

CMCI Contact

News from the Construction Manager Certification Institute

Congratulations to Our New CCMs!

Robert Catalina
C&S Design Build
Syracuse, NY

James Michael Crothers
Bank of America
Charlotte, NC

Lawrence Sherry
PBS&J
Encinitas, CA



Free Webinar on the Application Process Slated for Aug. 14

Jan Paul Miller, VP, Certification, will host a webinar on the application process on Thursday, Aug. 14. Interested parties should download the application available from the Certification homepage: cmcertification.org. After an overview of the process, participants will be able to ask questions. Registration is open Aug. 1 at http://cmaanet.org/pd_at_a_glance.php.

Governors' Committees Work to Strengthen Certification Program

Many items that come before the Institute's Board of Governors is the product of its committees. With seven standing committees, the committee can discuss and refine proposals before going to the full Board for consideration. Here is a update on their work:

1.) The Application Committee is considering a proposal on the evaluation of international credentials. "With the Association's move to extending our certification internationally, it makes sense for us to move to put a procedure in place to assess the formal education of applicants outside the United States," said Lou Couture, Chair. The proposal lists accepted translation and equivalency agencies that will provide the Institute with comparable American collegiate credits. "Having a professional agency performing this function gives us a better idea of the candidate's formal education," Couture concluded.

2.) The Re-certification Committee is studying a proposal to create three categories of CCMs. "We developed any number of grouping to help us internally, but with our growth, we need something that addresses some new issues," Linda Phillips, Chair, noted. The new classifications are Active, Inactive, and De-certified. Those CCMs who do not meet the standards for re-certification will be de-certified and their names withdrawn from the Institute's online registry. The category of inactive

CCMs covers those who, for whatever reason, cannot practice Construction Management. This group also includes retired CCMs who wish to keep their designation. Inactive CCMs will be listed as such in the web registry.

3.) The Policies/By-Laws committee proposed a protocol on electronic voting. "While Governors have been diligent about attending conference calls, we realize that we cannot all be available at the same time," Joe Lawton, Chair, said. "E-voting allows us to discuss items and have all the Governors cast a vote within a specified time period. Our by-laws allow for this, but we didn't have a procedure," Lawton concluded.

4.) The Nominations Committee has begun its review of some 37 applications for six seats on the Board of Governors. The Governors expanded their number from 12 to 15, and three retirements this year creates this class of six. "We have an excellent group of applicants for these positions," Mani Subramanian, Chair, said. "We're fortunate to have a large and qualified group from which to choose." The Governors hope to complete their work by the end of August. The slate of nominees then goes to the full Board for consideration. Once elected, the Association's Board of Directors ratifies the selections.

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Culture of Certification: Construction Management Professional Identity

By Rick Rye



For over a year I have repeated over and over again, "Nothing is bigger than identity." One of the first questions that comes to mind when contemplating the idea of professionalism is what this means in reference to program and construction management practitioners? In architecture or engineering, one indication of the professional is the possession of a license or registration, testifying that the holders have fulfilled certain requirements and have passed an official state examination. There is generally no question of identity of professional architects and engineers. But how can one distinguish the true professional?

An essential ingredient of professionalism understandably includes maintaining a standard of excellence in performance of the tasks of the practitioner. An-

Editors note: This article is part of a series on "The Culture of Certification." If you are a CCM who would like to share your organization's story, please contact Jan paul Miller, VP certification, at jpmiller@cmaanet.org.

A culture of certification describes a business environment in which it is simply assumed, at all levels, that the best and most committed Construction Managers will be CCMs, and in which organizations actively and consistently support their people in obtaining and maintaining their credentials.

other requisite is the practitioner's maintenance of his or her professional body of knowledge. Chief among these is the upholding of technical standards, applications, and methods. As an example, the license and registration of architects and engineers requires certain responsibilities to be fulfilled in order to maintain active certification.

Before carrying this discussion on how program and construction manager's can enhance their professional identity, we should look at the criteria which I think characterize a professional.



- **Knowledge and Skills:** A defined body of knowledge that is acquired through a combination of professional education and training. The level of professional expertise is not reached without a certain number of years of practical experience in addition to completed higher education. Unfortunately, professional development often ends here: Earn a degree, do the internship, secure a license, registration or certification.

- **Concept of Service and Social Interest:** Real professionals are characterized by an ethic of service. They view client interests from a broad social perspec-

tive, keeping social issues in mind. For example, identifying environmental impacts during construction or incorporating sustainable green building concepts.

- **Ethical Norms:** Subscription to a set of recognized ethical norms is shared and applied by the members of the profession. These norms define what is proper and improper in providing a professional service.

- **Community Sanction and Enforcement:** This may include definitions of educational or other standards required and special examinations to be passed, as well as behaviors considered as unprofessional and illegal.

- **Self-discipline and Self-control:** The profession organizes itself in one or more voluntary membership groups (associations, institutes, etc.), thus exercising collective self-regulation and self-control over the application of an accepted code of professional conduct. An equally important purpose of membership is to defend the collective interests of the profession when dealing with clients and the community.

Is Construction Management a Profession?

There could be a long but inconclusive debate on whether construc-

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5.) Bill Ingles, Chair of the Examination Committee, reports that work on a new form of the CCM examination is moving along nicely. "Our domain chairs have been working with their subject matter experts to finalize the new test items. Once we have the items done, we can create the test and submit it to the statistical procedures that authenticate its reliability and validity," he said. "We hope to have the statistical work done at the National Conference in San Francisco in October.

6.) George Lea, Chair of the Ethics, Grievance, Appeals, and Discipline committee reports that the committee has not had to act on any issue. "I think that's a good sign of our policies and procedures," Lea noted.

7.) Ed Bond notes that the International Task Force reviewed and endorsed the international credentials proposal. "We're also asking the full Board to make the Task Force a Standing Committee," he said. The Association's work in the international area makes good sense for the Board."

8.) The newest committee, Standard Practices and Procedures, chaired by Sid Hymes, is awaiting the updated Body of Knowledge from the Association's committee. "As soon as we have it, we can review it to see that the Institute's practices are consistent with the Association's documents," he noted.



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tion management meets the criteria discussed above and deserves to be called a profession. Many business leaders and project providers have expressed and defended differing opinions. However, today's program and construction management practitioners can identify themselves with all the criteria applied to a profession. Where construction management in the past was perhaps best defined as an emerging profession, it can now be fully manifested as a profession.

Professional Characteristics for Construction Managers

What then are the salient characteristics of a professional approach in construction management? The most succinct of them can be found in the code of ethics, body of knowledge, standards of practice or conduct adopted by the membership of practitioners. These are the norms held collectively by the membership of professional construction management providers. The designation of Certified Construction Manager (CCM) recognizes individuals who demonstrate "in responsible charge" the knowledge and experience essential to the practice of professional construction management.

Construction Management Professional Representation

George Lea, CCM, a CMAA colleague and CMCI Governor, recently stimulated me to think about the CM identity at large. The need for being certified as a CCM goes far beyond recognition or personal satisfaction. The con-

struction social system and clients have a legitimate right to demand that construction managers performing such work meet standards of tested competence and professional ethics. Even though thirty years of experience or a PhD may constitute sufficient credentials to perform construction management work, the CCM designates an individual as having the professional competence of "assuming responsible charge."

Most CCM candidates apply and obtain a certification after being out of school for many years and having tremendous experience. The CCM comes only to applicants who have demonstrated competency in education, experience, responsible charge and ethical practice. It can take many evenings and weekends of study to complete the experience profile package, to compile the resource documents, and to study and prepare for the required written exam. In retrospect, this study provides the candidate with a useful review of the construction management basics and body of knowledge. More importantly, the CCM process becomes the platform for facilitating the program/construction management practitioners continuing professional development. It secures a sense of identity as a professional construction provider and the professional community at large makes the CCM aware that their actions are accountable. The CCM today is the cultural and social adjustment as a professional service provider just like architects or engineers. Clients have learned to rely upon these pro-

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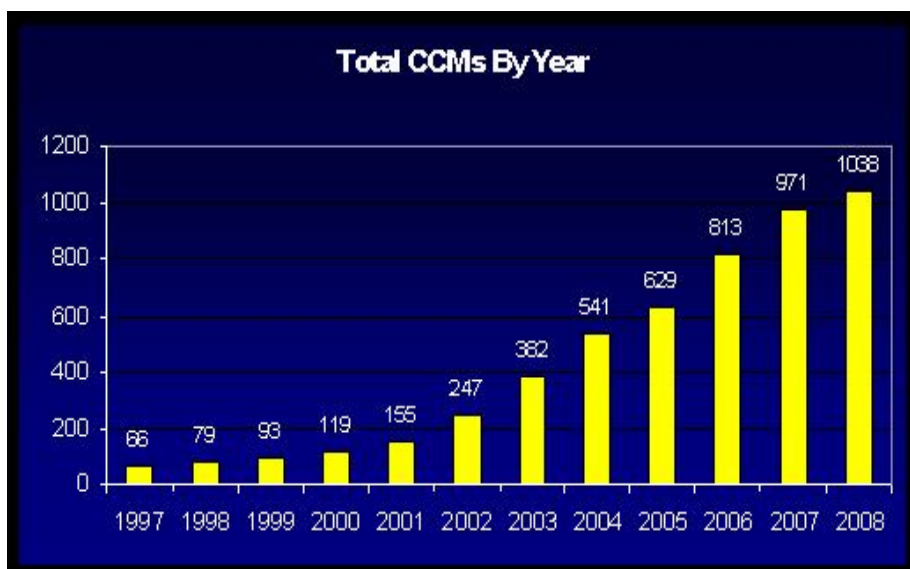
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professionals to realize overall effectiveness of their project delivery process.

Regardless of whether we have managed or overseen a large program, a major complex project or other construction management or engineering work once or a hundred times, our professional image must support the idea that we undertake all our work responsibly. This can be demonstrated by sustaining our participation in CMAA, advancing our knowledge through CMAA University, and achieving the CCM designation, internationally recognized for

professional program management and construction management practitioners. Our professional identity will help to determine the course of our construction management work and our relationships with all other project delivery professionals.

Richard L. Rye, CCM, Chair, CMCI Board of Governors, is Senior Vice President and Texas Regional Manager for Hill's Project Management Group based in Dallas, Texas.



New CMCI Website in Planning Stage

Work has begun on a new web presence for the Institute. A new, streamlined look and easy access will allow visitors to find information quickly. What information

would you like to see regarding certification on the web page? Please send your comments and ideas to Jan paul Miller at jpmiller@cmaanet.org.

Item Writing Workshop Planned

CCMs interested in creating test items are invited to an item writing workshop, Sunday, October 12, 2008. Participants will be instructed how to create test items that are clear, concise, and complete. CCMs will re-

ceive 2 points towards re-certification. Interested CCMs should contact Tabitha Costello at tcostello@cmaanet.org to sign up for this workshop.

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For general inquiries about the certification program, requirements or other related issues, please contact Tabitha Costello, Certification Associate, at tcostello@cmaanet.org or 703.677.3374.

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