

DACUM Skill Rating Scale

- 1 - Can perform some parts of this skill satisfactorily but requires assistance and/or supervision to perform the entire skill.
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Construction Managers manage construction projects by minimizing risks through the application of control mechanisms to ensure planned project outcomes.

**Plan Construction Projects
A**

Develop schedule A1	Set milestones A2	Identify priorities A3	Develop a construction strategy A4	Develop a work breakdown structure A5	Identify constraints A6	Identify resources A7	Evaluate construction assemblies A8
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Assess risk A9	Identify controls A10	Interpret contracts A11	Determine contract requirements A12	Identify risk A13	Evaluate materials and building systems A14	Evaluate feasibility A15	Evaluate labour requirements and availability A16
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Propose alternate materials and building systems as needed A17	Create procedures for processing shop drawings A18	Assess project financing A19	Relate project to regulatory authorities A20	Prepare contracts A21			
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4			

**COMMUNICATE
B**

Write reports B1	Demonstrate verbal and written communication skills B2	Use language appropriate to the audience B3	Demonstrate interpersonal communication skills B4	Develop presentations B5	Demonstrate active listening skills B6	Explain concepts using concise language B7	Interpret instructions (written and oral) B8
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Assess understanding B9	Interpret body language B10	Use appropriate non-verbal communication skills B11	Use language appropriate to the medium B12	Select the medium appropriate to the message B13	Organize and lead meetings B14	Use industry terminology B15	Demonstrate interviewing and questioning skills B16
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4

**RESOLVE CONFLICT
C**

Identify issues C1	Use negotiation skills C2	Originate solutions C3	Evaluate potential solutions C4	Assess cost benefit C5	Explain solutions C6	Demonstrate mediation skills C7	Propose compromises C8
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Apply resolution strategies C9	Demonstrate empathy C10	Defend solution C11	Demonstrate conciliation skills C12				
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4				

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**PREPARE
AND MANAGE
BUDGETS
D**

Formulate budgets D1	Prepare cash flow projections D2	Prepare cost control program D3	Prepare quantity surveys D4	Adhere to budgets D5	Analyze a budget D6	Modify budgets D7	Develop budget projections D8
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Apply basic accounting principles D9	Reconcile budgets D10	Prepare detailed cost estimates D11	Analyze cost certainty D12	Analyze cost-benefit D13	Determine unknown costs D14	Assess general conditions costs D15	Identify future/potential budget variances D16
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Identify potential budget issues D17	Adapt budget to project changes D18	Modify budgets to accommodate schedule changes D19	Organize administrative systems related to budget D20	Adhere to established accounting principles and practices D21			
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4			

**PREPARE
AND MANAGE
SCHEDULES
E**

Formulate schedules E1	Apply critical path principles E2	Prepare schedule control program E3	Reconcile schedules E4	Adhere to schedule E5	Analyze schedule E6	Modify schedule E7	Determine unknown timelines E8
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Identify potential schedule issues E9	Adapt schedule to project changes E10	Identify future/potential schedule variances E11					
1 2 3 4	1 2 3 4	1 2 3 4					

**MANAGE
CONSTRUCTION
PROJECTS
F**

Set priorities F1	Apply procedures for processing shop drawings F2	Coordinate contracts F3	Apply Project Management Principles F4	Judge compliance with contracts F5	Adapt to change F6	Apply motivation techniques F7	Interpret drawings F8
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Identify problems F9	Interpret specifications F10	Evaluate problems F11	Select appropriate solutions F12	Coordinate construction F13	Relate activities to project plan F14	Evaluate compliance with safety programs and regulations F15	Apply risk management strategies F16
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Evaluate shop drawings F17	Organize project close-out F18	Apply Human Resource management practices F19	Measure project progress F20				
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4				

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MANAGE QUALITY
G

Set quality standards G1	Adhere to quality standards G2	Develop testing and inspection plans G3	Perform site inspection G4	Organize commissioning procedures G5	Verify integrity of building systems G6	Develop QA/QC plans G7	Integrate QA/QC plans G8
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Organize tests and inspections G9	Evaluate QA/QC plans G10						
1 2 3 4	1 2 3 4						

DEMONSTRATE PROFESSIONALISM
H

Demonstrate motivation skills H1	Demonstrate ethical behaviour H2	Demonstrate interpersonal skills H3	Practice continuous learning H4	Practice time management H5	Demonstrate integrity H6	Demonstrate leadership skills H7	Identify personal and professional limitations H8
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Practice document management H9	Act as a Mentor H10	Use technology appropriate to the task H11					
1 2 3 4	1 2 3 4	1 2 3 4					

PROCUREMENT
I

Define scope of work bid packages for sub-contractors and suppliers I1	Prepare Request for Proposal / Bid / Quote I2	Evaluate sub-contractor and suppliers bids I3	Evaluate sub-contractor and supplier risks I4	Select sub-contractors and suppliers I5	Develop sub contracts I6	Identify HR needs I7	Select workers I8
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Evaluate invoices and purchase orders I9							
1 2 3 4							

CONSTRUCTION BASICS
J

Describe construction design principles J1	Describe architectural components of construction J2	Describe structural components of construction J3	Describe mechanical components of construction J4	Describe electrical components of construction J5	Describe Civil components of construction J6	Describe Environmental components of construction J7	Describe landscaping components of construction J8
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Describe Life Safety components of construction J9	Describe properties and limitations of construction materials J10	Describe construction methods J11	Describe construction assemblies J12	Interpret specifications J13	Interpret drawings J14	Differentiate the functions of a variety of construction equipment J15	Calculate quantity take-offs J16
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Interpret testing and inspection reports J17	Describe construction sequencing J18	Describe bonding and insurance needs J19	Describe a variety of construction contracts J20				
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4				

Construction Management DACUM

Trends

Facilitated by Mike Stuhldreier & Gene Semchych

November 14th and 15th, 2007

Emerging Trends

- ~ more work life balance - 8 hour day - 5 day week
- ~ electronic document management
- ~ regular work day
- ~ book smarts vs people skills (entry workers)
- ~ going green
- ~ technology changing for everyone
- ~ multi-project delivery methods
- ~ project collaboration
- ~ increased accountability
- ~ career advancement (emphasis for employees)
- ~ quality control (due to decreasing craftsmanship)
- ~ growing needs for safety
- ~ more movement from job to job
- ~ too much reliance on technology

Retiring Trends

- ~ not being green
- ~ offshoring of technical skills
- ~ one company career
- ~ decline in level of craftsmanship
- ~ work ethic
- ~ manual skills

**Construction Management DACUM
Industry Participants**

Facilitated by Mike Stuhldreier & Gene Semchych
November 14th and 15th, 2007

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