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SPECIAL FOCUS ON DELAYS AND CLAIMS

Your Technical Board

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Director, Recommended
Practices and Standards

Recommended Practices and Standards: A Process Overview

Recommended Practices and Standards (RPS) are the core technical products of AACE International. The Recommended Practices and Standards identify significant needs of the cost engineering profession and are intended to be used by various industries.

Objective

The main objectives of the Recommended Practices and Standards are to provide the following:

- a valuable resource to industry professionals and practitioners, keeping them up-to-date on new technologies and processes; and
- a basis for AACE's education and certification programs.

Approach

Recommended Practices and Standards bridge the gap between actual theory and practice by addressing the practical needs of the profession. An RPS should be of the highest technical quality acceptable to the AACE Technical Board and external organizations. Topics may vary, depending on the subject. The following list provides a typical organization of an RPS:

- introduction;
- purpose;
- scope;
- process diagram or module;
- methodology/procedure;
- comparison with other similar standards in the industry;
- analysis;
- assumptions;
- definitions (other than terms defined in AACE Standard 10S-90, *Standard Cost Engineering Terminology*);
- applicable documents and references; and
- appendices.

Sequence of Events in the Development of a New RPS

The major steps in developing a new RPS are given below (see figure 1).

1. Identify the need for a new RPS. This need can be identified by the AACE membership, Association Board of Directors, Technical Board, Education Board, Certification Board, Headquarters staff, or an AACE nonmember.
2. The RPS director (a member of the Technical Board) develops a rough scope of work and chooses a project manager by coordinating with the Technical, Education, and Certification Boards, and the chairs of relevant special interest groups (SIGs) or technical committees (this can take 6 to 8 weeks).
3. The project manager develops a plan, coordinates with the technical committees and SIGs, and forms a project team. This team also may include non-AACE members from other organizations (this can take 4 to 6 weeks).
4. The project team reviews and comments on the rough scope and develops a definitive scope of work, and completes a rough draft (this can take 12 to 26 weeks).
5. The project manager submits the draft RPS to internal and external peers for review and comment. This may include the Technical, Education, and Certification Boards, relevant technical committees and SIGs, as well as external organizations. The industry-generic RPSs are distributed to all SIGs (this can take 8 to 10 weeks).
6. The project team incorporates the review comments and submits the revised draft to the RPS director (this can take 6 to 8 weeks).
7. The RPS director and Technical Board review, comment on, and approve the draft RPS. All Technical Board approvals should be by at least a two-thirds majority (this can take 4 to 6 weeks). [Note: all comments must be addressed by the team, and if necessary, the draft is revised (i.e., repeat step 6).]
8. The Technical Board publishes the draft to the AACE membership for review and comment by ballot (this can take 8 to 10 weeks).
9. The project team incorporates the review comments and submits a final draft to the RPS director (this can take 6 to 8 weeks).
10. The RPS director and Technical Board review and approve the final draft (this can take 4 to 6 weeks). [Note: all comments must be addressed by the team, and if necessary, the draft is revised (i.e., repeat step 9).]
11. The RPS is released for publication, and its availability is announced through **Cost Engineering** and AACE's website (this can take 4 to 6 weeks).

In some cases, AACE standards will be submitted for adoption by external organizations, such as ANSI. The RPS director and project manager coordinate this process with the AACE representative to the external organization. The total estimated time needed to develop a new RPS is 62 to 94 weeks, but the duration may vary, depending on the approval cycle, available resources, and complexity of the RPS being developed. The project manager's goal should be to complete the process as quickly as possible, shooting for the lower target time.
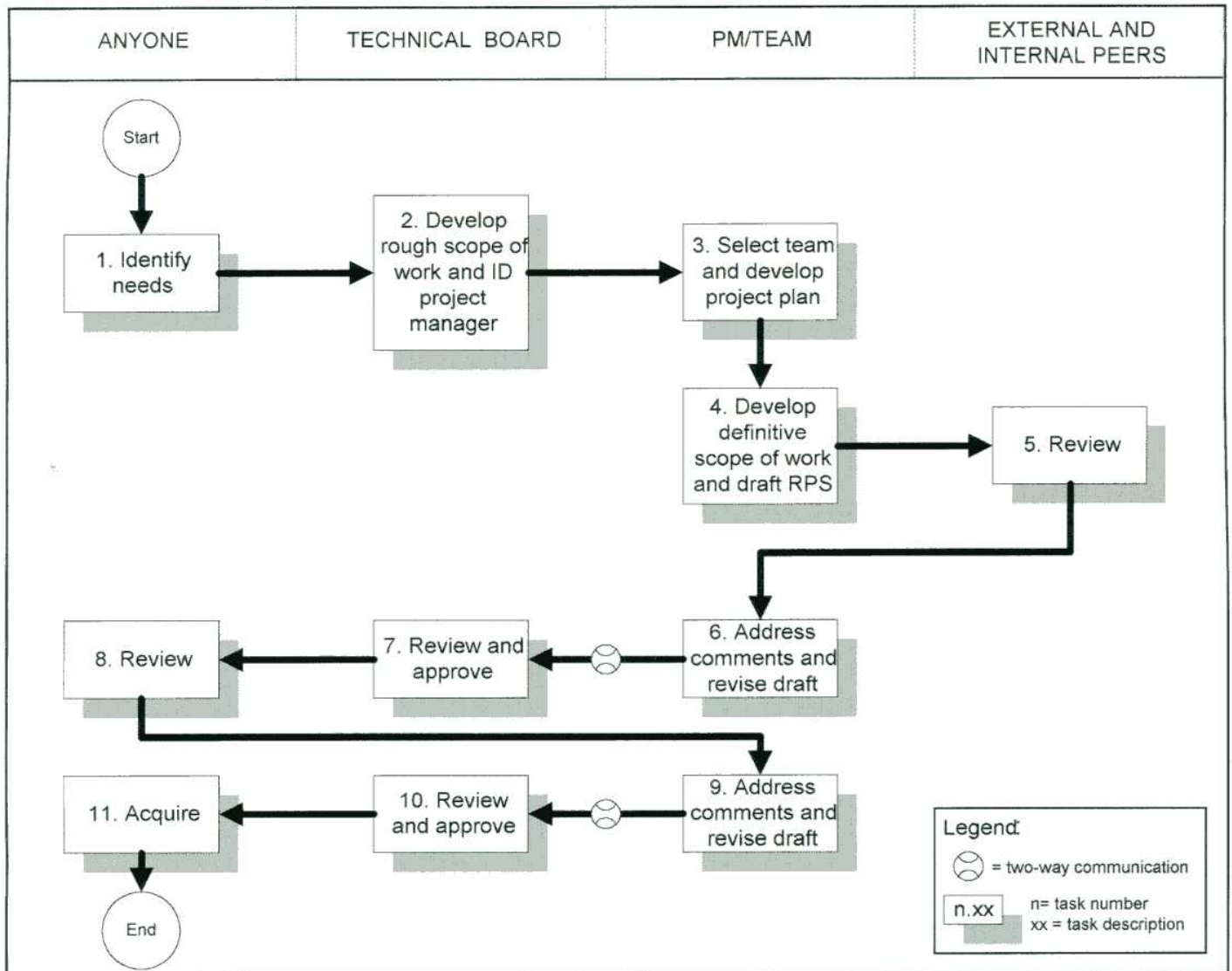
ANYONE	TECHNICAL BOARD	PM/TEAM	EXTERNAL AND INTERNAL PEERS

Start

1. Identify needs

2. Develop rough scope of work and ID project manager

3. Select team and develop project plan

4. Develop definitive scope of work and draft RPS

5. Review

8. Review

7. Review and approve

6. Address comments and revise draft

11. Acquire

10. Review and approve

9. Address comments and revise draft

End

Legend:
⊗ = two-way communication

n.xx n= task number
xx = task description

Figure 1—Sequence of Events in the Development of a New RPS

Sequence of Events in the Revision of an Existing RPS

The major steps in revising an existing Recommended Practice and Standard are given below.

1. Identify the need to revise an RPS. This need can be identified by the AACE membership, Association Board of Directors, Technical Board, Education Board, Certification Board, Headquarters staff, or an AACE nonmember.
2. The RPS director submits the proposed revisions to the Technical, Education, and Certification Boards, and the chairs of relevant SIGs and technical committees for review and comment. Depending on the revisions, a project manager and project team might be assigned (this can take 12 to 26 weeks).
3. The RPS director (or PM/team) incorporates the revisions, and the Technical Board approves them with a two-thirds majority (this can take 6 to 8 weeks).
4. The revised RPS is released for publication, and its availability is announced through **Cost Engineering** and AACE's website (this can take 4 to 6 weeks).

It may take 22 to 40 weeks to revise an existing RPS. In case of major revisions, the sequence of development is similar to creating a new RPS. Every 3 years, an existing Recommended Practice and Standard will be reviewed by the RPS director and Technical Board to make sure that it meets current practices and needs.

Current Recommended Practices and Standards
- *Standard Cost Engineering Terminology*, AACE Standard No. 10S-90.
- *Required Skills and Knowledge of a Cost Engineer*, AACE Recommended Practice No. 11R-88.
- *Model Master's Degree With Emphasis in Cost Engineering*, AACE Recommended Practice No. 12R-89.
- *Standard Method for Determining Building Area*, AACE Standard No. 13S-90.
- *Roles and Duties of a Planning and Scheduling Engineer*, AACE Recommended Practice No. 14R-90.
- *Profitability Methods*, AACE Recommended Practice No. 15R-81.

- *Conducting Technical and Economical Evaluations in the Process and Utility Industries*, AACE Recommended Practice No. 16R-90.
- *Cost Estimate Classification System*, AACE Recommended Practice No. 17R-97.
- *Cost Estimate Classification System—As Applied in Engineering, Procurement, and Construction for the Process Industries*, AACE Recommended Practice No. 18R-97.
- *Estimate Preparation Costs in the Process Industries*, AACE Recommended Practice No. 19R-97.

New RPSs Under Development
- *Project Code of Accounts*, AACE Recommended Practice No. 20R-98.
- *Project Code of Accounts—As Applied to Engineering, Procurement, and Construction in the Process Industries*, AACE Recommended Practice No. 21R-98.
- *Resource Planning*.

If you have suggestions or comments on these processes, or would like to participate in RPS development, please contact the Technical Board.◆

For the Bookshelf

Craig Passley

Planning Managing Interior Projects, 2nd edition, by Carol E. Farren, et al., 1999. R.S. Means, Construction Plaza, 63 Smiths Lane, Kingston, MA 02364-0800, phone 800-334-3509, ISBN 0-87629-537-5.

This book seems aimed at the college textbook market—it includes many useful figures, tables, letters, and templates, and students will find it very useful as a general reference source. A glossary would have been a good addition, and this work would benefit from having a computer disk included along with the printed text.

This 2nd edition has sections on alternative work models like telecommuting and hoteling, environmental concerns, the specifics of working with consultants, and telecommunications and data issues. Other chapters cover strategic planning, how to form a project team, client requirements, locating the site, space planning and site layout, project and construction documents, construction management, installing interiors, and post-move administrative duties.

The book includes sample forms, spec lists, agreements, and drawings. A large appendix lists publications and associations a reader can turn to for more information on specific topics. The font of this book is larger than normal, which is helpful in a textbook; the margins have been set with plenty of space in which to write notes.

While **Planning Managing Interior Projects** could greatly benefit a lower-level college course, I believe that for an advanced professional, the author should have added questions and case studies, along with more detailed information.◆