CONTRACTOR MANAGEMENT TRAINING

Introduction

The purpose of the *Contractor Management* training is to clearly define the Capital Process Management roles and responsibilities when working with Contractors. This training will also encompass the workflow associated with the disciplines involved.

This training is divided into the following topics and will provide details on interpreting and filling in documents used in CPM roles.

- Pre-Planning (Term and Continuous) and Solicitation Planning
- Solicitation and Source Selection
- Contract Execution
- Contract Change Management Process
- Invoice Recognition and Payment
- KPI Business Review – Continuous Contract
- Contract Closeout

Training Objectives

On completion of this training, you will be able to:

- Comprehend tasks of other role disciplines and how they interact with individual responsibilities
- Perform tasks associated with Pre-Planning and Solicitation (term and continuous)
- Perform tasks associated with Contract Execution
- Perform tasks associated with the Contract Change Management Process
- Perform tasks associated with Invoice Recognition and Payment
- Perform tasks associated with the KPI Business Review – Continuous Contract
- Perform tasks associated with Contract Closeout

Topic Objectives

Pre-Planning and Solicitation

- Discuss documentation and tasks involved in term and continuous pre-planning
- Use the Decision Tree Matrix and templates, checklists and forms

Contract Execution

- Use the Construction Kick-off Agenda and Action Register

Contract Change Management Process

- Describe the purpose of the Contractor Back Charge Notice Procedure
- Interpret how to use the Contractor Back Charge Notice
- Describe how to write a Back Charge Acceptance Letter

Invoice Recognition and Payment

- Review and approve LEMs
- Approve the Invoice

KPI Business Review – Continuous Contract

- Set up review meetings

Contract Closeout

- Approve and post Contractor Substantial Completion
- Perform a Contract Evaluation (Contractor Report Card)
- Post job evaluation and Report Card

Evaluation/Knowledge Checks

Knowledge checks can be used throughout the modules as a check of learner knowledge being gained. There can also be a final knowledge check at the end of each module / course.

*Below are curriculum design outlines for modules.

CONTRACTOR MANAGEMENT TRAINING DESIGN OUTLINE

Module 1: Pre-Planning and Solicitation - Term		
Project Manager Tasks	Tasks Performed by Other Roles	Training Documents Required
1. Project Triage / New sourcing project identified →	Procurement – 2. Preliminary contract schedule (TBD) 3. Send Request for Stakeholder involvement 4. Identify and assign specific representatives 5. Scope definition meeting 6. Bid document planning meeting 7. Add contract criteria to Bid Evaluation Template 8. Prepare bid document (including special terms and conditions) 9. Develop RFP / RFQ 10. Contract strategy 11. Identify potential bidders 12. Pre-qualify bidders 13. Draft bidder list	• RACI Chart • Pre-Planning Agenda Checklist • Project Triage Work Order • Qualified Bidders List and Evaluation Template • RFP / RFQ Template • Bid Package Checklist

Module 1: Pre-Planning and Solicitation - Continuous		
Project Manager Tasks	Tasks Performed by Other Roles	Training Documents Required
1. New sourcing project identified	Procurement – 2. Determine rough budget based on previous financial 3. Request sent for stakeholder involvement 4. Pre-Planning Meeting 5. Approve Scope of Work and Solicitation Plan 6. Prepare Proposal for Stakeholder Review 7. Email summary of critical factors to stakeholders 8. Approve Proposal	• Pre-Planning Agenda • RACI Chart • Bid Package Checklist

<table>
<tr><th colspan="2">Module 1: Pre-Planning and Solicitation – Continuous and Term Limited</th></tr>
<tr><th colspan="2">Pre-Planning Meeting</th></tr>
<tr><th>Project Manager, Buyer, Operations and Stakeholders</th><th>Training Documents Required</th></tr>
<tr><td>Procurement sets up the pre-planning meeting and the contractor selection document

<u>Pre-Planning Meeting Requirements</u>
1. Develop commercial strategy
2. Roles and Responsibilities
3. Validate scope (identify needs and issues)
4. Determine contractor KPIs
5. Establish internal milestones for solicitation plan
6. Identify costs
7. Determine contract timeline
8. Identify and analyze risks (impact to bid process and contract)
9. Schedule and contractor rates

<u>Deliverables of Meeting</u>

1. Agreement type and term of contract
2. Roles and Responsibilities Matrix (RACI)
3. Scope of Work
4. Draft KPIs
5. Risk identified
6. Draft budget
7. Contract timeline schedule
8. Risk Mitigation Plan
9. Bid/Contract evaluation criteria</td><td>• Process Cycle Time
• Risk Assessment Mitigation Plan
• Decision Tree Matrix
• Small Tools and Consumables
• RACI</td></tr>
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Module 1: Pre-Planning and Solicitation – Continuous and Term Limited	
Solicitation and Source Selection	
Project Manager, Operations, Procurement and Stakeholders	Training Documents Required
1. Procurement – Bid issued to contractors 2. All parties review, compile and answer questions after RFIs issued 3. Procurement – Issues addendum to contractors 4. Procurement – After contractor completes the Rate Sheet Template and Small Tools and Consumables Template, Procurement receives the bid and distributes the bid - Commercial evaluation of bids (using Bid Evaluation Criteria – Qualified Bidders List and Bid Evaluation Template - Technical Evaluation of bids using Bid Evaluation Template 5. Capital PMs and Operations – submit questions on bid to Procurement 6. Procurement – Compiles questions and submits to contractor 7. Capital PMs and Operations – Review bidder clarifications on questions 8. Capital PMs and Operations – Create bidder short list 9. Capital PMs, Operations, Procurement, Stakeholders and Contractor – Bid Review Presentation with site visit and pre-work pictures 10. Procurement – If contractor revises (if requested) offer, Procurement prepares Recommendation and Final Evaluation Document 11. Procurement – Sends notice of Award Letter to contractor 12. Procurement – After contractor accepts the Award and sends Notice of Acceptance (the Award Letter) the Vendor Set-up Agreement (signed) TBD to Capital PM 13. Capital PM – Writes Purchase Requisition 14. Other Stakeholders – Approve Purchase Requisition or go on to next bidder 15. Procurement – - PO is issued and contract awarded (Contract Execution) - Regret Letter is issued to other bidders	• Rate Sheet Template • Bidder Acknowledgement Template • Small Tools and Consumables Template • Qualified Bidders List and Evaluation Template • Track Request for Information (RFIs) • Bid Evaluation • Award Letter • New Vendor Request Template • Regret Letter • PR Information Form

Module 2: Contract Execution		
Project Manager Tasks	Tasks Performed by Other Roles	Training Documents Required
1. Kick-off meeting 2. Develop Action Register 3. Contract Kick-Off Meeting 4. Issue Kick-off meeting minutes 5. Sign off on kick-off meeting minutes 6. Orientation 7. Set periodic review of contract deliverables	PM interacts with contractor	• Construction Kick-off Agenda • Contract Project Outline

REMAINDER OF DESIGN OUTLINE REMOVED.