



# News

Spring 2004

## Leadership Theories and Their Effect on Productivity

It's a complicated undertaking to define the leadership qualities and leadership styles that actually produce results for construction companies. Although leadership is the most important aspect of managing productivity, it is perhaps the least understood aspect, as well as the most difficult to teach and learn.

### Scientific Theory

In the early 1900s, one of the most widely recognized theorists on leadership and management was Frederick Winslow Taylor. He believed that the basis for increasing productivity was technological in nature. The Scientific Theory — or Classical Theory, as it is sometimes called — demanded that leaders enforce pre-established productivity criteria to meet fixed goals.

Consistent with the "industrial" underpinnings of this theory, Taylor also developed studies about time and motion to analyze tasks and improve the efficiency of how the work was accomplished. Although time and motion studies are grouped together for discussion, they are not the same and don't always occur together. The early time studies were undertaken to determine how long it took certain specific work activities to occur. Standards were developed, and work activities were supposed to conform to a determined level of output. Motion studies were the precursors to ergonomics and analyzed the most efficient way to physically accomplish a given task. The surgical nurse slapping the scalpel into the doctor's hand is the result of motion studies. Taylor reasoned that the way to enhance productivity was to improve work methods and techniques. People were considered components of the machine system. They were viewed as part of the overall system that leaders had to manipulate into producing. Followers of the Scientific Theory believed that if the workplace was rationally organized, it would be more efficient and productive.

According to this theory, leaders were supposed to be divorced from human affairs and emotions. People working in this type of environment were required to adjust to an unrelenting and inflexible leadership style. Typically, these leaders were authoritarian, and they led by intimidation — a leadership style that, unfortunately, still exists in the construction industry.

### Humanist Theory

In the late 1920s, Elton Mayo developed a contrasting point of view about how work is best accomplished — the Humanist Theory. Mayo believed that, along with work-method improvement, consideration should be given to the people actually performing the work — a novel idea in the post-Industrial Revolution era.

Mayo reasoned that the role of a leader was to attain goals by providing workers with opportunities for growth and development. He believed productivity would improve if workers were allowed to provide their input and have a say about operations. Leaders who follow the Humanist Theory tend to allow and demand broader participation from team members.

### Balanced Leadership

Leaders in construction recognize that there is a need for standards for certain critical processes. There are many construction activities, in fact, that benefit from uniformity and consistency — doing

CONTINUED ON PAGE 6

## Inside...

President's Message	2
TEA-LU Update	3
Winning Proposals	3
SWPPP Compliance	4
Chapter Highlights	5
Upcoming Events	7

## On the Web...



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## Making the CMAA S. Ca. Chapter the BEST!

They say "success is 1% inspiration and 99% perspiration." Your board and various committee members have been dedicated and committed with endless energy to continue to provide you, our members, with the latest and greatest within the world of construction management!

Now at our halfway mark for the year, the CMAA S. Ca. Chapter can be proud of the success we have achieved in just the past six months. For starters, our Legal & Legislative Committee has continued to stay on top of the rapidly changing laws that effect how we, construction managers, conduct business on a day-to-day basis. To keep all of our members abreast, this committee has created an E-Newsletter, along with Legislative Alerts. We, as an organization, feel this is key in letting our governing body of the State of California hear our voices and know where we stand on issues that effects us, our families and our businesses. This E-Newsletter can be viewed on our website at <http://chapters.cmaanet.org/sca>.

The Program and Membership committees understands the ultimate in member satisfaction is to anticipate the members' needs and/or desires. The content and power of our dinner programs, and legal and educational seminars have made for huge successes to all who participate! Where can one learn where the money is, network and meet the decision-makers all in one event -- and having fun to boot? We take PRIDE in saying, "at CMAA!" Through our event turnout the numbers have spoken. It is known amongst those who attend, "If you miss a meeting, you are missing an important opportunity!" Needless to say, our membership is soaring! We are anticipating a membership of more than 500 by the beginning of September 2004!

Our Student Chapter Committee is breaking new ground with chapters forming at CSU Long Beach, USC, Cal Poly Pomona and Cal Poly San Luis Obispo. Through mentoring and education, we have made, and will continue to make, an impact on the CM leaders of tomorrow!

I would like to take a moment to give a "big round of applause and thank you" to Scott Harral, Vice President of the CMAA S. Ca. Chapter; Eddy Sparks, Chairman of our Student Chapter Committee; their designated committee members; and Kelly Asper for an outstanding job in putting together the CMAA S. Ca. Chapter 2004 Annual Scholarship and Project Awards Dinner! What a SUCCESS! Our silent auction raised thousands of dollars for the scholarship fund; we awarded \$14,500 in scholarship money to well-deserving college students; and we presented project management awards to those who made a difference in the construction management industry.

This event would not have been possible without the generous donations for the silent auction, the corporate sponsorships, and the participation of those who purchased the silent auction goods and services. Thank you all from the bottom of my heart!

Our effort will determine our worth be it through inspiration and/or perspiration! I encourage each and every one of you to look back to where we were, where we are today and where we will be tomorrow. On behalf of our board and various committees, thank you for allowing us to serve you!

- Lisa Campbell, CMAA S. Ca. Chapter  
President, Regional Business Development  
Manager, Kleinfelder, Inc.  
(<mailto:lcampbell@kleinfelder.com>)

### Attend CMAA's National Conference FOR FREE!

The CMAA member who recruits the most members between now and August 1, 2004, will receive a free registration to **CMAA's National Conference, September 12-14 in San Antonio, Texas**. This \$600 value can be yours -- free -- by simply by referring your partners and colleagues to CMAA's on-line application at: [http://cmaanet.org/membership\\_app.php](http://cmaanet.org/membership_app.php), and encouraging them to list you as their referral. With no dedicated membership sales staff, CMAA thanks you, our best recruiting resource, for your continued support in improving your industry's organization!

## TEA-LU Bill Extended for the Third Time

Expiring on April 30, 2004, the Transportation Equity Act for the 21st Century (TEA-21) legislation that funds highway and transit projects over the next six years has been extended by Congress for the third time. The extension through June 30, 2004, gives lawmakers more time to negotiate the next six-year bill known as the Transportation Equity Act: A Legacy For Users (TEA-LU).

Providing \$275 billion for highway and transit projects over the next six years, TEA-LU was approved by the U.S. House of Representatives by a vote of 357 to 65 on April 2, 2004.

Now pending approval by the U.S. Senate, the legislation has received a formal veto threat from the Bush Administration. Among other things, the White House objects to the overall cost of the House legislation, which exceeds the administration's transportation plan by approximately \$20 billion.

## Every Proposal a "Winner"

On January 13, 2004, the Owners Roundtable met to discuss "Improving the Procurement Process" from both the construction manager's and the owner's perspective. Sponsored by DMJM, the discussion included identifying how construction managers can be more responsive, and how owners can make the process more construction management-friendly to increase competition and improve the quality of submittals and presentations. Following is a summary of the owners' recommendations for making your next submittal a winner.

### General:

- Do not take the relationships with your owner for granted.
- The market is ripe for medium-sized CM firms; over the past few years huge firms have been emerging — conglomerates that have lost their identity and are no longer owner-focused.
- Be involved in politics for the right reasons — to support people and issues that your firm believes will be good for the community (and while you don't want to be at odds with Board members, DO NOT go around staff).
- Attend CMAA and other professional organization meetings — owners use these forums to "advertise" upcoming projects.

### The Proposal Process

- Adhere to the requirements of the RFP and respond in the order it was requested — even if it means duplicating information.
- Do your homework — know more about the project than the owner.
- Tailor your proposal — boilerplate makes a client feel unimportant.
- Do not exaggerate your role on previous projects.
- Be careful in selecting your PM and support staff — they need the right experience and they need to be available.
- Small business and M/WBE firm participation is important.

### OWNER ROUNDTABLE PARTICIPANTS

#### Owners:

- Brad Bolger, Los Angeles County DPW
- James Davis, Port of Los Angeles
- Leroy Nakamura, Port of Long Beach
- Mamie O'Brien, OCTA (CMAA S. Ca. Chapter Program Committee Vice Chair, Facilitator)
- Jim Rogers, Rio Hondo Community College
- Shaun Shahrestani, Port of Los Angeles

#### CM Firms:

- Lisa Campbell, Kleinfelder (CMAA S. Ca. Chapter President)
- Steve Davis, PinnacleOne
- Megann McPhee, Swinerton
- Mike Robinson, DMJM (Event Sponsor)
- Steve Routon, HNTB

## Don't miss the latest Legal & Legislative E-Newsletter

In the latest issue of the *CMAA S. Ca. Chapter Legal & Legislative E-Newsletter*, a series of related articles by Jack Fleming provide a comprehensive look at the effect recent rulings and industry trends have had on total cost claims.

The articles include:

- Evolution of Total Cost Claims and the Four-Part Test
- Total Cost Claims after the *Amelco* Decision
- A Local Court's Interpretation of the *Amelco* Decision
- Total Cost Claims and the False Claims Act
- Current California False Claims Act Litigation

Also in the Legal & Legislative E-News:

- Procurement of CM Services at the Local Level
- The Latest in Pending Construction-Related Legislation
- TEA-21 Reauthorization Update

All CMAA S. Ca. Chapter members will be emailed a free copy of the newsletter -- if you do not receive your copy, go to <http://chapters.cmaanet.org/sca> to view it on our website or email <mailto:SCCMAA@pavenet.net>.

### The Interview Process:

- It is key to hear from the PM — that person must answer questions on his/her own.
- A fully loaded schedule/work plan is a plus — have it broken down into usable/ understandable pieces for the committee and bring staff to the interview who really know the details.
- Find out who is on the selection committee and what format they prefer — some really like PowerPoint, others do not.
- Do not substitute "flash" for substance — owners know when you don't know your stuff.

-- Marnie O'Brien, CenterLine Outreach Manager, OCTA

## SWPPP Compliance – An Oxymoron?

Hopefully, not on your projects. The State General Permit (NPDES General Permit for Storm Water Discharges Associated with Construction Activity) requires each construction project more than one acre in size to have a Storm Water Pollution Prevention Plan (SWPPP). Are your contractors meeting all of the SWPPP requirements?

It can be difficult for some contractors to devote the resources necessary to bring the Best Management Practices into compliance with what is required in the Plan. Why? Putting controls in place and maintaining them costs time and money – which detracts from both the resources needed to get the project done and the contractor's profit.

The CM has limited ways of motivating the contractor to perform – persuasion or coercion. These generally boil down to reminding the contractor of its contractual obligation, reminding it of potential state and federal fines for not complying, and threatening to have the owner do what is necessary with its own forces and then back-charging the contractor for the effort.

But there may be a better way. By including a Lump Sum Bid Item for SWPPP compliance in the bid schedule of the contract, the owner can force contractors to recognize the SWPPP cost in their bid which eliminates the bidding competition for that part of the work. The bid item will include a preassigned minimum amount that is commensurate with the size and scope of work.

This approach, although not new, has worked for the Port of Long Beach. POLB takes SWPPP compliance very seriously and has recently finished two contracts with

a bid item as means of payment. Both contractors confirmed the bid item forced recognition of the SWPPP cost and eliminated the bidding competition for that part of the work.

Providing the contractor is performing, the bid item can be paid in equal monthly increments over the length of the job. Better yet, have the contractor justify what it did to earn the money each month similar to the way it must justify payment under other bid items. The contractor should be able to demonstrate

### The Port of Long Beach's proactive approach to SWPPP management is a success.

SWPPP development, annual or as-needed updates, continuous training, pre-storm inspection work, reports and records maintained, and corrective actions taken. The contractor can also demonstrate completion of environmental audits, and show invoices on SWPPP related materials purchased, time cards for labor, sampling/analysis work, storm tracking efforts and the like. For your next project, consider a bid item for SWPPP compliance.

-- Steve Pettee, Project Engineer, CH2M HILL

## Welcome new CMAA S. Ca. Chapter members (owners shown in bold):

John McGrew, Bernard Brothers Constr. Management  
Andre Hawks, Cal Poly San Luis Obispo  
Jourdan Younis, Cal Poly San Luis Obispo  
**Jay Shah, Caltrans - District 7**  
John Barsky, CH2M Hill  
**Sonny Murillo, City of Camarillo**  
**Deborah Weintraub, City of LA, Bureau of Eng.**  
Sunny Zia, Consulting & Management Group, Inc.  
Robert Martinez, CSU Dominguez Hills  
Mathew Angel, CSU Long Beach  
Zachary Beller, CSU Long Beach  
Brian Bernards, CSU Long Beach  
Sean Callahan, CSU Long Beach  
John Erickson, CSU Long Beach  
Jason Gremillion, CSU Long Beach  
William Hershey, CSU Long Beach  
Erik Johnson, CSU Long Beach  
Matthew Legere, CSU Long Beach  
Nathan Minyard, CSU Long Beach  
Leilani Nunez, CSU Long Beach  
Reid Stadelman, CSU Long Beach  
Eric Stones, CSU Long Beach  
Matthew Wilt, CSU Long Beach  
Rachel Vandenberg, DMJM+Harris  
Monica Maa, DMJM+Harris  
Mark Brown, GKK Works  
Stephen Dunn, GKK Works  
Robert Galaz, Harris & Associates  
Nadir Elfarra, Investment Development Services, Inc.

Scott McCallister, Jacobs Facilities, Inc.  
Ed Bilezikjian, The JCM Group  
Leslie Dickey, The JCM Group  
Ray Juncosa, The JCM Group  
Howard Weissberger, The JCM Group  
Jim Wolf, The JCM Group  
Robert Neubauer, The Keith Companies  
Bill Harp, Klassen Corporation  
L. Phil Klassen, Klassen Corporation  
Tim Phillips, Klassen Corporation  
Jim Janosik, The Keith Companies  
John Lohman, Kleinfelder, Inc.  
**Brad Bolger, LA County Dept. of Public Works**  
Huy Huynh, Lea & Elliott  
**Michael Corrin, Los Angeles World Airports**  
**Rose Cote, Los Angeles World Airports**  
Lynn Capouya, Lynn Capouya, Inc.  
Eric Crow, Lynn Capouya, Inc.  
Hashem El-Bahsh, MWH Americas, Inc.  
Mustafa Kuluker, MWH Americas, Inc.  
Jude Perera, MWH Americas, Inc.  
**Jim Burror, Orange County Sanitation District**  
**Dinah Minteer, OCTA**  
Nicole Weinstein, Parsons Brinckerhoff Constr. Services  
Thomas Wilson, Parsons Transportation Group  
Jeff Defeo, PinnacleOne  
Martin Lopez, PinnacleOne  
Mark Schoeppner, PinnacleOne

**Geraldine Knatz, Port of Long Beach**  
Jesus Caballero, RBF Consulting  
Nathan Minyard, RBF Consulting  
**Bill Hughes, Riverside Cty. Transp. Commission**  
**Jerry Hills, Santa Ana Unified School District**  
**Lia McNeil-Kakaris, SCRRA**  
Massy Mehdipour, Skire, Inc.  
Brook McMullen, TBI & Associates  
Greg Loucks, Towill, Inc.  
Sharon Norris, Towill, Inc.  
Jim Youngs, Towill Inc.  
Brain Kramer, Twining Laboratories of Southern California  
Gary Antonucci, T.Y. Lin International  
Wayne Howard, University of Southern California  
Chris Hutchinson, University of Southern California  
Alex Mascola, University of Southern California  
Blanca Michel, University of Southern California  
Rajesh Panchal, University of Southern California  
Brittany Sasaki, University of Southern California  
Juliana Silbermins, University of Southern California  
Michael Schanzlin, University of Southern California  
Jennifer Salinas, URS Corporation  
Michael De Vries, Vanir Construction Management Inc.  
Dana Van Horn, Washington Group International, Inc.  
David Dapper, Wickwire Gavin LLP  
Elizabeth Lascheid, Wickwire Gavin LLP  
Robert Shaffer, Wickwire Gavin LLP  
Joseph Forbath, Woodruff, Spradlin & Smart

## 2004 Annual Scholarship & Project Awards Dinner: A HUGE Success

More than 350 construction managers, project owners and affiliates attended the CMAA Southern California Chapter's biggest event ever. Special thanks to the companies and individuals that donated the 24 items of goods and services for the silent auction as well as the bidders for their enthusiastic participation. The event generated more than \$5,600 for the scholarship fund, and the high bid of the evening came from Shelly Santo of Tishman who paid \$1,100 dollars for the privilege of taking Geraldine Knatz, Managing Director of Development, Port of Long Beach, to lunch!

Thanks, also, to Jim Ritchie, Deputy Executive Director, Long Range Planning and Environmental Management of the Los Angeles World Airports, for his presentation of the airport's grand scheme for the coming years. With the help of faithful supporters (including CMAA), the future of LAX and the surrounding airports will be something to behold.

### **Congratulations to the 2004 Project Achievement Award Winners**

- **Ivan Benavidez, PE**, of CalTrop, received the Outstanding Project Manager Award for his efforts on the 5th Street Bridge Replacement Project in Highland, CA.
- The **LA to Pasadena Metro Gold Line Light Rail Project** received the 2004 Project Achievement Award in the category of public sector projects greater than \$100 million.  
Owner: The LA to Pasadena Metro Blue Line Authority  
Construction Management Firm: Carter & Burgess, Inc. (Project Management Oversight Consultant), Booz Allen Hamilton and Jacobs Engineering (Program Management Consultants)
- The **Golden Valley High School Project** in Bakersfield, CA, received the 2004 Project Achievement Award in the category of public sector projects between \$10 and \$50 million.  
Owner: Kern High School District  
Construction Management Firm: S. C. Anderson, Inc.)
- The **City of Arcadia New Police Facility** received honorable mention in the category of public sector project between \$10 to \$50 million.  
Owner: City of Arcadia  
Construction Management Firm: Construction Controls Group)

### **Student Chapter Committee Update**

One of the most supported committees within the Southern California Chapter of CMAA, the Student Committee continues to enjoy a very high level of volunteerism from committee members — no request for a volunteer goes unanswered. Only in its second year of existence, the Student Chapter Committee's accomplishments during just the first six months of this year include increased scholarship awareness, student membership and student chapter formations.

The Committee has also received extensive support from CMAA member firms in the form of campus presentation sponsorships. Firms that have sponsored the 24 presentations scheduled to date include Bovis Lend Lease, Inc., DMJMHN, Harris & Associates, HNTB Corporation, Parsons and Swinerton Management & Consulting, Inc. While varied in content, each one-hour presentation introduces the students to CMAA, the construction business and potential career opportunities.

Results of these campus presentations include multiple scholarships and increased student membership which is likely to exceed 60 by the end of the year. In addition, each school is actively working on their documentation package to establish a CMAA Student Chapter.

The agenda for the remainder of the year includes completing the campus presentations, identifying part-time jobs and internships for our student members among CMAA member firms, and developing a series of educational modules for campus presentations similar to the breakfast workshops currently being provided.

*Eddy Sparks, CCM, Manager of Construction, Parsons*

### **Scholarship Awardees**

Though all candidates were exceptional students, this year's Gold Award of \$2,500 went to **Jason C. Grimillion**, a sophomore with a 4.0 GPA. Mr. Grimillion, who is working toward a degree in Construction Engineering Management with a concentration in design/build, already has an impressive career in construction including working as a mechanical foreman, a maintenance technician and a carpenter. A former U.S. Marine, Mr. Grimillion received a Purple Heart during Desert Storm and the Marine Corp Humanitarian Service Award for his participation in disaster relief efforts in the Philippines and in Puerto Rico. Jason is also a volunteer for the Habitat For Humanity, devoting many hours to this worthy organization.

This year's Scholarship Committee awarded a total of \$14,500 in scholarships to students of construction management.

Additional recipients include:

- Andre Hawks
- John Klabau
- Juliana Silbermins
- Matthew L. Legere
- Blanca E. Michel
- Jourdan Younis
- Michael Chavez
- Steve Gonzales
- Minsoo Kim
- Emmanuel M. Mung'oma
- Eben Schreiber
- Lisa Volpe

*In its 12 years of existence, the CMAA S. Ca. Chapter's scholarship event has presented nearly \$85,000 in scholarships to students of construction management.*

## Feature Article: Leadership Theories (cont. from Page 1)

it the same way every time with the same quality. Examples include pre-job planning, shortinterval scheduling, the turnover between estimators and project managers, and post-job review and closeout. The rational processes, however, must be responsive to the needs of the people who use them. The key to getting people to adopt a standard process is to involve them in its development or re-engineering. After working with many construction firms, we have observed that productive leaders incorporate the input of all affected players in developing project goals, thereby gaining increased "buy-in" and acceptance of the project goals. Our research indicates that team participation in long-term and short-term goal setting has dramatically improved productivity and profitability in the industry. Clearly, the most successful leadership formula in construction combines the aspects of both theories — Scientific and Humanist.

### Motivation

Another important aspect of leadership is the ability to recognize what motivates people to *want* to be productive in the workplace. Frederick Herzberg studied motivation and developed a theory to define what motivates people. Herzberg concluded that two factors affect workers' motivation: the work they do and the working environment in which they do it. In his research, Herzberg learned that when people were satisfied, it was generally because of the work they were doing. He also discovered that when people were dissatisfied, it usually was because of the work environment. Exhibit 1 demonstrates how Herzberg divided certain aspects of the workplace into two distinct categories. Herzberg called the work-related issues "motivators" and work- environment-related issues "hygiene factors."

The leader's role is to determine what the team's motivational needs are. The use of team input can greatly improve the leader's ability to assess and address the factors that are satisfiers and dissatisfiers in the workplace.

For example, a contractor conducted a survey to discover issues that might be affecting a project team's productivity. As a result of the survey, the company discovered that the mobile foodservice truck that

came to the job site for lunch was inadequate. Sometimes it came at 11:45 a.m. Other times it came at 12:45 p.m. Sometimes it offered a wide variety of food. Other times, the choices were extremely limited. The company immediately improved those conditions. The team's morale improved, and the job was more successful as a result. Many factors contributed to the success of the project, but the project leaders were convinced that the productivity improvement was primarily a result of their willingness to respond to the team's *hygiene* needs.

Hygiene Factors	Motivators
• Work Environment	• The Job Itself
• Policies and administration	• Achievement
• Supervision	• Recognition for accomplishment
• Lighting, heating, ventilation	• Challenging work
• Interpersonal relations	• Increased responsibility
• Money, status, security	• Growth and development

Research and industry observation validates the correlation between teams' motivational levels and their ability to perform work at a productive rate. The leader's role is to ensure that the work team is motivated to work at its highest level.

### Who Are the Leaders?

One of the challenges in construction is defining just who the leaders are or should be. Are they the owners of the companies, the professional managers hired for their expertise, or the superintendents out on the job site? Are the *real leaders* the foremen who run the work on an hour-by-hour basis? The answer is that they are all leaders. They lead in different ways and at different times, but they all have the opportunity to contribute to fulfilling the concept of leader.

Leadership in construction is *shared*. The construction industry's complicated structure sometimes makes it difficult to identify who the leaders are and when the various leaders are supposed to function in that role. But the industry seems to sort out the issue of project leadership more often than not. When there are productivity problems on construction projects, you can bet that the problems were associated with misunderstandings in the area of leadership and probably in the transition from one leader to another (e.g., estimator to project manager to superintendent to foreman to craftsperson).

### Wise Leaders

If construction industry leaders are shortsighted, they overlook simple solutions to labor productivity problems, such as worker involvement in goal setting. Wise leaders take the time to balance the Scientific and Humanist management theories and to improve "hygiene factors" and "motivators." These enlightened leaders will improve productivity and reap the benefits of their own effective leadership.

-- Ron Magnus, Managing Director, FMI Consulting

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## CMAA Person of the Year Nominations

Honor a deserving leader in the construction management industry with a nomination for **CMAA's 2004 Person of the Year**. CMAA National is currently accepting nominations for this honor which is conferred upon an industry leader (typically an owner) who has made a significant contribution to the industry and the profession during the past year. The CMAA Person of the Year can represent any segment of the industry and does not need to be a CMAA member.

The nomination should consist of a brief paragraph describing why this person should be considered, along with the nominee's resume and contact information. Please submit your nomination by **June 1, 2004**, to the CMAA S. Ca. Chapter office where nominations for the same person will be grouped and all nominations will be forwarded to CMAA National for consideration.



**CMAA  
Southern California News  
Spring 2004**

CMAA Southern California News is published for the members of the Southern California Chapter of the Construction Management Association of America for the purpose of informing the members of local and national news, chapter events and industry trends.

Articles published in CMAA Southern California News contain the opinions of the authors and do not necessarily represent the position of the CMAA Southern California Chapter.

Inquiries regarding the newsletter can be directed by email (<mailto:sccmaa@pavenet.net>), fax (562/856-5813) or mail to:

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Long Beach, CA 90853

## People in the News

Congratulations to Art Hadnett, CMAA S. Ca. Chapter Board Member, for recently being named vice president of Carter & Burgess, Inc. Hadnett, also the CMAA S. Ca. Chapter Newsletter Chair, will continue to serve as the Los Angeles Transportation Programs Unit manager responsible for transportation project development, management, and operations in Southern California.

## Post Your Job Opportunities on CMAA's Website

CMAA members can now post unlimited job openings **free of charge** on CMAA National's new Job Board. Visit CMAA's website at [www.cmaanet.org](http://www.cmaanet.org), log in using your member ID and password, and visit MY CMAA, POST JOB OPPORTUNITY. It's that simple! The new job board is a welcome addition to an already expansive list of value-added programs available to members.

## CMAA S. Ca. Chapter Events

DATE	TIME	EVENT	TOPIC	LOCATION
May 17-19		Conference	CMAA Spring Conference	Boston
May 20	8:00 – 10:30 am	Seminar	Cost Control	The Grand, Long Beach
May 27	5:30 – 8:30 pm	Dinner	Education Night	Marriott, Downtown LA
June 17	8:00 – 10:30 am	Legal	Construction Litigation	The Grand, Long Beach
June 24	8:00 – 11:30 am	Seminar	Jobsite Dispute Resolution Boards	The Grand, Long Beach

<http://chapters.cmaanet.org/sca>

### Legal Seminars

Learn the fundamental principles of good contract management and understand the ever-changing world of construction law. Each workshop features industry leaders who will highlight recent changes in construction law, review case studies, and share their practical, hands-on experiences, expertise and knowledge.

### CM Workshops

This workshop series is based on the four standard Construction Management Guidelines and Procedures: Contract Management, Cost Management, Quality Management and Time Management. Each workshop features industry leaders who will share their experiences, expertise and knowledge.

### Dinner Programs

Each dinner program will highlight an owner's upcoming capital improvement program, and the resulting contracting and professional services opportunities.

For more information about CMAA events, please email <mailto:sccmaa@pavenet.net>. For event calendar updates and on-line registration go to <http://chapters.cmaanet.org/sca>

## Complete, Clear, and Accurate Contracts

*Standard Forms of Agreement from the Construction Management Association of America take the guesswork out of developing contracts.*

These model documents include detailed specs for basic construction management services and compatible contractor and general conditions documents. They're updated regularly to reflect the latest CM standards of practice.

Choose from "Agency CM" and "CM At-Risk" sets, or a yearly subscription on CD.

**ORDER TODAY** through the comprehensive CMAA Bookstore at [www.cmaanet.org](http://www.cmaanet.org).



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published compliments of*  
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<http://www.c-b.com>

## THINGS TO DO

- Recruit new members
- Check website [www.cmaanet.org/sca](http://www.cmaanet.org/sca)
- Apply for CCM
- Check out CMAA newsletter
- Volunteer for a committee
- Send scholarship donation check
- Register for Programs:
  - 5/17-5/19 CMAA Spring Conference
  - 5/20 Cost Control
  - 5/27 Education Night
  - 6/17 Construction Litigation
  - 6/24 Jobsite Dispute Resolution Boards

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