

Purpose of the Policy Framework

The Construction Management Association of America (CMAA) Policy Framework is designed to accomplish the following objectives

- Affirm organizational values; translate values into action
- Position CMAA to act, in a timely and consistent manner.
- Raise the relevance of the organization

Further, this framework sets the process for developing and approving policies or position statements over time as well as for regular review and validation.

History

CMAA was formed in 1982 to establish standards for managing construction projects. Construction management is rooted in traditional project management practices and requires a unique body of skills and professional knowledge to perform successfully.

Mission, Vision, and Core Principles

CMAA's Vision is that all owners will realize project and program success by using professionally qualified construction managers.

Our Mission is to promote the profession of construction management and the use of qualified construction managers on projects and programs.

Core Principles

- Construction management is rooted in traditional project management practices and requires a unique body of skills and professional knowledge to be performed successfully.
- CMAA must take the lead in preparing the industry to anticipate and take advantage of new technologies emerging in the construction industry and/or entering the industry from other fields.
- CMAA must continue to stress the value and importance of professional program and construction management regardless of project delivery method.
- CMAA's membership and programs must be open and welcoming to the widest possible range of professional practitioners: general contractors, architects, engineers, employees of owner organizations, real estate developers, financial and management consultants, and others.
- CMAA is delivery-method neutral. CMAA seeks to impress upon owners that professional CMs should assist them in selecting the delivery method appropriate for a project given the scope and risk profile of the project and the owner's constraints and capabilities.

Optimal Outcomes

- Owners recognize the advantages of entrusting their project delivery to professional CMs.
- Owners consistently achieve project and program objectives by using professional CMs providing professional services.
- Construction management is understood and valued as a professional service with owners using Qualifications-Based Selection as the preferred method of procurement.
- The construction industry recognizes the Certified Construction Manager®(CCM®) credential as the most important symbol and validation of professional and ethical CM practice.
- Owners and clients use CCMs on all construction projects.

Section 1.0 Advocacy

Core Statement: CMAA is a strong advocate for the delivery of construction projects and programs through management by trained, qualified, professional construction/program management leadership.

- 1.1 **Advocacy for Value.** CMAA advocates in a manner that enhances our members' value in the design and construction industry as subject matter experts in the professional delivery of construction projects.
- 1.2 **Advocacy for the Profession.** CMAA advocates for the benefits of educating both public and private owners about CMAA's Standards of Practice and Certified Construction Manager program.
- 1.3 **Advocacy for the Industry.** CMAA advocates on those matters that align with CMAA's Vision, Mission, Policies and Standards of Practice.
- 1.4 **One Voice.** CMAA advocates with one voice. Policy alignment between chapters and the national Board of Directors is essential.
- 1.5 **Neutrality.**
 - 1.5.1 CMAA seeks to remain neutral on matters related to labor or collective bargaining.
 - 1.5.2 CMAA avoids taking positions on legislation or regulations that are overtly partisan.
- 1.6 **Decision Making.** CMAA will use the following guidelines in making decisions regarding its position on specific matters:
 - Is the position aligned with CMAA's Vision, Mission, Policies and Standards of Practice?
 - Does it (or will it) benefit our membership to take a position?
 - Will taking a position risk alienating a portion of our membership?
 - What information will be needed to understand the issue sufficiently in order to take a position?

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- 1.7 **Compliance.** CMAA is focused on advocacy activities in general. In the event CMAA chooses to engage in formal lobbying activities, the association, its staff and volunteers will abide by federal, state and local laws and regulations.

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Next Review: 2023

Section 2.0 Continual Improvement

Core Statement: CMAA believes in continual improvement in Construction Management (CM) and supporting industries; such improvement is possible through regular investment in personnel, policies and tools.

- 2.1 **Knowledge-based Teams.** CMAA recognizes that project stakeholders are well served to include a CM as a key party to determine project needs and success criteria based on the CM’s wide knowledge of systems, principles and practices.

2.2 **Standards of Practice.**

- 2.2.1 CMAA will maintain the CMAA Standards of Practice as the primary resource for CMs and the construction industry. CMAA Standards of Practice are intended to be applicable to all delivery methods.
- 2.2.2 CMAA is committed to constant review of the Standards of Practice to embrace principles and practices that will improve construction quality and job safety, maximize productivity and, improve project schedules, while reducing overall project and program delivery time, cost, and/or risk. These practices include, but are not limited to:
 - Utilizing available, proven, construction and enabling technology
 - Utilizing the most appropriate management systems
 - Maintaining a well-trained and CCM-credentialed workforce
 - Minimizing waste and maximizing efficiency
 - Supporting/sustaining the environment

- 2.3 **Effective Delivery.** CMAA believes effective delivery systems, principles, or techniques focus on teamwork and partnering. This focus allows stakeholders to exert effort on resolving issues through collaboration rather than expending resources toward division and self-interest.

- 2.5 **Endorsement.** CMAA may choose to endorse documented principles of construction intended to promote efficiencies that are aligned with CMAA’s vision, mission, and history.

- 2.6 **Dispute Avoidance and Resolution.** CMAA supports and encourages dispute avoidance through the use of processes that enable issue resolution at the lowest possible organizational level of the parties involved in a construction project. CMAA recognizes that disputes, and the resolution of disputes, are often a difficult, time-consuming, and disruptive aspect of construction projects.

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Participants in construction projects should undertake to avoid litigation by taking advantage of various alternative dispute resolution (ADR) processes to resolve disputes.

2.7 Continuing Professional Development. CMAA seeks to improve the performance of professional CMs and believes that continuing professional education is the most effective vehicle for developing technical knowledge, educating CMs on changes in the business environment, and preparing CMs to lead in the construction industry.

2.8 Certification. CMAA endorses the certification of CM professionals through the processes defined and governed by the Construction Management Certification Institute. CMAA will promote and support CMCI credentials with professional development and training.

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Section 3.0 Equity, Diversity and Inclusion

Core Statement: CMAA recognizes the strength of diverse perspectives and is committed to promoting diversity and ensuring equal opportunity and inclusion for all persons in its membership, leadership and activities. CMAA seeks to create and maintain environments where everyone can thrive and succeed within all levels of the profession.

3.1 Diversity of Perspective. CMAA believes that engaging passionate, open-minded people of all backgrounds enables our industry to analyze problems from a broader perspective and to challenge established ways of thinking, resulting in better outcomes for projects and programs.

3.2 Diversity of Experience. CMAA encourages and seeks to create an environment that energizes creativity and innovation and promotes workforce engagement.

3.3 Membership. CMAA recognizes that the long-term success of our organization and our role in industry leadership depends on a commitment to membership diversity. Therefore, CMAA will integrate goals for equity, diversity, and inclusion in strategic objectives and annual business plans.

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Section 4.0 Ethics

Core Statement: CMAA believes that firms and individuals engaged in the CM profession should conduct themselves in accordance with the CMAA Code of Professional Conduct.

- 4.1 **Code.** CMAA articulates its beliefs about ethical behavior in a Code of Professional Conduct (Code) and may periodically review and revise the Code as it deems appropriate. The most recent version of the CMAA Code of Professional Conduct was approved on October 10, 2020.
- 4.2 **Affirmation by Members.** CMAA will require individual members to actively acknowledge their understanding of and commitment to abiding by the Code.
- 4.3 **Ethics Education.** CMAA will include ethics as a component of professional development and educational programs.
- 4.4 **Sanction.** CMAA may sanction individual members who have been found to have violated the Code, up to and including revocation of membership and/or certification.

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Section 5.0 Project Delivery

Core Statement: CMs believe professional CMs play a pivotal role in advising owners on the selection of the optimal delivery method for any project.

- 5.1 **Project Delivery Method Selection.** CMAA believes selection of the delivery method for any project should be based on:
 - The project’s type, scope, complexity, budget, and function.
 - The owner’s unique jurisdictional and legal requirements, including procurement requirements, culture, organizational structure, and staff resources, including experience and availability.
 - Current industry conditions/trends.
 - Procurement process options that permit assembly of a project team best suited for the delivery method selected.
- 5.2 **Delivery Method Characteristics.** CMAA believes that the chosen delivery method(s) should support the owner/client’s objectives for quality, cost, and time of delivery. Delivery methods are most likely to be successful when embracing the following characteristics and when these characteristics are documented in program contracts and management systems:
 - senior leadership involvement
 - collective risk management
 - open communication

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- collaborative problem solving
- issue resolution ladders
- dispute avoidance/resolution processes

5.3 **Project Delivery Documentation.** CMAA believes that once delivery methods have been selected and agreed to, they must be documented and regularly evaluated. Documentation should include:

- 5.3.1 **Conditions of Satisfaction.** These are the documented metrics a project must achieve to be considered a success.
- 5.3.2 **Management Plan.** CMs are expected to prepare and implement a project-specific management plan that uses the most appropriate tools, techniques, and resources to achieve the Conditions of Satisfaction; and
- 5.3.3 **Periodic Assessment.** CMs implement continuous improvement practices to periodically assess progress against the project’s Conditions of Satisfaction, identify any adverse trends that require attention, and make adjustments as needed.

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Section 6.0 Safety

Core Statement: CMAA believes that worker safety and health, environmental protection, and protection of property and the public during construction operations not only safeguard the workers, environment, and public but contribute concretely to overall project success.

- 6.1 **Safety Culture.** CMAA believes the culture of safety on a project makes it clear that all participants are expected to report known hazards to the appropriate individual or entity responsible for the involved work, as well as perform their own work in full compliance with applicable laws and regulations. A culture of safety minimizes risk, avoids delay, saves money, reduces insurance fees, and protects the lives and well-being of everyone on the job site.
- 6.2 **Shared Responsibility for Safety.** CMAA believes that the professional CM working in concert with the owner, should take an active role in developing a comprehensive culture of safety. Where such a culture of safety prevails, responsibility for safety is widely shared by all parties and is reflected in specific responsibilities in each project’s safety program.
- 6.3 **Safety Education.** CMAA provides education and information to its members in the areas of safety and health, legal compliance, and occupational injury and illness prevention.
- 6.4 **Regulating Safety.** CMAA maintains that laws and regulations governing construction management practices should seek to create workplace solutions to safety and health problems and not undue liability exposure.
- 6.5 **Substance Abuse.** CMAA believes the industry should work actively to address substance

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abuse in the workplace through establishment and enforcement of strong anti-drug policies and programs that include rehabilitation and recovery.

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Section 7.0 Technology

Core Statement: CMAA recognizes the range of technology applications within our industry is broad, and that ever evolving new technology will change the way our industry operates in the future. CMAA is dedicated to the advancement of technology best practices, including the use and application of the latest and future-thinking tools, trends and techniques. CMAA members include subject matter experts whose core mission is to advance the profession’s understanding and use of current and emerging technologies through research, education and sharing of best practices within CMAA’s membership and the industry.

- 7.1 **Platform neutrality.** CMAA will foster discussion of guiding principles for selecting the best application in each area of technology but will not endorse any specific vendors or products.
- 7.2 **Share best practices and lessons learned.** CMAA will become the platform on which best practices, lessons learned, and innovative solutions can be shared to allow further knowledge sharing and continuous improvements among industry leaders.
- 7.3 **Education.** CMAA provides education and information to its members in the areas of innovation and emerging technologies that transform the way projects are managed and delivered.
- 7.4 **Research.** CMAA is dedicated to the research and understanding of how technology will change the way we work now and, in the future, through partnerships and interaction with industry and academia. CMAA will seek to promote the best use and applications from new and existing technologies and techniques to lead our industry into the next decade and beyond!
- 7.5 **Accessibility & Cybersecurity.** A pivotal area of focus for implementing any technology is finding the appropriate balance between providing access to data while protecting it from unauthorized parties. Cybersecurity is a paramount concern yet limiting access to modern tools can prevent organizations and the industry as a whole from achieving potential progress. CMAA will seek to identify methods to expand data access and technology adoption while maintaining cybersecurity integrity.

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Section 8.0 Workforce Development

Core Statement: CMAA is committed to creating, sustaining, and retaining a workforce capable of meeting industry’s demand for professional construction managers. CMAA will develop programs that address a professional CM’s skills at all levels of professional development.

- 8.1 **Future Workforce.** CMAA seeks to create a workforce of talented professional construction managers to meet current and future demands to shape the successful outcome of industry projects and programs.
- 8.2 **Outreach to Others.** CMAA supports outreach to elementary and secondary schools, colleges and universities, military, and construction trades to promote interest in the profession.
- 8.3 **Promoting the Profession.** CMAA seeks to increase awareness of the CM profession and its importance within the industry and partners with related professional organizations to address broader workforce needs.
- 8.4 **Career Resources.** CMAA provides guidance on education, experience, and necessary technical skills required to be successful in the profession.

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Process for Establishing New Sections

Every four years beginning in 2022, the CMAA Board of Directors will conduct a holistic review the entire framework to determine whether new sections should be added.

This process will be inclusive and deliberative. The objective of this review is to determine whether topics should be added as new sections.

This process will include soliciting feedback from the membership and related professional societies, and environmental scanning.

In the event a new section is added to the framework, the process for developing it will follow the process for review and validation as described below.

New sections will be added to the framework in alphabetical order, if necessary all other sections will be renumbered accordingly.

Process for Review, Validation, and Revision of Existing Sections

Unless explicitly indicated otherwise, once established, sections are reviewed on a five-year schedule. Each section includes the date on which it was initially approved and the year in which it is scheduled for review and validation.

The purpose of this review is to validate existing sections and determine whether they should be sustained, revised, or retired.

At the spring board meeting in the year in which a section is scheduled for review, the CMAA Board of Directors will

- Review the policy statement against current practice in the profession
- Identify next steps
- Assign a writing team to conduct appropriate review of the subject and draft a revision
- The revision is due 30 days after the spring board meeting
- Revisions will be circulated among the directors and appropriate stakeholders for 30 days.
- Comments will be reviewed by the Executive Committee and a revised draft issued for review by the Board of Directors
- The revisions will be presented to the Board of Directors for approval at the fall meeting.