

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

### **Core Principles**

Program and construction management is rooted in traditional project management practices and also requires a unique body of skills and professional knowledge to be performed successfully.

CMAA is delivery-method neutral. CMAA believes that PM/CM professionals can assist owners in selecting the delivery method appropriate for a project given the scope and risk profile of the project and the owner's constraints and capabilities.

CMAA stresses the value and importance of professional program and construction management regardless of project delivery method.

CMAA's membership and programs must be open and welcoming to the widest possible range of professional practitioners.

Owner engagement is essential to the success of the program and construction management industry.

CMAA's organizational values are central in the process for taking and validating positions on topics of industry and association interest.

### **Purpose of Position Statements**

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

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

Affirm organizational values and translate values into action.

Position CMAA to act, in a timely and consistent manner.

Meet outcomes and strategies (defined below) for shaping the profession and establishing CMAA as the authoritative voice for the profession.

## Outcomes and Strategies

**Outcome 1: Transform project execution.** Project execution in the built environment has been transformed by the leadership of trained program and construction management professionals, resulting in optimal outcomes.

- CMAA is the industry leader in leveraging leadership skills, technological innovations, digital tools, trends, and resiliency best practices to pave the way for innovative and successful project execution.
- CMAA is the trusted source of knowledge and best practices in program and construction management.

**Outcome 2: Shape the profession.** The program and construction management profession continuously evolves to attract and retain a diverse, qualified, and vibrant workforce prepared to lead successfully and responsibly throughout the project lifecycle. Program and construction management professionals are seen as highly qualified individuals who provide expert, innovative, and indispensable services across all the disciplines engaged throughout the project lifecycle. CMAA members are diverse, ethical, responsible individuals who understand and are prepared to address the global challenges facing the







## Section 4.0 Professional Conduct

**Core Statement:** CMAA believes its members are diverse, ethical, responsible individuals who understand and are prepared to address the global challenges facing the industry and therefore, organizations and individuals engaged in the program and construction management profession should conduct themselves in accordance with the CMAA Code of Professional Conduct.

- 4.1 **Code.** CMAA articulates its beliefs about ethical behavior in a Code of Professional Conduct (Code) and may periodically review and revise the Code as it deems appropriate.
- 4.2 **Affirmation by Members.** CMAA will require individual members to actively acknowledge their understanding of and commitment to abiding by the Code.
- 4.3 **Ethics Education.** CMAA will include ethics as a component of professional development and educational programs. This includes a requirement for ethics education as a recertification requirement for CMCI credentials.

Date Originally Approved: October 13, 2018

Date of Latest Review: October 28, 2023

Next Review: 2028



## 5.0 Project Delivery and Execution

**Core Statement:** Project execution in the built environment has been transformed by the leadership of

# Position Statements

2023 Revision \_ First Draft\_Comments from the Statement Values Task Force

August 27



## Position Statements



## 8.0 Workforce Development

**Core Statement:** The program and construction management profession must continuously evolve to attract and retain a diverse, qualified workforce.

