

RIBA 

# Handbook of Practice Management

Ninth Edition

Royal Institute of British Architects

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of complementary activities such as site visits, participating in client and contractor/sub-contractor meetings, attending planning enquiries, observing specialist construction work, and accompanying clerks of works, and quantity surveyors on their inspections.

#### Employment mentor

The Part 1 or Part 2 graduate should ensure that one person in their practice acts as an employment mentor, responsible for overseeing their educational and professional development in the workplace. Ideally, the employment mentor's responsibilities should include:

- establishing a framework that will facilitate the provision of high-quality professional experience;
- ensuring the student is not charged with responsibilities inappropriate to their experience;
- discussing work objectives and learning opportunities at the start of each three-month period of experience;
- signing, dating and commenting in the PEDR on the graduate's progress for each eligible period of experience.

#### 2.10.4 The RIBA Part 3 Examination in Professional Practice and Management

Both the RIBA Office-Based Examination and recognised Part 1 and Part 2 courses in schools of architecture contain a strong element of practice, management and law. The Professional Practice Examination is the final means for benchmarking standards of entry to the profession. Each provider defines its own requirements for assessment, but this would typically consist of the following:

- a professional CV;
- a professional development evaluation prepared by the candidate;
- a case study of a project the candidate has had detailed involvement with;
- written examinations, assessed course work, scenario-based essays and reports; and
- a record of professional experience recording the development of competences achieved through practical experience over a minimum period of 24 months.

#### 2.10.5 The oral examination

As the final part of the Professional Practice Examination, candidates are interviewed by experienced examiners to review their knowledge, skills and judgement against the Part 3 criteria for validation.

This qualifying examination is intended to establish a high baseline of competence for registration and membership of the RIBA, although candidates should also demonstrate the potential for continuing professional development. Although 24 months of practical training is the mandatory minimum for taking the Part 3 examination, the range and quality of experience that candidates are expected to demonstrate may have to be acquired with further years of experience.

#### 2.11 Control over the professional conduct of members

The latest version of the RIBA Code of Professional Conduct came into effect on 1 January 2005. The object of the Code is to promote the standard of professional conduct, or self-discipline, required of members of the RIBA in the interests of the public. All members, including student and affiliate members, are required to uphold this standard, and their conduct is governed by the Code.

The Code comprises three principles that are of universal application, dealing with integrity, competence and relationships:

##### Principle 1: Integrity

Members shall act with honesty and integrity at all times.

##### Principle 2: Competence

In the performance of their work Members shall act competently, conscientiously and responsibly. Members must be able to provide the knowledge, the ability and the financial and technical resources appropriate for their work.

##### Principle 3: Relationships

Members shall respect the relevant rights and interests of others.

In addition, the Code is supported by a series of professional values (see box below), which in turn are supported by a set of nine more detailed Guidance Notes.

The wording used in the principles is pre-eminent, but members must at all times be guided by the spirit of the Code and not just the words.

Members are governed by the RIBA Charter, Byelaws and Regulations in addition to the Code. Disciplinary measures are provided for under the Byelaws. The RIBA can hold a member personally accountable when acting through a corporate or unincorporated body, and members will not be able to evade this by pleading a higher obligation.

The values associated with each of the three principles

### 1. Principle 1 – Honesty and Integrity

- 1.1 The Royal Institute expects its Members to act with impartiality, responsibility and truthfulness at all times in their professional and business activities.
- 1.2 Members should not allow themselves to be improperly influenced either by their own, or others', self-interest.
- 1.3 Members should not be a party to any statement which they know to be untrue, misleading, unfair to others or contrary to their own professional knowledge.
- 1.4 Members should avoid conflicts of interest. If a conflict arises, they should declare it to those parties affected and either remove its cause, or withdraw from that situation.
- 1.5 Members should respect confidentiality and the privacy of others.
- 1.6 Members should not offer or take bribes in connection with their professional work.

### 2. Principle 2 – Competence

- 2.1 Members are expected to apply high standards of skill, knowledge and care in all their work. They must also apply their informed and impartial judgment in reaching any decisions, which may require members having to balance differing and sometimes opposing demands (for example, the stakeholders' interests with the community's and the project's capital costs with its overall performance).
- 2.2 Members should realistically appraise their ability to undertake and achieve any proposed work. They should also make their clients aware of the likelihood of achieving the client's requirements and aspirations. If members feel they are unable to comply with this, they should not quote for, or accept, the work.
- 2.3 Members should ensure that their terms of appointment, the scope of their work and the essential project requirements are clear and recorded in writing. They should explain to their clients the implications of any conditions of engagement and how their fees are to be calculated and charged. Members should maintain appropriate records throughout their engagement.
- 2.4 Members should keep their clients informed of the progress of a project and of the key decisions made on the client's behalf.
- 2.5 Members are expected to use their best endeavours to meet the client's agreed time, cost and quality requirements for the project.

### 3. Principle 3 – Relationships

- 3.1 Members should respect the beliefs and opinions of other people, recognise social diversity and treat everyone fairly. They should also have a proper concern and due regard for the effect that their work may have on its users and the local community.
- 3.2 Members should be aware of the environmental impact of their work.
- 3.3 Members are expected to comply with good employment practice and the RIBA Employment Policy, in their capacity as an employer or an employee.
- 3.4 Where members are engaged in any form of competition to win work or awards, they should act fairly and honestly with potential clients and competitors. Any competition process in which they are participating must be known to be reasonable, transparent and impartial. If members find this not to be the case, they should endeavour to rectify the competition process or withdraw.
- 3.5 Members are expected to have in place (or have access to) effective procedures for dealing promptly and appropriately with disputes or complaints.

Revisions to the Code, and relevant practice notes, may appear in the *RIBA Journal* from time to time. Members will be expected to be familiar with any new provisions right from the date of their introduction, and to comply with them. Ignorance will be no defence.

The Guidance Notes to the Code deal with the following matters:

1. Integrity, conflicts of interest, confidentiality and privacy, corruption and bribery
2. Competition
3. Advertising
4. Appointments
5. Insurance
6. CPD
7. Relationships
8. Employment and equal opportunities
9. Complaints and dispute.

### 2.12 Enforcing the Code

Where an allegation of a breach of the Code is made against a member, RIBA Byelaw 4 allows for a set of disciplinary processes to deal with it. The processes are designed with the aim of allowing for resolution of disputes