

# HQE RESIDENTIAL CERTIFICATION SCHEME



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## **Project Management and Governance** HQE Residential certified by CERQUAL Qualitel Certification

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# Project Management and Governance

## MODIFICATION HISTORY

Previous versions of this document are superseded by the current version.

Version number and date	Implementation date	Main changes
01 / 01/02/2023	01/02/2023	First application
02 / 01/01/2025	01/01/2025	Upgrade of all HQE Residential documents, with no impact on this document

## 0. INTRODUCTION

The HQE Residential certification scheme consists of 3 documents:

- Technical certification scheme ;
- Project Management and Governance certification scheme ;
- Quality of Services and Information certification scheme.

HQE Residential certification contributes to achieving 10 of the 17 Sustainable Development Goals (SDG) set by the United Nations to achieve a better and more sustainable future for all.

This document specifies the management requirements relating to the level of performance of Residential buildings under construction and renovation.

The Responsible Management System section features two levels of maturity:

- **MG1:** 1<sup>st</sup> level of Management, corresponding to a certification of the work (certification of the operation);
- **MG2:** 2<sup>nd</sup> level of Management, corresponding to the implementation of a controlled Responsible Management System (certification with global use rights).

## 1. SCOPE OF APPLICATION

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.1.1</p> <p>This section sets out the requirements for organisations (private and public owners, property developers, builders, etc.) to implement a project management system, with and without governance, for all their buildings.</p>	•	•

## 2. NORMATIVE REFERENCES

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.2.1</p> <p>In carrying out its activities, the organisation covered by this document is deemed to know and understand all relevant laws, regulations and standards, including international texts on social responsibility, and the fundamental principles and rights at work defined in the 1998 ILO Declaration.</p>	•	•

## 3. TERMS AND DEFINITIONS

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.3.1</p> <p>The terms used in this document refer to the definitions given in the ISO 9001 and 14001 management standards.</p>	•	•

## 4. CONTEXT OF THE ORGANISATION

### 4.1. ISSUES FOR THE ORGANISATION

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.4.1.1</p> <p>The organisation should identify the social, economic and environmental issues that could affect its ability to implement and maintain the management system.</p>		•

### 4.2. NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.4.2.1</p> <p>The organisation should identify, with regard to its activities, the stakeholders, their needs and expectations.</p>		•

### 4.3. SCOPE OF APPLICATION OF THE RESPONSIBLE MANAGEMENT SYSTEM

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.4.3.1</p> <p>The organisation must determine the boundaries and applicability of its management system in order to establish its scope in relation to the scope of certification defined by the certification rules. Therefore, it must take into account the context of its activity, the needs and expectations of the stakeholders defined above, and its organisation (functional entities or branches concerned).</p>		•

## 4.4. QUALITY APPROACH

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.4.4.1</p> <p>The organisation shall establish, document, implement, maintain and continually improve a management system in accordance with the requirements of this section and determine how it meets those requirements.</p>		•

## 5. RESPONSIBILITY OF GENERAL MANAGEMENT

### 5.1. COMMITMENT TO A RESPONSIBLE MANAGEMENT SYSTEM

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.5.1.1</p> <p>General Management must demonstrate its commitment to a responsible management system. Therefore, it communicates on the actions in which it is engaged and informs its staff of its expectations regarding the implementation of the Responsible Management System within its organisation.</p>		•

### 5.2. GENERAL MANAGEMENT POLICY

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.5.2.1</p> <p>General Management must define the general policy to develop within its organisation. It can define objectives in terms of quality of achievement and sustainable environmental, social and economic development. This policy should be updated and kept up to date.</p>		•

<p>SMR.5.2.2</p> <p>The general policy of General Management should include the guidelines it aims to develop. Quantified objectives and indicators can be associated with the guidelines, to make it easier to check whether the objectives have been achieved.</p>		<ul style="list-style-type: none"> <li>•</li> </ul>
<p>SMR.5.2.3</p> <p>General Management must ensure that this policy is communicated in a way that is appropriate to all staff members.</p>		<ul style="list-style-type: none"> <li>•</li> </ul>
<p>SMR.5.2.4</p> <p>General Management must review or reinforce its guidelines in an ad hoc committee. It should initiate actions to improve the adequacy and effectiveness of its management system.</p>		<ul style="list-style-type: none"> <li>•</li> </ul>

### 5.3. ROLES, RESPONSIBILITIES AND AUTHORITIES

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.5.3.1</p> <p>General Management should ensure that roles, responsibilities and authorities are defined and communicated to employees through an updated organisation chart.</p>		<ul style="list-style-type: none"> <li>•</li> </ul>
<p>SMR.5.3.2</p> <p>General Management must appoint one or more persons to create, implement and maintain the management system. They are also accountable for the functioning of the system and its need for improvement.</p>		<ul style="list-style-type: none"> <li>•</li> </ul>

## 6. ORGANISATION

### 6.1. RISK MANAGEMENT

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.6.1.1</p> <p>General Management must determine the economic, social and environmental risks and opportunities to be taken into account in its activities, in order to prevent or minimise the side effects and to be part of a continuous improvement process.</p> <p>Documented information on the risks and opportunities to be taken into account must be kept up to date.</p>		<ul style="list-style-type: none"> <li>•</li> </ul>

### 6.2. COLLABORATIVE WORKING METHOD

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.6.2.1</p> <p>General Management provides the means to use the information from the digital model produced (BIM).</p> <p>For example: training, pilot operations, adaptation of processes, organisation of teams around a collaborative working mode, etc.</p>		<ul style="list-style-type: none"> <li>•</li> </ul>

## 7. RESOURCES AND MEANS

### 7.1. HUMAN, TECHNICAL AND FINANCIAL RESOURCES

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.7.1.1</p> <p>General Management must identify and make available the necessary human, organisational, technical and financial resources for:</p> <ul style="list-style-type: none"> <li>› setup, implementation and sustainability of the Management System.</li> <li>› execution of the works in accordance with the technical requirements and the quality of service and customer information.</li> </ul>		•

### 7.2. JOB AND SKILLS MANAGEMENT

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.7.2.1</p> <p>General Management delegates to the various departments the necessary authority to:</p> <ul style="list-style-type: none"> <li>› determine the skills of their employees to achieve their objectives;</li> <li>› provide training for their employees or carry out other actions to meet their needs (hiring, subcontracting).</li> </ul> <p>These actions require the following:</p> <ul style="list-style-type: none"> <li>› define, in the form of an organisation chart, the general organisation and structure of each branch/entity;</li> <li>› prepare a description of the missions (e.g. job description) to be completed for each job function;</li> </ul>		•

- › adapt the training plan according to needs, gaps identified in competency reviews and expected performance.

### 7.3. PURCHASING POLICY

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.7.3.1</p> <p>The organisation defines a sustainable procurement policy for the execution of the work, based on its organisation, the context of its activity and the needs and expectations of the interested parties. This policy includes at least one criterion in each economic, social and environmental pillar of sustainable development.</p>		•

### 7.4. COMMUNICATION

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.7.4.1</p> <p>When the organisation chooses to communicate on its commitment to certification both internally and externally, it must do so in a controlled manner (strategy, plan, procedure, etc.) and in compliance with the graphic charter and guidelines.</p>		•

### 7.5. DOCUMENT CONTROL

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.7.5.1</p> <p>Regulatory monitoring is carried out for each field of activity. The information is disseminated to the employees concerned.</p>		•

<p>SMR.7.5.2</p> <p>The documents related to the Management System must be controlled and managed according to a procedure that establishes the methods of validation, distribution, updating, traceability and retention, so that the information is always reliable and available.</p>		<ul style="list-style-type: none"> <li>•</li> </ul>
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## 7.6. MARKETING

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.7.6.1</p> <p>The commercial offer must include the following documents:</p> <ul style="list-style-type: none"> <li>› documentation presenting the company,</li> <li>› commercial brochure,</li> <li>› funding grid,</li> <li>› standard plan,</li> <li>› standard contract,</li> <li>› services related to the commercial offer,</li> <li>› arguments relating to the certified commercial offer (e.g. advantages in terms of location, quality of design and construction, living environment, accessibility, amenities, financing possibilities, respect for the environment, comfort, performance, etc.).</li> </ul> <p>Additional specific arguments may be included in the commercial offer (financing, setting up a tenant, rent guarantee, etc.).</p>		<ul style="list-style-type: none"> <li>•</li> </ul>
<p>SMR.7.6.2</p> <p>The marketing teams must be informed of the overall commitment to certification, its content, the certification process in order to be able to communicate it to customers.</p>		<ul style="list-style-type: none"> <li>•</li> </ul>

## 8. CARRYING OUT THE OPERATIONS

### 8.1. CONTEXT

#### 8.1.1. PRELIMINARY STUDIES

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p><b>SMR.8.1.1.1</b></p> <p>An analysis of the site’s assets and constraints is carried out during the design phase. This analysis should provide information on how to integrate the structure into the site.</p> <p>This study can be initiated as soon as the land is selected. It must contain the recommendations to be implemented necessary for the construction of the programme, by theme analysed and/or in the form of an overall assessment.</p> <p>The site analysis should be disseminated to all relevant stakeholders</p>	•	•

#### 8.1.2. NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p><b>SMR.8.1.2.1</b></p> <p>The needs and expectations of internal and external interested parties are identified based on the following:</p> <ul style="list-style-type: none"> <li>› requests from the State;</li> <li>› requirements of potential funders;</li> <li>› feedback from previous operations, through tenant satisfaction surveys, exchanges with managers and service companies;</li> <li>› expectations of future occupants as possible to apprehend them at this stage of the operation (market studies, statistical data, occupant surveys), the demands of the tenants, etc.</li> </ul>	•	•

## 8.2. DEFINITION OF THE PROGRAMME

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p><b>SMR.8.2.1.1</b></p> <p>The programme of the operation is established and takes into account the following elements:</p> <ul style="list-style-type: none"> <li>› nature and location of the operation, facilities of the plot(s);</li> <li>› number, nature and type of rooms (for grouped houses with common areas), surface areas and orientations;</li> <li>› architectural, technical and functional requirements requested;</li> <li>› level of services and equipment required;</li> <li>› labels requested;</li> <li>› possible profiles;</li> <li>› provisional budget;</li> <li>› provisional timetable for the various phases of the operation.</li> </ul>	•	•

## 8.3. PLANNING

### 8.3.1. RISK MANAGEMENT

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p><b>SMR.8.3.1.1</b></p> <p>The legal, commercial, technical, environmental, financial and fiscal risks associated with the operation should be identified and assessed. This risk assessment enables the implementation of possible preventive actions during the programming, design or implementation of the operation.</p>	•	•

### 8.3.2. PLANNING THE OPERATION

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p><b>SMR.8.3.2.1</b></p> <p>For each project, planning must be carried out in accordance with the associated responsibilities and functions.</p> <p>It includes the following elements:</p> <ul style="list-style-type: none"> <li>› Important key dates of the project (e.g. submission of the building permit);</li> <li>› Stages of inspection, review where appropriate and validation;</li> <li>› Deliverables expected at the end of each stage.</li> </ul> <p>Planning should be kept up to date and made available to relevant stakeholders.</p>	•	•

## 8.4. RESOURCES AND MEANS

### 8.4.1. SELECTION CRITERIA FOR CONTRACTORS

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p><b>SMR.8.4.1.1</b></p> <p>The criteria for selecting the contractors involved in the design (project management, design offices, architects, etc.) must be defined according to:</p> <ul style="list-style-type: none"> <li>› specifics of the project ;</li> <li>› skills in line with the services expected (qualifications, references, experience, etc.).</li> </ul> <p>If they do not have the expected experience or skills, they must allocate the means appropriate to their mission.</p>	•	•

### 8.4.2. CONTRACTS AND TASKS OF CONTRACTORS

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p><b>SMR.8.4.2.1</b></p> <p>In the event of recourse to design contractors (project management, consultancy firms, architects, etc.), the organisation undertakes to:</p> <ul style="list-style-type: none"> <li>› require that their activities be covered by civil liability and ten-year insurance ;</li> <li>› have drawn up a contract before starting work ;</li> <li>› ensure the consistency of this contract with the requirements of the project ;</li> <li>› inform them, in writing, of any changes to the initial project that affect their contract.</li> </ul>	•	•

### 8.4.3. DOCUMENT CONTROL

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p><b>SMR.8.4.3.1</b></p> <p>The documents required to carry out the operations must be controlled and managed. The modalities of approval, distribution, updating, traceability, retention, accessibility, protection and disposal are defined.</p>	•	•

### 8.4.4. INFORMATION AND COMMUNICATION

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p><b>SMR.8.4.4.1</b></p> <p>The applicant should determine relevant communication actions towards operators and interested parties.</p> <p>This communication should:</p>	•	•

<ul style="list-style-type: none"> <li>› <b>for the stakeholders</b> : be adapted to the context and the HQE profile of the operation; and address, in particular, the environmental impacts of the operation and the measures implemented.</li> <li>› <b>for interested parties</b> : take into account the political context, the context of the operation, the sensitivity of the interested parties, etc. In addition, the applicant should also record the requests of interested parties and the responses thereto.</li> </ul>		
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## 8.5. SURVEYS AND REVIEWS

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.8.5.1</p> <p>During the execution of the work, the organisation ensures that the various parties involved (architects, project managers, technical inspectors, works managers, etc.) carry out their work in accordance with the commitments made.</p> <p>It must check during and at the end of construction that the work complies with the regulatory and contractual requirements.</p>	•	•

## 8.6. BALANCE SHEET AND CAPITALISATION

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.8.6.1</p> <p>After delivery, the applicant shall draw up an assessment of the operation based on:</p> <ul style="list-style-type: none"> <li>› any deviations from the targeted HQE profile, costs and deadlines;</li> <li>› number and nature of the reservations;</li> <li>› any malfunctions observed during the operation (programme, design or implementation);</li> </ul>	•	•

- › assessment of the conformity of the technical services and the work carried out by the contractors and companies;
- › possible assessment of the procedures for controlling the health impact during the construction site (in the case of a construction site on a sensitive site, or in an occupied site);
- › where possible, feedback from customers and other interested parties, which the applicant collects and records.

The aim of this review is to increase the relevance and effectiveness of the provisions implemented, based on practical experience in the field.

## 9. ASSESSMENT

### 9.1. MONITORING SYSTEM

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.9.1.1</p> <p>In order to monitor compliance with the requirements of the management system, tools are implemented at Management and operational levels. They should allow the quality of the system to be measured annually.</p>		•

### 9.2. ASSESSMENT OF THE SYSTEM

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.9.2.1</p> <p>The various processes and/or procedures relating to the Management System are monitored at least once every 3-year cycle in the presence of the persons who are directly concerned.</p>		•

Each self-assessment will be recorded separately.		
<p>SMR.9.2.2</p> <p>The organisation identifies the strengths and weaknesses of the services based on the various operation reports or assessment elements at its disposal.</p> <p>It analyses the results and, if necessary, takes action with the contractors and/or revises its selection criteria.</p>		•

### 9.3. COMPLAINTS AND SATISFACTION SURVEYS

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.9.3.1</p> <p>Complaints received during all phases of the project (design, implementation, delivery and post-delivery) must be recorded and processed.</p>		•
<p>SMR.9.3.2</p> <p>A satisfaction survey is carried out among customers or occupants and the results are analysed.</p>		•

## 10. IMPROVEMENT

### 10.1. NON-CONFORMITY AND CORRECTIVE ACTIONS

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p>SMR.10.1.1</p> <p>A procedure must be set up to define the methods for detecting and dealing with non-conformities in the works and the management system which could call into question the certification. Non-conformities, analyses of causes and actions taken should be recorded.</p>		•

## 10.2. REVIEW AND CONTINUOUS IMPROVEMENT

	OPERATION MANAGEMENT	RESPONSIBLE MANAGEMENT SYSTEM
	MG1	MG2
<p><b>SMR.10.2.1</b></p> <p>The facts collected through monitoring (monitoring tools, operation reports, site reports, self-assessments, satisfaction surveys, complaints, malfunctions, etc.) must be reported at least once a year. The aim of this report is to gradually increase the relevance and effectiveness of the procedures and arrangements implemented, based on practical experience in the field.</p> <p>The reports are sent to General Management to review the consistency with its guidelines and to initiate possible actions for improvement.</p>		<ul style="list-style-type: none"> <li>•</li> </ul>