of any other contract documents that need to be produced to deliver the contract strategy.

### Level 3

- Able to identify the appropriate contract arrangements to meet any chosen contract strategy.
- Has an in-depth knowledge and understanding of the main and secondary Options and the purpose and use of other contract documents that may need to be produced to deliver the contract strategy.

## Contract Documents

**Definition:** This competency is about the role and importance of the contract documents.

### Level 1

- Understands what documents form the appropriate NEC contract.
- Able to describe and explain the function of each of the contract documents.
- Understands the relationship and importance of each document and how and when they may be used.
- Understand the importance of the Contract Data and Scope.

### Level 2

- Able to assist in compiling the documents which form the contract under supervision.
- Understands the importance of each of the contract documents.
- Knows where to find the information to manage the contract within the contract documents.

### Level 3

- Has the knowledge and experience to supervise the drafting of the contract documents.
- Understands the need to
  - ensure that the documents are compiled utilising a suitable quality assured process,
  - check all documents thoroughly before and after tenders have been received,
  - ensure that the contract is formally accepted by the parties and that controlled copies are distributed accordingly.

## Drafting Scope

**Definition:** This competency is about applying key principles for structuring and drafting clear and unambiguous Scope and, where required, other documents. This includes understanding and analysing how the Scope applies and its potential impact on other areas.

### Level 1

- Has an appreciation for the use of Scope in the contract and how it interacts with the other documents forming the contract.
- Knows the difference and purpose for using defined and identified terms and their significance in the contract.
- Has basic knowledge of the clauses within the contract that refer to the Scope.
- Understands the importance of a structured approach to the Scope and use of appropriate terminology.

### Level 2

- Understands the role of the Scope within the contract and able to reference the relevant clauses within the contract.
- Knows the clauses within the contract that refer to Scope and why.
- Understands and comprehends a wide spectrum of construction/service projects.
- Has the ability to thoroughly check own work and that of others on which it may rely, avoiding ambiguities, inconsistencies, illegal or impossible requirements.
- Has an appreciation and understanding of User Guide Volume 2 Guidance on drafting Scope.
- Able to draft complete and precise Scope under supervision.
- Can analyse how the Scope will be applied and its potential impact on other contract areas.

### Level 3

- Understands the importance of a complete and concise Scope.
- Demonstrates a clear understanding of the implications and consequences of incomplete and imprecise Scope.
- Has experience of different types of construction/service projects in order to understand techniques of the drafter and challenge any perceived incomplete or imprecise statements.
- Has a strong vocabulary and able to detect incorrect grammar, avoiding the use of vague or imprecise statements.
- Is methodical and thorough, recognising the need to check cross references in the Scope.
- Able to draft complete and precise Scope when instructing changes under the contract.

## Pricing Documents

**Definition:** This competency is about the ability to understand and appreciate the use of the pricing documents.

### Level 1

- Understands the use of pricing documents in NEC contracts.
- Understands the differences between an Activity Schedules/Bills of Quantities/Price Lists.
- Appreciates which pricing document are used with the different contracts and main Options.

### Level 2

- Able to draft pricing documents under supervision.
- Understands the use of the pricing documents in the management of change.
- Appreciates the effect of ambiguities and inconsistencies within the pricing documents.
- Understands the payment methods under each pricing option and the need for accuracy and completeness.

### Level 3

- Able to draft or supervise the drafting of a pricing document for a contract and avoid ambiguities and inconsistencies.
- Understands how payment is assessed and when it is made under each pricing option.
- Has in-depth knowledge of pricing documents, including any drafting rules and is able to use them apply them under each pricing option.
- Able to manage the issues which arise through the use of pricing documents.

## Compiling Site Information

**Definition** This competency covers the role of Site information within the contract, the relevant clauses within the contract and the conditions of the site before the work starts.

### Level 1

- Has an appreciation of the use of the Site Information and how it interacts with the Contract Data and the Scope.
- Understands the significance of defined and identified terms in relation to the Site Information.
- Know where to find information in relation to the Site Information in the Contract Data.

### Level 2

- Has knowledge of the clauses within the contract that refer to Site Information and why.
- Able to advise the Parties on the significance of the Site Information and the importance of it being as complete and thorough as possible.
- Understands the importance of Site Information and its use under the contract.
- Able to define and apply the key principles for structuring and drafting clear and unambiguous Site Information under supervision.
- Has an appreciation and understanding of User Guide Volume 2 Guidance on drafting Site Information.

### Level 3

- Has knowledge of the clauses within the contract that refer to the Site Information and why.
- Is able to advise the Parties on the need for complete and concise Site Information.
- Has an in-depth understanding of the importance of the Site Information and its use under the contract.
- Able to define and apply the key principles for structuring and drafting clear and unambiguous Site Information.

## Communication

**Definition:** This competency is about communicating effectively and within the timescales of the contract. This includes the ability to demonstrate professional levels of record keeping and rigour.

### Level 1

- Understands the different types and forms of communication.
- Understand the use of the *period for reply* and stated timescales in the contract.
- Is aware of the published communication forms.
- Understands the importance of the language and terminology used in the contract.
- Understand what constitutes an effective communication under the contract.
- Has awareness of the different ways to communicate and their advantages and disadvantages.

### Level 2

- Communicates clearly having regard for the understanding of the receiver.
- Recognises the appropriate form of communication required by the contract.
- Able to organise, record, control and respond to all communications by all parties under the contract.
- Knows what published communication forms are available and how to complete them.
- Understands the importance of time requirements for communications.
- Understands the need for writing to be clear and concise in communications.
- Has awareness of the use of web-based contract management systems.

### Level 3

- Communicates clearly having regard for the understanding of the receiver.
- Recognises the appropriate form of communication required by the contract.
- Able to organise, record, control and respond to all communications by all parties under the contract within the required time.
- Knows what published communication forms are available and how to complete them.
- Able to use web-based contract management systems where appropriate.
- Able to manages the team in their use of the communications forms / contract management system.



## Instructions and Notifications

**Definition:** This competency is focusing on the ability to identify the need for instruction, notification or certificate and acting competently and promptly to resolve matters.

### Level 1

- Understands the different types of communication required under the contract.
- Understands the difference between an instruction, notification and certificate.
- Understands the definition of a compensation event.

### Level 2

- Can identify the need for instructions, when to consult and have a dialogue with others and how to issue them promptly and in accordance with the contract.
- Understands the difference between an instruction, notification and certificate.
- Able to communicate notifications and certificates in accordance with the contract.
- Understands the importance of prompt notification and certification.

### Level 3

- Identifies the need for instructions and to issue them promptly and in accordance with the contract.
- Understands the difference between an instruction, notification and certificate and is able to advise others.
- Able to communicate notifications and certificates in accordance with the contract.
- Understands the importance of prompt notification and certification.
- Knows how to resolve ambiguities and inconsistencies within the Scope, as well as illegal or impossible requirements.
- Knows when to instruct a revised programme.

## Risk Management

**Definition:** This competency is about identifying and managing current and potential risks. This includes identifying the need and facilitating effective early warning meetings.

### Level 1

- Has awareness of the importance of the early warning process and its purpose in managing risk.
- Has a basic understanding of the purpose of the Early Warning Register.
- Understands the different stages in the early warning process.
- Understands when early warnings should and should not be given.

### Level 2

- Can identify the need for an early warning and inform the administrative role promptly.
- Has the ability to be involved in the early warning process if required.
- Able to assist the administrative role in preparing an updated Early Warning Register.

### Level 3

- Has in-depth knowledge and understanding of the early warning procedure.
- Understands when to notify an early warning in accordance with the contract and when to hold early warning meetings.
- Takes control and facilitates the process.
- Understands how to ensure that the right people are invited to the early warning meetings.
- At an early morning meeting, able to
  - facilitate it to ensure inclusivity,
  - adapt to circumstances where necessary,
  - engender the correct ethos and demonstrate a willingness to understand problems,
  - identify contractual responsibilities,
  - promote the seeking of solutions that bring advantage to all those who will be affected.
- Able to prepare and maintain the Early Warning Register.

## Design Management

**Definition:** This competency is focusing on construction knowledge including design, temporary works and construction techniques.

### Level 1

- Has basic knowledge and understanding of the contractual requirements for design.
- Understands the submission process for design of the *works/services*, etc, and the design of Equipment.

### Level 2

- Understands the contractual requirements for design and is able to assist in assessing compliance with the Scope.
- Understands the status of acceptance of a submission.

### Level 3

- Has an in-depth understanding of the contractual requirements for design and is able to assess compliance with the Scope.
- Recognises the need to identify and manage appropriate support staff in order to carry out reviews within the requirements of the contract.
- Understands the status of acceptance of a submission.

## Performance Management

**Definition:** This competency is about identifying performance issues and measuring success.

### Level 1

- Has basic knowledge of the performance measures under the contract.
- Recognises the significance of Key Performance Indicators, the Performance Table and Operational Requirements.
- Awareness of the main responsibilities for performance under the contract.

### Level 2

- Understands the performance measures within the contract.
- Understands Key Performance Indicators, the Performance Table and Operational Requirements.
- Able to assist in assessing and measuring performance accurately.

### Level 3

- Has an in-depth understanding of the performance measures within the contract and how they are used.
- Understands how to assess and measure performance accurately.
- Recognises how to identify performance issues and make recommendations on the corrective actions.

## Commercial Management

**Definition:** This competency is about the commercial management of the contract, it covers everything from payment assessments and forecasting the Defined Cost, value engineering and the assessment of compensation events to the acceptance of insurance providers and banking arrangements and liability limitations.

### Level 1

- Has an understanding and awareness of the purpose of a compensation event.
- Has basic knowledge on how amounts for payments are calculated.
- Able to describe when payments should be made under the contract.
- Understands Defined Cost, Disallowed Costs, Fee and the Schedules of Cost Components and how they can vary with the main Options.

### Level 2

- Understands the contractual requirements and is able to assess submissions issued for acceptance.
- Has an understanding of the commercial aspects of the contract and is able to make decisions and assessments under supervision and within the timescales of the contract.
- Understands the importance of maintaining mutual trust and co-operation under testing circumstances.
- Understands the contractual requirements and is able to support and assist the administrative roles to make decisions within the timescales of the contract.
- Understands Defined Cost, Disallowed Costs, Fee and the Schedules of Cost Components and is able to support the administrative role in assessing and reviewing each one.

### Level 3

- Has an in-depth understanding of the contractual requirements and is able to assess submissions issued for acceptance.
- Has an in-depth understanding of the commercial aspects of the contract and is able to make decisions and assessments within the timescales of the contract.
- Understands the importance of maintaining mutual trust and co-operation and to actively engender it under testing circumstances.
- Knows when to notify a compensation event, when to assess it and how to assess its impact on the project.
- Has an in-depth understanding of Defined Cost, Disallowed Costs, Fee and the Schedules of Cost Components and is able to assess and review each one.
- Able to assess changes to the total of the Prices, Key Dates, Sectional Completion and Completion Date.
- Understands how the Site Information is used in assessing a compensation event.
- Able to make accurate forecasts.
- Understands the process for finalising payment aspects.

## Programme/Plan Management

**Definition:** This competency is about the ability to review and appreciate the effects on programme and/or the plan of all likely events that could occur under the contract, and which are likely to impact the progress of the *works/services*, etc. This includes the understanding of the programmes/plans submitted for acceptance and the ability to assess the remaining work if necessary.

### Level 1

- Understands the importance of the programme and how the Accepted Programme/Plan is used and revised to help manage delivery.
- Appreciates the typical aspects required for the submission of a programme for acceptance.

### Level 2

- Understands the contractual requirements and is able to assess compliance with the contract and the Scope under supervision.
- Understands construction/services programmes and plans.
- Understands construction/service methodologies.
- Understands how critical path programming is applied to planning and updating of projects.
- Understands the importance of the Accepted Programme/Plan and is able to work with the administrative roles and the Parties to ensure the contract requirements are implemented.

### Level 3

- Has an in-depth understanding of the contractual requirements and is able to assess compliance with the contract and the Scope.
- Understands the importance of the Accepted Programme/Plan and is able to work with all parties to ensure the contractual programme/plan requirements are implemented.
- Knows how to interrogate programme logic and able to understand different methodologies.
- Able to follow the logic on a critical path programme and appreciate when specialist advice should be taken before accepting a programme.
- Able to use relevant software packages and makes assessments of the programme/plan if required.
- Demonstrates strong analytical skills and the ability to propose appropriate solutions.

## Quality Management

**Definition:** This competency focuses on the appreciation of quality assurance and quality related aspects of the construction industry.

### Level 1

- Understands the importance of the Quality Policy Statement and Quality Plan.
- Understands the requirements for tests and inspections to be undertaken under the contract.
- Understands the process to instruct a search for a Defect.
- Understands how defective service/work is identified and managed throughout the contract and after Completion.
- Recognises the need to control the appointment of Subcontractor and how this is managed under NEC contracts.

### Level 2

- Has an appreciation of quality assurance and related aspects.
- Able to assist in the review of quality submissions.
- Able to assist in identifying non-compliances and to give appropriate instructions under supervision.
- Understands the contractual requirements for quality and is able to assess compliance with the Scope under direction.
- Understands the various subcontract arrangements that might be proposed under the contract.
- Understands the contractual responsibility of reviewing Subcontractors.
- Able to assist the administrative role to decide if subcontract documentation is appropriate.

### Level 3

- Has in-depth knowledge of the contractual requirements for quality management.
- Has an understanding and appreciation of quality assurance and related aspects.
- Able to review quality submissions including the quality policy statement and quality plan.
- Able to identify non-compliances and instruct accordingly.
- Understands how the testing and inspection regimes are detailed in the Scope.
- Has an appropriate level of technical knowledge and experience to carry out tests and inspections and understand test results, using staff or delegates as appropriate.
- Has an in-depth understanding of the various subcontract arrangements that might be proposed under the contract.
- Has an in-depth understanding of the contractual responsibility of reviewing Subcontractors.
- Able to assess subcontract conditions and decide if appropriate.



## Resolving and Avoiding Disputes

**Definition:** This competency is about the ability to understand how to avoid and resolve disputes amicably in an organised and collaborative manner.

### Level 1

- Has an awareness of risks and liabilities that can lead to differences, disagreements, conflicts, and disputes.
- Has an awareness of the value of negotiation and conciliation in resolving and avoiding disputes.
- Is aware of the process of termination and the reasons when the termination process can be invoked.
- Is aware of the dispute resolution and avoidance process in NEC.

### Level 2

- Recognises circumstances that can lead to disputes and the actions that can be taken to avoid or reduce their impact.
- Understands the avoiding and resolving disputes options in NEC
- Able to apply relevant avoiding and resolving dispute procedures independently or under supervision.
- Understands the basic principles of negotiation, conciliation, and mediation.

### Level 3

- Has an in-depth understanding of the contract procedures for resolving and avoiding disputes.
- Able to apply various dispute resolution and avoidance skills, including defusing confrontational circumstances.
- Able to provide skilled advice to either in-house or to external parties in dispute resolution and avoidance processes.

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