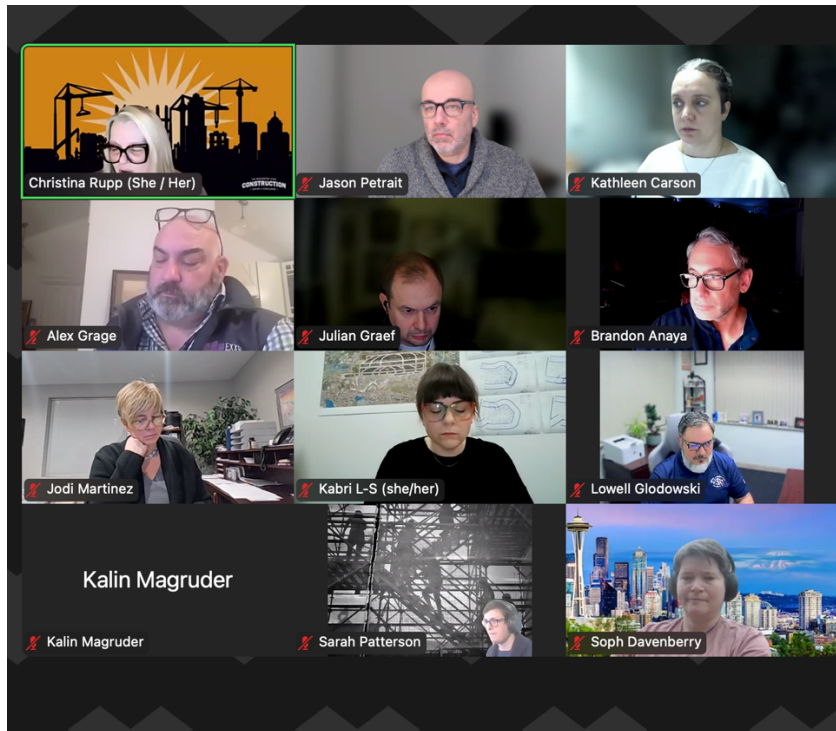


# DACUM Research Chart for Construction Managers



**Produced and facilitated by Jason Petrait**  
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DACUM Research Chart for Construction Manager										
DUTIES		TASKS								
<b>Oversee Pre-Construction</b>  A	A.01 Interview with project owners	A.02 Define project scope	A.03 Estimate costs	A.04 Develop project budget	A.05 Review design documents	A.06 Assess project constructability	A.07 Conduct risk assessment	A.08 Integrate prior learnings	A.09 Create conceptual plan	A.10 Build proposal
	A.11 Secure permits	A.12 Prepare project schedules	A.13 Identify required technology	A.14 Establish team workflows	A.15 Build project milestones	A.16 Create deliverable logs	A.17 Procure materials and supplies			
<b>Manage RFI Processes</b>  B	B.01 Draft Requests for Information (RFIs)	B.02 Communicate RFI to design team	B.03 Solicit RFI bids	B.04 Collect RFI bids	B.05 Evaluate RFI impacts	B.06 Establish contracts	B.07 Manage RFI contractors	B.08 Communicate with General Contractor		
<b>Manage Project Resources</b>  C	C.01 Plan site logistics	C.02 Present site layout to stakeholders	C.03 Allocate materials	C.04 Allocate site equipment	C.05 Determine project staffing needs	C.06 Inform job descriptions	C.07 Review resumes	C.08 Review skillsets	C.09 Interview future staff	C.10 Advise on staff hiring
	C.11 Support mentorship	C.12 Monitor apprenticeship progression	C.13 Facilitate staff career development	C.14 Set staff performance metrics	C.15 Educate staff on compliance	C.16 Educate staff on regulations	C.17 Manage setup purchasing	C.18 Create systems backups	C.19 Build process backups	C.20 Design offline processes
<b>Supervise Project</b>  D	D.01 Monitor daily site operations	D.02 Ensure contract adherence	D.03 Manage field staffing	D.04 Provide feedback to scheduler	D.05 Host daily huddles	D.06 Maintain staff schedules	D.07 Share project information	D.08 Manage staff communication preferences	D.09 Forecast material needs	D.10 Coordinate equipment use
	D.11 Schedule construction activities	D.12 Manage insurance requirements	D.13 Manage change orders	D.14 Approve out-of-scope work	D.15 Review ongoing work	D.16 Carry out performance reviews	D.17 Dismiss underperforming staff	D.18 Assure project quality		
<b>Administer Contracts &amp; Finances</b>  E	E.01 Manage project budget	E.02 Cost job activities	E.03 Create reporting schedule	E.04 Document avoided costs	E.05 Project cost curve	E.06 Manage cost controls	E.07 Manage vendor and partner payments	E.08 Oversee contracts	E.09 Track field hours for budget	E.10 Approve staff hours
	E.11 Write work summaries	E.12 Track quarterly resource projections	E.13 Track subcontractor schedules	E.14 Forecast labor requirements	E.15 Submit daily job reports	E.16 Review overnight changes	E.17 Establish final reporting deadlines			

<b>Coordinate Stakeholders</b> <b>F</b>	F.01 Liaise with client	F.02 Liaise with contractors	F.03 Conduct project meetings	F.04 Provide status updates	F.05 Resolve stakeholder disputes	F.06 Mediate stakeholder conflicts	F.07 Communicate project risks	F.08 Share project changes	F.09 Address concerns from staff	F.10 Engage jurisdictional representatives
<b>Manage Site Safety</b> <b>G</b>	G.01 Conduct Hazard Analysis G.11 Investigate accidents	G.02 Develop site-specific plans G.12 Document accidents	G.03 Integrate safety into project goals G.13 Document near misses	G.04 Inspect site G.14 Reflect on lessons learned	G.05 Determine permitting requirements G.15 Report to Safety Committee	G.06 Build processes into safety procedures G.16 Share updates with staff	G.07 Host safety huddles G.17 Facilitate equipment repair	G.08 Analyze task plans G.18 Address public safety	G.09 Manage worker behaviour G.19 Consult with L&I	G.10 Organize employee trainings
<b>Administer Environmental Requirements</b> <b>H</b>	H.01 Document starting conditions H.11 Manage cost components	H.02 Document surrounding conditions H.12 Liaise with protected area experts	H.03 Communicate with site owner H.13 Track cost impacts	H.04 Oversee site cleanup H.14 Track schedule impacts	H.05 Report regulated materials	H.06 Communicate with stakeholders	H.07 Manage environmental compliance	H.08 Review LEED specifications	H.09 Liaise with LEED consultant	H.10 Dispose of contaminated dirt and water
<b>Manage Site Risks</b> <b>I</b>	I.01 Review site risks	I.02 Set priorities with local jurisdiction	I.03 Submit regulatory reporting	I.04 Manage annual reporting	I.05 Develop contingency plans	I.06 Create crisis management strategies	I.07 Resolve design and delay disputes	I.08 Coordinate insurances		
<b>Close Out Site</b> <b>J</b>	J.01 Liaise with commissioning agents J.11 Submit final reports	J.02 Schedule site inspections J.12 Establish substantial project completion	J.03 Ensure equipment works J.13 Submit final billing	J.04 Manage shared equipment J.14 Turn over site	J.05 Determine temporary vs. permanent equipment	J.06 Gather subcontractor documents	J.07 Deliver operations and maintenance manuals	J.08 Reconcile costs	J.09 Close out permits	J10 Manage close-out processes

## Knowledge & Skills

Terms and processes of related trades  
Technical writing  
Contract types  
Regulatory and contracting processes  
Calculate inverts and grades  
Surveying basics  
Find resources and information  
Scheduling  
Business acumen  
Awareness of what can and cannot be compressed (scheduling)  
Knowledge of why the larger schedule works the way it does  
Learn how to work around other subs  
Budget terminology  
Delegation  
Compliance  
Conflict management  
Personal protective equipment

## Technical Knowledge

Drawings  
Gridlines  
Surveying  
Scopes of work  
"Understand what you're looking at"  
Processes if not specifics  
Basic structural, architectural, mechanical and piping systems  
Design documents and amendments  
Systems awareness  
Management of incompatible computer systems and programs  
Technical document reading  
Building codes

## Permit Knowledge

Jurisdictional: stormwater, excavation, runoff capture, other codes  
Operations: confined space, hot work, safety, internal systems

## Traits & Attributes

Flexible and adaptable with different programs, portals and software  
Learn and apply new forms of technology  
Understand what a job site means  
Problem-solving when technology doesn't work  
Manage ethical dilemmas (due dates, delays, schedule changes and safety requirements)  
Recognize the importance of sharing information  
Detail-oriented  
Pride in the work, willing to own the work  
Critical thinking  
Soft skills: honesty, integrity, accountability, effective communications, adaptability, mentorship

## Regulatory Knowledge

DOE cleanup requirements  
Material and abatement requirements  
Salmon safe requirements  
LEED running equipment requirements  
Materials reporting and tracing: asbestos, lead  
Stute v. PMBC ruling  
OSHA

## Communications Skills

Verbal and digital  
Passing along information  
As sub, understanding the role of General Contractor  
Expectations and deliverables  
Public speaking, presenting

## Future Trends

LLMs for agendas and RFIs  
Automated documentation  
Automation replacing some physical work  
LLM integration with other tools (engineering, etc.)  
Low emissions materials

## Acronyms

OEC - Original equipment cost  
RFI - Request for information  
GC - General contractor  
BIM - Building information modeling  
CMP - Construction management plan  
L&I - Department of Labor & Industries

## Quotes

"Set the tone for safety through communication"  
"Everyone has their own platform"  
"Anybody should be able to understand the RFI"  
"What does dust-free mean, anyway?"  
"The one-eyed guy in an excavator with all the information"  
On safety, "recognizing when this doesn't feel right"  
"An industrial athlete"

## Subject Matter Experts

Söph R Davenberry, TAB Foreperson  
McKinstry  
Mike Price, Project Executive, Retired  
Abbott Construction  
Kabri Lehrman-Schmid, Project Superintendent  
Hensel Phelps  
Kalin Magruder, Sr. Project Manager  
Sellen Construction

## Tools & Equipment

**Proficient:** computer, ipad, tape measure,  
cell phone, general hand tools, ladder,  
construction calculator, screwdriver  
**Aware:** survey and layout equipment,  
3D scanner, GPS, sensors, wireless  
devices, plumb and square

## Technology

Building Information Modeling  
3D modeling  
Payment processing  
Accounting  
Document control and distribution  
360° photos  
Procore  
Sage  
MS Project



Plan. Build. Manage.

