

## Mission, Vision, and Core Principles

**CMAA's Vision** *CMAA is the voice of the program and construction management industry and the premier resource for professionals working in the built environment.*

**Our Mission** *To promote, support, educate, and develop professionals who lead the delivery of programs and projects within the built environment.*

### Core Principles

- Program and construction management is rooted in traditional project management practices and also requires a unique body of skills and professional knowledge to be performed successfully.
- CMAA is delivery-method neutral. CMAA believes that PM/CM professionals can assist owners 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.
- CMAA stresses 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.
- Owner engagement is essential to the success of the program and construction management industry.
- CMAA's organizational values are central in the process for taking and validating positions on topics of industry and association interest.

## Purpose of Position Statements

These position statements form a Board of Directors-approved document expressing the views of CMAA on specific topics. For each topic there is a core statement and supporting documentation.

By compiling the statements into a single document, the CMAA seeks to accomplish the following objectives:

- Affirm organizational values and translate values into action.
- Position CMAA to act, in a timely and consistent manner.
- Meet outcomes and strategies (defined below) for shaping the profession and establishing CMAA as the authoritative voice for the profession.

CMAA regional chapters are expected to align their positions with those of the national organization.

These statements may be amended and added to over time using the process defined at the end of this document.

## Outcomes and Strategies

- **Outcome 1: Transform project execution.** Project execution in the built environment has been transformed by the leadership of trained program and construction management professionals, resulting in optimal outcomes.
  - CMAA is the industry leader in leveraging leadership skills, technological innovations, digital tools, trends, and resiliency best practices to pave the way for innovative and successful project execution.
  - CMAA is the trusted source of knowledge and best practices in program and construction management.
- **Outcome 2: Shape the profession.** The program and construction management profession continuously evolves to attract and retain a diverse, qualified, and vibrant workforce prepared to lead successfully and responsibly throughout the project lifecycle. Program and construction management professionals are seen as highly qualified individuals who provide expert, innovative, and indispensable services across all the disciplines engaged throughout the project lifecycle. CMAA members are diverse, ethical, responsible individuals who understand and are prepared to address the global challenges facing the industry.
  - CMAA promotes, develops, and educates professionals to build and sustain teams and work cultures that are diverse, welcoming, and inclusive.
  - CMAA expands the program and construction management narrative and tells the stories of the roles, opportunities, breadth, and values of the profession.
  - CMAA offers professional development that is valuable to the recipient, is relevant to the evolving industry, is unique to the profession, and results in optimal project outcomes.
- **Outcome 3: Establish CMAA as the premier resource.** CMAA is known as the premier program and construction management resource for professionals working in the built environment, making CMAA the recognized voice of the industry.
  - CMAA builds brand awareness of CMAA resources and the program and construction management professionals who steward the entire project/program lifecycle.
  - CMAA actively engages with other industry groups.
  - CMAA actively engages with owners and owner organizations.

## Section 1.0 Advocacy

**Core Statement:** CMAA advocates for the delivery of construction projects and programs through management by trained, qualified, program and construction management professionals who are seen as highly qualified individuals who provide expert, innovative, and indispensable services across all the disciplines engaged throughout the project lifecycle.

- 1.1 **One Voice.** CMAA advocates with one voice. Alignment between chapters and the national Board of Directors is expected.
- 1.2 **Advocacy for Value.** CMAA advocates on behalf of our members' value in the planning, design, and construction industry as diverse subject matter experts in the professional delivery of construction programs and projects.
- 1.3 **Advocacy for the Profession.** CMAA advocates for the benefits to public and private owners in using program and construction management professionals educated on the CMAA Body of Knowledge and credentialed by the Construction Manager Certification Institute.
- 1.4 **Advocacy for the Industry.** CMAA advocates on those matters that align with CMAA's Vision, Mission, Policies and Standards of Practice.
- 1.5 **Neutrality.**
  - 1.5.1 CMAA seeks to remain neutral on matters related to labor agreements 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.:
  - a. Is the position aligned with CMAA's Vision, Mission, Policies and Standards of Practice?
  - b. Do we have enough information to make a decision?
  - c. Does it (or will it) benefit our membership to take a position?
  - d. Will taking a position risk alienating a portion of our membership?
- 1.7 **Compliance.** CMAA is focused on indirect advocacy activities. In the event CMAA chooses to engage in direct, formal lobbying activities, the association, its staff, and volunteers will abide by federal, state, and local laws and regulations.

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## Section 2.0 Body of Knowledge

**Core Statement:** CMAA is the trusted source of knowledge and best practices in program and construction management. The CMAA *Body of Knowledge* is the essential source of knowledge and best practices for continuous learning and professional development.

- 2.1 **Body of Knowledge.** The CMAA Body of Knowledge is a collection of publications that address all areas of program and construction management services, including but not limited to: schedule, cost, safety, quality, function, risk management, technology management, professional practice, and scope across all five phases of a project: pre-design, design, procurement, construction, and post-construction. These publications are reviewed, updated, and added to regularly to incorporate new knowledge and best practices.
  - 2.1.1. The CMAA *Standards of Practice* is the primary resource within the Body of Knowledge. CMAA Standards of Practice are applicable to all delivery methods.
  - 2.1.2. CMAA is committed to constant review of the documents forming the Body of Knowledge to incorporate trends, principles, and industry best practices to improve construction quality and job safety, increase price and schedule predictability, maximize productivity, and improve project schedules, while reducing overall project and program delivery time, cost, and/or risk.
- 2.3 **Endorsement.** CMAA may choose to endorse documented principles of program and construction management intended to promote efficiencies that are aligned with CMAA’s vision, mission, and history.
- 2.4 **Continuing Professional Development.** CMAA seeks to improve the performance of PC/CM professionals and believes that continuing professional education is the most effective vehicle for developing technical knowledge, educating professionals on changes in the business environment, and preparing them to lead in the program and construction management industry.
- 2.5 **Credentials.** CMAA endorses the credentialing of program and construction management professionals through the processes defined and governed by the Construction Management Certification Institute. CMAA supports CMCI credentials with professional development and training.

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### Section 3.0 Diversity, Equity, Inclusion and Belonging

**Core Statement:** CMAA recognizes the strength of diverse perspectives and is committed to promoting diversity, equity, and inclusion and to ensuring equitable 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 **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 **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, inclusion, and belonging in strategic objectives and annual business plans.
- 3.4 **Executive Order 11246.** CMAA recognizes the principles included in Executive Order 11246 which requires affirmative action and prohibits discrimination on the basis of race, color, religion, sex, age, sexual orientation, national origin, disability, or gender identity.

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## Section 4.0 Professional Conduct

**Core Statement:** CMAA believes its members are diverse, ethical, responsible individuals who understand and are prepared to address the global challenges facing the industry and therefore, organizations and individuals engaged in the program and construction management 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.
- 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. This includes a requirement for ethics education as a recertification requirement for CMCI credentials.

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## 5.0 Project Delivery and Execution

**Core Statement:** Project execution in the built environment has been transformed by the leadership of trained program and construction management professionals who are seen as highly qualified individuals who provide expert, innovative, and indispensable services across all disciplines engaged throughout the project lifecycle.

- 5.1 **Delivery Method Selection.** Selection of the delivery method for any project should be based on the project’s type, scope, complexity, budget, and function and the owner’s requirements and capacity.
- 5.2 **Method Characteristics.** The selected delivery method(s) should support the owner’s objectives for quality, cost, safety, and time of delivery.
- 5.3 **Effective Delivery.** CMAA believes effective delivery methods, principles, or techniques focus on teamwork and partnering with the broadest possible range of stakeholders. Conflicts should be resolved through collaboration rather than expending resources toward division and self-interest.
- 5.4 **Role of the PM/CM in Delivery Method Selection.** Program and construction management professionals can play a role in advising owners on the selection of the optimal delivery method for any project or program.
- 5.5 **Success Criteria.** CMAA recognizes that project stakeholders are best served when a PM/CM professional is engaged in determining project needs and success criteria.
- 5.6 **Dispute Avoidance and Resolution.** CMAA supports and encourages dispute avoidance through using processes that enable issue resolution at the lowest possible organizational level of the parties involved in a construction project. Participants in construction projects should undertake to avoid litigation by taking advantage of various alternative dispute resolution (ADR) processes to resolve disputes.

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## Section 6.0 Health and Safety

**Core Statement:** CMAA believes that worker safety and health, environmental protection, and protection of property and the public during construction operations not only safeguards the workers, environment, and public but contributes concretely to overall project success. This commitment is further expressed in the Code of Professional Conduct.

- 6.1 **Safety Culture.** CMAA believes the culture of safety on a program or 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 PM/CM professional working in concert with the owner, construction trades, and contractors 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 abuse in the workplace through establishment and enforcement of strong anti-drug policies and programs that include rehabilitation and recovery.
- 6.6 **Public Health Emergency Safety.** CMAA acknowledges that public health is a crucial component of overall community health and safety. CMAA encourages members to comply with all guidelines regarding health and safety in the event of a public health emergency.
- 6.7 **Behavioral Health Safety.** CMAA acknowledges the importance of creating workplace and jobsite environments that proactively provide support and education for worker mental health and psychological safety. Further, CMAA’s Code of Professional Conduct includes the expectation that PM/CM professionals support and sustain workplace and jobsite cultures with a zero-tolerance policy for any form of harassment including sexual harassment and bullying.

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## Section 7.0 Technology Literacy

**Core Statement:** CMAA recognizes the range of technology applications within the industry is broad, and that new technologies continuously impact the way programs and projects are delivered. CMAA is committed to supporting its members and will encourage technology literacy and critical thinking.

- 7.1 **Technology as a Tool.** CMAA will foster discussion of guiding principles for selecting the best application in each area of technology in support of meeting owner objectives and project outcomes.
- 7.2 **Platform Neutrality.** CMAA does not endorse any vendors or products.
- 7.3 **Professional Development.** CMAA members include subject matter experts able to advance the profession’s understanding and use of current and emerging technologies through research, education and sharing of best practices with CMAA’s membership and the industry. CMAA provides education and information to its members in the areas of innovative and emerging technologies that transform the way projects are managed and delivered.

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## 8.0 Workforce Development

**Core Statement:** The program and construction management profession must continuously evolve to attract and retain a diverse, qualified, and vibrant workforce prepared to lead successfully and responsibly throughout the project lifecycle. CMAA is committed to creating, sustaining, and retaining a workforce capable of meeting industry’s demand for program and construction management professionals.

- 8.1 **Future Workforce.** CMAA seeks to create a workforce of talented program and construction management professionals by expanding the program and construction management narrative and telling the stories of the roles, opportunities, breadth, and values of the profession.
- 8.2 **Outreach to Others.** CMAA supports outreach to elementary and secondary schools, postsecondary institutions, military, and construction trades to promote interest in the profession.
- 8.3 **Promoting the Profession.** CMAA seeks to increase awareness of the PM/CM profession and its importance within the industry and partners with related professional organizations, government, and academia to address workforce needs.
- 8.4 **Career Resources.** CMAA develops resources and programs that are valuable to the recipient, relevant to the evolving industry, unique to the profession, and result in optimal project outcomes.
- 8.5 **Credentials.** CMAA promotes certification and recertification at different levels of the career path through its CMCI programs.

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## Process for Review, Validation, and Revision of Existing Sections

Unless explicitly indicated otherwise, 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, under the guidance of the Rules and Resolutions Committee, the CMAA Board of Directors will:

- Review the policy statement against CMAA’s mission, vision, values, and strategic goals or outcomes, as well as current practice in the profession.
- Identify whether any revisions are necessary.
- Assign the Rules and Resolutions Committee to draft a revision.
- 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.

## Process for Proposing New Sections

- New sections may be proposed by any CMAA national committee or task force.
- Requests to add new sections must be submitted to the Secretary by February 1 and accompanied by the following:
  - The complete text of the new section, including a core statement and any additional statements.
  - A summary of the purpose for which the new section is needed and how the new section fulfills a need not addressed by the existing framework.
  - A summary of how the new section supports or advances CMAA’s strategic framework.
- The Rules and Resolutions Committee will review the proposed new section and make a recommendation to the Board of Directors as to whether the new section should be considered.
- If the Board accepts the committee’s recommendation, the new section will be circulated among appropriate stakeholders for 30 days. This process will include soliciting feedback from the membership and related professional societies, and environmental scanning.
- Comments received during the 30-day review will be reviewed by the Rules and Resolutions Committee and a proposed revision to the Framework will be presented to the Board of Directors
- New sections will be added to the framework in alphabetical order, if necessary, all other sections will be renumbered accordingly.