

Tomorrow's Leaders Steppingstones

General Information, Tips and Tagging References

The Steppingstones Concept

Tomorrow's Leaders play an active role in building the pipeline of quality construction talent through a focus on the development of professionalism - that is - the demonstration of skills, knowledge and behaviours that show competency and reliability in one's role.

To support this objective, the Tomorrow's Leaders Steppingstones program brings together CIOB resources and professional development criteria to support the understanding and early uptake of professional standards for Chartered membership.

The process promotes transparency on the professional standards required for Chartered Status in conjunction with accessible activities and resources for student and non-chartered members to engage in to move towards Chartered status, as well as activities for Chartered Members to maintain their status.

What are Steppingstones to Chartered Status?

Tomorrow's Leaders events, activities and resources are tagged to indicate the aspects of professionalism that they contribute to, and the Steppingstone tags clarify the resource's place in developing professionalism.

The Steppingstone process also provides information on how to get the most out of each activity and provides a place to record individual engagement with and reflection on those activities.

General Information

This guide provides information on how CIOB resources can be linked to your professional development.

We have added tags to our resources to provide transparency on the professional measures they contribute to.

We have also included information and demonstrations on how to get the most out of activities and events for reflective learning.

You can store information on your activities and reflections in your Members' Portal under Learning/My CPD. [Record Your CPD \(ciob.org\)](https://www.ciob.org/record-your-cpd)

If you need support or guidance on the development of your professional skills, there is a mentoring service to help you progress to and through Chartered Status. [CIOB Mentoring Service](#) | [CIOB](#)

Tomorrow's Leaders are with you all the way to professionalism in construction and the built environment.

Tips for using Steppingstones

All activities should be related to your learning and work activities.


Limiting the scenarios that you apply your learning and skills development to provide coherence to your professional development.



Including the key words in the tag in your reflections in the Members' Portal will help you reference your steps to professionalism with ease.

What do the Tags Mean?


Tags on resources provide a reference to the professional standard or standards that the activity relates to.

For example - STEM Ambassador outreach program activities provide an opportunity to build and evidence professional skills for 2. Adapting your communication style to suit an audience. 3. Using your knowledge and expertise for the benefit of others.

Professional Competency Area Tags	Professional Development Program Competencies	Professional Review Competencies
 <p>Planning and Organising</p>	<p>1.1 Planning and Organising Work</p> <ul style="list-style-type: none"> Your step-by-step process for planning and organising your work. Decide, plan and organise how and where to use human resources. Tools to include to induct and building team relations. Identifying team learning needs. Tools for planning and organising a team, such as coaching skills, toolbox talks, meeting agendas and notes to achieve the required outcomes. 	<p>1.1 Planning and Organising Work</p> <p>a) Planned, organised and monitored work activities and methods. b) Set objectives and measured performance. c) Built team relations to carry out the work planned including identifying training needs within the team d) Managed your own work activities to meet organisational or project objectives.</p>
 <p>Quality and Health & Safety</p>	<p>1.2 Managing Health and Safety</p> <ul style="list-style-type: none"> Step by step processes for risk assessment and safety method statements set out in HSE documentation. <p>1.3 Managing Quality</p> <ul style="list-style-type: none"> What is required for quality in a particular scenario and your method to achieve it, what you do when things go wrong, putting things right and how to prevent problems in the future. 	<p>1.2 Managing Health and Safety and Welfare/Wellbeing</p> <p>a) Identified your job responsibilities and practices under Health, Safety and Welfare legalisation. b) Identified hazards and assess risks arising from workplace activities. c) Applied welfare/wellbeing and working practices.</p> <p>1.3 Managing Quality</p> <p>a) Evaluated the quality of a product, service or process. b) Worked to improve the product, service or process where it does not meet required standards. c) Managed client/user satisfaction, QA processes and procedures.</p>

 <p>Sustainable Construction and Development</p>	<p>1.4 Implementing Sustainable Construction and Development Instituting sustainable construction practices and measures.</p>	<p>1.4 Sustainable and Environmental Practices in Construction a) An awareness of good practice in the operation of sustainable construction within your job role. b) Application of the concept sustainable development. c) Compliance with environmental legislation in relation to your job role.</p>
 <p>Communication and Personal Effectiveness</p>	<p>2.1 Communication</p> <ul style="list-style-type: none"> Managing formal meetings and collecting outcomes. (Tip: save the minutes of the meetings you chaired with details of the outcomes in your Members' Portal.) Getting feedback from delegates on your style of interaction, how you dealt with any disagreement or conflict and how this was resolved. <p>2.5 Personal Effectiveness at Work (Inc. 2.6 Innovation)</p> <ul style="list-style-type: none"> Unique team qualities and job functions to secure effective results. Ensuring tasks are understood in complex scenarios. Setting and agreeing tasks, standards and methods to improve processes and implementation. Evaluating team strengths and weaknesses when allocating skills to the tasks. Managing disagreements. 	<p>2.1 Communication</p> <p>a) Adapted communication styles to the audience. b) Used a range of communication media channels. c) Communicated with a variety of stakeholders.</p> <p>2.5 Developing People and Teams</p> <p>a) Identified learning needs and negotiate a learning plan. b) An understanding of appraisal and performance management. c) Effectively managed a team.</p> <p>2.6 Innovation</p> <p>a) Used innovative ideas or solutions to bring benefit to an organisation or project. b) Developed innovative ideas or solutions. c) Used innovation to reduce costs or time.</p>

 <p>Decision Making and Leadership</p>	<p>2.2 Decision Making</p> <ul style="list-style-type: none"> • Unpicking problems and their causes; developing potential solutions and making optional choices. • Implementing solutions and avoiding future pitfalls. <p>2.4 Leadership and Strategic/Financial Management</p> <ul style="list-style-type: none"> • Minimising business risks. • Effective risk management measures. • Procurement processes and selecting suppliers. • Budgeting, managing costs and variances. • Time management strategies and resources. <p>2.3 Managing Information</p> <ul style="list-style-type: none"> • Compiling effective persons specifications, job descriptions and supplier briefs. • Managing information flows, including permissions and confidentiality requirements. 	<p>2.2 Decision Making</p> <ol style="list-style-type: none"> a) Identified and investigated problems. b) Analysed possible solutions. c) Implemented, monitored and evaluated the effectiveness of the solution. <p>2.4 Strategic Management/Financial Management</p> <ol style="list-style-type: none"> a) Developed or contributed towards a strategic, financial or other plan. b) Monitored and evaluated the effectiveness of a strategic, financial or other plan. c) Managed the various aspects of a plan for example risk, procurement, costs and cost control, financial management, time management and product management. <p>2.3 Managing Information</p> <ol style="list-style-type: none"> a) Managed information and communication systems b) Identified and accessed information. c) Managed the flow of information in a range of situations.
	<p>1.5 Knowledge of Commercial, Contractual and Legal Issues</p> <ul style="list-style-type: none"> • Understanding and supporting corporate governance objectives. • Demonstrating integrity and professionalism. • Construction and built environment contracts and legal frameworks. 	<p>1.5 Knowledge of Commercial, Contractual and Legal Issues</p> <ol style="list-style-type: none"> a) Knowledge and understanding of construction, civil law or insurance practice. b) An understanding of the commercial impact of decisions and actions. c) Communication with clients regarding commercial, contractual and legal issues.

Commercial and Contractual Knowledge		
 <p>Ethics and Professionalism</p>	<p>3.1 Professional Judgement, Responsibility and (3.2) Commitment to Code of Ethics</p> <ul style="list-style-type: none"> • Developing and applying judgement - ethical, legal and moral dilemmas in the built environment. • Using your knowledge to support others. <p>3.3 Commitment to CPD</p> <ul style="list-style-type: none"> • Evaluating and interpreting your strengths and weaknesses. • Supporting your development. 	<p>3. Commitment to Professionalism</p> <p>a) Demonstrate an understanding and application of professional judgement and responsibility, including ethical decision making.</p> <p>b) Understand CPD and the benefits.</p> <p>c) Understand the rules and regulations of CIOB membership.</p>

Your journey to professional development – Resources

The [CIOB library](#) has a wide range of e-books and journal articles covering all topics related to the built environment. Access to CIOB's e-Library is available to all members.

The CIOB Academy [Courses](#) offer a wide range of learning on all aspects of construction and the built environment.


The CIOB [CPD portal](#) provides a mix of industry relevant webinars, videos and written material to aid your professional development.

CIOB [Technical Publications](#) include a range of hard copy and digital resources on a wide range of construction topics.

[CIOB Events](#) include seminars, workshops, presentations and networking opportunities to help you develop and maintain your professional skills and knowledge.

[CIOB Awards](#) offer the opportunity to showcase your skills as well as to learn about the accomplishments of your industry colleagues.

Examples of our resources and the professional competencies they help you develop are below:

Competency Area	Professional Skills Development Reference
 Planning and Organising	1.1 Planning and Organising Work CPD Managing Construction Projects from Concept to Completion Developing Towers and Tall Buildings Project Controls, how they increase the certainty of outcomes The need to be Inclusive in Construction Empowering Clients on their Digital Journey Putting Value Toolkit into Practice Historical Weather Observations for Planning and Managing Claims – The Met Office How can Planning for the Future deliver the high-quality well-designed homes we need? The Nightingale Hospital Exeter – Design and Build Courses Performance Management Project Management and Supervision: Historic and Traditional Buildings – Online Classroom Effective Meetings Technical Publications Site Management Construction Guide CIOB Planning Protocol Logistics

	<p><u>Building Conservation – its meaning, understanding and implementation</u></p> <p>Events Coach for Results Practical Sessions [link needed] CIOB Awards</p> <p>Activities CIOB Outreach - Construction Ambassador [link needed] CIOB Mentoring CIOB Construction Manager of the Year CIOB Rising Star Award</p>
 <p>Quality and Health & Safety</p>	<p>1.2 Managing Health and Safety</p> <p>CPD Health Safety, and Asbestos Removal: Planning and Management Essential Construction Management: Health and Safety Asbestos Management The Value in Scaffolding Airport Safeguarding Mental Health Awareness for Managers CDM: Getting ahead of the curve The Why, What and How of CDM 2015 CDM 2015 Regulations – Four Years On CDM Regulations 2015 with Dr Khalid Bhutto</p> <p>Courses Accident Investigation and Root Cause Analysis – Online Classroom CDM15 Principal Designer CIOB Level 6 Certificate in Fire Safety in Construction CIOB Level 6 Diploma in Building Safety Management Fire Safety Management of Asbestos – Online Classroom 30-20-10 CDM: Managing Health and Safety Accident Investigation and Root Cause Analysis – Online Classroom Asbestos Awareness Building Pathology – Online Classroom Health and Safety Awareness Fire Safety Working at Height Workplace First Aid Awareness</p> <p>Technical Publications Smoke Control Management</p>

	<p>Site Management and Production Guide</p> <p>Events The Building Safety Act</p> <p>Activities Health and Safety Update</p> <p>1.3 Managing Quality</p> <p>CPD</p> <p>Project Controls CMD: Getting Ahead of the Curve Digital Workforce Management Reducing Errors and improving quality in Construction Conservation, Adaptation and Maintenance of the Built Environment Modern Building Defects Principles and practice of building pathology relating to heritage assets The Evolution of Damp Control The Overheating Time Bomb How poor construction quality can impact flood resilience Quality In Construction – Live Panel Webinar CIOB Australia: Insurance impacts arising from the regulatory changes to the construction industry Tall Buildings – Lessons Learned – Cladding Seminar</p> <p>Courses</p> <p>Building Pathology – Online Classroom CIOB World Quality Day Conference Energy Efficiency Retrofit Construction Quality Management – Online Classroom Quality in Construction</p> <p>Technical Publications</p> <p>Guide to Construction Quality Good Practice Guide for SME's on Quality Planning, [link to be confirmed] Guide to Construction Quality (Site Production and Assembly)</p> <p>Events</p> <p>Activities</p>
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Sustainable Construction
and Development

1.4 Implementing Sustainable Construction and Development

CPD

[Successful Management of Conservation Works](#)

[Becoming Carbon Neutral](#)

[Conservation, Adaptation and Maintenance of the Built Environment](#)

[Green Buildings Conservation](#)

[Sustainability from an International Perspective](#)

[BREEM, A Sustainable Assessment](#)

[Methodology for New or Refurbished Buildings](#)

[Biodiversity and Net Gain within Construction](#)

[CIOB Featured Case Studies](#)

[Green Roof Technology](#)

[Modern Approach to Construction Design](#)

[Proprietary Treatment Plants](#)

[Repurposing of Spaces 2020 and Beyond](#)

[Retrofitting Homes for Energy Efficiency – The New UK Specification PAS 2035](#)

[Sustainable Development and Green](#)

[Infrastructure](#)

[The United Nations Sustainable Development Goals](#)

[Understanding Dry, Non-Abrasive Facade Cleaning](#)

[Wood Decay in Buildings: Causes and Cures](#)

[Modular Construction in Canada](#)

[Piecing It All Together – Prefabrication and Modular Construction](#)

[Why Construction Delivery Should Change](#)

[An Introduction to Mass Timber Construction](#)

[An Overview of Insulated Concrete Formwork](#)

[Becoming Carbon Neutral](#)

[Business Case for organisations in the UK construction industry to set Science-Based Targets](#)

[Circular Economy](#)

[Ecology for New Developments](#)

[Green Wash – What does it mean and what to look out for?](#)

[How Local Authorities Achieve Net Zero Carbon](#)

[Modern Approach to Construction Design Passivhaus](#)

[Proprietary Treatment Plants](#)

[Retrofitting Homes for Energy Efficiency – The New UK Specification PAS 2035](#)


[Specifying Sustainable Concrete](#)

[Sustainable Construction and the Built Environment](#)

[The Practical Application of Retrofitting Renewable Technologies](#)

	<p>Courses</p> <ul style="list-style-type: none"> Reducing Carbon and Improving Building Performance Balancing Heritage and Sustainability Conference Future Skills for Traditional Buildings Conference Understanding Building Conservation – Online Classroom Sustainable Construction and Development <p>Technical Publications</p> <ul style="list-style-type: none"> Building Conservation – its meaning, understanding and implementation <p>Events</p> <ul style="list-style-type: none"> CIOB Awards <p>Activities</p> <ul style="list-style-type: none"> CIOB Sustainability Awards
 <p>Communication and Personal Effectiveness</p>	<p>2.1 Communication</p> <p>CPD</p> <ul style="list-style-type: none"> Leadership and Diversity: Getting Teamwork Right Promoting a Health Speak Up Culture Social Media in Construction Building Awareness: Understanding how the Menopause can affect your Team Black Belt Negotiations <p>Courses</p> <ul style="list-style-type: none"> Coach for Results Communication Skills Communication: Perception and Self-awareness Communication: Effective Techniques <p>Publications</p> <ul style="list-style-type: none"> Coach for Results <p>Events</p> <ul style="list-style-type: none"> CIOB Awards <p>Activities</p> <ul style="list-style-type: none"> CIOB Mentoring Dissertation Presentations Coach for Results Practical Sessions – [link needed] CIOB Outreach - Construction Ambassador [link needed]


	<p>2.5 Personal Effectiveness at Work (Inc. 2.6 Innovation)</p> <p>CPD</p> <ul style="list-style-type: none"> Alternative Dispute Resolution Behaviour Management in Construction Contracts Construction Projects, The management of time from concept to completion Innovating in an Industry that can't innovate Managing Remotely Masterminds of Construction: The next generation Radar Talk : Innovation, Collaboration, Change of Practice, and Project engagement Re-imagining the future of construction Skills – Developing Tomorrow's Workforce Social Media In Construction What you need to know about working abroad within the Construction Industry <p>Courses</p> <ul style="list-style-type: none"> Dispute Resolution and Avoidance Coach for Results Presentation Skills Construction Project Management: Doing It Right – Online Classroom Respect in the Workplace Time Management Dementia Awareness Mental Health Awareness Construction Programmes: Managing Time and Stakeholders – Online Classroom Stress management <p>Technical Publications</p> <ul style="list-style-type: none"> Guide to Good Practice in the Management of Time in Major Projects: Dynamic Time Modelling, 2nd Edition Guide to Good Practice in the Management of Time in Complex Projects <p>Code of practice for project management 6th ed</p> <p>Guide to good practice in the management of time in major projects, dynamic time modelling</p> <p>Events</p> <ul style="list-style-type: none"> CIOB Awards <p>Activities</p> <ul style="list-style-type: none"> CIOB Construction Manager of the Year CIOB Rising Star Award
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	<p>Working Around the Globe [link to be confirmed] Coach for Results Practical Sessions [link to be confirmed] CIOB Outreach - Construction Ambassador [link to be confirmed]</p>
 <p>Decision Making and Leadership</p>	<p>2.2 Decision Making</p> <p>CPD</p> <p>Putting Value Toolkit into Practice Asset Information Management The V&A Museum CMYA Winning Project M27 Bridge Removal and Installation</p> <p>Courses</p> <p>30:20:10 Project Management 30-20-10 BIM Foundation BIM Management – Online Classroom 30-20-10: Client Project Manager Construction Management Essentials: Construction Technology Cyber Security</p> <p>Technical Publications</p> <p>Code of Practice for Project Management for the Built Environment, 6th edition Site Management Construction Guide Code of Practice for Programme Management: In the Built Environment</p> <p>Events</p> <p>Protecting the physical and digitally engineered world – JV with ICE</p> <p>Activities</p> <p>Unit 2.4 Leadership and Strategic/Financial Management</p> <p>CPD</p> <p>Adapting to issues of fluctuating materials supply Managing Risk Leadership for High Performance Telling Stories and Shattering Myths – Construction Archaeology The successful management of conservation works A Practical Approach for Managing Projects and Resumption in SE Asia Adapting to the issue of fluctuating material supply and prices Construction Leaders Insights Creating your high performing team in 2022</p>

	Essential Construction Management: Managing Commercial Risk Essential Construction Management: Performance Management Lean Construction Managing Remotely Marc Burton CMAA winner talks about the Nightingale Hospital Jersey Mitigating Rising Costs in Construction Modern Methods of Construction – Key Learnings from Kattera Project Controls – how can they increase certainty on project outcomes? Solving Your Recruitment Challenges Now Behavioural Management in Construction Contracts R&D Tax Credits Do you suffer from late payments? The Vat Reverse Charge & IR35 Changes and how they impact the construction sector Procurement Routes in Construction The basics of tendering: what to look for Procurement For Construction Projects: Definitions, UK regulations, and challenging decisions Procurement Routes in Construction Adapting to the issue of fluctuating material supply and prices Sustainable Logistics for the Construction Industry Essential Construction Management: Managing Commercial Risk CMAA Ireland 2019 winner, Alan Barnes, on his Scots Church project
	Courses Lean Construction Adapt and Thrive – The Roadmap to Recovery Conference Cyber Security CMAA Recognised Strategic Leadership Programme in Construction (Preparation for Fellowship FCMAA) Site Management Certificate Construction Management Essentials: Management Mental Health in Construction 30-20-10 Procurement: Issues and Solutions 30-20-10: Client Project Manager CMAA Recognised Strategic Leadership Programme in Construction (Preparation for Fellowship FCMAA) CMP Course Transfers Certificate in Construction Management

	<p>Developing a Strategic Asset Management Plan Introduction to Leadership Introduction to Project Management Managing Remote Teams PRECON – An International Perspective 30-20-10 Procurement: Issues and Solutions CDM15 Principal Designer Commercial Management with FIDIC Project Planning and Controls: Financial Control – Online Classroom Successful Sub-Contracting: Fundamentals</p> <p>Technical Publications New Code of Estimating Practice</p> <p>Events CIOB Awards CIOB EDI Conference How to Manage Team Wellbeing, Motivation and Productivity</p> <p>Activities CIOB Team Award CIOB Client Award CIOB Equality Diversity and Inclusion Award</p>
 <p>Commercial and Contractual Knowledge</p>	<p>Unit 1.5 Knowledge of Commercial, Contractual and Legal Issues</p> <p>CPD</p> <p>Legal and Contract Resources NEC4 GDPR in Construction Temporary Works Compliance of the Wales Heritage Act 2016 Procurement in the Construction Industry Procurement Temporary Works BS 5975:2019 – The Main Changes Avoiding or Resolving Disputes Black Belt Negotiations Coronavirus: Practical Steps under JCT and NEC Irish Policy & Public Affairs in construction UK Immigration Post Brexit Australian Project Delivery & Contract Administration in the COVID-19 era Alternative Dispute Resolution Construction Insurance Contract Evolution – Where next for the standard form? Contract comparisons – Risk & Opportunities Covid 19 – The Legal & Contractual Perspective</p>

	Employment Status in the Construction Industry How Brexit affects your business : GDPR data, commercial law and contracts with EU organisations How to avoid and resolve disputes under NEC4 contracts Innovation Management Standards In Infrastructure Construction Introduction to Construction Law – Parts one and two JCT D&B – Understanding the Risk Legal Updates – From a Scottish Perspective Letters of intent – what's the risk? NEC Timescales and Failure to Comply NEC4: The Latest Contractual Frontier Not Using Standard Form Contracts? Key protections and considerations Post Lock-Down – The Impact of COVID-19 on Construction Contracts – From an Irish perspective Surveyors Insight TUPE Considerations and Tactics When Changing a Service Provider The meaning of Compensation events under NEC4 contract Today's Construction Climate Top 10 Ways to Avoid Adjudication
	Courses Commercial Management For Contractors – Online Classroom Conflict Resolution Contract Awareness & Administration for Contractors – Online Classroom Pre-Contract Management in Construction Successful Sub-Contracting: Fundamentals 30-10-20: The role of Experts in Construction and Engineering Claims and Disputes Conflict Resolution and Settlement – Online Classroom Construction Management Essentials: Contracts and Commercial Practice (CCP) Fundamentals of JCT Contracts – Online Classroom Fundamentals of NEC Contracts – Online Classroom JCT 2016 Design & Build for Contractors – Online Classroom 30-20-10 Contracts: Issues and Solutions Conflict Resolution and Settlement – Online Classroom Construction Management Essentials: Construction Business Environment

	<p><u>GDPR</u></p> <p>Technical Publications <u>Site Management Construction Guide</u> <u>Code of Practice for Project Management</u></p> <p>Events <u>Case Studies in Delay Analysis & Developments in Construction Law</u> <u>A Whole New World Security of Payment Legislation for the Construction Industry</u></p> <p>Activities</p> <p>Unit 2.3 Managing Information</p> <p>CPD <u>Digitizing Offsite Construction</u> <u>BIM: From Confused to Comfortable</u> <u>What, Why and How of Digital Construction</u></p> <p>Courses</p> <p>Technical Publications <u>Site Management Construction Guide</u> <u>Guide to Good Practice in Time Modelling</u> <u>Guide to Good Practice in the Management of Time in Major Projects: Dynamic Time Modelling, 2nd Edition</u></p> <p>Events <u>Microsoft Project Workshop for Construction Managers</u></p> <p>Activities</p>
 <p>Ethics and Professionalism</p>	<p>3 – Professional Judgement, Responsibility and Commitment to Code of Ethics and CPD</p> <p>CPD <u>Ethics and Professionalism</u> <u>Construction Ethics and Compliance</u> <u>International Women's Day: Breaking down barriers – choose to challenge</u> <u>World Economic League Table with forecasts for 193 countries from 2019 – 2033</u> <u>LGBT in Construction</u> <u>The CIOB's Approach to Diversity and Inclusion</u> <u>Leadership & Diversity – Getting Teamwork Right</u></p>

	<p>Courses</p> <ul style="list-style-type: none"> <u>CIOB Professional Review Essentials</u> <u>CIOB Professional Review Essentials Premium</u> <u>Construction Ethics and Compliance</u> <u>Chartered Membership Programme</u> <u>Commercial Management For Contractors – Online Classroom</u> <p>Technical Publications</p> <ul style="list-style-type: none"> <u>Code of Practice for Project Management for the Built Environment, 6th edition</u> <p>Events</p> <ul style="list-style-type: none"> <u>CIOB Awards</u> <u>Professional Review Workshop</u> <u>Introduction to the CIOB Fellowship</u> <u>Professional Review Hybrid Workshop</u> <u>Academic PR Workshop</u> <p>Activities</p> <ul style="list-style-type: none"> CIOB Outreach - Construction Ambassadors [link to be confirmed] Dissertation Presentations [tbc]
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