HOW TO MANAGE CONSULTANT CONTRACTS
PROJECT MANAGEMENT FRAMEWORK

- **Portfolio**: A collection of projects or program grouped together to facilitate effective management of strategic objectives.
- **Program**: A group of related projects managed in a way to obtain benefits and control not available from managing them individually.
- **Product**: Something that must be produced to complete a process, phase or project.
- **Project**: A unique, temporary endeavor to create a product.
Who Cares? - Stakeholders

- Sponsor: The Agency providing the funding
- Tribal Council – Must meet the needs of the tribe
- Internal or External Agencies
- Program Managers
- The Project Management Team
- Operations and Maintenance
- Customers/Users
- Consultants
- Contractors
The Project Team includes:

- Sponsor
- Project Manager
- Other Project Team Members
- Project Management Team
- Program Manager
- Tribal Council
- Other Stakeholders
- O & M
- Contractors
- Consultants
Project Constraints

- Time
- Resources
- Customer Satisfaction
- Cost
- Scope
- Risk
- Quality

The diagram illustrates the interrelation of project constraints, emphasizing the need for balanced management in project planning and execution.
4 PROCESS GROUPS FOR MANAGING CONSULTANTS

- A. Plan Procurements
- B. Conduct Procurements
- C. Administer Procurements
- D. Close Procurements
A. Plan - B. Conduct - C. Administer - D. Close

- A. Plan Procurements
  - 1. Statement of Work
  - 2. Selecting a contract
  - 3. Creating the procurement documents
  - 4. Determining the source selection Criteria
A. Plan Procurements

- 1. Statement of Work
  - Clear, complete, concise
  - Describes all the work and activities
  - Break the project into phases
    - Pre-design (30%)
    - Design (50%, 75%, 95%)
  - Reference the standards to be used
  - Specify Plan-in hand reviews
  - Each level of detail for PS&E submittals
  - Meetings, reports, communications
Conceptual Studies & Preliminary Design (30% level)

- Preliminary engineering investigation
- Preliminary Engineering Study Report
- Project Scoping Report
- Approval of Environmental Documentation

Final Design Phase

- Intermediate Design (50% level)
- Plan-in-Hand PS&E (70% level)
- Final Design (95% level)
A. Plan Procurements

2. Selecting a Contract
   - Three broad contract categories
     - Fixed Price
     - Time & Materials
     - Cost Reimbursable
   - Three Delivery Methods
     - Design-Bid -Build
     - CM/GC
     - Design Build
Design-Bid-Build vs. CM/GC vs. Design Build

Design-Bid-Build

Preliminary Designs → Detailed/Final Designs → Bid → Construction

Construction Manager/General Contractor (CM/GC)

Preliminary Designs → Detailed/Final Designs → Contractor input/Constructability → Construction

Design-Build

Preliminary Designs → Detailed/Final Designs → Construction
A. Plan Procurements

3. Creating the Procurement Documents

- Competitive Selection Procedure
- Request for Qualifications (RFQ):
  - Used to solicit interest from perspective consultants
  - Give the selection criteria the Owner will use to develop a short list of prospective firms
- Request for Proposals (RFP):
  - A proposal package is provided by qualified firms for consulting services
  - Provided by short listed firms only
A. Plan Procurements

4. Determining the source selection Criteria
   - Included in the advertisement
   - Used to rank Seller proposals
   - Include factors such as:
     - Understanding of project requirements
     - Technical Capability
     - Management Approach
     - Technical Approach
     - Past performance
     - References
A. Plan ➤ B. Conduct ➤
C. Administer ➤ D. Close

B. Conduct Procurements
• 1. Advertise
• 2. Evaluation
• 3. Selection of a consultant
• 4. Negotiate the terms of the contract
B. Conduct Procurements

4. Negotiate the terms of the contract
   - Develop a negotiations plan
   - Finalize scoping agreement
   - Develop supplemental requirements
   - Looking for the best price but depending on project constraints cost may not be the most important factor, time may be more important. So your negotiating many requirements.
A. Plan ➔ B. Conduct ➔ C. Administer ➔ D. Close

- C. Administer Procurements
  1. Execute the Contract and Issue Notice to Proceed
  2. Monitor Progress
  3. Reviews, revisions, accept interim deliverables
  4. Make Payments and Manage Changes
  5. Communications and resolving conflicts and disputes
  6. Accept the Project/Termination of Contract
C. Administer Procurements

- PERFORMANCE MONITORING AND REVIEWS
- CONFLICT MANAGEMENT
- CHANGE CONTROL SYSTEM
- RECORDS MANAGEMENT SYSTEM
- CONTRACT INTERPRETATION
- TERMINATION
A. Plan ➤ B. Conduct ➤ C. Administer ➤ D. Close

D. Close the Contract
- 1. Verify completion of all work
- 2. Settle disputes in pricing and invoices
- 3. Financial Closure
- 4. Procurement Audit/Performance report
- 5. Lessons learned
- 6. Update records and finalize the procurement file.
A. Plan ➔ B. Conduct ➔ C. Administer ➔ D. Close

- This completes the Consultant Procurement Process
- There is much more than just procurement to be done for the project management of a consultant project.
- I have not covered all of the areas concerned in project management.
- I have included in my handout additional training resources.
Who’s Running this chain gang?
Questions?

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