

CONSTRUCTION MANAGEMENT - GLOSSARY OF TERMS

A

Addendum

Supplementary documentation issued prior to the contract award that changes or clarifies information stated in the bidding documents.

Additional Services

Services provided over and above those designated as basic services in owner agreements with A/Es and CMs.

A/E

Architect/Engineer; the design professional hired by the owner to provide design and design-related services.

Agency CM (ACM)

Also: Pure CM; Professional CM; CM Without Risk (ABBR PCM; CM)

A contractual form of the CM system exclusively performed in an agency relationship between the construction manager and owner. ACM is the form from which other CM forms and variations are derived.

Agent (or Agency)

A legal relationship where one party is authorized to act in behalf of, and in the best interest of, another party, as defined in an agreement between the parties.

Agreement

Also: Contract

A legal document that binds two or more parties to specific and implied obligations.

Ancillary Benefits

Subordinate secondary benefits that automatically accrue from the performance of an unassociated prime responsibility.

Apparent Low Bidder

The bidder who has submitted the lowest competitive proposal as determined by a cursory examination of the bids submitted.

Approved Bidders List

The list of contractors that have survived prequalification tests.

Approved Changes

Changes of any nature in contract requirements which have been agreed upon through a change approval process and approved by the owner.

Arrow Diagram

Check: Critical Path Schedule; Critical Path(s); Precedence Diagram

Also known as the *i-j* method or *activity-on-arrow* method. This method uses arrows, pointing in the direction of schedule flow, to represent activities with duration and circles (nodes) at each end of the arrow designating the start and finish events (dates) of each activity.

As-Built Drawings

Also: As Builts; *Check:* Record Drawings

Drawings produced during or after construction and amended to show the exact location, geometry, and dimensions of the constructed project. As-Built Drawings are not the same as Record Drawings.

B

Basic Services

Check: Additional Services, Reimbursables

The services specially listed in the services agreement as basic services.

Beneficial Occupancy

See: Start-up; Commissioning

The point of project completion when the owner can use the constructed facility in whole or in part for its intended purpose even though final completion may not be achieved.

Bid

A binding offer, usually expressed in dollars to provide specific services within clearly stated requirements.

Bid Bond

A pledge from a third party (usually a surety company) to pay liquidated damages to the owner to the extent of the difference between the bonded contractor bid and the next highest bidder but not to exceed the face value of the bond; if the bonded contractor declines an award offered by the owner.

Bid Depository

A physical location where trade contractor proposals are filed the day before general contractor bids are to be received by an owner for pickup, opening, acceptance, or rejection by general contractors bidding the owner's project.

Bid Division

Also: Division of Work; Work-Scope

A portion of the total project reserved for contractors for bidding and performance purposes.

Bid Division Description

Also: Division of Work Description; Work Scope Description

A narrative description of the concise work-scope to be bid and performed by a contractor.

Bid(ding) Documents

The documents distributed to contractors by the owner for bidding purposes. They include drawings, specifications, form of contract, general and supplementary conditions, proposal forms, and other information including addenda.

Bid Shopping

Check: Pre-bid Shopping; Post-bid Shopping, Scope Enhancement

Negotiations to obtain lower costs and prices both prior to submitting proposals and after signing contracts.

Bonus-Penalty Clause

Check: Penalty-Bonus Clause

A positive/negative incentive to comply with a schedule. A bonus is paid for timely performance; a penalty is assessed for untimely performance. The dollar amount of the bonus and penalty must be equal.

Budget Estimate

An estimate of cost based on rough or incomplete information, with a stated degree of accuracy. The more information available, the more accurate the estimate. Loosely called a "ballpark" estimate.

Bulletin

A delineation, narrative or both describing a proposed change for pricing by a contractor(s) and for consideration as a change by the owner.

C**Change Order**

Also: Contract Modification

The document that alters the contract amount, contract time, or contract requirements of the original contract entered into by the owner and a contractor.

Changed Conditions

Also: Concealed Conditions; Latent Conditions

Conditions or circumstances, physical or otherwise, which surface after a contract has been signed and which alter the circumstances or conditions on which the contract is based.

Chart of Accounts

Also: Account Codes; Codes of Accounts

An alpha/numeric identification system for budget line items that ensures that project expenditures are properly debited/credited in the project budget as payments are made in behalf of the project.

Checks and Balances

The term used to describe the use of the overlapping expertise of each team member during team decision making.

Claim

A formal notice sent by a contractor to an owner asserting the fact that the terms of the contract have been breached and compensation is being sought by the contractor from the owner.

Clerk-of-the-Work

An individual employed by an owner to represent him on a project at the site of the work. The clerk-of-the-work's abilities, credentials, and responsibilities vary at the discretion of the owner.

cm

Check: CM; Construction Manager; Construction Management

The abbreviation for construction manager (a person employed by a CM to provide CM services on a project). Not commonly used.

CM

Check: cm; Construction Manager; Construction Management

The abbreviation for Construction Management and Construction Manager (a firm that provides CM services or persons who work for a CM firm).

CM Fee Plus Reimbursables

A form of payment for CM services where the construction manager is paid a fixed or percentage fee for CM expertise, plus pre-established hourly, daily, weekly, or monthly costs for field personnel and equipment.

CM Format

The interactive contracting approach to providing a project's needs, used by the CM project team to manage a project.

CM Partnering

A contractual commitment by the Owner, A/E, and CM to achieve a common goal, and doing so without a stakeholder's exposure to a potential for conflict of interest in pursuit of that goal.

CM Philosophy

An enlightened approach to accomplishing an owner-oriented end result using a system of motivating concepts and principles for achievement.

CM Procedures Manual

The depository for the proprietary micro-management procedures used by the CM to detail and facilitate the service obligations owed to a client.

CM Project Manual

Check: [Project Manual](#)

The common depository for the micro-management procedures to be used on the project by the team to accomplish project requirements.

CM Services

The scope of services provided by a construction manager and available to owners in whole or in part. CM services are not consistent in scope or performance from one CM firm to another.

Collateral Information

Information of value that is unexpectedly made available through the routine performance of another activity or activities.

Commissioning

See: [Start-up](#); [Beneficial Occupancy](#)

The process at or near construction completion when a facility is tried out (put into use) to see if it functions as designed. Usually applied to manufacturing type projects.

Completion Schedule

Also: [Occupancy Schedule](#)

A schedule of the activities and events required to effect occupancy or the use of a facility for its intended purpose. It is used to determine if construction progress will meet the occupancy date.

Conditions of the Contract

Term that refers to the General Conditions and the Supplementary and Special Conditions of the contract for construction.

Constructibility

Check: [Contractability](#)

The optimizing of cost, time, and quality factors with the material, equipment, construction means, methods, and techniques used on a project; accomplished by matching owner values with available construction industry practices.

Construction Budget

The target cost figure covering the construction phase of a project. It includes the cost of contracts with trade contractors, construction support items other purchased labor, material and equipment, and the construction manager's cost but not the cost of land, A/E fees, or consultant fees.

Construction Coordination

The orchestration or interfacing of performing contractors on-site.

Construction Cost

See: [Cost of Construction](#)

Construction Documents

Drawings, technical specification, and addenda; the contract documents that refer to the physical construction requirements established by the A/E.

Construction Management

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. (As approved by CMAA)

OR

A project delivery system that uses a construction manager to facilitate the design and construction of a project.

Construction Manager

A firm or business organization with the expertise and resources to manage the design, contracting, and construction aspects of project delivery. Individuals who work for a CM Firm are also referred to as Construction Managers.

Construction Schedule

Also: Detailed Construction Schedule

A graphic, tabular or narrative representation or depiction of the construction portion of the project-delivery process, showing activities and durations or activities in sequential order.

Construction Support Items

Also: General Condition Items

Purchases, services, or materials required to facilitate construction at the site. As part of the construction budget, these are financial obligations of the owner and the logistic responsibility of the CM.

Construction Team

Check: Project Team

The designated leaders of each trade contractor plus the Level 2 and Level 3 Managers (Persons) of the owner, A/E, and CM.

Constructor-XCM

A variation of the extended services form of CM where the construction manager self-performs some of the construction on the project.

Contingencies

Line-item amounts in the project budget, dedicated to specific cost areas where oversight is an inherent problem in project delivery.

Contract Administration

Servicing the interactive provisions in the contracts for construction between the owner and the contractor(s).

Contract Document Phase

The final phase of design on an architectural project when construction documents are completed and bidding documents formulated.

Contract Document Review

Also: Biddability Review

A review of Bidding and Contract Documents on a continuing basis, or at short intervals during the pre-construction phase, to preclude errors, ambiguities, and omissions.

Contract Documents

The documents which collectively form the contract between the contractor and the owner. They consist of the bidding documents less bidding information plus pre-award addenda and post-award Change Orders.

Contractability

Also: Contractibility; *Check:* Constructibility

The optimizing of cost, time, and quality factors with the contracting structures and techniques used on a project; accomplished by matching owner contracting requirements with available construction industry practices.

Contractor

Check: Trade Contractor; General Contractor

A business entity that contracts to perform a defined scope of work on a construction project.

Contractor/Constructor-XCM

A variation of the extended services form of CM where the construction manager holds construction contracts and self-performs construction on the project.

Contractor-XCM

A variation of the extended services form of CM where the construction manager holds construction contracts for the project.

Control CM

Also: Project Manager; Level 2 Manager; Level 2 Person

A person designated by the CM firm to interface with the owner's and A/E's representatives on the project team at the second management level.

Coordination Meeting

See: [Progress Meeting](#); Field Meeting

Coordinator

Also: CM Coordinator; Project Manager's Assistant

A person designated to assist a Control CM, Project Manager, or Level 2 Manager in executing the CM format.

Cost Control

Also: Cost Management

Deliberations, actions, and reactions to project cost fluctuations during a project to maintain the project cost within the project budget.

Cost(s) of Construction

See: [Construction Budget](#)

Credibility

The quality of something that makes it believable.

Critical Date Schedule

See: [Milestone Schedule](#)

Critical Path(s)

The continuous chain(s) of activities from project-start to project-finish, whose durations cannot be exceeded if the project is to be completed on the project-finish date. A sequence of activities that collectively require the longest duration to complete (the duration of the sequence is the shortest possible time from the start event to the finish event).

Critical Path Schedule

Check: [Arrow Diagram](#); [Precedence Diagram](#)

A schedule that utilizes the Critical Path scheduling technique using either the arrow or precedence diagramming method.

D

Designability

A pragmatic, value-based assessment of the design in comparison with the stated physical and aesthetic needs of the owner.

Design-Build (D-B) Contracting

A contract structure where both design and construction responsibility are vested in a single contractor.

Design-Build (D-B) Contractor

A contractor that provides design and construction services under a single responsibility contract to an owner.

Detailed Construction Schedule

See: [Construction Schedule](#)

Design Development Phase

The term used on architectural projects to describe the transitional phase from the Schematic Phase to the Contract Document during design.

Design-XCM

A variation of the extended services form of CM, where the A/E also provides the CM function.

Direct Costs

The costs directly attributed to a work-scope, such as labor, material, equipment, and subcontracts but not the cost of operations overhead and the labor, material, equipment, and subcontracts expended in support of the undertaking.

Direct Labor Costs

Costs accruing from expended labor excluding the bonus portion of overtime, insurances, and payroll taxes.

Direct Material Costs

Costs accruing from material acquisition including purchase price, freight, and taxes.

Division of Work

Also: Work Division; Work-Scope; Bid Division; *See:* [Bid Division](#)

Division of Work Description

Also: Work Division Description; Work-Scope Description; Bid Division Description; See: [Bid Division Description](#)

Drawings

Graphic representations showing location, geometry, and dimensions of a project or its elements in sufficient detail to facilitate construction.

Dual Services

The providing of more than one principal service under a single contract or another contract(s).

Dynamic Decisions

Decisions that are made without team deliberations. Autonomous or bilateral decisions based on policy, procedures, or experience.

Dynamic Risk

The risk inherent to a speculative decision. The risk-taker can either gain, lose, or break even from the risk.

E**Employment Agreement**

A contract binding an employee to an employer for a specific length of time and for disclosed compensation.

Escrow Account

Money put into the custody of the third party by the first party for disbursement to the second party. A brief temporary depository for progress payments until authorized for release according to the depositor's explicit instructions.

Estimated Cost to Complete

An estimate of the cost still to be expended on a work-scope in order to complete it. The difference between the Cost to Date and the Estimated Final Cost.

Estimated Final Cost

An estimate of the final cost of a work item based on its Cost to Date and the estimated cost to complete it. The sum of the Cost to Date and the Estimated Cost to Complete.

Ethics

Self-imposed rules or standards of performance for professionals set by the organization or association to which the professional belongs or by the public trust.

Extended Services

See: [Additional Services](#)

Dissimilar services included in a contract to be performed over and above those that are included as the principal services of the contract.

Extended Services-CM (XCM)

A form of CM where other services such as design, construction, and contracting are included with ACM services provided by the construction manager.

F**Facilitator**

A person who leads by logic, suggestion and example more so than by direction.

Fast-Track(ing)

The process of designing portions of a project while portions already designed are under construction. A series of controlled design-build sequences that collectively constitute a complete project.

Feasibility Phase

Also: [Pre-design Phase](#); Conceptual Phase

The phase of a project preceding the Design Phase used to determine from various perspectives whether a project should be constructed or not.

Fee Enhancement

The awarding of an additional fee, over and above the basic fee for services, based on the performance quality of the party providing the basic service.

Fiduciary

One who stands in a special relationship of trust, confidence, and responsibility regarding contracted obligations.

Field-Based CM Field Organization

Check: [Office-Based CM Field Organization](#)

A project organization structure that bases the CM's 2nd Level representative and certain resource persons in the field rather than in the office.

Field Construction Manager

Also: Field CM; Level 3 Manager; Level 3 Person; Superintendent, Site Manager

A person designated by the CM firm to interface with the owner's and A/E's representatives on the project team at the third management level. A person located at the site and charged to administer the procedures established by the team's Level 2 Manager for the construction of the project.

Field Management

The coordination and management of owner-contracted resources on-site during construction.

Field Order

An order issued to a contractor by an authorized team member to perform work not included in the contract for construction. The work will become a Change Order. It is an expedient used in an emergency or need situation.

Field Schedule

Also: Construction Schedule

See: [Short Term Construction Activity Plan \(CAP\)](#)

Final Completion

The point at which both parties to a contract declare the other has satisfactorily completed its responsibilities under the contract.

Final Design Phase

The designation used by engineers for the last portion of the design process prior to bidding.

Financial and Management Control System (FMCS)

Also: Management Control System (MCS)

A manual or computerized system used by the team to guide the course of a project and record its progress.

Financial Stakeholder

A party involved by contract to perform a prescribed definitive physical work-scope for a sum of money, who stands to lose or gain money from the eventual outcome of the project or how it is performed.

Float

A scheduling term indicating that an activity or a sequence of activities does not necessarily have to start or end on the scheduled date(s) to maintain the schedule.

Force Account Work

Work done and paid for on an expended time and material basis.

G**General Condition items**

See: [Construction Support Items](#)

General Conditions (of the Contract for Construction)

See: Front-End Specifications

The part of the contract that prescribes the rights, responsibilities, and relationships of the parties signing the agreement and outlines the administration of the contract for construction.

General Contracting System

The traditional project-delivery system that utilizes the services of a general contractor; the GC assembles and submits a proposal for the work on a project and then contracts directly with the owner to construct the project as an independent contractor.

General Contractor

A business entity that provides independent contractor services to owners through the use of subcontractors when using the general contracting system.

Guarantee

An agreement by which a party accepts responsibility for fulfilling an obligation.

Guaranteed Maximum Price CM (GMPCM)

A form of the CM system where the construction manager guarantees, in addition to providing ACM services, a ceiling price to the owner for the cost of construction.

H

Human Resources

Persons who have inherent or acquired abilities to function to the benefit of an employer.

I**IRFP (Initial Request for Proposal)**

The first request for uniform detailed information from prospective CM practitioners being screened for a project.

Indirect Costs

Costs for items and activities other than those directly incorporated into the building or structure but considered necessary to complete the project.

In-House Resources

Resources, physical, monetary, or human, available within an organization for providing contracted services.

Interview Decorum

The rules and procedures established by the owner for interfacing with firms competing for providing services on a QBS basis.

J**Job Description**

A broad-scope explanation of a position's requirements indicating the duties for the position and the expertise and capabilities required of a person to adequately perform in that position.

Job-Site Overhead

Supportive and necessary on-site construction expense, such as construction support costs, supervision, bonus labor, field personnel, and office expense.

Joint Venture Partner

A party that contracts with another similar party on a project basis to provide greater financial strength, improved services or more acceptable performance qualifications as a combined organization to design, bid, and/or construct a specific project.

L**Labor and Material Bond**

Check: Surety; Performance Bond

A guarantee provided by a surety to pay claims against the owner from contractors and suppliers who have not been paid for labor, material, and equipment incorporated into the project.

Letter of Intent

Check: Notice of Award; Notice to Proceed

A notice from an owner to a contractor stating that a contract will be awarded to the contractor providing certain events occur or specific conditions are met by the contractor.

Lien

Also: Mechanic's Lien

The right to take, hold, or sell the property of a debtor as security or payment for a debt.

Life-Cycle Cost

The cost of purchasing, installing, owning, operating, and maintaining a construction element over the life of the facility.

Long-Lead Items

Material and equipment required for construction which have delivery dates too far in the future to be included in a contractor's contract at bid time. They are pre-purchased directly by the owner.

Long-Lead Time

The time between the purchase date and delivery date of long-lead items.

Lump Sum Fee

A fixed dollar amount which includes all costs of services including overhead and profit.

M**Management Information and Control System**

See: Financial and Management Control System

Management Plan

A micro-scheme to produce project requirements in terms of policies, procedures and timing developed from the management strategy.

Management Strategy

A micro-and micro-approach to structuring contracts and managing a project; based on owner policies, project demands, and contracting practices in the project area.

Master Schedule

See: [Program Schedule](#)

Mechanic's Lien

Also: [Lien](#)

A legal claim against an owner's property by a project participant to the value of monies earned by not paid for by the owner or an employing contractor.

Milestone

Selected strategic events of signal importance to progress used in the milestone schedule.

Milestone Schedule

A schedule of milestones spanning from the start of construction to occupancy, used as the main measure of progress to keep the project on schedule.

Multiple Bidding

Soliciting and receiving bids from trade or work-scope contractors when using a multiple-contracting format.

Multiple Contracting

A contracting format that separates the project's single work-scope into a number of interfacing smaller work-scopes, to be individually and competitively bid or negotiated.

Multiple Prime Contracts

Contracts with work-scope contractors, individually awarded by the owner under a multiple contracting format.

N**Negative Attributes**

A quality, character, procedure, or practice inherent to a system (of contracting) that impairs the system's performance.

Notice of Award

Check: [Letter of Intent](#); [Notice to Proceed](#)

A letter from an owner to a contractor stating that a contract has been awarded to the contractor and a contract will be forthcoming.

Notice to Proceed

Check: [Notice of Award](#); [Letter of Intent](#)

A notice from an owner directing a contractor to begin work on a contract, subject to specific stated conditions.

O**Occupancy Phase**

Also: Warranty/Guarantee Phase; Warranty Phase; Guarantee Phase

A stipulated length of time following the construction phase, during which contractors are bonded to ensure that materials, equipment, and workmanship meet the requirements of their contracts, and that supplier- and manufacturer-provided warranties and guarantees remain in force.

Occupancy Schedule

See: [Completion Schedule](#)

Office-Based CM Field Organization

Check: [Field-Based CM Field Organization](#)

A project organization structure that bases the CM's 2nd Level representative and resource persons in the home office rather than in the field.

On-Site Supervision

Site-based personnel with supervisory responsibilities.

Owner-CM (OCM)

A form of the CM system that utilizes the owner as the construction manager.

Owner's Representative

A person assigned to a project to represent the owner on the project team at one to the three management levels.

P

Partnering

Check: [CM Partnering](#)

A recommitment to the fundamental terms of a construction contract brought about by the humanistic interactions of the parties to the contract; the stake holders.

Penalty-Bonus Clause

See: [Bonus-Penalty Clause](#)

Percentage Fee

A fee for services, expressed as a percent of the final cost of construction.

Performance Bond

Check: [Labor and Material Bond](#); Surety

A guarantee provided by a surety to complete a project according to the terms of the contract documents in the event that the bonded contractor defaults on the contract or to pay the owner the face value of the bonded amount.

Performance Coordination

See: [Construction Coordination](#)

Phased Bidding

Also: Stage Bidding

The process of receiving proposals from contractors on projects that are constructed as more than one total work-scope.

Phased Construction

Also: Stage Construction

A unitized approach to constructing a facility by designing and constructing separate project elements. Each element is a complete project in itself.

Plans

See: [Drawings](#)

Positive Attributes

A quality, character, procedure, or practice inherent to a system (of contracting) that elevates the system's performance.

Post-Bid Shopping

Negotiations between prime contractors (buyers) and trade contractors (sellers) to obtain lower prices after signing a prime contract with an owner.

Potential for Conflict of Interest

A conflict of interest that could occur but has not yet materialized.

Pre-Bid Shopping

Negotiations between prime contractors (buyers) and trade contractors (sellers) to obtain lower prices prior to submitting prime contract proposals to owners.

Precedence Diagram

Check: [Critical Path Schedule](#); [Critical Path\(s\)](#); [Arrow Diagram](#)

Also known as the activity-on-node method. This method uses a node (geometric shape) to represent activities with connecting lines to show the logic or sequence of activities.

Preconstruction Phase

All required phases prior to the start of construction.

Pre-design Phase

Also: [Feasibility Phase](#)

The phase prior to the start of design.

Preliminary Design Phase

Applies to engineering projects; the initial design effort following signing of the owner; engineer agreement. It is followed by the Final Design Phase.

Prime Contract

A contract held by an owner.

Prime Contractor

A contractor who has a contract with an owner.

Private Sector

The domain where projects are funded with capital other than from taxes.

Product Data

See: [Shop Drawings](#)

Professional CM

See: [Agency CM](#), Pure CM

Professional Liability Insurance

Also: Errors and Omissions Insurance

Insurance provided by design professionals and construction managers that protects the owner against the financial results of negligent acts by the insured.

Professional Services

Services provided by a professional, in the legal sense of the word, or by an individual or firm whose competence can be measured against an established standard of care.

Professionalism

Essentially; considerate, courteous, ethical behavior when dealing or communicating with others on a construction project.

Program Management

Services provided to an owner who has more than one construction project, for the purposes of providing standardized technical and management expertise on all projects. (As approved by CMAA)

Program Schedule

Also: Master Schedule

A schedule that spans from the start of design to occupancy; includes the signal activities which control the progress of the project from start to finish.

Program Team

The owner, A/E, and CM represented by their Level 1, 2, and 3 Persons. Used interchangeably with Project Team.

Progress Meeting

Also: Site Coordination Meeting, Coordination meeting

A meeting dedicated essentially to contractor progress during the construction phase.

Progress Payment

Partial payments on a contractor's contract amount, periodically paid by the owner for work accomplished by the contractor to date.

Project Budget

The target cost of the project established by the owner and agreed to be achievable by the team. The Project Budget usually includes the cost of construction and the CM fee, plus any other line-item costs (land, legal fees, interest, design fees, CM fees, etc.) that the owner wishes to have included in the budget.

Project Costs

Costs expended on a project and which debit the line items that comprise the Project Budget.

Project Manager

See: [Control CM](#), Level 2 Manager, Level 2 Person

Project Manual

Check: [CM Project Manual](#)

Written information that augments the drawings. The Project Manual contains the General Conditions, Supplementary and Special Conditions, the Form of Contract, Addenda, Change Orders, Bidding Information and Proposal Forms as appropriate, and the Technical Specifications.

Project Meeting

A meeting dedicated essentially to contractor performance and progress payments, involving supervisors from contractor home offices and the team's Level 2 and 3 Managers.

Project Team

Also: [Construction Team](#); Check: [Program Team](#)

Consists of the architect/engineer, construction manager, and owner, represented by their Level 1, 2, and 3 Persons, plus the designated leaders of contracted constructors.

Public Sector

The domain where owners fund projects with monies that come in whole or in part from taxes.

Pure CM

See: [Agency CM](#), Professional CM

Q

Quality

The value levels of material and equipment selected by the A/E. Conformance to the technical specifications during construction.

Quality Assurance

The procedure established by the Project Team to inject and extract the level of quality designated by the owner.

Quality Control

That part of the Quality Assurance procedure that determines if specified quality is attained.

Quality Engineering

That part of the Quality Assurance procedure where the required level of quality is accurately inserted into the construction documents by the A/E.

Questionable Practices

Practices, standard or otherwise, that are not totally productive or are unfriendly or unfair to those parties that the practices interface.

R**RFP (Request For Proposal)**

The second request for uniform detailed information from prospective CM practitioners being screened for a project.

Record Drawings

Check: As-Built Drawings

A set of contract document drawings, marked up as construction proceeds, which show the exact location, geometry, and dimensions of all elements of the constructed project as installed.

Reimbursable Expense

Also: Reimbursable

Charges to the owner covering costs for services that could not or intentionally were not quantified at the time the fee arrangement was made.

S**Samples**

See: Shop Drawings

Schedule of Values

The breakdown of a lump sum price into sub-items and sub-costs for identifiable construction elements, which can be evaluated by examination for contractor progress payment purposes.

Schematic Design Phase

The initial Design Phase on an architectural project when the A/E delineates the owner's needs in a general way.

Shop Drawings

Also: Product Data; Samples

Detailed information provided by material and equipment suppliers demonstrating that the item provided meets the requirements of the contract documents.

Short Term Contractor's Activity Plan

Also: Short Term CAP; CAP; Sort Interval Schedule

A field-based schedule that plans contractor activities on a day-to-day, week-to-week basis from milestone to milestone.

Special Conditions

Also: Supplementary Conditions

Amendments to the General Conditions that change standard requirements to unique requirements, appropriate for a specific project.

Special Consultants

Experts in highly specialized fields not inherent to an owner, A/E, or CM.

Specifications

Detailed statements covering procedures, and quantitative and qualitative and qualitative information pertaining to material, products, and equipment to be incorporated into a project.

Start-Up

Check: Commissioning; Beneficial Occupancy

The period prior to owner occupancy when mechanical, electrical, and other systems are activated and the owner's operating and maintenance staff are instructed in their use.

Static Decisions

Decisions that are made or can be made under the full influence of the project team's checks and balances.

Static Risks

Risks inherent to the project-delivery process which occur or can occur by accident and have no opportunity for gain in the manner of their disposal.

Study and Report Phase

Check: Feasibility Phase

Principally applicable to engineering projects. Includes the investigation and determination of a situation(s) and the recommendation of design solutions to and owner's needs.

Subcontractor

A contractor who has a contract with a prime contractor.

Substantial Completion

The date on which a contractor reaches a point of completion, when subsequent interfacing contractors can productively begin work or the owner can occupy the project, in whole or in part, without undue interference.

Sub-subcontractor

A contractor who has a contract with a subcontractor.

Superintendent

A job title usually reserved for the administrative level person who supervises the work of an on-site contractor.

Supervision by a Field CM

To coordinate and guide, but not inspect, the performance of construction resources contracted for by the owner.

Supplementary Conditions

Supplements or modifies the standard clauses of the general conditions to accommodate specific project requirements.

Synergism

Actions by two or more persons to achieve an end result that could not be achieved as well by one of the persons.

T**Team**

Check: Project Team; Construction Team

Technical Inspection

Check: Quality Assurance; Quality Control

Matching technical specification criteria with visual or mechanical tests on the project site, or in a remote location or laboratory, to ascertain conformance.

Technical Review

The critique of design solutions, or criteria used for design solutions, by a party other than the one providing the solutions or criteria, to determine adequacy and suitability of purpose.

Technical Specifications

Written criteria that augment the drawings pertaining to the technical construction of the project that cannot be conveniently included on the plans.

Tenure

The duration, term, or length of time required by agreement or precedent for performance of services.

Testing

Applying standard procedures to determine if prescribed technical criteria have been met in performance.

Timeline

A synonym for scheduling of activities in the context of time.

Timely Performance

Compliance with a time requirement.

Trade Contractor

Also: Performing Contractor

A contractor that specialized in providing/installing specific elements of the overall construction requirements of a project.

U

Up-Front Services

Free or reduced-rate services provided to prospective clients in the interest of obtaining a contract. Often rationalized as part of a firm's selling or public relations program.

V

Value

The intrinsic worth of something determined on an individual basis.

Value Engineer

Also: Certified Value Specialist

A person qualified to perform value engineering services for a client.

Value Engineering

A technical review process; the close matching of engineering design to the value an owner derives from the design.

Value Management

Check: [Contractability](#); [Constructability](#); [Designability](#); [Value Engineering](#)

The matching of project decisions and directions with the expressed requirements of the owner, from an owner value derived perspective.

Value Manager

A person qualified to perform value management services for a client.

W

Warranty

Also: Guarantee

Assurance by a providing party that the work, material, and equipment under warranty will perform as promised or as required by contract.

Warranty Phase

Also: Guarantee Phase; Warranty/Guarantee Phase

See: [Occupancy Phase](#)

Work-Scope

See: [Bid Division](#)

Work Scope Description

See: [Bid Division Description](#)

X

XCM

See: [Extended Services CM](#)