

Internal Scope of Work Agreement Development

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1. Scope

This process applies to the development of preconstruction and construction internal scope of work agreements between the Project Team and Specialty Groups within WSDOT. This process is a complement to the Internal Scope of Work Agreement Development Process Map. For consultant agreements see the Consultant Service Procedures Manual M 27.50.

2. Purpose

Establishes a WSDOT standard methodology for the development of internal scope of work agreements between the Project Team and WSDOT Specialty Groups.

3. Roles and Responsibilities

The identified roles are provided as a guide to assigning the tasks included in the PMRS processes. Each region has the flexibility to delegate the role of Project Manager (and other functions) to the appropriate functional level to meet project and project office needs and to accommodate current and planned organizational structures.

3.1 Project Team

- The project team is comprised of the Project Engineer/Project Manager, the Team Lead/Project Control Specialist, members from the project office, the WSDOT Specialty Group, the Consultant (when applicable), and any others that are needed to deliver the project.

3.2 Project Engineer/Project Manager (PE/PM)

- In collaboration with the specialty group identify when an internal agreement is required, the level of detail needed and when change management will occur and at what level.
- Identify deliverables, tasks and control accounts necessary to accomplish project work.
- Initiate project orientation identifying project parameters, limitations, unique aspects, provide assumptions and validate assumptions of specialty groups.
- Requests assistance from Specialty Groups.
- Provide an up-to-date and complete project schedule to Specialty Groups.

- Reviews and negotiates Specialty Group cost and schedule estimates as well as scope.
- Determine access and coordinate use of the PMRS tools for the project.
- Set up recurring coordination meetings with Specialty Group managers to review progress and address any delivery issues.
- Initiates Contract Change Management process as needed.
- Issues final Internal Scope of Work Agreements to Specialty Groups and ensures endorsement of the agreement.
- Collaborates with Specialty Groups on identification of consultant agreements and their administration.
- Approves the use of external consultants.

3.3 WSDOT Specialty Groups

- In collaboration with the PE/PM identify when an internal agreement is required, the level of detail needed and when change management will occur and at what level.
- Coordinate use of the PMRS tools for the project.
- Develop cost and schedule estimates as well as scope as requested by Project Engineer/Project Manager.
- Determine if internal WSDOT resources or outside consultants will be required to support project with input from the PE/PM.
- Work with PE/PM to determine management of consultant agreements.
- Set-up and administer consultant agreements for specialty work as required and coordinates with PE/PM.
- Work with the Project Engineer/Project Manager to resolve issues related to Specialty Group support.
- Collaborates with PE/PM on identification of consultant agreements and their administration.

4. Internal Scope of Work Agreement Development Process Steps

The following process steps are taken from the Internal Agreement Development Process Map. The sub-numbers listed below correspond to the numbered activity on the process map. For example, item 4.1 corresponds to activity 1 of the process map.

Development of the Internal Scope of Work Agreement is an iterative process which requires continuous communication between the specialty group and project office as schedules and cost estimates are developed.

4.1 Define Task and Develop Scope of Work Project Engineer/Project Manager:

- Document deliverables, control accounts and tasks required to accomplish the project.
- Perform preliminary risk assessment and document project risks.

- Request specialty group assistance.
 - Consider schedule, budget and scope.
 - Determine access and coordinate use of the PMRS tools for the project.
- 4.2 Conduct Project Kick-off Meeting for Specialty Groups
Project Engineer/Project Manager:
- Conduct project kick-off meeting with specialty groups.
 - Identify project limitations, risks, assumptions, etc.
- 4.3 Develop Work Plan and Create WBS
Specialty Groups:
- Develop a detailed work plan to provide deliverables and tasks.
 - Identify project limitations, risks, assumptions, etc.
 - Coordinate use of the PMRS tools for the project.
 - Refer to the Initial Schedule Development Process.
- 4.4 Identify Resources and Deliverables
Specialty Groups:
- Identify deliverables, responsible party, risks, assumptions and resources.
 - Determine whether work will be performed by WSDOT staff or external consultants.
 - Identify other state, local or federal agencies to be involved either as a resource or approval authority.
 - Document in the internal scope of work agreement, input or assistance needed from the PEO or other specialty groups to meet specialty group commitments.
- 4.5 Will External Consultant be Used?
Project Engineer/Project Manager and Specialty Groups:
- Determine if external Consultants will be used to meet the required scope, schedule and budget.
 - If external Consultant is needed see the Consultant Service Procedures Manual M 27-50
 - Project Engineer/Manager approval is required before an external Consultant is used.
- 4.6 Develop Cost and Schedule Input to Project Schedule
- 4.6.A Develop Project Schedule
Specialty Groups:
- Develop detailed schedule for required deliverables.
- 4.6.B Prepare Cost Estimate
Specialty Groups:

- Develop detailed cost estimate and identify resource needs for required deliverables.

4.6.C Identify Project Risks, Assumptions and Needs

Specialty Groups:

- Conduct detailed risk analysis and document along with assumptions.

4.6.D Determine Project Status Updating and Reporting Requirements

Specialty Groups:

- In collaboration with the PE/PM establish status cutoff dates.
- Establish reporting methods, frequency and level of detail to be provided by the specialty group.

4.7 Submit Internal Scope of Work Agreement Proposal

Specialty Groups:

- Submit detailed scope, schedule, budget, assumptions and risks for the project.

4.8 Meet project requirements? Review Internal Scope of Work Agreement Proposal for Compliance

Project Engineer/Project Manager:

- Review internal scope of work agreement and determine if it meets projects requirements.
- If agreement does not meet project requirements, discuss with Specialty Group Manager to reach agreement on delivery requirements.
- If agreement meets project requirements, finalize agreement with specialty group.

4.9 Perform Risk Assessment

Project Engineer/Project Manager:

- Review risk assessment and document impact to internal scope of work agreement and project.

4.10 Discuss and Finalize Cost and Schedule

Project Engineer/Project Manager:

- Project Manager discusses issues with Specialty Groups on proposed cost and schedule until agreement is reached.
- Secure Specialty Group Managers approval prior to finalizing the internal scope of work agreement.

4.11 Within Budget?

Project Engineer/Project Manager:

- Validate budget.

4.12 Endorse Internal Scope of Work Agreement

Project Engineer/Project Manager and Specialty Group:

- Specialty Group Manager endorses internal scope of work agreement prior to submitting to the project office.
- PE/PM endorses the internal scope of work agreement.

4.13 Issue Internal Scope of Work Agreement

Project Engineer/Project Manager:

- Issue internal scope of work agreement to specialty groups.
- The internal scope of work agreement is part of the PMP.

4.14 Agreement Change Management Process

Project Engineer/Project Manager:

- Initiate Contract Change Management Process if internal scope of work agreement cost estimate is outside of project budget and cannot be reduced per negotiations with the project team.
- Change must be negotiated with the affected parties to ensure they are realistic and achievable.
- Refer to Internal Scope of Work Agreement Change Management process.

4.15 Is Change Approved?

Project Engineer/Project Manager:

- Notify specialty groups when change is approved or request additional information.
- Identify and notify all specialty groups and project staff that are affected by the change.

4.16 Consultant Agreement Development

Specialty Group:

- Initiate, negotiate and administer a consultant agreement to carry out the required work per the internal scope of work agreement.
- Coordinate with PE/PM to determine who administers and approves the consultant agreement.
- See Consultant Service Procedures Manual.

5. Term

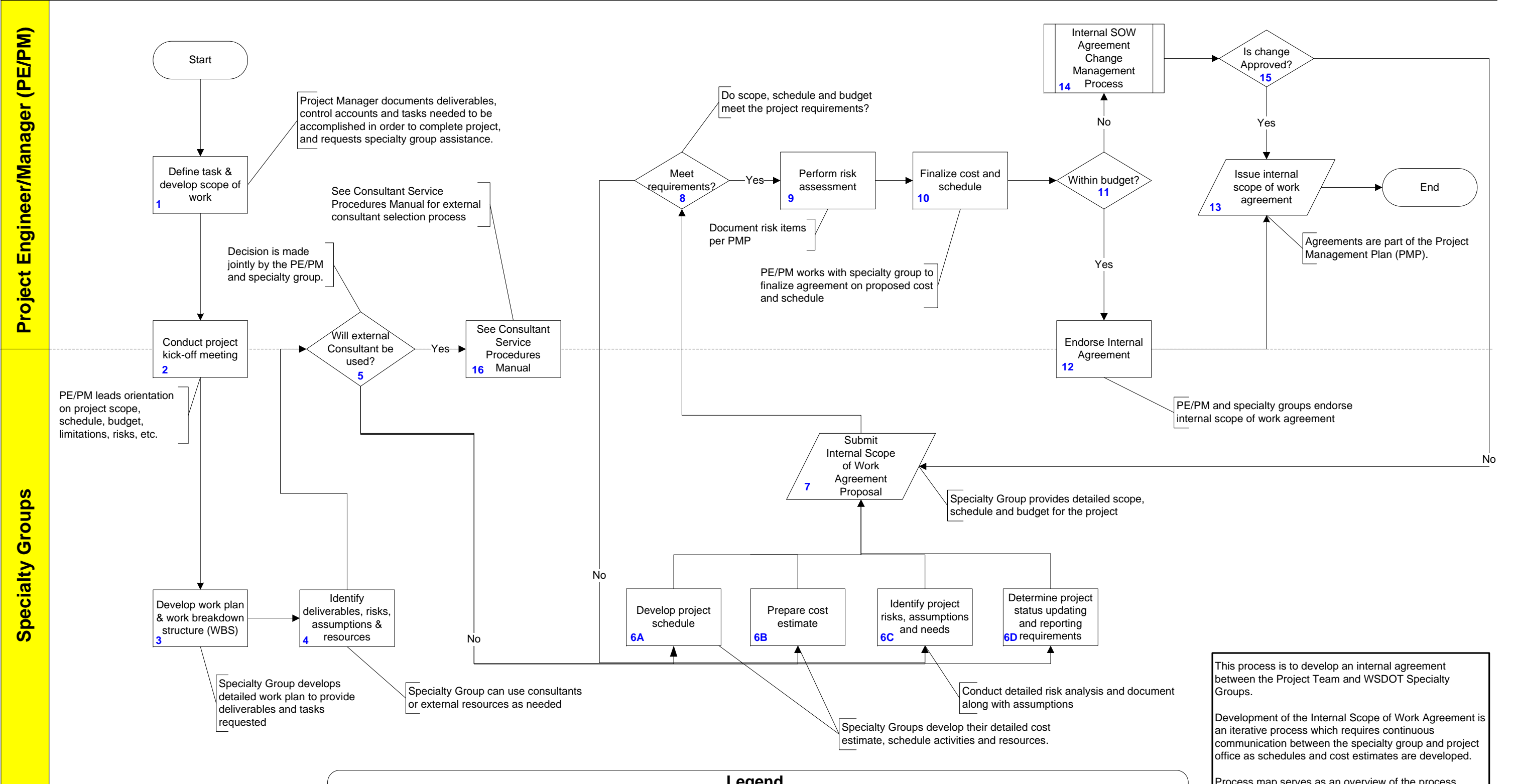
This process is effective immediately upon signature and continues in force until modified in writing by the Chief Engineer, or his/her designee.

6. Exemptions

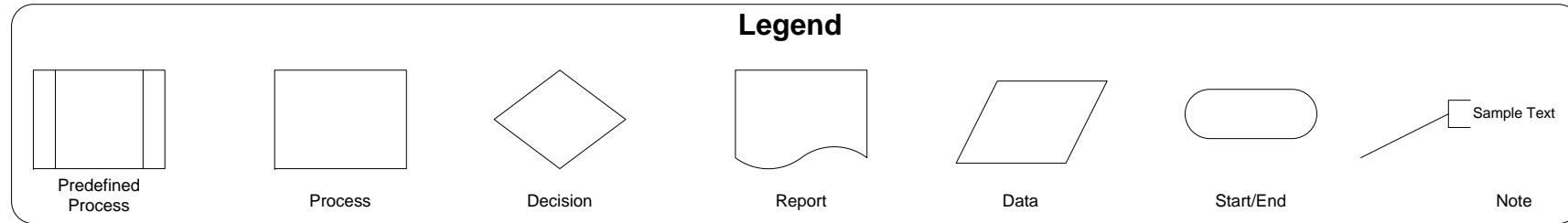
Variance from this process requires approval of the Chief Engineer, or his/her designee.

7. References

- 7.1 Executive Order Number: E 1032.01 – Project Management, July 1, 2008
- 7.2 Executive Order Number: E 1042.00 – Project Management and Reporting System, July 1, 2008
- 7.3 Project Management Web Portal. Copies of all PMRS policies, processes, procedures and guidance documents are available here:
<http://wwwi.wsdot.wa.gov/Projects/PMRS>
- 7.4 Internal Scope of Work Agreement Development Process Map
- 7.5 Consultant Service Procedures Manual M 27-50
- 7.6 Initial Schedule Development Process and Map



The identified roles are provided as a guide to assigning the tasks included in the PMRS processes and procedures. Each region has the flexibility to delegate the role of Project Manager (and other functions) to the appropriate functional level to meet project and project office needs and to accommodate current and planned organizational structures.



This process is to develop an internal agreement between the Project Team and WSDOT Specialty Groups.

Development of the Internal Scope of Work Agreement is an iterative process which requires continuous communication between the specialty group and project office as schedules and cost estimates are developed.

Process map serves as an overview of the process. Refer to the applicable detailed process document for more information.