



# the construction manager (CMa)

Its role in the project - what you need to know

## CONSTRUCTION MANAGEMENT

Construction Management is the process of professional management applied to a construction process from conception (IPD) or commencement of construction to completion for the purpose of controlling project time, cost, and scope .

- A construction manager may have a background as an engineer, and architect, or a contractor. In California, construction managers do not need a license.
- Construction managers are granted different degrees of authority by the owner depending on how the project is organized. It is very important that the other members understand the role of the CM in the project, since coordination, documentation, and scope of the work of the other members in the team, changes.

## The CONSTRUCTION MANAGER (CM) AS A CONTRACTOR

In this type of contract, the Owner contracts the Architect first to develop the design of the Project. The Owner then contracts the CM prepares a preliminary project schedule, cost estimates, and when the documents are sufficiently complete, executes the construction as the Contractor.

- In this type of contract, the CM is responsible for the completed project and bears the financial risk as Contractor.

## AIA DOCUMENTS

The AIA Documents for projects with a CM as advisor on board are:

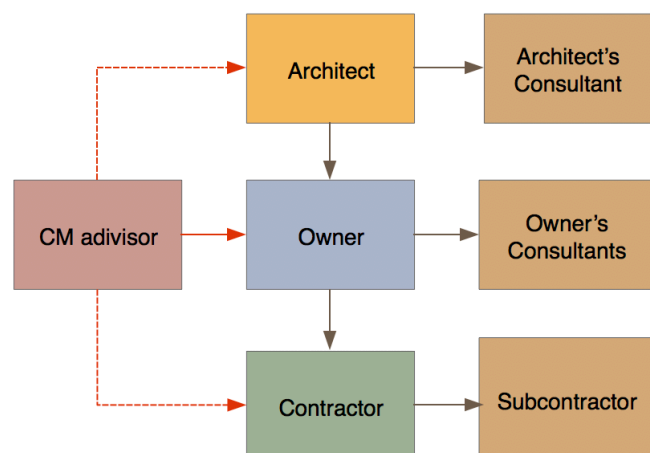
- B132 2009 Owner-Architect Agreement,
- B132 2009 SP Owner-Architect Agreement for Use in a Sustainable Project
- G701CMa 1992 Change Order
- A323 2009 General Conditions of the Contract for Construction
- G704CMa Certificate of Substantial Completion

For additional AIA documents to use in projects with CM either as advisor or contractor, go to <https://www.aiacontracts.org/>.

## The CONSTRUCTION MANAGER (CM) AS AGENT OR ADVISOR

In this type of contract, the CM role is to advise the Owner on the management of the design (if its contract included this stage) and of the construction of the Project.

- In the AIA documents the CM is only an advisor and does not act on the Owner's behalf. In the standard documents of other organizations, including the Construction Managers Association of America (CMAA), the CM is an advisor of the Owner and has the authority to act in its behalf. When working in projects with a CM it is very important that you know what are the responsibilities of the CM, if they include advising, direct participation in the design and the contract administration stages, and how are the tasks being coordinated. Advise the specifier of this.
- This method is used, for example, in projects with Owners that do not have either the expertise or the time to manage a project, projects with multiple prime contractors, fast-track projects, a complicated bidding process, or a fixed budget or time of construction that will not allow for changes.
- The Owner establishes the program and the contract budget and gives this information to the CM and the Architect.



*Text in this module has been quoted or modified from "The CSI Project Resource Manual" 5th Edition*