



CCM® Application Packet

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## CCM Application Packet

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CCM® Applicant Handbook  
CCM® Guidelines to the Application  
CCM® Application  
Frequently Asked Questions  
“Common Mistakes on the CCM® Application”

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*This packet contains five key items combined for ease of use and verification of requirements.  
A potential applicant may want to separate each item for easy access.*

Construction Management Association of America, Inc.  
7926 Jones Branch Drive, #800 Mclean, VA 22102  
703.356.2622 (o) | 703356.6388 (f)  
[www.cmcertification.org](http://www.cmcertification.org) | [certification@cmaanet.org](mailto:certification@cmaanet.org)



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# Certified Construction Manager (CCM®) Applicant Handbook





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Dear CCM Applicant:

Thank you for your interest in CMAA's Certified Construction Manager (CCM) Program. Congratulations on taking this important step in your career! Keep this packet handy as it contains all the information you will need to complete the process from application through certification. Please read through the contents carefully. The certification office will keep you informed of your status and let you know what your next steps are.

Each applicant of the Institute must adhere to CMAA's Standards of Practice and Professional Code of Ethics (page 13).

If you have any questions or concerns, please do not hesitate to call. You can reach CMCI by telephone at 703.356.2622, by Fax at 703.356.6388, or by email at [certification@cmaanet.org](mailto:certification@cmaanet.org).

The CCM program does not discriminate on any basis including age, race, gender, religion, national origin or disability.

Kate Brundage  
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## 1.0 INTRODUCTION

The Construction Manager Certification Institute, Inc. (CMCI) is a not-for-profit corporation and a wholly owned subsidiary of the Construction Management Association of America, Inc. (CMAA). CMCI's purpose is to serve the public and the profession of construction management through the establishment and maintenance of criteria and procedures for certification of construction managers.



### 1.1 ANSI/ISO/IEC 17024 Personnel Certification Accreditation

The Construction Manager Certification Program is the first personnel certification program in the construction industry accredited by the American National Standards Institute (ANSI) and is also one of the first ten (10) programs to obtain the personnel accreditation in the United States. ANSI is affiliated with the International Organization for Standardization (ISO), a non- governmental worldwide federation of national standards bodies operating in more than 145 countries.

The ANSI/ISO/IEC 17024 Personnel Certification Accreditation Program administered by ANSI has been adopted as an American National Standard that gives assurance of the legitimacy of these accredited certification programs to state and federal organizations, owners, and the general public.

### 1.2 Mission

The mission of CMCI is to recognize through certification individual knowledge and experience that meet established practices of construction management.

### 1.3 Governance

CMCI is governed by a Board of Governors. The Board is responsible for policies and procedures affecting criteria for professional certification and the determination of individual certification status of applicants enrolled in the CM Certification Program.

## 2.0 PURPOSE

This handbook is intended as a guide for those involved in the process of obtaining certification as construction managers. It is not intended as a policy document but rather a translation of policy into procedures. Any questions that are not covered by these procedures should be referred to the Institute.

## 3.0 CONSTRUCTION / PROGRAM MANAGEMENT DEFINED

CMAA defines Construction Management as a professional service that applies effective management techniques to the planning, design, and construction of a project from inception to completion for the purpose of controlling time, cost and quality.

Program Management is the practice of professional construction management applied to a capital improvement program of one or more projects from inception to completion. Comprehensive construction management services are used to integrate the different facets of the construction process - planning, design, procurement, construction and activation - for the purpose of providing standardized technical and management expertise on each project. A professional Construction Manager (CM) acts as an extension of staff to the Owner and manages the entire project with pre-planning, design, construction, engineering and management

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expertise that can assure the best possible project outcome no matter what type of project delivery method used.

#### 4.0 STEPS TO CERTIFICATION

There are four steps in the certification process:

1. Eligibility
2. Application
3. Candidacy
4. Examination

Each applicant has 1 year to complete the entire process, starting from the date that the application is received and reviewed by CMCI staff.

#### 5.0 ELIGIBILITY

The first step in the application process is to complete the eligibility form in the application packet. The applicant must acknowledge that he or she has the requisite experience as being “Responsible in Charge (RIC). The 48 months RIC experience together with all the required experience in the six domain of knowledge and skills in the qualifying matrix and the education requirement will allow the applicant to move forward to the application.

#### 6.0 APPLICATION

Once the Institute receives the application and processing fee, we will review the entire packet for completeness. If there is any missing material or information in the application, a detailed status report will be e-mailed to the applicant. In the meantime, the Institute will request letters from the applicant’s client references. If all items in your file are complete and the office has received both CMCI Reference forms, the application is sent to members of the Board of Governors for the final review.

#### 6.1 CMCI ID Numbers

Each applicant will receive a unique CMCI ID#. Each ID has a number that is based on the order the application is received. This ID number stays with the applicant throughout the application process and as a Certified Construction Manager. Applicants should keep this ID number in a safe place.

#### 6.2 Confidentiality

All applications are confidential; no information will be released without the applicant’s written permission. Members of the Board of Governors and the Certification Office staff have signed statements of non-disclosure.

#### 7.0 CANDIDACY

The Board will make its recommendation to either advance an applicant to candidacy or deny candidacy. This review process generally takes 30 days but may take as many as 60 days or more.

#### 7.1 Advancement

The Board of Governors has the sole authority to advance an applicant to candidacy. This determination is solely based on the information supplied by the applicant in the application form. After approval, the Institute will inform the applicant of the decision along with the procedures for registering for the computer-based examination.

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## 7.2 Non-Advancement

If an application has been denied advancement to candidacy, an explanation will be provided. Sometimes, reviewers will request additional information for consideration for advancement to candidacy.

## 7.3 Appeal of a Determination of Non-Candidacy

Instructions for initiating an appeal or a request for clarification will be included with the report specifying reasons for non-advancement.

## 7.4 CMCI Candidacy and CMAA Membership

Applying to the CCM program does not confer simultaneous membership in CMAA. The CCM program is operated independently from CMAA. For a list of CMAA membership benefits and for information on how to become a CMAA member, applicants should point their browser to <http://cmaanet.org/cmaa-membership-categories>.

## 8.0 EXAMINATION

Only those applicants advanced to candidacy are allowed to sit for the comprehensive examination.

### 8.1 Recommended Study Materials

All applicants are encouraged to purchase publications to prepare for the CCM exam on their own through CMAA or other resources. For a full list of publications, please refer to the CM Core Competencies (Body of Knowledge) at <http://cmaanet.org/cmci/competencies.php>. This document is appended to this handbook.

CMAA offers a CMAA CM Standards of Practice Study Kit that contains the following publications (also listed below): CMAA Capstone; Standards of Practice; Agency and At-Risk Contract Documents; Time Management Guidelines; Cost Management Guidelines; Quality Management Guidelines and Contract Administration Procedures.

CMAA publications are offered at CMAA member and non-member rates. For additional information on pricing for CMAA publications, please go to <https://cmaanet.org/publications.php>; contact [info@cmaanet.org](mailto:info@cmaanet.org) or call (703) 356-2622.

Some key publications from the Body of Knowledge:

*CMAA 2010 Standards of Practice*

*CMAA 2003 Agency Series Contracts*

*CMAA 2004 CM At-Risk Contracts*

*CMAA Capstone: The History of Construction Management Practice and Procedures*

*National Construction Law Manual, Acret, James, Esq., BNI Publications, 1996.*

*Project Management, Principles and Practices, Spinner, M. Pete, Prentice-Hall, Inc., 1997*

*CMAA Contract Administration Procedures*

*CMAA Time Management Procedures*

*CMAA Quality Management Guidelines*

*CMAA Cost Management Procedures*

*Architect's Essential of Cost Management, Dell'Isola, Michael D., Wiley and Sons, 2002.*

*CPL 2-0.124 – Multi-Employer Citation Policy, United States Department of Labor, OSHA, OSHA Instruction.*

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*Employers Rights and Responsibilities Following an OSHA Inspection, United States Department of Labor, OSHA, Publication 3000, Revised 2003.*  
*Job Hazard Analysis, United States Department of Labor, OSHA, Publication 3071, Revised 2002*

### 8.3 Request to Test

Once advanced to candidacy, an applicant should request a “Request to Test” form from the Certification Office. You can locate testing facilities for the CCM Exam at <http://cmaanet.org/ccm-exam-site>. CMCI now offers the CCM exam ongoing. You may choose any three dates within the calendar year and we will try to accommodate. Once the form and fee have been submitted, the applicant will be registered by CMCI for the exam. The testing fee is \$275; re-take is \$100.

### 8.4 Examination Composition

The examination assesses general knowledge of design and construction and material in CMAA's Standards of Practice. Based on the results of the 2004 CM industry survey, the CMCI Board of Governors has modified the quantity of the CM certification exam questions to reflect the following percentages:

- Project Management 20%
- Cost Management 18%
- Time Management 18%
- Contract Administration 18%
- Quality Management 10%
- Professional Practice 8%
- Safety & Risk Management 8%

### 8.5 Format

The examination consists of approximately 200 multiple choice questions.

### 8.6 Exam Sites

The CCM examination will be administered at its testing vendor's locations ongoing throughout the year. Testing at the Spring and National Conferences will be held at secure sites in the host city. The testing is delivered on secured computer terminals at these sites.

### 8.7 Test Results

The passing score is determined by a statistical formula and may vary among the test iterations. The exam is designed only to distinguish those who have the basic level of knowledge from those who do not. There is no evidence that someone who receives a very high score on the exam will perform significantly better on the job than someone whose score falls exactly at the passing point. Therefore, if one passes the exam, he or she will be informed only that the examination stage has been successfully completed.

Applicants who fail the exam will be notified of their score and a diagnostic report showing their performance in each content area. This information is provided to aid in deciding whether to retake the exam and planning study efforts for future exams.

All exam results are confidential and will only be released to the examinee. Permission in writing must be obtained by the examinee to release exam results to another party.

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## 8.8 Re-takes

If a applicant does not pass the examination the first time, he or she may sit for two additional re-takes within their year of eligibility. Thereafter, a applicant must wait a year before re-applying to the program.

## 9.0 CERTIFICATION

The certification term runs for three years. Renewal is based on continued professional practice and a demonstration of commitment to and personal growth in the industry. There is a \$200 re-certification fee for CCMs, which occurs every three years on the anniversary of the applicant's becoming certified.

## 10.0 RE-CERTIFICATION

Certification is an ongoing commitment that begins with passing the exam. The CMCI Board of Governors believes that all CCMs should be actively involved in and committed to the CM profession. To this end they have identified 2 areas for re-certification:

- Involvement/Commitment to the Profession
- Professional Development

CCM certification renewal is based on the accumulation of points earned through various activities.

### 1. Involvement/Commitment to the Profession.

- |  |                                      |
|--|--------------------------------------|
| a) Membership in industry related organizations<br>(Ex: NSPE, ASCE, AIA, etc.) | 1 point per year                     |
| b.) Membership in CMAA   | 2 points per year                    |
| c.) Writing related to the CM profession                                       |                                      |
| Short article  | 6 points per article                 |
| Manual, Monograph, Booklet, Chapter  | 15 points                            |
| Book   | 24 points per book                   |
| d.) Presentations at conferences/seminars<br>training sessions                 | 6 points per event                   |
| e.) Professional Organization Work (CMAA, CMCI, AIA etc.)                      |                                      |
| Chair of committee, chapter officer  | 3 points per year                    |
| Board Member   | 3 points per year                    |
| Committee member   | 2 points per year                    |
| CMCI Subject Matter Experts  | 5 points per year                    |
| Mentor   | 6 points per person per year         |
| Writing exam items/questions   | 2 points per item accepted submitted |

### 2. Professional Development

- |   |                        |
|---|------------------------|
| a.) Attending meetings (local Chapters, etc.)                 | 1 point/meeting        |
| b.) Attending forums, conferences, etc.                       | 2 points/conference    |
| Attending CMAA National Conference                            | 3 points               |
| c.) Attending CM related courses, seminars and training       | 3 points per day       |
| d.) Attending webinar sessions                                | 1 point per hour taken |
| e.) Attending Industry specific online courses<br>instruction | 1 point per hour of    |

**Total points needed every 3 years: 45**

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## 11.0 LOSS OF CERTIFICATION

One's certification can be revoked by not complying with the re-certification requirements, failing to pay the renewal fee, or breaching the code of ethics.

### 11.1 Non-compliance with re-certification requirements

CCM's who have not acquired sufficient maintenance points to be recertified by the end of their anniversary month will be notified in writing that they are suspended from using the CCM designation and will no longer be listed as a CCM in the Registry or other publications until the CCM meets those requirements.

### 11.2 Failure to pay the annual renewal fee

CCM's who have not remitted their \$200 re-certification fee are subject to suspension from using the CCM designation.

### 11.3 Breaching Code of Ethics

Any individual found to have breached the Code of Ethics is subject to revocation of CCM status. Information on a certified professional supporting a complaint of noncompliance may be submitted from any source. A complaint in writing received by the Certification Program will be referred to the Certification Board for investigation.

Following receipt of an official notice of noncompliance from the Certification Program, the CCM will have a 30-day period in which corrective action or response to the satisfaction of the Board of Governors may be taken. If an appropriate response has not been received or the required corrective action has not been taken, the Governors will notify the CCM of revocation of the certification. CMCI reserves the right to request supporting information from any applicant seeking re-certification. As part of the re-certification process, random audits will be performed.

## 12.0 CODE OF ETHICS

The CMAA Board of Directors of CMAA has adopted the following Code of Professional Ethics of the Construction Manager and recommends that it be accepted and supported by the CM industry as a guide to the execution of the individual CM's professional duties:

*As a professional engaged in the business of providing construction management services, and as a member of the CM profession, I agree to conduct myself in my business in accordance with the following:*

### 12.1. Client service

*. I will serve my clients with honesty, integrity, candor, and objectivity. I will provide my services with competence, using reasonable care, skill, and diligence consistent with the interests of my client and the applicable standard of care.*

### 12.2 Representation of Qualifications.

*I will only accept assignments for which I am qualified by my education, training, professional experience and technical competence, and I will assign staff to projects in accordance with their qualifications and commensurate with the services to be provided.*

### 12.3 Standards of Practice.

*I will furnish my services in a manner consistent with the established and accepted standards of the profession and with the laws and regulations that govern its practice.*

### 12.4 Fair Competition.

*I will build my professional reputation on the basis of my direct experience and service provided, and I will compete fairly and respectfully with my professional colleagues.*

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12.5 *Conflicts of Interest.*

*I will seek to avoid any and all conflicts of interest and will immediately acknowledge any influences and offer to withdraw from any assignment when any actual conflict exists that may impair my objectivity or integrity in the service of my clients.*

12.6 *Fair Compensation.*

*I will negotiate fairly and openly with my clients in establishing a basis for compensation, and I will charge fees and expenses that are reasonable and commensurate with the services to be provided and the responsibilities and risks to be assumed.*

12.7 *Release of Information.*

*I will release public statements that are truthful and objective, and I will keep information and records confidential when appropriate and protect the proprietary interests of my clients and professional colleagues.*

12.8 *Public Welfare.*

*I will not participate in any racial, sexual, or political discrimination related to any assignment I may undertake. I will avoid any conduct that would be considered unethical or will interfere or conflict with any laws, statutes, or regulations, and I will uphold the safety, health, and welfare of the public in the performance of my professional duties.*

12.9 *Professional Development.*

*I will continue to develop my professional knowledge and competency as a practitioner, and I will contribute to the advancement of CM practice as a profession by fostering research and education and through the encouragement of subordinates and fellow practitioners.*

12.10 *Integrity of the Profession.*

*I will avoid actions which promote my own self-interest at the expense of the profession, and I will uphold the standards of the construction management profession with honor and dignity.*

### 13.0 DISCIPLINARY AND GRIEVANCE PROCEDURES

All disciplinary and grievance actions are to be addressed to the Board of Governors in care of the Institute Office. Any recommended disciplinary actions or grievances will be forwarded to the Chair for review by the Board on a case-by-case basis. Decisions made by the Board are final.

14.0 **DISCLAIMER** Construction Managers certified by the Construction Managers Certification Institute (CMCI) have met the standards for the CCM designation. Prior to granting the CCM designation, the CMCI Board of Governors reviews references and experience furnished by certification applicants. Applicants must pass a comprehensive examination.

CCMs are not employees of CMCI or the Construction Management Association of America (CMAA). CMCI and CMAA do not represent or warrant the quantity or quality of services provided to the users of the CCM's services, as responsibility for delivery of such services rests solely with the individual certificant.



Construction Management Association of America (CMAA) has a wealth of resources available right at your fingertips! From high quality publications and contract documents, seminars and Professional Development resources that focus on CMAA's standards of practice to national conferences and an information-packed website, CMAA can offer you what you need to excel. Gain access to an entire portfolio of services and resources that can improve your professional performance and your firm's business results, as well as brightening the business outlook for your firm as a whole.

Call CMAA today at (703) 356-2622 or check the website at [www.cmaanet.org](http://www.cmaanet.org).

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Guidelines for Completing the 2009 CCM® Application

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***Please do NOT staple or place your application in a folder or binder.***

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Please use this guide as you complete the application form. If you have any questions or concerns as you prepare the document, please call the Certification Office at 703-356-2622. The application process consists of three parts. Please complete them in the order presented. The first determines your eligibility. Once that is established, complete the Qualifying Matrix. If you have the requisite experience, you may then complete the application. Check your work for thoroughness and be sure to place the completed Application Checklist (page 7) on top of your application.

**1. Part 1: Applicant Eligibility Form (Page 8)**

Please complete this item first.

**2. Part 2: Qualifications Matrix (Page 9)**

Read the instructions carefully: you must be able to check the boxed areas to show that you have the minimum qualifying experience. If you do NOT have this experience, do not move to the application at this time.

**3. Part 3: The Application (Pages 10-18)**

**3.1 Contact Information**

Please provide your primary mailing address and phone number. Indicate how you would like us to contact you.

**3.2 Current Employer**

Please list your current employer.

**3.3 Education**

Please provide your educational background. If you are using a CM-related degree to qualify as a substitute for experience, please check the box next to that degree.

Qualifying CM degrees: construction management, architecture, engineering and construction science. Attach a photocopy of the degree to the application; in lieu of a copy of the degree have your school send us official transcripts.

CMCI accepts degrees from post-secondary institutions recognized by the United States Department of Education and accredited by the following organizations: ACCE (American Council for Construction Education), ABET (Accreditation Board for Engineering and Technology) and NAAB (National Architecture Accrediting Board). To see if your degree is from an accredited institution, please go to this page on the CMCI website: [http://cmaanet.org/cmci/degree\\_requirements.php](http://cmaanet.org/cmci/degree_requirements.php)

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The Institute's Governor's have passed a policy on the evaluation and submission of international educational credentials. Please see the *Applicant's Resources* page of the CCM website: <http://cmaanet.org/applicantresources>. International applicants must follow these procedures in completing the application.

### **3.4 Memberships, Professional Certification and Licenses**

Please list all memberships, professional certifications, and licenses that are related to the construction management profession.

### **3.5 Resume**

Submit a current professional resume listing all the organizations you have worked for, positions held, and the time frame with each organization. The resume should document your specific responsibilities on each project, not simply provide a description of the project.

### **3.6 Project Experience Documentation**

This is the most critical part of the application along with your reference letters. In this section you discuss your 48-month Responsible-in-Charge project experience, and it is in your best interest to be as detailed as possible and outline what you specifically accomplished for each project. Your experience should be reasonably represented in all the bracketed areas of the Qualifications Matrix. The Board of Governors needs sufficient information to verify and evaluate your experience. If this cannot be determined, your application may be denied advancement.

There is a required format for detailing your project experience. You may vary the spacing as needed, but must follow the format. There are no exceptions to this format. It is essential that the project documentation explain and demonstrate that the experience meets the conditions of being Responsible-In-Charge (RIC), namely:

*“Did the decisions that the applicant was empowered to make directly impact the successful completion of the project and was the applicant directly responsible in charge of construction management services and for protecting the interests of the project/owner?”*

3.6.1 In the case of the pre-construction phases related to design and procurement, the applicant is expected to demonstrate experience that he or she has directly contributed to those phases from a position as a CM and does not require being in direct control of design and procurement in these phases. The applicant is expected to be in control of managing the process and not the actual design and/or procurement work.

3.6.2 In the case of the construction and post-construction phases, the applicant must demonstrate that he or she functioned in a leadership role and was in charge of a project with responsibilities to enhance the control of time, cost and quality on the projects upon which they base their experience. The applicant must have protected the interests of the project/owner through their actions in providing the CM services.

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3.6.3 The 48-month RIC experience period requires actual (daily) responsible-in-charge experience and involvement with the listed project. (In general, corporate principal oversight roles do not satisfy this requirement, but active involvement as a Project Executive may meet these requirements.) Specific explanations on various components are provided below.

a. Project Information

Generally it is expected that projects will involve multiple trade types and will be of reasonable complexity. In the size/scope section, please explain the portion of the project that you functioned as “RIC” in detail. The reviewers will use their judgment, based on information provided, to determine that the project is of sufficient complexity to qualify for “RIC” experience.

b. Employer Information

This is your employer’s role on the project:

CMAA believes that all participants in projects and programs are responsible for fulfilling their obligations in an ethical and professional manner, regardless of delivery system or contract method.

If an applicant for the CCM can show professional character and RIC construction management experience that reflect this commitment, verified by references, the applicant can be considered for candidacy. CMCI is looking for applicants who are in a position to protect the interests of the project.

The references should be able to attest to the statement below:

“I certify that this candidate has functioned in a CM role with responsibility to enhance the control of time, cost and quality on this project and/or projects (or program) upon which I am basing this certification. Also, his/her involvement has contributed to the success of these assignments and during the course of this candidate’s service the project’s interests have been acceptably protected.”

Many public and private entities provide construction management services using in-house resources, with or without a 3rd-party (consultant) construction manager. Such experience will be acceptable as “RIC” experience as long as all other criteria are met.

If your employer’s role was different from those outlined above, but you believe that it conforms with the role of a construction manager protecting the best interest of the owner, please list the role of the employer and include a brief statement outlining how the role was consistent with that of a construction manager for the specific project.

c. Your Information

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Please list your title or position on the project and provide the timeframe that you functioned as the 'RIC'. If you functioned in different roles during the life of the project, it is important that only the timeframe that you were 'RIC' for the project is listed.

d. Client Reference Letters

Please provide all known client/owner information for all projects. We recognize that specific information may not be available on projects that occurred many years ago. However, you must provide specific project information for at least two clients that you will be designating as your references. Please refer to the information below for additional information related to client/owner reference letter.

A minimum of two (2) separate client reference contacts is required; they can be from any two (2) projects that you are documenting as part of your 48-month requirement. Note: if one project covers the 48 months, you will still need a minimum of two (2) reference contacts. Current contact information should be included for the Client/Owner all projects listed for the 48-month period.

The Client/Owner or his representative is the person who paid for the project and to whom you were accountable on the project. If a Client/Owner contact is not available, please enclose an explanation along with one of the following contacts; if only one project is submitted the other reference contact may come from the following:

1. Company Executive: the person in your place of employment to whom you reported during the project.
2. Another person at the top level of project oversight that can verify your experience.

The applicant should provide current contact information, including telephone number and work email address for each Client/Owner reference included within the 48-month RIC period. The applicant must state that he/she has verified that the references have been contacted and are willing to respond within 30-45 days.

Upon receipt of a completed application, CMCI will transmit blank reference letters to the listed references, and they will be asked to return the completed reference letters directly to CMCI. It is the applicant's responsibility to follow up with their references to assure that they have completed and returned the required forms to CMCI. We recommend that more than one reference contact be given for each project in the event that a Client/Owner cannot be reached.

### 3.7 Management Roles and Responsibilities

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**FOR EACH PROJECT THAT YOU SUBMIT FOR YOUR 48 MONTH RIC REQUIREMENT, YOU MUST FILL OUT SECTION 3.6 – 3.10.**

When listing your responsibilities, please be as specific for the particular project and as detailed as possible. Please discriminate between those services performed by you personally and those for which you supervised. Clarify for the reviewer those services for which you were active and those in which you were passively involved. For example, as the RIC CM you may have been accountable for maintaining the master schedule, but you did not yourself create or maintain it, but you did have significant input. Responsibilities that are listed identically for multiple projects, while feasible, tend to raise concerns related to the specificity of the information related to each project.

**3.8 Challenges**

As the Responsible in Charge CM/PM, please describe the biggest CM challenge on this project and how did you address it? Limit your response to two typed pages and attach to this application.

**3.9 Project Organization Chart**

Attach (an) organizational chart(s) for the project(s) you list for your RIC experience. Please place the name and title of your reference in section 3.6D within your organizational chart, along with your name/title.

**3.10 Additional Reference**

If an additional reference is necessary, please place his/her contact info in this section

**3.11 General Design/Construction Experience**

This section needs to be completed only by those who must show an additional four (4) or eight (8) years of general construction/design experience to qualify. If you are qualifying with a CM-related degree, you do not need to complete this section. Reference letters are not required for this section of the application.

**4. Part 4: Applicant Conditions**

Please read carefully and sign. CMCI must receive the original signed copy for its files.

**5. Part 5: Application Fee**

Please indicate your preferred payment method. The application fee is non-refundable and needs to be sent to the address below separate from the application.

Payment by check needs to be sent to:

CMAA-Certification

P.O. Box 75196

Baltimore, MD 21275-5196

If you are paying with a Credit Card you can send you application directly to the office:  
CMAA - 7926 Jones Branch Drive, Suite 800, McLean, VA 22102

**6. Request for Additional Supporting Materials**

The Governors and the CMCI staff may request additional verification, information, or any other item they believe necessary to evaluate the credentials of the applicant.



Application Checklist

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Please attach this item to the front of your application packet.

Name: \_\_\_\_\_

Phone Number: (            ) \_\_\_\_\_

Email: \_\_\_\_\_@\_\_\_\_\_.

---

- Application (Including documentation for each project as part of 48-month requirement).
  
- Photocopy of Degree (only if using CM-related degree to qualify)
  
- Professional Resume
  
- Current Contact Information for Client/Owners correlating with your Responsible-In-Charge documentation
  
- Organizational Chart(s) for your qualifying projects
  
- Payment by check-Mailed separate from the application to CMAA-Certification, P.O. Box 75196, Baltimore, MD 21275-5196

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*Send your completed application with credit card payment to  
Construction Manager Certification Institute, Inc.  
7926 Jones Branch Drive, #800 | Mclean, VA22102*

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Part 1: Applicant Eligibility Form

*Please do NOT staple or place your application in a folder or binder.*

Name: \_\_\_\_\_

**ELIGIBILITY:**

To be eligible for the program you must be able to answer “yes” to numbers 1 and 2, and be able to check one of the options in number 3. If you cannot, do not submit an application at this time.

1. I have 48-months Responsible-in-Charge experience as a Construction Manager as noted in the following question: *“Did the decisions that the applicant was empowered to make directly impact the successful completion of the project and was the applicant directly responsible in charge of construction management services and for protecting the interests of the project/owner?”*

Yes  No

*Note: When completing the table below, please note that overlapping timeframes may only be counted once. (i.e. do not double-count the months which might occur when portions of two or more projects were completed during the same period). Please only include projects in which you are supplying documentation to complete the 48 months of Responsible in Charge experience.*

Project	From	To	Total Duration (months)

Total Number of Non-Overlapping Months \_\_\_\_\_

2. I have the minimum qualifying experience as defined by the matrix. Yes  No

My experience/education eligibility is my 48-month experience as a Construction Manager and (check one):

- A. BA/BS/MA/MS Level CM qualifying degree through an accredited college or university.
- B. AA/AS/Certificate Level CM qualifying degree through an accredited college or university **AND** 4 additional years of general design/construction experience. (Total of 8 years)
- C. No CM degree **AND** 8 additional years of general design/construction experience. (Total of 12 years)



Part 2: Qualifying Matrix

Name: \_\_\_\_\_

PHASE:	Pre-design	Design	Procurement	Construction	Post-construction
--------	------------	--------	-------------	--------------	-------------------

FUNCTION/ ROLE

Project Management	<input type="checkbox"/>	<input type="checkbox"/>	—	<input type="checkbox"/>	—
Cost Management	—	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	—
Time Management	—	<input type="checkbox"/>	—	<input type="checkbox"/>	—
Quality Management	—	<input type="checkbox"/>	—	<input type="checkbox"/>	<input type="checkbox"/>
Contract Administration	—	—	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety Management	—	—	—	<input type="checkbox"/>	—

This matrix represents the functions/roles of a Construction Manager during project phases as defined by CMAA in its publication CM Standards of Practice. The boxed areas represent the MINIMUM qualifying experience for the 48-month CM experience. This is cumulative experience; you do not need 48 months in each area. In order to enroll in the program, you MUST have experience in the boxed areas. If you do not have the requisite experience, please do not submit an application at this time.

There are 30 possible experience areas; for each function/role and phase ask yourself the following question: "In your position as (title) on (name) project, did the decisions you make directly impact the successful completion of the project and were you directly responsible and in charge of construction management services and for protecting the interests of the project/owner?"

If you can answer "yes" to both parts of the question, then place an "X" in the box; if you answer "no" then do not place an "X". To qualify for the program, you MUST be able to answer "yes" to all of the required areas as marked by the boxes. If you cannot answer "yes" to the required areas, then do not submit an application at this time. You will be asked to verify this experience in the project attachments in the application.



Part 3: Application

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*Please do NOT staple or place your application in a folder or binder.*

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Please print or type clearly; do not staple pages.

**3.1 Contact Information**

Title:  Mr.  Mrs.  Ms.  Dr.  Other \_\_\_\_\_ (please check one)

Name \_\_\_\_\_

Preferred name for record-keeping, correspondence, and certificate

Home Address : \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

Country \_\_\_\_\_ Postal Code/Zip \_\_\_\_\_

Contact

Telephone ( ) \_\_\_\_\_

**CMAA Member**  Yes  No

**\*\*Were you referred by a contestant of the CMCI Incentive Program?\***

\_\_\_\_\_  
Name

\_\_\_\_\_  
Company

**3.2 Current Employer**

Company \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

Country \_\_\_\_\_ Postal Code/Zip \_\_\_\_\_

Telephone \_\_\_\_\_ Email \_\_\_\_\_ @ \_\_\_\_\_ . \_\_\_\_\_

Position/Title \_\_\_\_\_

Date started \_\_\_\_\_

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### 3.3. Education

Please list your education beginning with the most recent. NOTE: If you are qualifying with a 2 or 4-year CM-related degree, check the box on the left for the degree through which you intend to fulfill the education requirement. DO NOT check these boxes if it is not a CM-related accredited degree. Qualifying CM degrees are limited to construction management, engineering, architecture, and construction science accredited through ABET/ACCE/-NAAB. Attach certified transcripts or a copy of your degree to this application.

3.3.1 Degree/Year Major College/University Location (City, State)

**Accreditation:**  ACCE  ABET  NAAB

<input type="checkbox"/>	_____	_____	_____	_____	_____
<input type="checkbox"/>	_____	_____	_____	_____	_____
<input type="checkbox"/>	_____	_____	_____	_____	_____

3.3.2 Other Relevant Education

Year	Subject	Institution	Location
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

### Memberships, Certifications, and Licenses

Please list all relevant professional affiliations, certifications, and licenses with dates.

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### 3.5 Resume

Please attach a professional resume.

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**3.6. Project Experience Documentation**

**FOR EACH PROJECT THAT YOU SUBMIT FOR YOUR 48 MONTH RIC REQUIREMENT, YOU MUST FILL OUT SECTION 3.6 – 3.10.**

**a. Project Information**

Project Name: \_\_\_\_\_

Project Location: \_\_\_\_\_ State/Country \_\_\_\_\_

Project Type \_\_\_\_\_

Size/Scope (Explain in detail that portion of the project for which you acted as Responsible-in Charge RIC) \_\_\_\_\_

Budgeted Costs \_\_\_\_\_

**b. Employer Information**

Your employer \_\_\_\_\_

Your supervisor during this project \_\_\_\_\_

Employer's Address \_\_\_\_\_

City \_\_\_\_\_ State/Country \_\_\_\_\_

Employer's role on the project \_\_\_\_\_

**c. Your Information**

Your position/role on the project: \_\_\_\_\_

Time on project as RIC: month/year \_\_\_\_\_ To month/year \_\_\_\_\_

Total # months as RIC: \_\_\_\_\_

**d. Client Information**

Client Organization Name: \_\_\_\_\_

Client Contact Name: \_\_\_\_\_

Client's Address \_\_\_\_\_

City \_\_\_\_\_ State/Country \_\_\_\_\_

Phone Number: \_\_\_\_\_ Email: \_\_\_\_\_

Will this client be one of your two references? Yes No (please check one)

---

### 3.7.0 Management Roles and Responsibilities

For each management role listed below, describe your specific responsibilities during each phase. Please be explicit in describing your management “role”.

Simply stating one word responses, i.e. performed, managed, supervised, reviewed, negotiated, etc. will NOT be acceptable by the Board of Governors.

#### 3.7.1 PROJECT MANAGEMENT

- a. Pre-Design
- b. Design
- c. Procurement
- d. Construction
- e. Post-Construction

#### 3.7.2 COST MANAGEMENT

- a. Pre-Design
- b. Design
- c. Procurement
- d. Construction
- e. Post-Construction

#### 3.7.3 TIME MANAGEMENT

- a. Pre-Design
- b. Design
- c. Procurement
- d. Construction
- e. Post-Construction

#### 3.7.4 QUALITY MANAGEMENT

- a. Pre-Design
- b. Design
- c. Procurement
- d. Construction
- e. Post-Construction

#### 3.7.5 CONTRACT ADMINISTRATION

- a. Pre-Design
- b. Design
- c. Procurement
- d. Construction
- e. Post-Construction

#### 3.7.6 SAFETY MANAGEMENT/ RISK MANAGEMENT

- a. Pre-Design
- b. Design
- c. Procurement
- d. Construction
- e. Post-Construction

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**3.8. Challenges**

As the Responsible in Charge CM/PM, please describe the biggest CM challenge on this project and how did you address it? Limit your response to two typed pages and attach to this application.

**3.9. Project Organizational Chart**

Please draw a detailed organizational chart clearly identifying your position/title, and reporting relationships with the owner/client, design professionals and contractors, especially those reporting to you. Please be sure to include all names including the client/owner in the chart.

**3.10. Project Client/Owner Contact Information**

Additional Reference (if needed)
Name: _____
Current Organization: _____
Position: _____
Organization Address: _____ _____
Phone Number: _____ Work Email: _____
Organization at time of project _____

If only one project is submitted in your responsible in charge documentation, a second reference must be given to cover your 48 months of responsible in charge experience. If you are submitting documentation for more than one project, you only need to complete one reference contact for each project to fulfill the reference requirement.

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### 3.11 General Design/Construction Experience

Complete this section only if you need the additional 4 or 8 years of experience to qualify.

a.	Dates (month/year) from: _____ To _____ Total # months _____
	Employer: _____
	Address/City/State: _____
	Supervisor Name: _____
	Job title and description: _____
	Project Name: _____
	Role on Project _____
	Description (include type, size and budget)
	_____
	_____
	_____

b.	Dates (month/year) from: _____ To _____ Total # months _____
	Employer: _____
	Address/City/State: _____
	Supervisor Name: _____
	Job title and description: _____
	Project Name: _____
	Role on Project _____
	Description (include type, size and budget)
	_____
	_____
	_____

Reference letters are not required for this section.

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*Please do not staple or place your application in a binder or folder.*



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#### Part 4: Applicant Conditions

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- 4. The following conditions must be read and acknowledged by all applicants.**
- 4.1 I agree to abide by the policies and procedures of this program.
  - 4.2 I understand that all fees (application and exam) are non-refundable.
  - 4.3 I understand that from the date that when my application is first received by CMCI, I have one (1) year from that date to complete all requirements for certification, including passage of the exam.
  - 4.4 I have not been found by a court, federal or state agency or registration board to have violated the law in the conduct of my CM-related practice or to have engaged in conduct involving the wanton disregard of the rights of others.
  - 4.5 In consideration of CMCI's receipt, review and processing of my application, I waive any and all claims against CMCI, CMAA, its respective boards, officers, employees and members (jointly and severally) I have or may have, now or in the future, for denying or revoking certification.
  - 4.6 I affirm that the information contained in this enrollment application is correct and accurate.
  - 4.7 I affirm that once this application is submitted, I will not contact, directly or indirectly, any CMCI Board of Governors' member regarding my application until I have obtained the CCM designation. I understand that in order for the Board to review the application fairly and impartially; contacting them about my application could sway their view of my application review either towards advancement to candidacy, or indirectly towards non-advancement to candidacy.
  - 4.8 I have previously contacted all references and they have agreed to respond within 30 business days upon hearing from CMCI.
  - 4.9 In making this application, I fully understand that it is an application only and does not guarantee certification. I attest that I will adhere to CMAA's Professional Code of Ethics and understand that any false statement or misrepresentation that I may make in the course of the application process may result in the revocation of this application and/or certification.

**After I have obtained the CCM designation**

- 4.10 I attest that I will adhere to CMAA's Standards of Practice and Professional Code of Ethics and will fully cooperate in any proceeding involving an alleged violation of the Standards or Professional Code. I also understand that any false statement or misrepresentation that I may make while using this designation may result in the revocation of my CM Certification;
- 4.11 I will comply with the provisions of the certification and re-certification programs;
- 4.12 I will make claims regarding certification only with respect to the scope for which certification has been granted;
- 4.13 I will not use the certification in such a manner as to bring the certification body into disrepute, and not to make any statement regarding the certification which the certification body may consider misleading or unauthorized;
- 4.14 I will discontinue the use of all claims to certification that contains any reference to the certification body or certification upon suspension or withdrawal of certification, and to return any certificates issued by the certification body, and;
- 4.15 I will not use the certificate in a misleading manner.

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Initial: \_\_\_\_\_

**General Terms and Conditions**

- 4.16 I agree that CMAA is the sole owner of the CCM certification designation, and my use of the designation is pursuant to a revocable, non-transferable license from CMAA. I will not take any actions which are inconsistent with CMAA's ownership rights, including challenging those rights.
- 4.17 I agree that CMCI may make changes to the CCM certification program in its sole discretion, including with respect to eligibility, criteria, recertification, fees, and continuance or discontinuance of the program.
- 4.18 I hereby forever waive any claims I may have against CMAA or CMCI, and their respective governing board members and employees, based on or arising out of the denial or revocation of certification, including claims for defamation, restraint of trade, breach of contract, and interference with business or contractual relations, unless due to the bad faith and malicious conduct of the person sought to be held liable.
- 4.19 I agree that this Application shall be interpreted and governed by the laws of the Commonwealth of Virginia, without regard to conflicts principles, and exclusive jurisdiction for any legal proceeding resides in federal or State court in Northern Virginia, and the parties agree and expressly consent to the exercise of personal jurisdiction in the Commonwealth of Virginia.
- 4.20 I agree that no association, agency, apparent agency, employer/employee relationship, partnership, or joint venture is created by virtue of issuance of the CCM designation to me by CMCI or CMAA.

**Optional**

- 4.21 If and when certified, I authorize CMCI and CMAA to list my name in the CCM registry and to identify me as a CCM. Yes No

Please initial the previous page in the lower right hand corner. Sign and date this page.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Print Name \_\_\_\_\_

Do you have a disability or other condition which may impair your ability to take the CCM exam please notify the CMCI office for a special testing accommodations form?

YES  NO

Are you interested in receiving information from CMAA regarding education and professional development offerings?

YES  NO

Please note that the original, signed copy of these two pages must be received by the CMCI office for this application to be effective.



Construction Management Association of America, Inc.  
7926 Jones Branch Drive, #800 | Mclean, VA22102  
703.356.2622 (o) | 703356.6388 (f)

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Part 5: Application Fee

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The application fee is \$275 and payment of this non-refundable fee is required for processing this application.

Payment by check needs to be sent to the following address, separate from the application:

CMAA-Certification  
P.O. Box 75196  
Baltimore, MD 21275-5196

The application and applications paying via credit card payments need to be mailed to:

CMCI  
7926 Jones Branch Drive, Suite 800  
McLean, VA 22102

Please Print Applicant's Name: \_\_\_\_\_

If paying by check (made payable to CMCI, or Construction Manager Certification Institute)

If paying by Credit Card:

Please charge my  American Express  MasterCard  Visa

Card Number \_\_\_\_\_ Expires \_\_\_\_\_ CVC \_\_\_\_\_

Billing Address \_\_\_\_\_

Billing City, State, Zip Code \_\_\_\_\_

Name on Card \_\_\_\_\_

Authorized Signature \_\_\_\_\_



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703.356.2622 (o) | 703356.6388 (f)  
[www.cmcertification.org](http://www.cmcertification.org) | [certification@cmaanet.org](mailto:certification@cmaanet.org)



Frequently Asked Questions  
2009 CCM Application

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November 1, 2009

Dear CCM Applicant:

The following frequently asked questions provide guidance to individuals completing the 2009 CCM application as the first step towards professional certification as a Construction Manager. The information and examples noted here are not meant to be answers to the various questions or prompts on the application: they are illustrative of what could be included. Reviewers from the Board of Governors want the individuality and highest level of competence to be detailed in the applicant's responses. Cutting and pasting sections from this document would not be in the best interest of any serious applicant for certification.

A recommended sequence for completing the application might include

1. Reading Rick Rye's commentary on "Common Mistakes on the CCM Application."
2. Reading the Guidelines that precede the Application.
3. Consulting these FAQs.
4. Contacting the Institute's staff for advice on any issue on the application or the requirements.
5. Completing the application with the ancillaries handy.
6. Proofing the final copy before submission.

Please remember to be thorough, neat, and detail-oriented. Use the checklist and place it on the top of your submission.

As always, if you have any question concerning the application or the application process, please do not hesitate to contact the Institute Office at 703.356.2622 or [cmcertification@cmaanet.org](mailto:cmcertification@cmaanet.org).

Please note that the numbering for each question corresponds to the numbered items on the CCM application. Additional numbers with the same first digit relate to the same application item: for example, question 1.2 and 1.3 are related to the information in question 1.

The Construction Manager Certification Institute (CMCI) and the Construction Management Association of America (CMAA) do not discriminate on any basis and abide by all applicable statutes. Application to the Certified Construction Manager program is open to all qualified persons.

***Q. Why is the application so formidable?***

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A. Certification sets one apart from others in a profession. It indicates a level of performance based on standards of practice that exemplify the best practices in an industry.

The Certified Construction Manager (CCM©) Program stands out from all other construction certificates and certifications. Accredited by the American National Standards Institute (ANSI), our certification is based on the CMAA Standards of Practice (SOP). While some may argue that they have extensive experience in Construction Management, they may not necessarily know, understand, or apply CMAA's SOP. This is what the Institute certifies: It is a particular set of professional standards in the area of Construction Management based on best practices, formulated by the Association, translated into assessment instruments by the Institute, and applied to qualified applicants.

The CCM program was the first in the construction professional to be accredited by ANSI, the United States body affiliated with the International Organization for Standardization (ISO). It was also one of the first ten personnel certification programs accredited by ANSI under ISO standard 17024. The process to gain this premiere accreditation was thorough and rigorous. Those who hold our certification have met that same rigor and thoroughness in the certification process.

The application gives the reviewers from the Board of Governors the information they need to evaluate an applicant's qualifications and experience. The reviewers look for the highest level of competence in individuals who know, understand, and apply the Association's Standards of Practice. The application is not a *pro forma* step to candidacy. Advancement to candidacy indicates that the applicant has the verifiable education and experience necessary to be a certified Construction Manager. Passing the comprehensive examination is confirmation of those qualifications.

The Governors of the Institute, who are the custodians of the Certification, want to make the application process as inclusive as possible to all qualified applicants. Since certification sets one apart from others in the profession, they must have assurances that the applicant has the professional experience and is able to know and apply the Association's Standards of Practice. To do so, the Governors have developed the application to focus on the information they need to judge the applicant's professional expertise.

Using the registered CCM honorific after one's name indicates "that professional Construction Management services are being rendered by persons who have demonstrated professional knowledge and competency in the field of program and Construction Management in accordance with the requirements and standards established by the certifier." There is depth and breadth to Construction Manager certification: Its high standards of practice, concern for continuing education, and Code of Ethics make it – in the words of one owner – "the Gold Standard."

### Part 1: Applicant Eligibility Form

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**1.0 Q. What is the purpose of the Applicant Eligibility Form?**

A. Completing the eligibility form will give you an indication that you have or do not have the necessary education and experience to move forward to the application.

**1.1 Q. How does the Qualifying Matrix apply to the Applicant Eligibility form?**

A. The Applicant Eligibility Form is based on the Qualifying Matrix on page 8. For each bracketed [ ] area, the applicant must be able to show that she or he has verifiable experience in this function. Once this matrix is completed with all the required brackets checked, the applicant must determine if she or he has 48 months of non-overlapping Responsible-in-Charge experience to complete this item. If so, the applicant should complete the grid with the projects' name, dates, and duration. If the projects cover the qualifying matrix and the duration of that experience is 48 months or more, the applicant has satisfied the RIC experience requirement for eligibility.

**2.0 Q. What if I do not have the qualifying experience based on my completion of the matrix?**

A. You cannot proceed without a minimum of 48 months experience.

**2.1 Q. Can I substitute other work or education for the 48 months?**

A. No. You must have 48 months of Responsible-in-Charge experience. There are no substitutions.

**3.0 Q. I have the required construction management experience called for in numbers one and two of the Applicant Eligibility Form, but I do not have a degree in construction management. Am I still eligible to apply?**

A. Your degrees must be in one of the three categories listed from colleges recognized by the US Department of Education, and accredited by ABET, ACCE, or NAAB. If you have no degree, you may substitute eight additional years of general design/construction experience for a total of 12 years.

Part 2: Qualifying Matrix

**Q. Can I check experience in categories other than the bracketed required roles?**

A. Yes, in fact, it is to your benefit to list as many verifiable roles, but you must have all the required areas, i.e. those with brackets, as a minimum.

**Q. I have a good number of the bracketed items but not all. Can I substitute other roles for the required items?**

A. No, you must have the required roles noted. These are critical and will be verified as part of the application process.

Part 3: The Application

**3.1 Q. Why am I required to submit a home email address?**

A. People change jobs during the course of their candidacy. A home email is helpful in contacting you if you do change jobs.

**3.1.1 Q. Can I have my preferred name changed during the course of my candidacy?**

A. Absolutely. Please send us a request in hard copy with your signature as well as the names you used and are using. We will need legal documentation to make the name change.

**3.2 Q. I'm currently between jobs. What should I put for current employer?**

---

A. List your last position and dates. Be sure that this information corresponds to the dates on your professional resume.

**3.3 Q. I have unofficial transcripts of my degree. Can I submit these forms?**

A. No. You must submit official copies. There are two ways this may be done: have your school send an official copy to our office or submit certified copies in sealed envelopes – as is the practice in most post secondary institutions. The Institute does accept transcripts faxed from your college or university’s registrar’s office.

**3.3.2 Q. Will I be penalized if I do not have other education in CM related fields?**

A. No. Section 3.3.2 gives the applicant the opportunity to indicate other educational activities in construction-related which helps present a better understanding of the applicant.

**3.4 Q. Am I confined to just construction management related items?**

A. Yes, this information gives the reviewer a better picture of the applicant. Service, fraternal, and religious organizations are not appropriate here.

**3.5 Q. What is a professional resume?**

A. A professional résumé follows the conventional rules (no more than two pages in length), while highlighting the functions on the Qualifications Matrix. Your education, special skills and work experience should be arranged in a way that convinces the reader of your expertise.

**3.6 Q. What if I don’t know all the information needed for the Project Experience?**

A. This is a critical section. Make every effort to supply the names and current addresses of the employer and the supervisor. Absence of any information in this section may delay processing your application.

**3.6.b Q. May I supply my own references?**

A. No. The primary reference must be someone who has adequate knowledge of your role as Responsible-in-Charge. Another reference will be needed if only one project is submitted in your documentation for the 48 months Responsible-in-Charge requirement.

**3.6.b.1 Q. What if I am unable to contact the employer to verify my RIC experience.**

A. There are instances where the person cannot be located or who may be deceased. In these cases, you may choose another individual who can attest to your RIC experience.

**3.7 Q. What exactly do you want in the section on Management Roles and Responsibilities?**

A. We want activities that you performed in each section from Project Management through Safety and Risk Management during your 48 months RIC. All areas must be addressed. The application requires you to use past participles of action verbs. These indicate that you performed a particular action on the project.

**3.7.0.1 Q. What would be some examples of activities in pre-design phase?**

A. Possible activities would include:

Project:	CM Plan, Project Procedures Manual; Choosing Consultants
Cost:	Project Budget, Cost Analysis
Time:	Master Schedule, Milestone Schedule
Quality:	Owner Objectives, Organization, Scope

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Contract: Communication Procedures  
Safety: Owner Commitment  
Program: Team, Plan, Administration, Finance

**3.7.0.2 Q. What would be some activities in the design phase?**

A. Possible activities include but are not limited to the following:

Project: CM Plan, Project Procedures Manual  
Cost: Cost Estimates  
Time: Master & Milestone Schedule Updates, Design & Pre-Bid Schedules  
Quality: Document Control, Value Engineering, Design & Constructability Reviews  
Contract: Design Review Meetings, Schedule Reports, Project Cost Reports  
Safety: Safety Considerations in Design  
Program: Design Packaging, Management

**3.7.0.3 Q. What would be some examples of procurement activities?**

A. Here are some; these are not meant to be exhaustive. Your experience may vary.

Project: CM Plan, Project Procedures Manual  
Cost: Pricing Addenda, Bid Analysis & Negotiation  
Time: Contractors Schedule  
Quality: Ad/Solicit Bids, Bidders List, Instruction to Bidders, Bid Conf, Bid Opening, Pre-Award Conference, Award  
Contract: Pre-Qualification, Bidders Interest Campaign, Bid Packages, Bid Evaluation, Contracts  
Safety: Drafting Contract Requirements

**3.7.0.4 Q. What are some construction phase activities that might be acceptable?**

A. Possible activities may include but are not limited to the following:

Project: CM Plan, Project Procedures Manual  
Cost: Schedule of Values, Change Order Control, Claims  
Time: Monitoring Contractor Schedules, Impact Analysis, Recovery Schedules, Claims  
Quality: Inspection/Testing, Record keeping, Changes, Document Control, Deficient Work, Progress Payments, Punch List, Substantial & Final Completion  
Contract: Owner-Purchased Equipment, Permits, Insurance, Bonds, Project Site Meetings, Field Reporting, Document Flow, Reporting, Record Drawings  
Safety: Submittals, Compliance, Meetings, Audits, Reports, Training

**3.7.0.5 Q. Can you give some examples of activities in the post-construction phase?**

---

A. Possible activities include but are not limited to the following:

Project:	CM Plan, Project Procedures Manual
Cost:	Final Cost Report
Time:	Occupancy Plan
Quality:	Quality Management Assessment with Owner, Final Report
Contract:	O&M Manuals, Spare Parts, Warranties, Final Permits, Move-in, Startup, Final Payment, Contract Closeout, Reports

**3.7.0.6 Q. It appears that the project phases intersect with the CM's roles at each stage. Is that correct?**

A. Absolutely. And when an individual has verifiable expertise and experience in these areas, that person is a good applicant for certification.

**3.8 Q. My response to the "Challenges" section is not two pages; will I be penalized?**

A. It is to your benefit to list the challenges AND the way you approached it. This gives the reviewer a sense of your problem solving skills. Be concise and avoid padding any response. The short or five-paragraph essay can be employed here.

**3.9 Q. Can I hand draw the project organizational chart?**

The project organizational chart must be legible and delineate the lines of interaction among all significant parties. The chart must be indicative of the applicant's experience in construction management. While hand-drawn charts are acceptable, the Institute prefers those created with a suitable graphics program.



Common Mistakes on the CCM Application  
Rick Rye, Fluor Corporation

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**Introduction**

The Certified Construction Manager (CCM©) program, administered by the Construction Management Certification Institute (CMCI), is a fast-growing identifier of a professional practitioner in the construction management industry. The number of individuals submitting themselves for candidacy is rapidly increasing. Presently, over 1225 construction managers have earned the CCM designation, and more than 150 are in the process of application or preparing to sit for the examination.

However, the CCM application process can be one of the most formidable activities that an applicant can endure. First, applicants must effectively demonstrate to CMCI their experience and the responsibilities they have had in overall program/construction management. Secondly, applicants must clearly demonstrate the leadership roles and responsibilities that will qualify for candidacy by the definition of responsible-in-charge, obtain letters of recommendations, and ultimately take a comprehensive examination. If that is not enough, the applicant is faced with the challenge of clearly representing to the CMCI and an independent, objective CMCI Board of Governors that their education, experience, and leadership role meets the qualifying requirements of the CCM program. The application goes under detailed scrutiny by the CMCI Board of Governors, of whom all are CCM professionals and hold responsible positions with CM-related employers.

**Underestimating Important Elements**

Unfortunately, many of the applicants underestimate the most important parts of the application even though they are clearly emphasized in the Application Guidelines. Applicants commonly rely heavily on their professional education and their participation on major complex projects. Other applicants have been found to gloss over the important elements of the application, thinking it somewhat unimportant, and support their qualifying experience by their job title or company position. These alone are not qualifiers that meet the CCM criteria of professionalism.

Most mistakes are made because applicants don't follow or don't understand the application instructions. Unfortunately, these common errors may cause the application to be rejected; these mistakes will significantly delay the processing of the application or receiving a favorable recommendation from the Board of Governors to be advanced to candidacy or both. Some of the most common mistakes on CCM applications can be summarized as follows:

- Incomplete project documentation.
- Incomplete application information.
- Inability to detail their qualifying roles and responsibilities.
- Inability to clearly demonstrate responsible-in-charge that is required to qualify for candidacy.

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- Failure to clearly document the qualifying time in general design and construction or responsible-in-charge experience.
  - Lacking specificity in documenting the required qualifying experience as required by the Qualifications Matrix.
  - Lacking minimal education requirements.

Although there can be many other mistakes and shortcomings that interrupt the application process, there are three errors that can be fatal if not documented and demonstrated clearly to the Board of Governors. These fatal flaws are the documentation for responsible-in-charge, the CM-related degree, and clear documentation that the applicant has the qualifying experience as an advocate for the owner and the project.

### **Qualifying Responsible-In-Charge Experience**

To be advanced to candidacy for CCM, the applicant must clearly document 48-months of responsible-in-charge role of *decision making that directly impacted the successful completion of the project and was directly responsible-in-charge of construction management services and for protecting the interests of the project/owner*. Often applicants appear to have the requisite knowledge and responsible-in-charge experience necessary to qualify for CCM candidacy; however, they do not provide the required documentation – in its completeness - in the section on Project Experience Documentation to support the responsible-in-charge experience. If there is one most important part of the application, it is this section, along with the applicant’s reference letters that substantiates this experience.

This responsible-in-charge role is best determined when a CCM applicant clearly demonstrates CM experience as an extension of staff to the Owner and has been responsible for an entire project with pre-planning, design, construction, engineering and management functions that can assure the best possible project outcome no matter what type of project delivery method was used.

A common misunderstanding by some applicants is that the responsible-in-charge requirement can be fulfilled by focused specialty services such as administrative project management, project administrator, systems management or other support services that can be a diversified part of the construction management or project team. However, responsibilities as a project team support member, such as Administrative Project Manager, even though the responsibilities can be comprehensive, do not in itself fulfill the requirements of a CCM candidacy.

The most successful documentation to support 48 months of responsible-in-charge experience generally relates to building construction or construction management experience as represented by the *CMAA Construction Management Standards of Practice*. Specifically, CCM certification requires management responsibility in multi-functional areas as represented by the CCM Qualification Matrix. In addition, by granting certification, CMCI represents to the general population of clients and construction users that the individual has demonstrated the comprehensive knowledge and skill-sets needed to plan, direct, and manage a CM project and/or project organization.

The *CMAA Construction Management Standards of Practice* is clear about the leadership role expected of professional construction managers overseeing the integrated systems and multiple disciplines that compose a CM team. For example, a qualifying level of responsibilities will include work in construction project control and development, site planning, design, construction

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methods, construction materials, value analysis, cost estimating, scheduling, contract administration, accounting, business and financial management, safety, building codes and standards, inspection procedures, engineering and architectural sciences, mathematics, statistics and information technology.

Another common mistake is the lack of specificity in demonstrating the responsible-in-charge role for each specific project that is used to represent the required 48 months. *It is imperative that specific responsibilities be furnished for each phase of each project.* Providing a one-time summary intended to fit all project experiences is not satisfactory, does not comply with the application requirements, and will not pass the Board of Governors review.

The CMCI Governors watch for the documentation of project experiences that involve multiple trade types and a reasonably complex built environment. In the size and scope section of the application, the applicant should explain as clearly as possible, and in detail, the portion of the project in which he or she was responsible-in-charge. The Board of Governors reviewers will use their judgment, based on the information provided by the applicant, to determine that the project is sufficiently complex to qualify.

It is essential that the project documentation explain and demonstrate that the experience meets the basic definition of responsible-in-charge. Most importantly, the question must be satisfied that the applicant's decision making responsibilities had direct impact on the successful completion of the project, and that the applicant was directly responsible-in-charge for construction management services and for protecting the interests of the project and owner.

For example, in the case of the pre-construction phase related to design and procurement, the applicant is expected to demonstrate that he or she has directly contributed to those phases from a position as a CM and does not require that they be in direct control of design and procurement in these phases. The applicant is expected to be in control of managing the process, not the actual design and/or procurement work. Another example: In the construction phase, the applicant must demonstrate that he or she functioned in a leadership role and was in charge of a project with responsibilities to enhance the control of time, cost, and quality. The applicant must have protected the interests of the project owner through his or her actions in providing the CM services.

The 48-month responsible-in-charge experience period requires actual daily responsible-in-charge experience and involvement with the listed projects. In general, corporate principal oversight roles do not satisfy this requirement, but active involvement as a Project Executive may do so.

### **The CM Related Degree**

A common mistake by some applicants is substituting a CM diploma for a CM related degree. CMCI defines these degrees to include most commonly Architecture, Engineering, Construction Management, or Construction Science/Engineering. A CM Diploma, even though from a reputable university or other institution, is a compliment to the applicant's personal development in CM services, but these non-degree programs alone do not meet the four year curriculum criterion established by CMCI. The qualifying academic experience is expected to include studies in project organizations and management, scheduling, and implementation and execution, cost control applications, constructability, value engineering, contract management,

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and construction investments and finance as generally accredited by governing bodies such as the American Council for Construction Education or the National Architectural Accreditation Board.

When the applicant does not have a CM related degree, the documentation must support a minimum of 96 months, or eight years, of general design, construction, engineering, or construction management experience *in addition to* the 48 months of responsible-in-charge experience needed to qualify for CCM candidacy. This qualifying experience is not to be underestimated in importance. General design and construction experience qualifying as a substitution for a CM related degree is expected to include project related services that employ the applications and techniques of disciplined design, construction and planning.

More specifically, this experience is defined as related to the design and construction process, exemplified best as related to buildings, roads, bridges, or other built structures. Construction management has clearly evolved from architecture, civil and related engineering, general contracting, and project management of the built environment. Qualifying experience must include working in an environment of coordinating and executing projects through the assembly of materials, equipment, budgets, schedules, contracts, and safety of employees and the general public. Experience focused on specific systems, electronics, or computer technologies, even though related to the construction industry, does not fulfill the required experience and criteria as qualifying substitutions for the CM degree.

It is very important that the applicant clarify and distinguish clearly the qualifying experience for responsible-in-charge compared to the general design/construction experience. A total of 144 months of non-overlapping experience must be clearly documented.

#### **A CCM as Advocate for the Owner**

CCM should be an advocate of the Project and not the Owner. The Project encompasses the Owner, designer, builder and other project team members and a CM is obligated to be fair to all parties. A common shortcoming in applications is not being clear about the CM contract role and relationship with the owner when documenting the project experiences as responsible-in-charge. Many different approaches can be used to successfully deliver a project.

Additionally, the applicant's references must certify that the applicant has functioned in a CM role with responsibility to enhance the control of time, cost and quality on the qualifying project or projects while the owner's interests have been acceptably protected.

Many public and private entities provide construction management services using in-house resources, with or without a third party construction manager. Such experience is generally acceptable as responsible-in-charge experience as long as all other criteria are met.

#### **A Final Note: Demonstrating Your Commitment**

The CCM designation is representative of an individual's commitment to excellence. This accomplishment is a benefit to both the CM industry and the public at large, but the first step is to negotiate the application process. It is important to read the Application Guidelines carefully and take seriously the qualifying requirements that will lead to candidacy. The Institute's staff are ready to assist with any questions or clarification about the application process or the required documentation

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