

# CMCI Contact

News from the Construction Manager Certification Institute

Congratulations  
to Our New  
CCMs!  
See page 3 for a list  
of our newest  
Certified Construction  
Managers!



CMAA SOP Modules  
Help Earn  
Recertification Points

See page 3 or visit  
[www.cmaanet.org](http://www.cmaanet.org) to  
learn more about  
CMAA's SOP Modules  
and other CM workshops  
sponsored by CMAA.

## Performance Evaluation Program Launched

In order to comply with our ANSI/ISO/IEC 17024 Personnel Certification Accreditation, CMCI has created and launched an evaluation program as part of our continued commitment to the growth and development of our CCMs. Currently, CMCI has certified 1139 Construction Managers, and as we continue to expand we would like to assess and evaluate how our CCMs are performing within the CM Industry.

The program is intended to establish a standard and consistent process of identifying clear expectations (skills) for CM performance and measuring those expectations with regard to the CMAA Standards of Practice and other competencies critical to successful project/program completion. The process will enable employers to identify improvements in the performance of their personnel as a result of their becoming certified.

CCMs will be selected at random each month to provide employer or owner contact information. Employers will then be provided with evaluation forms designed to measure value. The form assesses the CCM's leadership skills, communication and competency levels, and performance in the eight domains of Construction Management; Professional Practice, Project Management, Contract Administration, Value Engineering, Cost Management, Time Management, Quality Management, and Safety & Risk Management of the CCM. Ratings will range from 1 (lowest) to 5 (highest).

Please be aware that in the coming year, you

and your employer may be contacted to participate in this program.

### Dedicated Professionals Embrace Lifelong Learning

*By Louis Couture, CCM, LEED® AP, director of Construction Management, URS Corporation*

To create a "Culture of Certification" professional service providers must grow and adapt to a continually changing operating environment.

Among the definitions Merriam-Webster online provides for certification are:

1. **to attest authoritatively: as a confirm b: to present in formal communication c: to attest as being true or as represented or as meeting a standard**
2. to inform with certainty : assure;
3. to guarantee (a personal check) as to signature and amount by so indicating on the face;
4. **to recognize as having met special qualifications (as of a governmental agency or professional board) within a field (agencies that certify teachers).**

The CMAA/CMCI certification program for construction managers can be accurately described as representing all of the

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# Building Professionalism in the CM Industry

By Bradley Spain, CCM, PE, Project Construction Manager, Arcadis

In the late middle ages and early Renaissance it was common for a young man to begin his career by entering into an apprenticeship with a master tradesman. He would work for a period of years and when the master felt he had learned enough, he was presented with his journeyman papers, a certificate that entitled him to leave the master's workshop, and travel to seek his fortune.

This certificate told of the workman's experience and training and provided the prospective employer a modicum of comfort that the worker was competent and able to complete the task. It also represented the shop of the master; those workers who excelled in their craft portrayed their master's shop well and lent credence to the claims that he was indeed a master of the trade.

After a time working as a journeyman, the tradesman would settle down, open his own shop and with the concurrence of others in his craft, begin accepting apprentices of his own, thereby perpetuating the cycle. The key to the portability of anyone's skills was the accepted set of qualifications to be called a journeyman in that craft. That practice still exists.

In my own experience, I entered into apprenticeship with the Carpenter's Union in southern California. I worked for a time, attended the union sponsored apprentice school at night and after a time was presented with my own journeyman's certificate. I carried that with me to central California and while attending college would occasionally accept work with through the union to help me with my college expenses. I also sold my services to home owners, which also helped fund my education.

Upon graduating, I left the trade and embarked on a new career by earning my Engineer-In-Training (EIT) certificate and started working towards a new "journeyman" credential as a Professional Engineer. Carrying my interests in construction further, I left the design field and re-entered construction, this time in management, working my way through the ranks, gaining experiences and accepting assignments that finally gave me the credentials to achieve my latest certificate, CMCI's Certified Construction Manager – CCM.

**“As a profession, Construction Management needs to represent to the greater client body that it accepts and names as professionals only those who have attained a high degree of competency and who possess a thorough understanding of the common but comprehensive body of knowledge.”**

Certification can be a fantastic boost to ones career. Obtaining a certification in one's chosen field demonstrates to your employer, your clients and the greater Construction Management community that you have taken the necessary steps to guide your career in a balanced and comprehensive way. It further demonstrates your commitment to the profession of Construction Management and a personal discipline to continue your education through experience.

It exhibits to your customers, competitors, superiors, staff and peers that you embrace industry-respected best practices and attests to your professional knowledge and skills, as well as your level of achievement and competency. Once certified you

are required to demonstrate your continuing professional development at regular intervals. For the most part, the renewals are based on continuing education activities; however, you must also demonstrate participation in the organization and a commitment to profession by giving back to it. This type of certification maintenance is an essential part of an effective credentialing process and maintenance of the profession.

As a profession, Construction Management needs to represent to the greater client body that it accepts and names as professionals only those who have attained a high degree of competency and who possess a thorough understanding of the common but comprehensive body of knowledge. When CMCI bestows the CCM upon a candidate, it is certifying that wherever that person goes, and in whatever venue they choose to work, a prospective employer or client can be comfortable in the knowledge that they are engaging a true professional who will represent them with the highest degree of ethics and skill.

Certification differs from licensure in that it is not granted by the state. We are therefore self policing and it is in the best interest of our greater professional community that we allow only those who pass the rigorous tests of experience and written examination to call themselves CCM's. To do otherwise would lessen the value of the title and possibly invite unwanted regulation or scrutiny. If we do our jobs well and protect the integrity of the profession as well as promote it, the greater client body will begin to embrace the certification offered as the desired standard of professional excellence and begin to demand certificate holders for their jobs. We

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have already begun to see governmental and private clients request that program and Construction Management positions require a CCM.

Those who hold the title are the best judges of the standard of practice. It is important that the profession in the form of CMAA and the CMCI publish the standards, but that the standards come from the collective knowledge and contribution of it membership, those members and Fellows who desire to promote and enhance the body of knowledge that defines our skill set and compliments our body of knowledge. It therefore becomes the responsibility of those whose hold the title of CCM to not only participate in the discussion and discourse that makes up the dynamic nature of our profession, but to promote those younger members as well as identify older more experienced practitioners who may not yet be a part of the professional community into the ranks of certification. There are many who have been part of the profession for a long time with varied skills and experiences that would augment our body of knowledge.

We must seek out these individuals and bring them into the fold, asking that they share their knowledge for the betterment of the profession. In addition, if we wish to see our profession grow and stay relevant and alive, we must foster the development of younger members. Being a mentor to a new or prospective construction manager is a good way to see the profession through a new and possibly different perspective which enhances your own body of knowledge all the while guiding that young professional to career choices that will build their own body of knowledge and experience; truly a win – win situation in both directions.

Like the relationships of the Renaissance between the master, journey-

man and apprentice, those of us in the modern craft of Construction Management must work with and rely upon our fellow professionals. We must insist on strict standards of conduct, and we must embrace new ideas and technology of our ever growing body of knowledge, and learn from each other. We must not strive for the simple appearance of professionalism, but embrace it as an ethos and a pervasive culture.

Through our best practices we act as if the world is watching our every move. For if we behave like the professionals we wish to be, the world will accept us for the professionals we truly are.

## SOP Modules Available

Test your knowledge of CM work, train a colleague, prepare for the CCM Exam, or simply earn re-certification points by registering for CMAA's online SOP Modules, the newest addition to Professional Development continuing education opportunities.

The SOP Modules are a comprehensive basic course in Construction Management core competencies, based on CMAA Standards of Practice. Courses are self-paced and include assessments.



Learn more and preview the courses here:

<http://cmaanet.org/sop-modules>

## Congratulations New CCMs!

Miles Davis, Las Vegas Valley Water District

Michael Germinario, DMJM H&N

Kevin V. Gorman, Michael Baker Jr., Inc

Keith Johnston, Johnston Consulting, Inc.

Kenneth Hendershott, Donley's Inc.

Mark Lydon, Heery International

Alexander Palumbo, The Hirani Group

Wendy K. Riggs-Smith, Massachusetts Port Authority

Heather Shinn, Parsons

Thomas Wicks, CH2M HILL

Robert Wilkinson, Hazen and Sawyer, PC

Allyn Yoakum, CDM

Christopher Carson, Alpha Corporation

Nico DeLeon, NXL, Inc.

Andrew Doherty, Seattle Housing Authority

Roger Hatton, HNTB Corporation

John Roach, Barnhart, Inc.

Thomas Ruddell, PB Americas, Inc.

Michael Sanders, APSI Construction Management

John Squillace Sr., Barnhart Inc.

Richard Tonti, O'Connor Construction Management, Inc.

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applicable definitions in bold text above. Virtually every profession has societies that were formed to:

- establish standards of practice;
- develop a code of ethics;
- organize and advance a body of knowledge within their respective fields of inquiry;
- enhance the standing of its members and practitioners;
- promote its values to benefit the public at large;

Through certification programs, professional organizations create the means of recognizing individuals who have completed certain requirements with respect to their knowledge, skills, abilities and experience within their chosen discipline. Most certification programs require that the individual demonstrate, through documentation and validation of references provided, that he or she is qualified to provide the professional services for a fee to the general public, and/or to public agencies who purchase those professional services.

Certification programs are structured to allow qualified individuals to submit documentation attesting to their qualifications. This documentation is reviewed by experts in the subject disciplines, and the applicant has the opportunity to sit for a written and/or oral examination.

Achieving certification is not easy, nor is it intended to be. A rigorous program of study is necessary to ensure consumers of the professional services that practitioners possess sufficient experience, expertise and are in fact qualified to perform those services.

Individuals possessing the requisite knowledge, skills, abilities and minimum experience should be able to satisfactorily pass the subject matter examination with a reasonable amount of preparation.

Many firms that provide professional design, Construction Management and construction services offer in-house professional development programs, as well as promoting external professional development pur-

suits for their personnel by means of reimbursement arrangements, and/or other incentive programs. In a rapidly changing industry, it is critical for service providers to keep pace with new technologies, project delivery methods, health and safety requirements, insurance requirements, case law and court rulings. Continuing education is one way for professionals to expand their knowledge base, bringing value-added service to their clients while keeping their firms competitive in the marketplace.

It is important for service providers to budget for training and continuing education for their technical and management personnel, as part of their overall operating overhead costs. Incentive programs can be a good way to promote professional development for staff, while enhancing career development opportunities.

Professional credentials signal to clients that service providers have a commitment to delivering quality with the highest standard of care, and that the individuals being proposed share that same commitment, for their clients, the reputation of their firms, and for the personal satisfaction gained when one applies their expertise to produce a successful outcome!

Designing and delivering capital projects has myriad challenges, some technical, some fiscal, some logistical and many political! Professional credentials gained through certification programs provide an indication and additional assurance to buyers that there is a greater likelihood of successful project/program delivery. While there are many variables to juggle during project delivery, knowing that highly competent individuals and firms are involved, increases the comfort level of owners and other interested stakeholders. Creating and promoting a "culture of certification" within service provider organizations, and by extension in the marketplace for those services, will result in more efficient project delivery with higher quality at the most reasonable cost. As firms compete for business, individuals compete to "be the best they can be" and take great pride in their professional accomplishments. Incentive and reward programs also contrib-

Dedicated professionals embrace lifelong learning opportunities. A Culture of Certification makes a positive contribution to advancing the Body of Knowledge of any profession. CMAA and the CMCI are on the leading edge of the design and construction project delivery process, and the CCM is a professional dedicated to the improvement of the delivery of capital projects and programs!

CMCI Contact is published by the Construction Manager Certification Institute, a wholly-owned subsidiary of the Construction Management Association of America, Inc. The views expressed here are those of the authors and do not necessarily reflect those of the Association, the Institute, its officers or staff.

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

For information about the status of an application or re-certification, and for all other inquiries, please contact Kate Brundage, Certification Manager, at [kbrundage@cmaanet.org](mailto:kbrundage@cmaanet.org) or 703.677.3372.

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