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# PROJECT MANAGEMENT

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## Reports To

Business Unit Leader

## Essential Duties

- Market services to potential, current and former clients consistent with company goals and objectives.
- Provide the Business Unit Leader with essential project information.
- Develop scope, schedule, budget and coordinate with internal and external subcontractors.
- Assume primary responsibility for project profit and loss.
- Utilize all technical resources to complete projects in an accurate, neat, and timely manner.
- Conduct periodic design team meetings to inform and resolve issues.
- Establish and continuously monitor project budgets.
- Ensure accurate and timely billings to clients and make accounts receivable a priority.
- Review projects for submittal ensuring accuracy, neatness, and timeliness on all projects.
- Assist in formulating plans, costs estimates, timeframes, and specifications of projects.
- Represent firm and clients at various meetings.
- Perform QC reviews and coordinate QA process in accordance with company policy.
- Develop and maintain client base through proposals, client communications, and prospecting.
- Maintain positive communication and working relationship with staff, clients and subcontractors.
- Mentor staff and insure adequate training.
- Maintain appropriate staff through recruiting and retention.
- Perform timely staff evaluations and provide input for compensation adjustments.
- Continually seek opportunities to increase customer satisfaction and deepen client relationships.
- Assist the Business Unit Leader with achieving company goals.
- Insure adherence to company policies and procedures.
- Ensure compliance with all company safety policies and rules.
- Perform additional duties as assigned.

Key Project Management Traits

[PDF Document](#)

- Team Builder
- Motivational
- Decisive
- Ability to Delegate
- Organized
- Business Savvy
- Communicator

The Responsibilities of a Project Manager

[PDF Document](#)

The project manager's responsibility at WKD can be simply defined as: **everything related to the project**. "Everything" can be further broken down into five responsibilities:

The **first and foremost responsibility** of the project manager is to accomplish rather than make excuses. Numerous excuses can be identified for any project that does not go well. However, none of these excuses is a satisfactory substitute for performance. The successful project manager views difficulties as challenges and gains the respect of clients, supervisors, and peers by accomplishing the project objectives in spite of problems. It is the ability to overcome external difficulties and still make the project a success that usually leads to rapid professional advancement within our firm.

The **second responsibility** of the project manager is to know when to take charge. To be most effective, recognize that the project team is looking to you, the project manager, for guidance and direction. However, each member of the team must be allowed to exercise judgment and creativity within the constraints of the project.

The **third responsibility** of the strong project manager is to serve the client. The key phrase is "Serve, but don't be servile". This means that you must sometimes tell the client things he or she doesn't want to believe (for instance, that the costs to develop a design concept are more than the budget). The ability to manage client relationships successfully is one of the most important skills that a project manager can develop.

The **fourth responsibility** is to meet the schedule. This means doing everything possible to complete the project within the contractual time frame. Despite one's best efforts and through no fault of the project team, there are times when external forces cause the schedule to slip. The most common delays are caused by the client or third-party review agencies. In such cases, it is essential that the project manager make an effort to (1) inform the client of the consequences of such delays, (2) make up any lost time by stepping up the productivity of the project team, and (3) confirm with the client that the delay was in no way caused by the design firm.

The **fifth and final responsibility** of the strong project manager is to make a profit on every job. It is unfortunate that many project managers do not understand the need for design firms to make a profit. Contrary to popular belief, profits are not funneled directly into the

pockets of the principals. The following is a partial list of the kinds of things that must come from the profits of our firm:

Profits, in the form of retained earnings, provide a cushion that enables the firm to operate through lean times without going out of business or laying off its key staff. The cyclical nature of the consulting business demands that considerable retained earnings be available to assure stability.

Profits are the source of investment in new equipment, furniture, and other capital goods that are essential for the continued growth of the firm. In today's environment, the increasing importance of computers, word processing equipment, and computer-aided design equipment makes the need for capital investment more important than ever before.

A record of consistent profitability is a key measure that all banks use to determine the line of credit available to the firm to finance day-to-day operations. If the borrowing capacity of the firm is insufficient, the firm's ability to grow will be severely impaired.

Continued profits provide the money to compensate the firm's best performers with pay increases, improved benefits, and bonuses.

### Rules of Consulting

1. Always Look to Value-Add: suggestions on topical reading / seminars / events; introducing your clients to relevant contacts within your own network; providing reference sites for your client to enhance their knowledge-learning; passing on information / IP; facilitating quality speaking opportunities
2. Keep Abreast of Issues-Trends: tell your client something they don't already know; keep abreast of relevant knowledge and information (personal reading, seminars-conferences, mentors, knowledge sharing with colleagues and peers, further education and training)
3. Use Language and Terminology your Client will Understand: don't try to impress or baffle clients with consulting speak.
4. Understand Quickly and Clearly the Needs and Priorities of your Key Client Contacts: as a consultant your job is not to grab the limelight, your job is to help your key client contacts deliver, and in doing so, enhance their standing and credentials within their own organizations
5. Don't Buy into Internal Politics (or at least Negotiate them with Caution): as a consultant people will frequently offload their frustrations and political battles – your role is to listen and absorb not to get embroiled – to do so risks losing your independence, integrity and effectiveness
6. Communicate Value for Money: be clear about precisely what you will deliver to your client for the fees quoted – and include all extra / "out-of-pocket" costs upfront.
7. Treat Your Client with Respect and Honesty: express your concerns and issues directly and honestly with your client - it builds trust and mutual respect. You need to

be free and trusting to say what you really think. You also need to enable your client to do the same.

8. Keep Your Client Informed: ensure your client understands precisely where you are in the process, and whether you're on track to deliver against milestones and timelines.
9. Have a Clear Written Agreement, including Key Performance Indicators: (deliverables, timeframes, KPIs tracking performance and ROI, costs, confidentiality, required resourcing etc).
10. After the Project, Sustain the Relationship: once you've completed the work don't neglect the relationship. Be prepared to sustain an ongoing association – this doesn't mean peppering them with phone calls or emails; but from time-to-time, catching up, inviting them to an interesting event, or occasionally forwarding on information you think they will find of real interest.

[Profile of a Problem Project Manager](#)

### 20 Excuses for Poor Project Performance

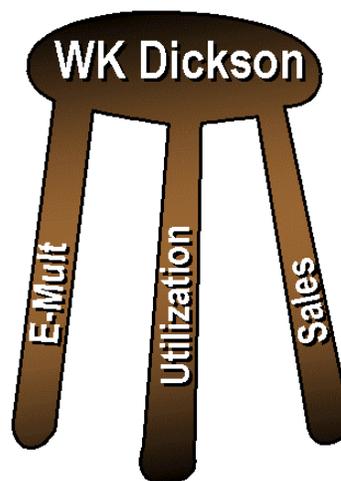
[PDF Document](#)

1. I had too many other things to do.
2. I didn't have enough time.
3. \_\_\_\_\_ kept making changes.
4. The budget was unrealistic.
5. I couldn't get enough help.
6. Working for the client is impossible.
7. I couldn't get the information I needed from accounting.
8. The schedule was unrealistic.
9. \_\_\_\_\_ didn't do the kind of job he or she should have.
10. Everyone kept loading time onto the job.
11. \_\_\_\_\_ was taken off the job when I needed him or her most.
12. \_\_\_\_\_ went on vacation at the worst possible time.
13. \_\_\_\_\_ quit and left me holding the bag.
14. I wasn't given enough authority.
15. The designers wouldn't stop designing.
16. The contractor didn't understand the job.
17. The job was unique.
18. Principals kept charging time to my job.
19. The subconsultants wouldn't cooperate.
20. The client is an idiot.

Project Manager Expectations

[PDF Document](#)

- Client Relationship – Based on a scale of 1-5 to be rated by clients (internal & external) 4 or better on average
- E-multiplier – Meet or exceed target e-multiplier (ranges from 3.0-3.2)
- Time Utilization – Meet or exceed individual target utilization (cost basis)
- Aged AR's – Maintain average accounts receivable aging equal to or less than goal
- Quality Control – Follow established quality control process in each office on all projects
- Sales – Meet or exceed your goal
- Design Errors – None
- Contracts – Have contracts on all projects (prior to starting work)
- Administrative Skills – Complete administrative tasks on time in an organized way
- Team Player – Exhibit traits of being a team player with other Project Managers and instill this trait into subordinates
- Communication Skills – Adequately and promptly communicate to clients, subordinates, peers and management
- Image – Demonstrate at all times a professional image in the way one acts, dresses and speaks
- Technical Skills – Demonstrate an adequate technical knowledge in one's area of practice



## Authority Matrix

[PDF Document](#)

<b>Marketing:</b>		CEO	COO	CFO	BUL	PAL	PM
➤	Identifying Available or Pending Clients	R			S	P	S
➤	Provide Assessment of Market Volume/Trends					P	S
➤	Establish/Monitor Practice Area/Local Office Sales Goals	R			S	P	
➤	Formulate Strategic Business Plan for Practice Area	R		S		P	S
➤	Monitors execution of Strategic Business Plan for Practice	S				P	
➤	Assisting, Monitoring and Coordinating Project Pursuits with Local Units					P	S
➤	New business development for the PM's in the Unit				P	S	S
➤	Formulate Strategic Business Plan for Unit		R	S	P	S	
➤	Monitors execution of Strategic Business Plan for Unit		S		P		
➤	Recommendations of Annual Marketing Budgets	R			S	P	
➤	Adopts Annual Marketing Budget if consistent with unit strategic plan			R	P	S	
➤	Approve/Monitor Marketing Expenditures for Unit			R	P	S	
➤	Coordinate firm wide marketing for practice area	S				P	
➤	Make Go/No Pursuit Decisions				S	P	
➤	Chooses the Project Team and Proposal Manager for the Pursuit				R	P	S
➤	Leads the Proposal Preparation Process				S	S	P
➤	Reviewer of Proposals				S	P	
➤	Lead/Participate in Client Presentations				S	S	P
➤	Mentor PM's on Marketing Techniques				S	P	
➤	Maximizes Repeat Client Opportunities				S	S	P

<b>Projects:</b>		CEO	COO	CFO	BUL	PAL	PM
➤	Responsible for 4 X 4 Performance of Services to Clients (Quality, Client Satisfaction, On-Time, Within Budget)		S		P	S	
➤	Monitoring Financial Performance and Profitability of Projects		R		P		
➤	Organize/Lead Annual Practice Area Retreats	R				P	S
➤	Monitoring of Manpower Allocation Between Units (Utilization)		R		S	P	
➤	Monitoring of Manpower within Unit (Utilization)		R		P		
➤	Allocation of Manpower for Project Assignment		R		P	S	
➤	Promote Positive Communication Between Units on Project Activities, Schedules and Budgets				S	P	
➤	Provide Project Management Assistance to Local Unit Management Staff				S	P	
➤	Conduct Client Performance Reviews/Surveys		P			S	
➤	Assist Local Units on Under Performing Projects		P			S	
➤	Monitors project progress monthly to prevent projects from becoming underperforming projects		R		P	S	
➤	Firmwide Technical Resource on Projects					P	S
➤	Estimating, Negotiating, Preparing and Reviewing Contracts with Clients		R		P	S	
➤	Review Project Workplan and Budgets				P	S	
➤	Communicate with Clientele on Project or Program Difficulties				P	S	
➤	Project Quality Control Coordinator					S	P
➤	Project Quality Control Review		R		S	P	
➤	Mentors PM's				P	S	

R = Review/Approval

P = Primary Responsibility

S = a Support Role

Authority Matrix

<b>HR/Administration:</b>		CEO	COO	CFO	BUL	PAL	PM
➤	Recruiting/Hiring of Key Staff		R		P	S	
➤	Recruitment, retention and talent management of all staff				P	S	
➤	Coordinate Training of Staff in Local Units				P	S	
➤	Mentoring Discipline Staff				S	P	
➤	Daily management of staff		S		P		
➤	Set Utilization Goals for Employees		R		P	S	
➤	Set financial goals for PM's		R		P	S	
➤	Conduct/Participate Employee Performance Reviews		R		P	S	
➤	Recommend/Monitoring of Practice Area Overhead	R		R	S	P	
➤	Recommend/Oversight/Monitoring of Unit Overhead by group		R	R	P		
➤	Hire/Fire Authority		R		P	S	

<b>Business Process:</b>		CEO	COO	CFO	BUL	PAL	PM
➤	Strategic planning and execution	P	S	S	S	S	
➤	Financial management of unit		R	S	P		
➤	Improve operational efficiency of unit		S		P	S	
➤	Ensure company policies are followed	R	S		P	S	
➤	Ensure new company policies are implemented		R		P		

R = Review/Approval

P = Primary Responsibility

S = a Support Role

# PEOPLE MANAGEMENT

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[PDF Document](#)

## Adding Staff

### **First Ask These Questions**

- Why am I hiring someone?
- Do not hire to fill a short term need, look to other offices for resources.
- What are my expectations?
- What are their expectations?
- Who is the ideal candidate?
- How did previous top performers behave?

### **Discuss with Business Unit Leader**

### **Notify HR**

- HR will post position externally and internally
- Review candidates
- Schedule Interviews (or contact HR to schedule)

### **Interviewing (See Interview Question section)**

### **Candidate Selection**

- Discuss salary with Business Unit Leader and HR.
- Have candidate complete the application and background form.
- Send the application, background form and resume to HR. If you want to proceed ask HR to write an offer letter and pull the background. The offer letter will be sent to the Branch Manager for approval and signature.
- Send the offer letter to the candidate. You will receive confirmation of background within 1 to 4 days depending on states involved. The background cannot be done until offer is made.
- After acceptance, notify HR of start date. HR will set up computer access, etc.

## Interview Questions

- ***What circumstance brings you here today?***  
 This is one of the best opening questions ever. This open ended question surprises many candidates. If they do not respond quickly, just sit quietly and wait for the response. Some candidates reveal problems with their current employer, potential insubordination, and both positive or negative character traits.
- ***How would your best friend describe you?***  
 In most cases, the response to this question indicates how the candidate wants you to feel they are perceived by friends. Take notes on the response and then ask, "May I call your best friend and see how they describe you?" You may or may not be interested in talking to the best friend. However, the response and body language after the follow-up question can indicate if you received a truthful response. I suggest asking this question near the beginning of the interview. It helps you get truthful responses for the rest of your time with the candidate.
- ***What would you say are your 2 greatest weaknesses?***  
 This question reveals the candidate's ability to identify the need for personal improvement. The best responses include a plan on how the candidate is addressing the weakness. Some candidates also do an effective job turning their weakness into a positive, which indicates the candidate has good alternative thinking or good sales skills. Watch out for candidates who are unaware or will not admit that they have weaknesses.
- ***How do you alleviate stress?***  
 Every job has stress. So if someone says they are not stressed or claim to not do anything about it, then they are either lying or they do not know how to control it. Look for positive activities or hobbies, rather than substance use or dangerous activities as stress relievers.
- ***What are your short and long term goals?***  
 The response to this question usually reveals if the candidate has personal or professional goals. If they do not have a quick response, it may indicate they do not plan ahead. I especially like responses which indicate drive, planning and good work/life balance. You may also need to ask for more details about certain goals to gain insight into whether or not the employee intends to stay for awhile or just gain a little experience and move on. Consider asking the follow-up question, "What are 3 goals that you have achieved in the past year?"
- ***What type of work environment do you prefer?***  
 When choosing potential employees, it is helpful to know what type of environment in which they prefer to work. If the company is very professional and usually quiet, someone who likes a loud casual environment might not be the best fit. It is sometimes good to hire someone who does not fit the mold, but it is usually best to hire people who fit your work environment.
- ***What is your typical way of dealing with conflict?***  
 As with stress, conflicts are something we deal with frequently. Conflicts may range from differences with a supervisor, to differing lunch preferences. Most employers look for someone who can deal with an issue without getting frustrated. Either ask for a real-

life example or build a hypothetical scenario and ask how they would handle the conflict. Some managers, who prefer a more confrontational interview style, intentionally create conflict and stress in the interview to see how the candidate responds.

- ***What tools or habits do you use to keep organized?***  
Instead of asking are you an organized person, this makes the interviewee prove and describe their organizational skills. Most hiring managers expect that their employees have some type of system to stay organized. Whether it is using a planner, or electronic calendar, these tools confirm that the potential employee is reliable and responsible.
- ***Tell me about a time when you had to go above and beyond to get a job done.***  
This is an excellent question that lets a potential employee really sell them self. In doing so, the hiring manager can see what type of person they are really interviewing. They can also measure how out of the way this candidate had to go in order to complete their duty. This gives a clearer picture about the work ethic of the potential employee.
- ***What was a major obstacle you were able to overcome in the past year?***  
Problem solving is the major topic covered by this question. What kind of thinker is this candidate? Can they do projects on their own or does their manager need to hold their hand. It also confirms how determined they can be toward a project.
- ***In what ways do you raise the bar for yourself and others around you?***  
This question gives the interviewer an idea of who is and is not an above average performer. It also demonstrates leadership potential and the willingness to be a team player.
- ***Tell me about two memorable projects, one success and one failure. To what do you attribute the success and failure?***  
Asking this question helps determine the candidate's ability to learn from successes and failures.
- ***What unique experience or qualifications separate you from other candidates?***  
Some candidates have interesting characteristics and experiences that will not be exposed without asking a question like this.
- ***Where do you see yourself in five years?***  
Save this question for the end of the interview. A good response should be consistent and defined when you asked about short and long term goals. Beware of candidates who plan to be the same position five years from now. My favorite response is, "I plan to have either your job or your boss' job."

Interviewing is about finding the right candidate for a position. Proper questions reveal the most promising candidate. Also, open ended questions make applicants create a clearer image of who they are for the interviewer. Interviewing is simply a matching game to see which candidate is the best fit for the position.

Additional Questions

- Could you share with us a recent accomplishment of which you are most proud?
- What would you have liked to do more of in your last position? What held you back?
- Tell us a bit about your work background, and then give us a description of how you think it relates to our current opening.
- What are your qualifications in your area of expertise, i.e., what skills do you have that make you the best candidate for this position? Include any special training you have had (on-the-job, college, continuing education, seminars, reading, etc.) and related work experience.
- Why have you applied for this position?
- What skill set do you think you would bring to this position?
- Tell me about your present or last job. Why did you choose it? Why did you/do you want to leave?
- What was your primary contribution/achievement? Biggest challenge?
- What are your short-term and long-term goals?
- In what areas would you like to develop further? What are your plans to do that?
- What are some positive aspects of your last employment/employer? What are some negative aspects?
- What do you think about SOPs (Standard Operating Procedures)?
- What are your career path interests?
- What do you know about our company?
- Why should we hire YOU?
- If the position required it, would you be willing to travel?
- If the position required it, would you be willing to relocate?
- If you were offered this position, when would you be available to start?
- After learning about this opportunity, what made you take the next step and apply for the job?
- If you are the successful applicant, how would you expect to be different after a year in this position?
- Now that you have learned about our company and the position you are applying for, what hesitation or reluctance would you have in accepting this job if we offer it to you?
- Tell me anything else you would like us to know about you that will aid us in making our decision.
- What questions would you like to ask me?

**BE CAREFUL. Please read the following to prevent any legal issues.**

<u>TOPIC</u>	<u>UNACCEPTABLE</u>	<u>ACCEPTABLE</u>
Reliability,	-Number of children?	-What hours and days can you work?
Attendance	-Who is going to baby-sit? -What religion are you? -Do you have pre-school age children at home? -Do you have a car?	-Are there specific times that you cannot work?  -Do you have responsibilities other than work that will interfere with specific job requirements such as traveling?
Citizenship/ National Origin	-What is your national origin? -Where are your parents from? -What is your maiden name?	-Are you legally eligible for Employment in the United States? - Same as above -Have you ever worked under a different name?
For Reference Checking	-What is your father's surname? -What are the names of your relatives?	-None -None
Arrest and Conviction	-Have you ever been arrested?	-Have you ever been convicted of a crime? If so, when, where and what was the disposition of the case?
Disabilities	-Do you have any job disabilities?	-Can you perform the duties of the job you are applying for?
Emergency	-What is the name and address of the relative to be notified in case of an emergency?	-What is the name and address of the person to be notified in case of an emergency? (Request only after the Individual has been employed.)
Credit Record	-Do you own your own home? -Have your wages ever been garnished? -Have you ever declared bankruptcy?	-None -Credit references may be used if in compliance with the Fair Credit Reporting Act of 1970 and the Consumer Credit Reporting Reform Act Of 1996. -None
Military Record	-What type of discharge did you receive?	-What type of education, training, Work experience did you receive while in the military?
Language	-What is your native language? Inquiry into use of how applicant acquired ability to read, write or speak a foreign language.	-Inquiry into languages applicant speaks and writes fluently. (If the job requires additional languages)

<u>TOPIC</u>	<u>UNACCEPTABLE</u>	<u>ACCEPTABLE</u>
Organizations	-List all clubs, societies and lodges to which you belong	-Inquiry into applicant's membership in organizations which the applicant considers relevant to his or her ability to perform job.
Race or Color	-Complexion or color of skin. Coloring.	-None
Worker's Compensation	-Have you ever filed for worker's compensation? -Have you had any prior work injuries?	-None -None
Religion or Creed	-Inquiry into applicant's religious denomination, religious affiliations, church, parish, pastor or religious holidays observed.	-None
Gender	-Do you wish to be addressed as Mr.?, Mrs.?, Miss?, or Ms.?	-None
Addresses	-What was your previous address? -How long did you reside there? -How long have you lived at your current address? -Do you own your own home?	-None -None -None -None
Education	-When did you graduate from high school or College?	-Do you have a high school diploma or equivalent? -Do you have a university or college degree?
Personal	-What color are your eyes, hair? -What is your weight?	-Only permissible if there is a bona fide occupational qualification.

New Employee Onboarding Program

Introduction

Onboarding is the process of interviewing, hiring, orienting and successfully integrating new employees into the organization's culture. The best onboarding strategies will provide a fast track to meaningful, productive work and strong employee relationships. The orientation of new employees starts prior to the employee's start date and is extended through a least the first six months of employment. Onboarding is a comprehensive continuous process that takes months to complete, rather than a one day event.

When it comes to onboarding new employees, everything matters. Every choice, action, and communication makes an impact. The people primarily responsible for ensuring the new employee's success on the job are their Business Unit Leader and their supervisor.

Remember that first impressions last, so put forth the extra effort to make the best first impressions possible!

This New Employee Onboarding Program is intended to help assure the new employee that he/she made the right decision in coming to WKD, to help them feel like an integral and valued part of their new team and the organization, and to give the new employee the information he/she needs to become an independently productive WKD family member as soon as possible. The goal of this New Employee Onboarding Program is to demonstrate to the new employee that people are the number one priority at WKD and that we want every employee to be successful within our organization.

### Onboarding Benefits to the New Employee

- **Welcomes them to WKD:** This onboarding program can help the new employee feel welcomed into our organization.
- **Provides an Overview:** This onboarding program gives the new employee an overview of the following:
  - WKD Mission, Vision, and Values
  - Organizational policies, procedures, and rules
  - Organizational structure
  - Engineering industry knowledge
  - What WKD does (all of the different services we provide)
  - WKD compensation and benefits
  - Organizational culture
- **Establishes Clear Expectations:** This program provides opportunities to address expectations of job responsibilities and standards of performance and behavior with the new employee. This program indicates specific time-periods to clarify short-term and long-term objectives and goals.
- **Opens the Lines of Communication:** This onboarding program establishes open communication between the new employee and the supervisor from the start of employment. This type of honest on-going communication benefits both the new employee and the supervisor in the long run.
- **Builds Key Relationships:** This program assists the new employee in forming the necessary relationships critical to his/her success at WKD and in their new position.

### Onboarding Benefits to WKD

- **Reduces Employee Turnover:** By giving new employees the tools and resources they need to be successful at their jobs and by demonstrating that WKD cares about their employees, new employees feel valued and supported and as a result, they stay with the organization longer. Research shows that good onboarding programs can improve employee retention by up to 25 percent.
- **Speeds up Time to Individual Productivity:** New employees can become valued contributing members of the organization much sooner, by shortening the time it takes to get new employees trained and “up to speed.” Onboarding programs can shorten time to productivity by as much as 2 months! In turn, this reduces costs to the organization.

- **Increases motivation and collaboration:** This onboarding program can increase employee motivation levels as well as their desire to perform at a higher level through clear upfront expectations and goals.
- **Saves Time for the Business Unit Leader:** The more quality time spent onboarding and clearly defining goals and expectations with new employees can drastically reduce the time needed later on to address performance issues.
- **Promotes Pride, Job Satisfaction, and Commitment to Quality within WKD:** The more these values are instilled in new employees upfront, the longer lasting and more ingrained they become.

### Key Onboarding Goals Overview

The following chart outlines the key goals that you will be responsible for completing with the new employee over his/her first six months at WKD.

#### **After Selection Decision before Day 1 - Preparation**

- Plan and coordinate a complete onboarding process for the new employee
- Identify the roles and responsibilities of all staff in onboarding the new employee
- Get the team excited and ready to welcome the new employee

*Objective: Learn about your team, job, and WKD*

#### **Days 1 – Welcome!**

- Provide a positive experience for the new employee
- Make the best first impression possible
- Introduce them to all team members and management
- Create a sense of ownership; make day one meaningful
- Clarify the Mission, Vision, and Values of WKD and how the teams contributes to them

*Objective: Demonstrate WKD Vision, Mission & Values*

#### **Days 1-30 – Introduction to the Job**

- Prepare, educate, and train the new employee for his/her position
- Communicate team's goals and objectives
- Make them feel comfortable and welcome - help them know they made the right decision coming to WKD
- Provide crystal-clear expectations for the new employee and support them in developing high performance standards
- Provide the necessary resources to support the new employee
- Help him/her build positive and lasting partnerships with you and the team

*Objective: Build relationships and business partnerships*

#### **Days 31-90 – Settling into the Job**

- Help to establish productive working relationships between the new employee and the team
- Ensure the new employee understands how he/she contributes to the team
- Continually monitor performance, leverage strengths, and set goals for development and productivity

*Objective: Build competence in your job*

**Days 91-120 – Developing Competence**

- Continually monitor performance, leverage strengths, and set goals for development and productivity
- Celebrate successes
- Continue to assist the new employee in building partnerships and business relationships
- Determine if new employee would benefit from job enrichment and expanded responsibilities

*Objectives: Deliver results and identify new ways to add value to WKD*

## Supervisor's Guide for Completing the Staff Performance Review

### Tips for Performance Review and Goal Setting

#### **Purpose of this Performance Review Process**

- Provides a clear understanding of development needs and opportunities available for change
- Provides an opportunity to share with the employee your assessment of performance
- Provides documentation on which to base any change or adjustment to salary or wage
- Creates a planning process between supervisor and employee
- Provides specific expectations, goals and objectives for the coming year.

#### **After This Performance Review, What is Next?**

- Specific and continuous feedback and recognition should be given "while happening".
- Feedback is most effective "while it's hot" as one does not want surprises at annual evaluation time.
- Additionally, mark your calendar for dates to periodically meet with each employee during the year for up-to-date performance assessments.
- Monitor goals and objectives. Be a good coach throughout the year. Make sure progress is being made and you are doing your part to help.
- Make sure employees continually know what is expected of them in their job.
- Provide your time and appropriate budget to get the training, education, equipment and resources for your employees to do the job.
- Give recognition for jobs well done. Say "thanks."
- Learn what motivates each of your staff because what works for one may not motivate another.

#### **Establishing Goals and Objectives with Your Employees**

- You should discuss specific objectives, goals, job responsibilities, developmental needs and projects that are critical for success and that represent the employee's work plan for the coming assessment period.
- Be sure the employee understands what is expected during the next assessment period.
- In developing a plan of action, be specific in identifying steps to improve performance.
- Include objective, quality, quantity, a time frame and measurable outcomes that will demonstrate achievement of objectives.

- Include plans for increasing scope of activity and/or level of responsibility both in performance of current responsibilities and in preparation for any future professional action, if appropriate.
- Working together to set goals is effective in promoting better performance.
- Employees given specific goals work better than employees just told to “do your best.”
- Employees given difficult but attainable goals or responsibilities accomplish more than employees given easy goals or responsibilities.
- Goal setting establishes expectations
- Establishing goals and objectives makes it clear what a supervisor expects of an employee.
- Clearly describe the expected outcome.
- Goals should be clear. Avoid fuzzy words or statements like “become better at” or “try harder.”
- Clearly state your expectations.
- A goal without a time frame is just a wish.
- Provide measurable outcomes that will demonstrate achievement of the goals.
- Goals should be challenging but attainable.

**SMART Goals** (Specific, Measurable, Achievable, Relevant and Time-based goals)

SMART Acronym Defined for Goal Setting

- S** In addition to specific, stretching, systematic, synergistic, significant and shifting
- M** means measurable, meaningful, memorable, motivating and even, magical.
- A** is an achievable goal, action plans, accountability, acumen and agreed-upon.
- R** means relevant, realistic, reasonable, resonating, results-oriented, rewarding, responsible, reliable, rooted in facts and remarkable.
- T** means time-based, timely, tangible and thoughtful

Closing the One-On-One Review Session

- Make certain the employee understands areas in need of improvement.
- Indicate clearly how you intend to help. Get commitment for change.
- Summarize your assessment of the employee’s performance.
- Re-state goals established and the time frame for each.
- Close the interview in a positive, supportive way. Let the employee know that you are on his or her side.

### If You Need to Offer Negative Feedback

- Negative feedback should always be specific. Instead of a generalization such as “You’ve got an attitude problem” point out specific examples such as rudeness to other employees or situations involving excessive complaining. Rather than a generalization such as “You’re not careful” point out specific errors in a report.
- Do not make a joke of criticism. Negative feedback given humorously loses its impact, may not be heard at all and may negate the importance of the feedback.
- Make sure the act or behavior is criticized, not the person. Avoid judgmental words or statements such as “that was a stupid idea”.
- Criticism should be given without comparison. People work harder if competing with themselves. Do not discuss one employee’s work with another.
- Don’t expect popularity. A supervisor’s job is not to make friends. It is to be consistent, fair, to facilitate good work and to assist in the progress and development of each employee and the department. Respect usually follows.
- Recognize your own power. Even if you don’t think of yourself as a person with a great deal of power, if you are in a position to evaluate another, you are the most influential person in his or her eyes at that moment.
- Be consistent. If you criticize a performance problem of one employee, make sure you address that same behavior with all staff.
- Never criticize in front of others and never criticize a supervisor in front of his or her staff.
- Never say “never”. Never say “always”. Use of the word “never” or “always” can disrupt a performance discussion. A employee may become defensive and want to use valuable discussion time to disprove the “never” or “always”. The performance evaluation conversation should not become an argument about words.

### Tendencies That May Undermine a Performance Evaluation

- Distorted Evaluation. Giving the employee a more favorable description of performance than deserved simply to avoid conflict.
- Negating Praise. Remember that most employees appreciate praise. Individuals want to be told they’ve done well without a warning to “keep it up” or a sarcastic tag line added such as “what a surprise”.
- Sandwiching. A supervisor does not need to precede or end every negative comment with a compliment.

### During the Performance Evaluation Process Keep the Following Tendencies in Mind

- The Halo Effect. Giving a favorable rating to all job duties and job responsibilities based on an impressive performance in just one job function area. For instance, identifying one good aspect of the employee’s performance and glossing over poorer aspects of an employee’s performance because of it.
- The Pitchfork Effect. Conversely, the tendency to take one negative or mediocre aspect of an employee's performance and letting it color all other items in the evaluation.

Don't label all job tasks mediocre and label an employee mediocre because one aspect of performance needs improvement.

- The Gentleman "C". A tendency to rate all staff as average in all areas.
- The Recency Effect. Judging performance for a whole year based on one recent occurrence....regardless if good or bad. If a employee has done a good job during the year yet made a recent mistake, or, has been an average employee with a recent burst of excellence, be careful that a year's review is not influenced by either recent event.
- Length of Service Bias. Assuming that an individual employed for many years must automatically be doing good work; or, conversely, long service automatically means that one has not "kept up."
- The Tight Rater. The tendency to establish unrealistic, unobtainable standards or objectives for an employee based on the supervisor's personal self- expectations.
- The Prejudiced Rater. Allowing any prejudice against a protected class such as age or race to creep into an assessment.
- Day-to-Day Variation. Doing evaluations for your staff at the end of a very bad day!
- Selective Perception. Seeing and hearing what we want to see and hear in a employee's performance.... seeing only good performance because one likes the employee or seeing or hearing only bad performance because one may dislike the individual.

### Salary Adjustments

- Based on performance review make a recommendation to the Business Unit Leader.
- The Business Unit Leader will discuss salary adjustments with the employee.
- Salary adjustments are only provided for meets expectations performance, we do not give cost of living adjustments.

## Ways to Correct Employee Behavior

### Commendation

First, commend the employee on any significant duty that has been carried out well - this will help set the tone of the meeting and help diffuse any hostility. Be careful, though, not to sound patronizing.

### Recommendation

- Get straight to the point. Say, "The purpose of this meeting is to \_\_\_\_" or, "I want to spend some time discussing with you the situation around this issue."
- State why you are having this conversation. Say, "I have a concern about \_\_\_\_" or, "A problem has occurred in this area."
- Describe the behavior causing the problem. Say, "I noticed that you \_\_\_\_" or, "When I was told that you made this decision, I looked into it and discovered this result." (Provide evidence, if necessary. Never, ever try to coach or discipline on hear-say. Also, during the discussion, make sure you focus on behavior, and never on personalities.)
- Explain the consequences of this behavior. "The client would see your behavior as uncaring." Or, "The effect of your lateness caused the team to \_\_\_\_."
- Tell how this behavior makes you feel." When you behave in this way, I feel \_\_\_\_."
- Ask for the individual's view. "But that's how I see it; what's your view of the situation?"
- Ask her to assess her own behavior. "How do you think he felt when you \_\_\_\_?"
- Review the employee's job competency requirements. As an example, check his understanding of his job description to ensure that you both have the same expectations of the task or duty.
- Ask the person how she will correct her behavior and how she can convince you she will do it. Ask, "What's getting in the way for you?" Or, "How confident are you that you can change?" Or, "What can you do to convince me that you will change this behavior?"
- Ask the employee to say, in his own words, what specifically he will do to change his behavior. "Say in your own words what you will do differently as a result of this discussion? What will the outcome that I can anticipate look like if you are successful in making the changes? (In this way you are effectively empowering the employee to change himself. By approaching the change in this way, the employee is setting his own standards by which he will assess his own behavior.)
- Decide on the actions that the employee will take. "Let's both agree, then, that you will do the following and we'll review the situation in two months."
- Summarize your agreements. "To recap, you said you will do the following, and I will do this."

### Commendation

Finish with another positive comment. It is vital to end the conversation on a positive note because the last thing said is what is remembered the longest. Dignity is everything. If you destroy this, you undermine the employee's self-confidence which will reduce her commitment to change and create hostility and general apathy. While the employee still feels valued, she will want to change. If the employee feels under valued she just won't care.

### Counseling the Employee – Do's and Don'ts

- Do not reprimand employees in the presence of others or in a public place.
- Determine the appropriate time and place for a disciplinary meeting.
- Investigate an incident or infraction thoroughly regardless of how the situation appears at first glance.
- Allow the employee a chance to respond and explain the infraction.
- Disciplinary actions should always be documented in detail. The documentation should include:
  - who, what, when, where, and how
  - the effect of the conduct as it relates to performance, job related behavior or company interest
  - what action will be taken because of the incident
  - what action will be taken in the future if another infraction occurs
  - the employee's recourse (if any) if he/she is in disagreement with the action
- Evaluate the objectiveness of the disciplinary action.
- Evaluate the legal issues surrounding the disciplinary action.
- Allow a third person to review the facts and proposed discipline.
- Present the disciplinary action in a slow calm manner.
- Listen critically and take notes.
- Conclude the discussion and determine what will happen from that point.
- Monitor the employee's performance and progress.

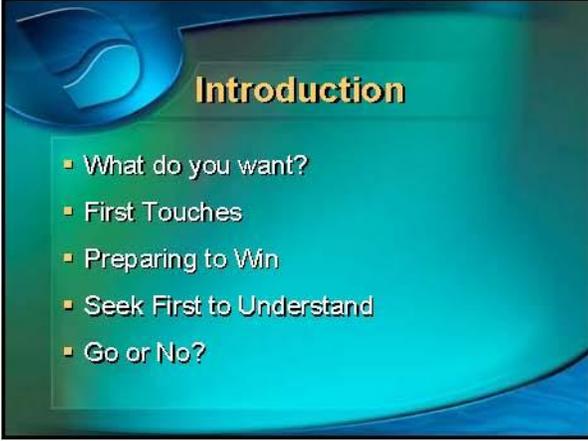
### Dismissal

- Discuss with Business Unit Leader and HR
- Ask HR for Termination Paperwork
- Conduct meeting with employee – do not perform this meeting alone
- Ensure employee signature on Confidentiality form
- HR will notify IT and other Corporate Employees

# MARKETING

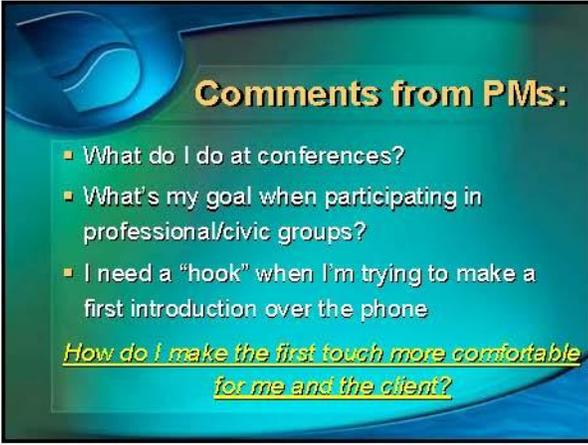
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## Introduction

- What do you want?
- First Touches
- Preparing to Win
- Seek First to Understand
- Go or No?



## Comments from PMs:

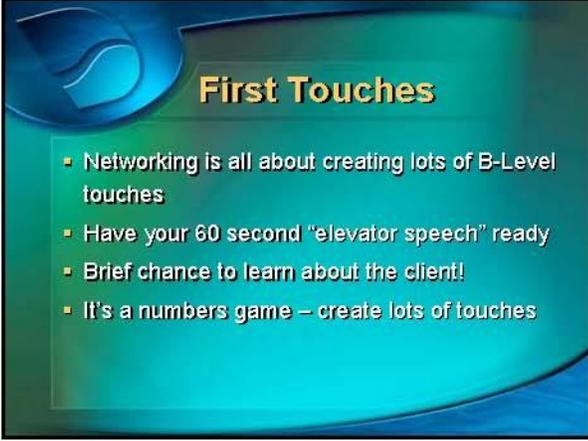
- What do I do at conferences?
- What's my goal when participating in professional/civic groups?
- I need a "hook" when I'm trying to make a first introduction over the phone

*How do I make the first touch more comfortable for me and the client?*



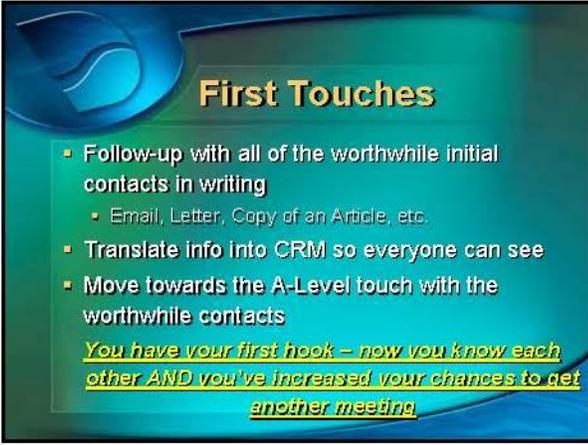
## First Touches

- B-Level touches are intended to simply introduce you (and the company) to the client
- Just need to create the opportunity for the client to remember you when you're ready for an A-Level touch
- Statistics show that you are 5 times more likely to take a phone call from someone you've met at least once



## First Touches

- Networking is all about creating lots of B-Level touches
- Have your 60 second “elevator speech” ready
- Brief chance to learn about the client!
- It’s a numbers game – create lots of touches



## First Touches

- Follow-up with all of the worthwhile initial contacts in writing
  - Email, Letter, Copy of an Article, etc.
- Translate info into CRM so everyone can see
- Move towards the A-Level touch with the worthwhile contacts

*You have your first hook – now you know each other AND you’ve increased your chances to get another meeting*

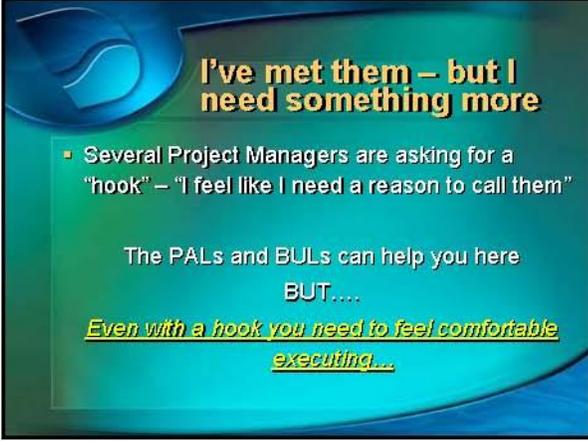


## First Touches-Follow-up!

- Ask for the face-to-face meeting in your written follow-up
  - Great to meet you, I’d like to get together and find out more about your program...
  - Begin moving towards the A-Level touch

*You’re already making it more comfortable for you AND the client.*

*Now - You can prepare!*

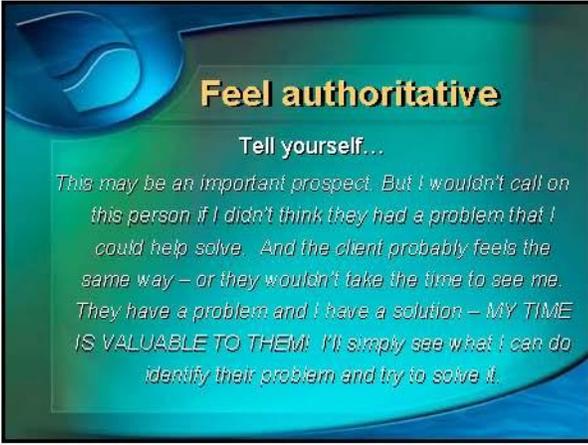


**I've met them – but I need something more**

- Several Project Managers are asking for a “hook” – “I feel like I need a reason to call them”

The PALs and BULs can help you here  
BUT....

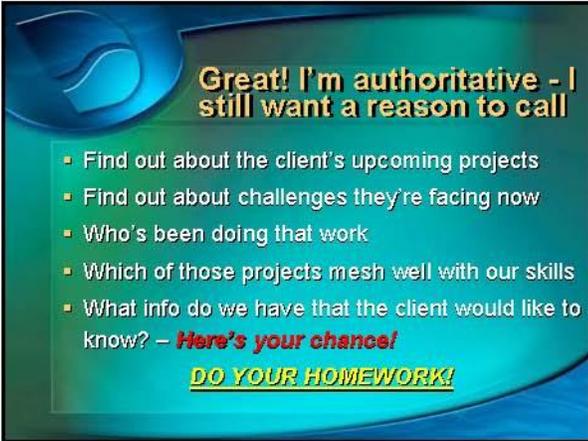
Even with a hook you need to feel comfortable executing...



**Feel authoritative**

Tell yourself...

*This may be an important prospect. But I wouldn't call on this person if I didn't think they had a problem that I could help solve. And the client probably feels the same way – or they wouldn't take the time to see me. They have a problem and I have a solution – MY TIME IS VALUABLE TO THEM! I'll simply see what I can do identify their problem and try to solve it.*



**Great! I'm authoritative - I still want a reason to call**

- Find out about the client's upcoming projects
- Find out about challenges they're facing now
- Who's been doing that work
- Which of those projects mesh well with our skills
- What info do we have that the client would like to know? – **Here's your chance!**

**DO YOUR HOMEWORK!**

**“Most people have the will to win, few have the will to prepare to win.”**  
- Bobby Knight

### Prepare to Win

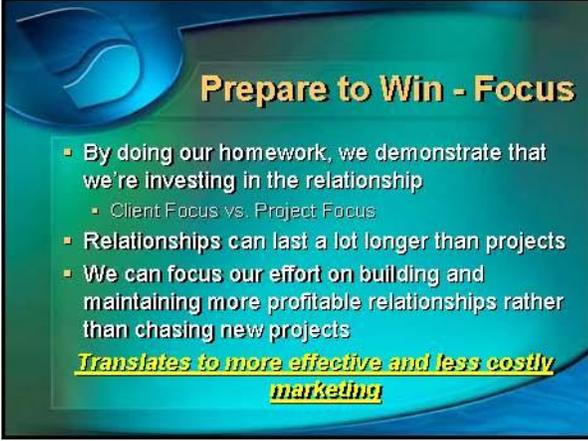
- Work with your PALs to do some homework
- Make the call to gather info or set the face-to-face meeting
- Now your message is specific – “It was great meeting you at the conference. I’d like to talk with you about upcoming projects X, Y & Z and get some more info....”

**You’re showing genuine interest in them**

### Prepare to Win

- The client understands that you have something specific to talk about
- Not just another “consultant meeting” for you to sell them something
- The hook becomes about the client – not about you.
- The questions and topic stay client focused

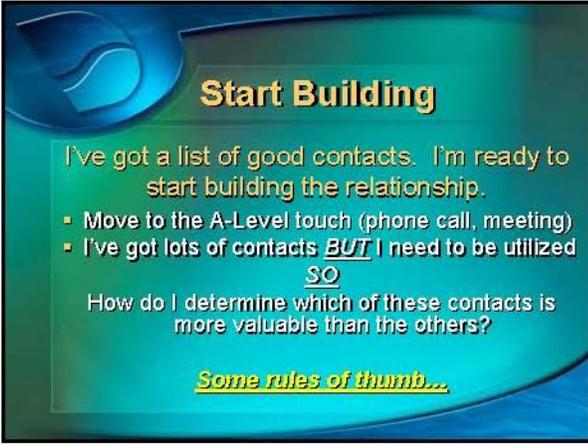
**You’re focused on the client’s favorite topic  
Themselves!**



## Prepare to Win - Focus

- By doing our homework, we demonstrate that we're investing in the relationship
  - Client Focus vs. Project Focus
- Relationships can last a lot longer than projects
- We can focus our effort on building and maintaining more profitable relationships rather than chasing new projects

**Translates to more effective and less costly marketing**



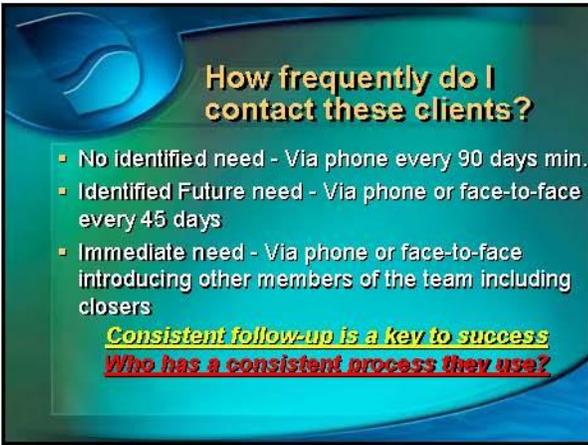
## Start Building

I've got a list of good contacts. I'm ready to start building the relationship.

- Move to the A-Level touch (phone call, meeting)
- I've got lots of contacts **BUT** I need to be utilized **SO**

How do I determine which of these contacts is more valuable than the others?

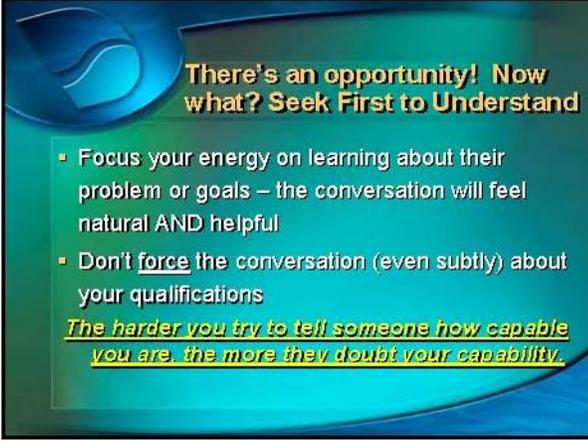
**Some rules of thumb...**



## How frequently do I contact these clients?

- No identified need - Via phone every 90 days min.
- Identified Future need - Via phone or face-to-face every 45 days
- Immediate need - Via phone or face-to-face introducing other members of the team including closers

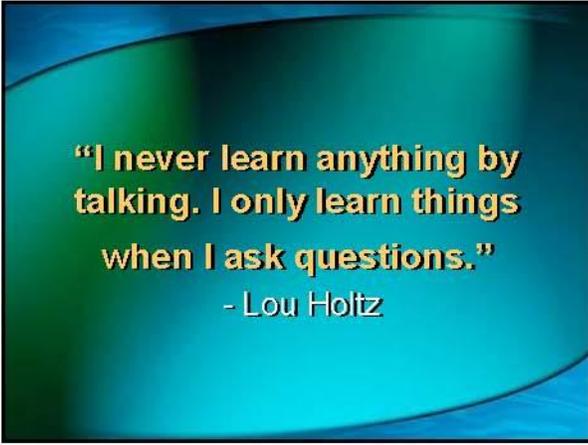
**Consistent follow-up is a key to success**  
**Who has a consistent process they use?**



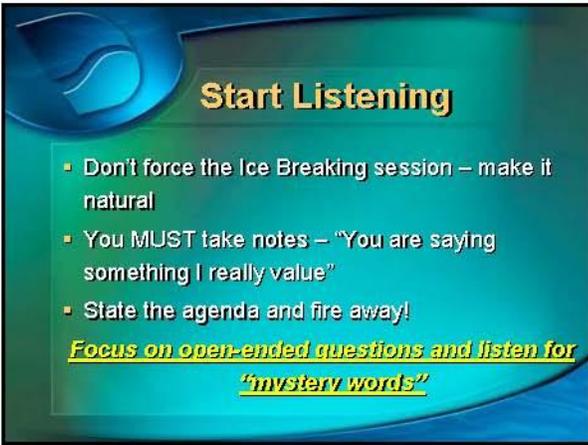
**There's an opportunity! Now what? Seek First to Understand**

- Focus your energy on learning about their problem or goals – the conversation will feel natural AND helpful
- Don't force the conversation (even subtly) about your qualifications

*The harder you try to tell someone how capable you are, the more they doubt your capability.*



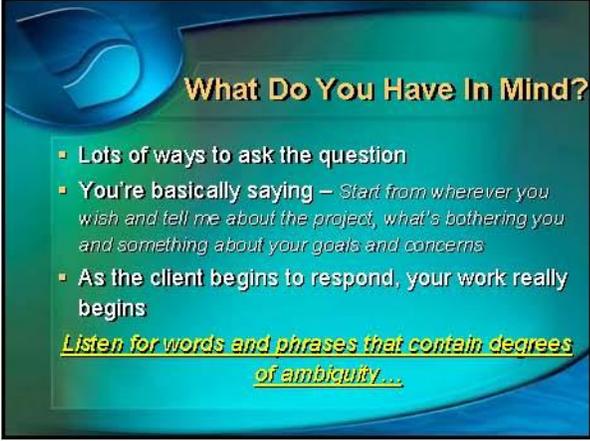
**“I never learn anything by talking. I only learn things when I ask questions.”**  
- Lou Holtz



**Start Listening**

- Don't force the Ice Breaking session – make it natural
- You **MUST** take notes – “You are saying something I really value”
- State the agenda and fire away!

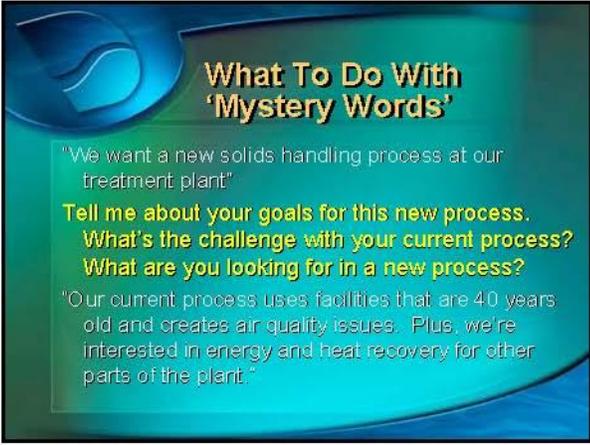
*Focus on open-ended questions and listen for “mystery words”*



## What Do You Have In Mind?

- Lots of ways to ask the question
- You're basically saying – *Start from wherever you wish and tell me about the project, what's bothering you and something about your goals and concerns*
- As the client begins to respond, your work really begins

*Listen for words and phrases that contain degrees of ambiguity...*

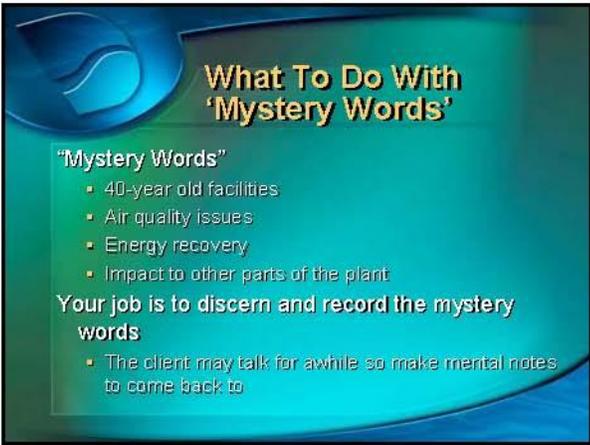


## What To Do With 'Mystery Words'

"We want a new solids handling process at our treatment plant"

**Tell me about your goals for this new process.  
What's the challenge with your current process?  
What are you looking for in a new process?**

"Our current process uses facilities that are 40 years old and creates air quality issues. Plus, we're interested in energy and heat recovery for other parts of the plant."



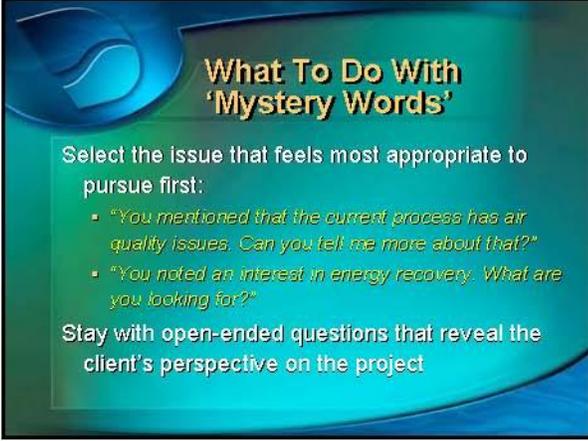
## What To Do With 'Mystery Words'

"Mystery Words"

- 40-year old facilities
- Air quality issues
- Energy recovery
- Impact to other parts of the plant

**Your job is to discern and record the mystery words**

- The client may talk for awhile so make mental notes to come back to

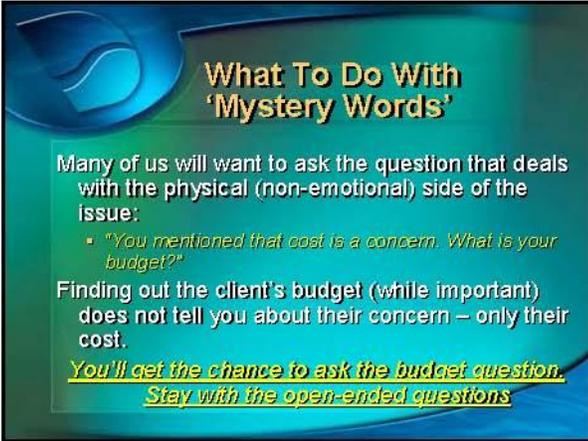


### What To Do With 'Mystery Words'

Select the issue that feels most appropriate to pursue first:

- *"You mentioned that the current process has air quality issues. Can you tell me more about that?"*
- *"You noted an interest in energy recovery. What are you looking for?"*

Stay with open-ended questions that reveal the client's perspective on the project



### What To Do With 'Mystery Words'

Many of us will want to ask the question that deals with the physical (non-emotional) side of the issue:

- *"You mentioned that cost is a concern. What is your budget?"*

Finding out the client's budget (while important) does not tell you about their concern – only their cost.

*You'll get the chance to ask the budget question. Stay with the open-ended questions*



### Now Summarize

- The client knows you're listening – especially since you've pursued the mystery words
- Now make sure you understood all that you heard – in your words
- Summarize what you've heard
- Then – *Verify* "Do I seem to understand your goals and concerns?" – Get a yes or no answer

*The process is client focused and builds trust*

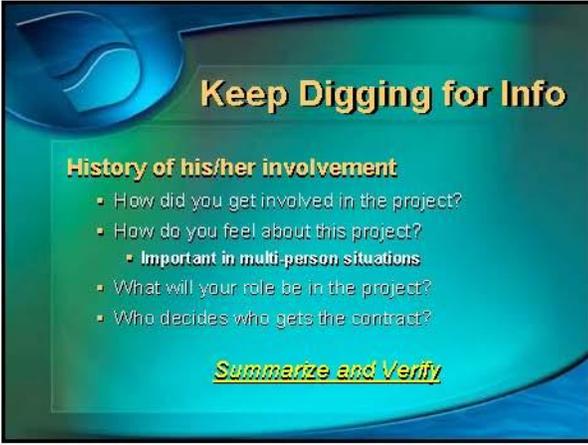


## Keep Digging for Info

### The history of the project

- Whose idea was this project originally?
- Who developed the idea?
  - **Get an idea of all of the players**
- Who is supportive of the idea?
- Who was or is against the project? Why?
- What is the source of the funding?
- Who has already been selected to do something?
- Who will we be accountable to?

*Summarize and Verify*

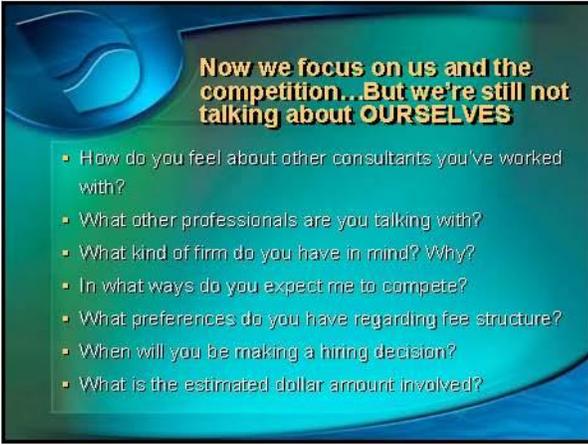


## Keep Digging for Info

### History of his/her involvement

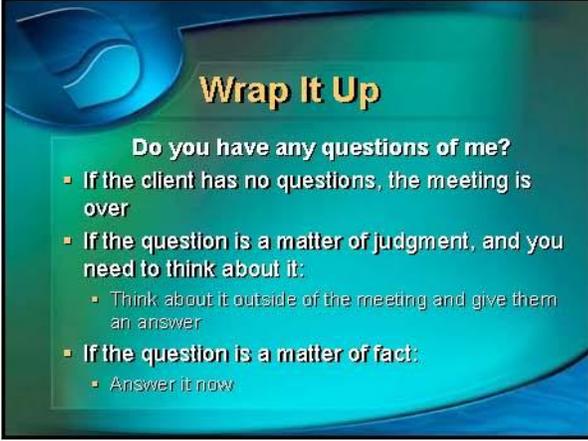
- How did you get involved in the project?
- How do you feel about this project?
  - **Important in multi-person situations**
- What will your role be in the project?
- Who decides who gets the contract?

*Summarize and Verify*



## Now we focus on us and the competition...But we're still not talking about **OURSELVES**

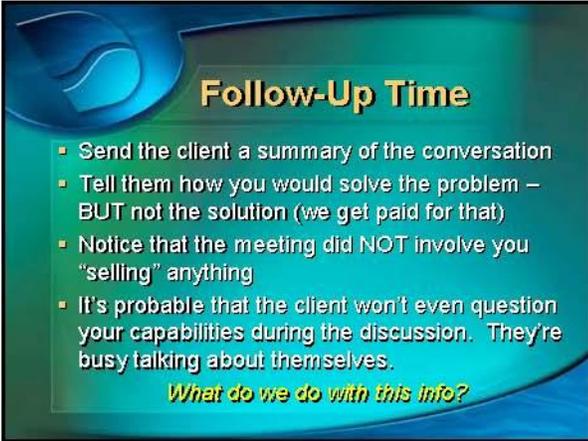
- How do you feel about other consultants you've worked with?
- What other professionals are you talking with?
- What kind of firm do you have in mind? Why?
- In what ways do you expect me to compete?
- What preferences do you have regarding fee structure?
- When will you be making a hiring decision?
- What is the estimated dollar amount involved?



## Wrap It Up

Do you have any questions of me?

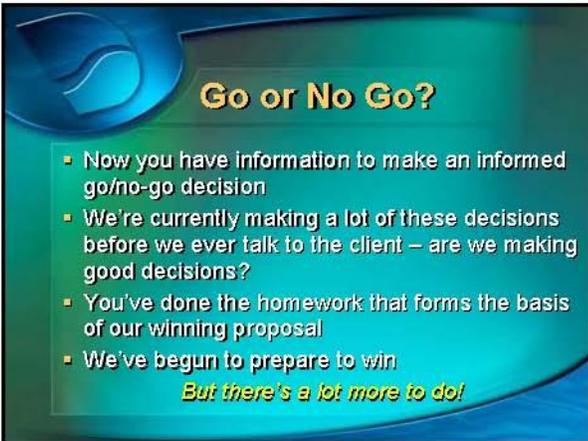
- If the client has no questions, the meeting is over
- If the question is a matter of judgment, and you need to think about it:
  - Think about it outside of the meeting and give them an answer
- If the question is a matter of fact:
  - Answer it now



## Follow-Up Time

- Send the client a summary of the conversation
- Tell them how you would solve the problem – BUT not the solution (we get paid for that)
- Notice that the meeting did NOT involve you “selling” anything
- It's probable that the client won't even question your capabilities during the discussion. They're busy talking about themselves.

*What do we do with this info?*



## Go or No Go?

- Now you have information to make an informed go/no-go decision
- We're currently making a lot of these decisions before we ever talk to the client – are we making good decisions?
- You've done the homework that forms the basis of our winning proposal
- We've begun to prepare to win

*But there's a lot more to do!*

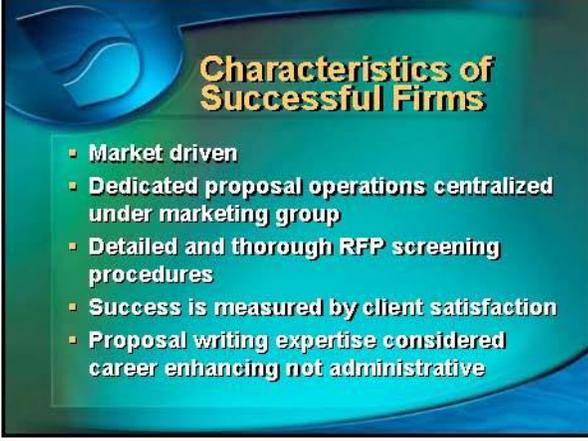
## High Impact Proposals

### Industry Statistics

- A/E firms average \$5000 - \$9000 to prepare a typical proposal
- Nationally, 3.2 out of 10 actually results in work (32%)
- Reviewers spend less than 1 minute establishing the first impression
- They spend an average of only 20 minutes reading the entire proposal

### Current WKD Statistics

- Random sampling suggests an average of \$7000 per pursuit
- We are on pace to submit 155 formal proposals in 2008
- Our current winning percentage is 21% (more than 10% less than national avg.)
- Only 16% wins from the shortlist



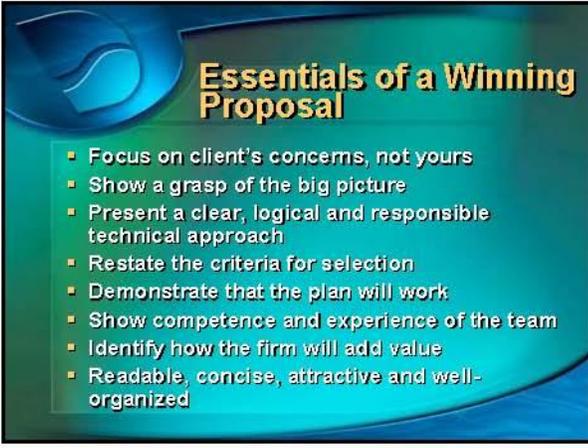
### Characteristics of Successful Firms

- Market driven
- Dedicated proposal operations centralized under marketing group
- Detailed and thorough RFP screening procedures
- Success is measured by client satisfaction
- Proposal writing expertise considered career enhancing not administrative



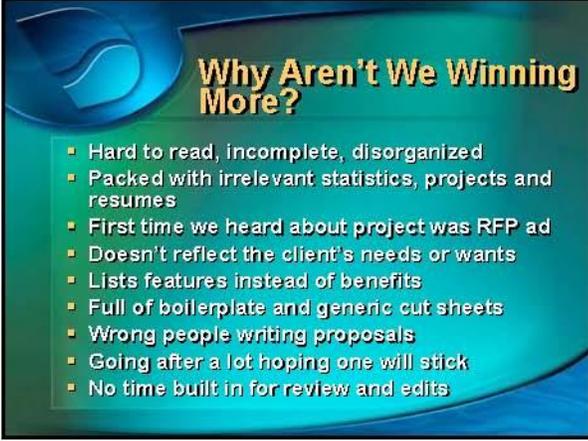
### Getting Ready for RFPs

- Proposal activity occurs before we ever see the RFP
- It starts with a good marketing plan:
  - Plan for penetrating new markets
  - Stave off threats/competition
  - Clear picture of what projects or clients you want



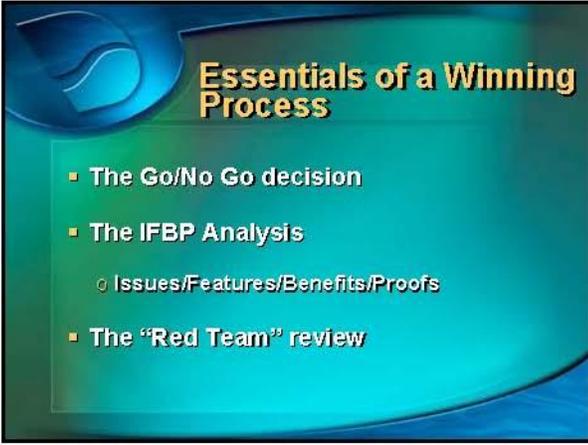
### Essentials of a Winning Proposal

- Focus on client's concerns, not yours
- Show a grasp of the big picture
- Present a clear, logical and responsible technical approach
- Restate the criteria for selection
- Demonstrate that the plan will work
- Show competence and experience of the team
- Identify how the firm will add value
- Readable, concise, attractive and well-organized



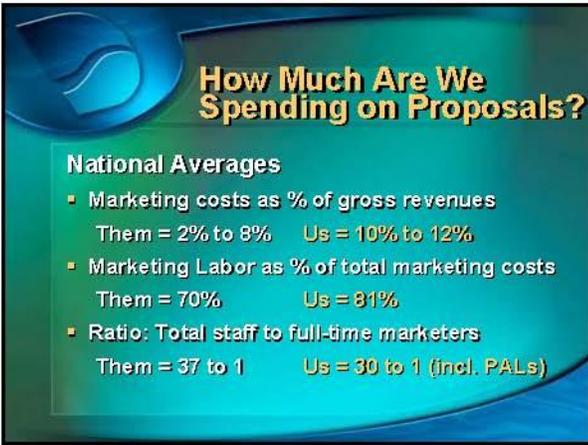
### Why Aren't We Winning More?

- Hard to read, incomplete, disorganized
- Packed with irrelevant statistics, projects and resumes
- First time we heard about project was RFP ad
- Doesn't reflect the client's needs or wants
- Lists features instead of benefits
- Full of boilerplate and generic cut sheets
- Wrong people writing proposals
- Going after a lot hoping one will stick
- No time built in for review and edits



### Essentials of a Winning Process

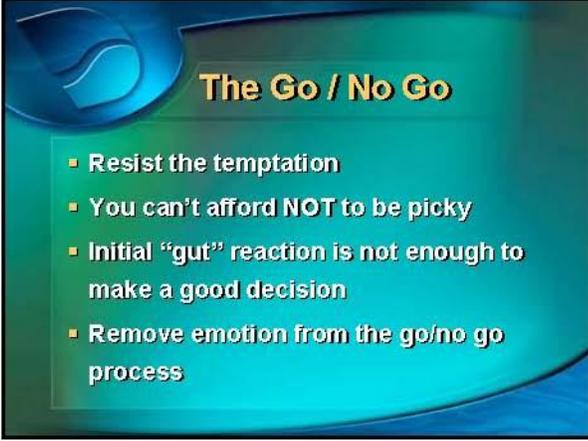
- The Go/No Go decision
- The IFBP Analysis
  - Issues/Features/Benefits/Proofs
- The "Red Team" review



### How Much Are We Spending on Proposals?

**National Averages**

- Marketing costs as % of gross revenues  
Them = 2% to 8%    Us = 10% to 12%
- Marketing Labor as % of total marketing costs  
Them = 70%    Us = 81%
- Ratio: Total staff to full-time marketers  
Them = 37 to 1    Us = 30 to 1 (Incl. PALs)



### The Go / No Go

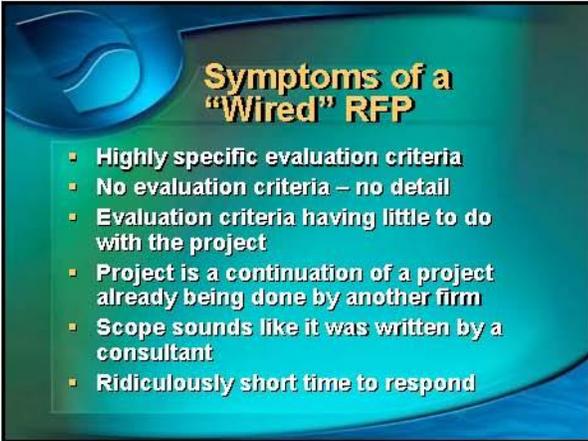
- Resist the temptation
- You can't afford NOT to be picky
- Initial "gut" reaction is not enough to make a good decision
- Remove emotion from the go/no go process



### RFP Warning Signs

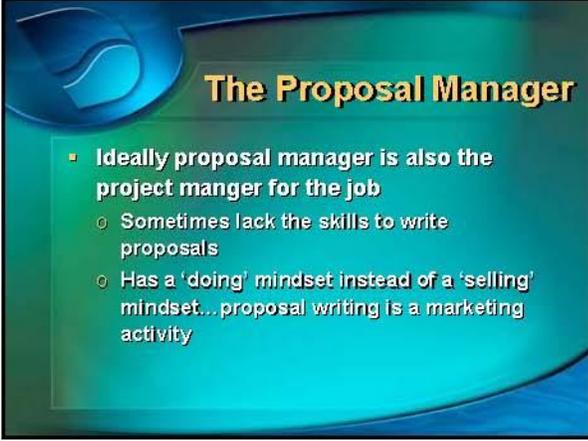
Do these prompt a NO GO?

- The RFP is not specific enough
- It's too specific
- It's highly specific and too well thought out



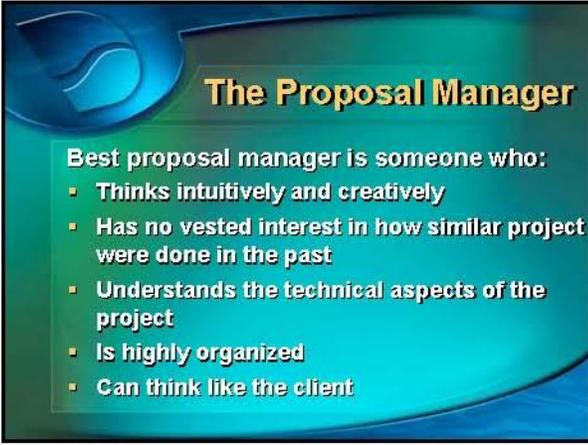
### Symptoms of a "Wired" RFP

- Highly specific evaluation criteria
- No evaluation criteria – no detail
- Evaluation criteria having little to do with the project
- Project is a continuation of a project already being done by another firm
- Scope sounds like it was written by a consultant
- Ridiculously short time to respond



## The Proposal Manager

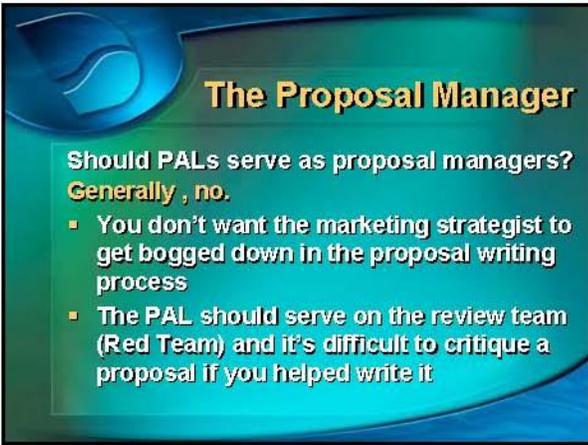
- Ideally proposal manager is also the project manager for the job
  - Sometimes lack the skills to write proposals
  - Has a 'doing' mindset instead of a 'selling' mindset... proposal writing is a marketing activity



## The Proposal Manager

Best proposal manager is someone who:

- Thinks intuitively and creatively
- Has no vested interest in how similar projects were done in the past
- Understands the technical aspects of the project
- Is highly organized
- Can think like the client



## The Proposal Manager

Should PALs serve as proposal managers?  
**Generally, no.**

- You don't want the marketing strategist to get bogged down in the proposal writing process
- The PAL should serve on the review team (Red Team) and it's difficult to critique a proposal if you helped write it

## Elements of a Proposal

- Cover letter
- Table of contents
- Firm / Executive summary
- Resumes (incl. subs)
- Team experience matrix
- Scope and approach
- Related project experience
- References

## Cover Letter

Typical indistinguishable statements:

- We're pleased to submit this proposal...
- Thank you for the opportunity...
- We are uniquely qualified...
- We're excited about the opportunity to do the work...
- Call me directly if you have any additional questions...
- We look forward to your favorable response...

**W.K. DICKSON**  
Engineering and Planning Services

May 23, 2008

Mr. Daniel Thomas, CPO,  
Purchasing Director, Cumberland County,  
P.O. Drawer 1226,  
Rutherford, NJ 07070-1226

**RE: Request for Qualifications for Engineering and Planning Consulting Services for Preparing Walnut Head Island Airport Master Plan**

Dear Mr. Thomas:

The staff of W.K. Dickson & Co., Inc. are pleased to submit our qualifications to provide Engineering and Planning Services for Preparing an Airport Master Plan for the Walnut Head Island Airport. The staff, in our opinion, are qualified, and will note that we have contracted an experienced staff with long understanding of the issues facing the acquisition and development of the Airport for your project. Our consistently based approach to providing airport design and planning services has allowed us to successfully serve clients for over 25 years.

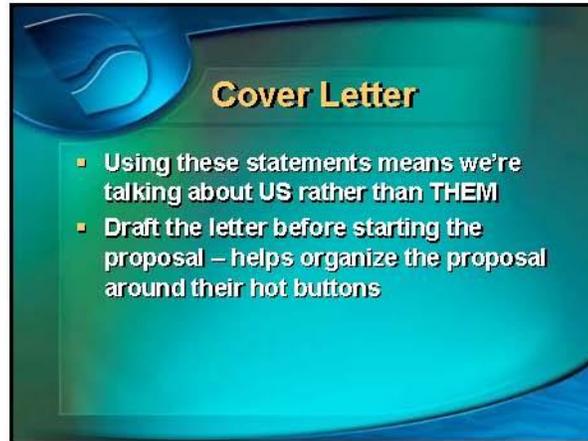
For your convenience and ease in evaluating our proposal, we have assembled the information to include in the order to select the RQF outline.

**Steve Walker**, our Projects Manager, has over 13 years of Airport Master and Environmental Planning experience. He recently provided your W.K. Dickson team with:

- Our ability in creating a Master Plan that successfully focuses on flexibility, sustainability, and a sense of ownership by the Community.
- A proven experience in airport master and environmental planning and engineering at both construction and general aviation airports.

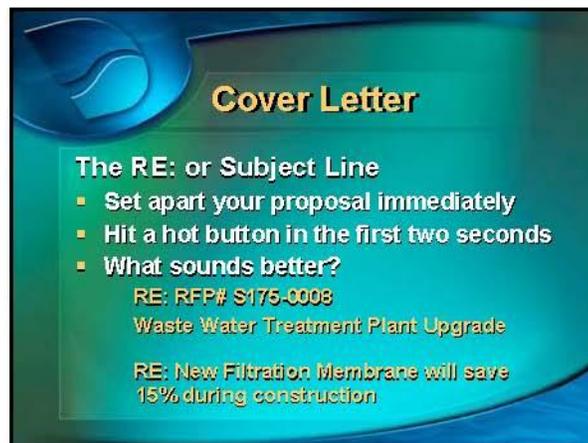
We have assembled a team of talented professionals from our airport, environmental, engineering, and landscape architecture staff that has experience in all aspects of airport design and airport planning. More important, all the professionals listed herein are the actual staff members who will be assigned to your project. While W.K. Dickson is a full-service aviation firm, we have teamed with professionals whose past performance on similar projects and knowledge of their individual technical expertise can bring that added to the Airport Planning Process. Our team of professionals was selected with a focus on their experience with community involvement in the planning process.

[Click to Enlarge](#)



**Cover Letter**

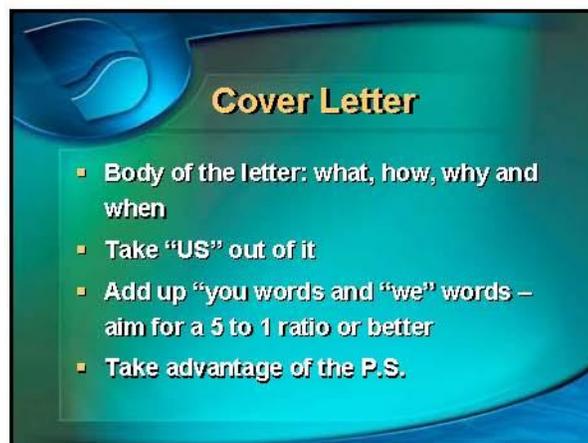
- Using these statements means we're talking about **US** rather than **THEM**
- Draft the letter before starting the proposal – helps organize the proposal around their hot buttons



**Cover Letter**

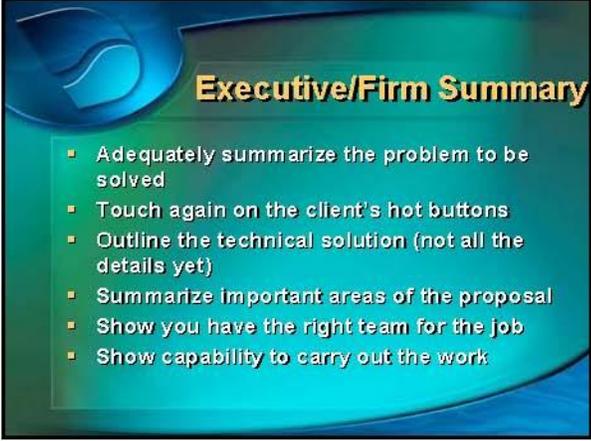
**The RE: or Subject Line**

- Set apart your proposal immediately
- Hit a hot button in the first two seconds
- What sounds better?
  - RE: RFP# S175-0008  
Waste Water Treatment Plant Upgrade
  - RE: New Filtration Membrane will save 15% during construction



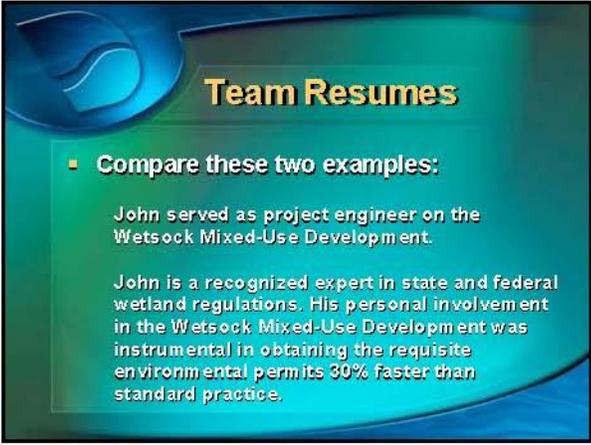
**Cover Letter**

- Body of the letter: what, how, why and when
- Take "US" out of it
- Add up "you words and "we" words – aim for a 5 to 1 ratio or better
- Take advantage of the P.S.



**Executive/Firm Summary**

- Adequately summarize the problem to be solved
- Touch again on the client's hot buttons
- Outline the technical solution (not all the details yet)
- Summarize important areas of the proposal
- Show you have the right team for the job
- Show capability to carry out the work

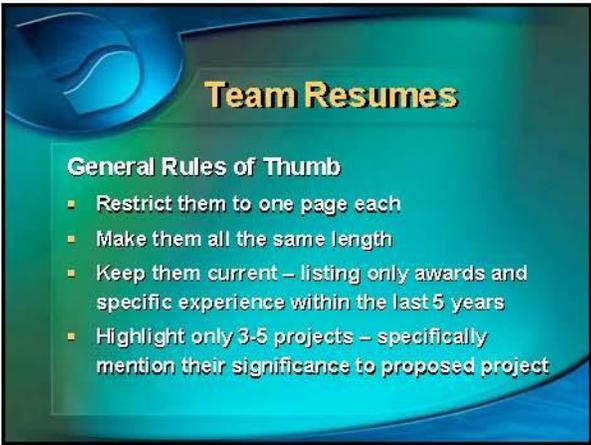


**Team Resumes**

- Compare these two examples:  

John served as project engineer on the Wetsock Mixed-Use Development.

John is a recognized expert in state and federal wetland regulations. His personal involvement in the Wetsock Mixed-Use Development was instrumental in obtaining the requisite environmental permits 30% faster than standard practice.



**Team Resumes**

**General Rules of Thumb**

- Restrict them to one page each
- Make them all the same length
- Keep them current – listing only awards and specific experience within the last 5 years
- Highlight only 3-5 projects – specifically mention their significance to proposed project

### Common Errors of Proposed Team

- Proposed PM doesn't have rapport with clients
- Proposed PM doesn't make a good impression
- The org chart is too complex
- The role of the principal in charge is unclear
- Biographies are not tailored to the client's needs
- We haven't done reference checks on the subconsultants

### Experience Matrix

- Space saving way to show accumulated experience
- Doesn't distinguish subs as different firms – unified team

Airport Experience Matrix	Aviation Strategy	Aviation Design	Permitting	Airfield Lighting	MAAS/MS	Access/FBO	Utility Infrastructure	Project Planning
Reginald Weaver	*	*	*	*	*	*	*	*
David Peeler	*	*	*	*	*	*	*	*
James Novak	*	*	*	*	*	*	*	*
Clay Buchmeier	*	*	*	*	*	*	*	*
Eric Rydson	*	*	*	*	*	*	*	*
Brian Way	*	*	*	*	*	*	*	*
Steve Walker	*	*	*	*	*	*	*	*
Wayne Seiler	*	*	*	*	*	*	*	*
Angie Musselwhite	*	*	*	*	*	*	*	*
Mark Morley	*	*	*	*	*	*	*	*

[Click to Enlarge](#)

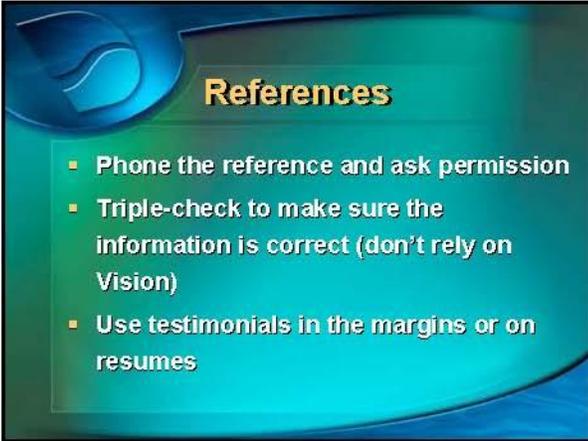
### Scope & Approach

- Show your understanding of what client wants
- Focus on 2 to 4 very specific needs
- Avoid generic statements
- Clearly outline how you will do the project
- Divide the overall project into logical work packages or tasks
- Describe what makes your approach different or better



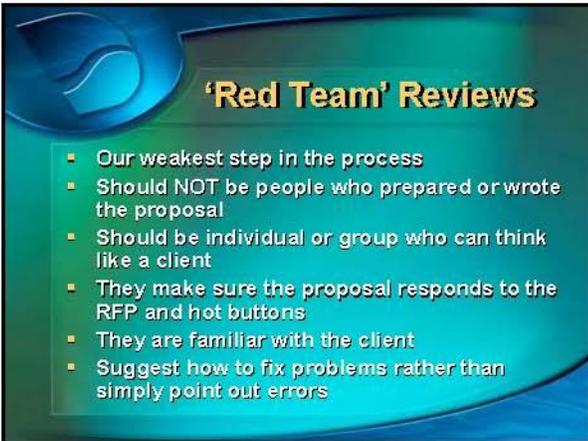
### Related Experience

- Five projects only!
- Be careful of project cut sheets
- Give them 'perceived' quantity



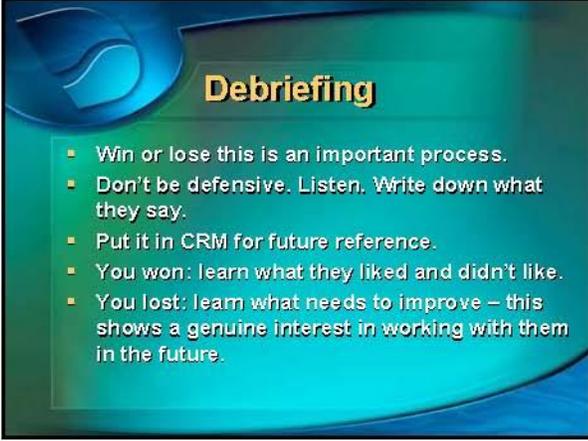
### References

- Phone the reference and ask permission
- Triple-check to make sure the information is correct (don't rely on Vision)
- Use testimonials in the margins or on resumes



### 'Red Team' Reviews

- Our weakest step in the process
- Should NOT be people who prepared or wrote the proposal
- Should be individual or group who can think like a client
- They make sure the proposal responds to the RFP and hot buttons
- They are familiar with the client
- Suggest how to fix problems rather than simply point out errors



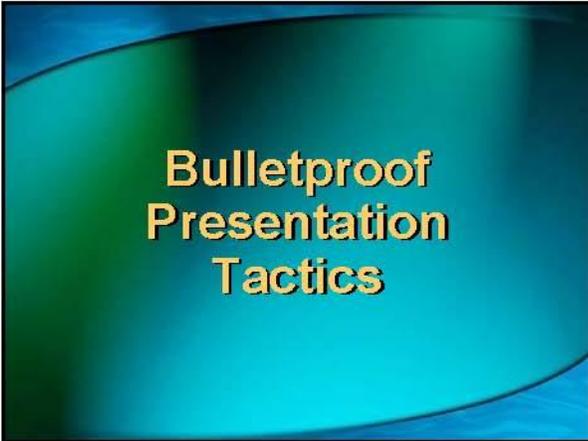
## Debriefing

- Win or lose this is an important process.
- Don't be defensive. Listen. Write down what they say.
- Put it in CRM for future reference.
- You won: learn what they liked and didn't like.
- You lost: learn what needs to improve – this shows a genuine interest in working with them in the future.

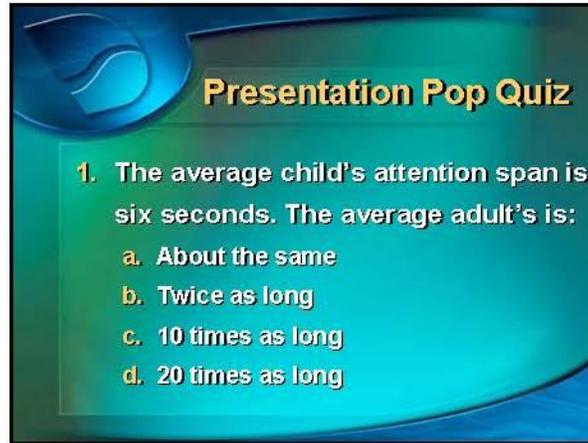


## Red Team Exercise

### Burnt Mill Creek Sanitary Sewer Outfall Improvements

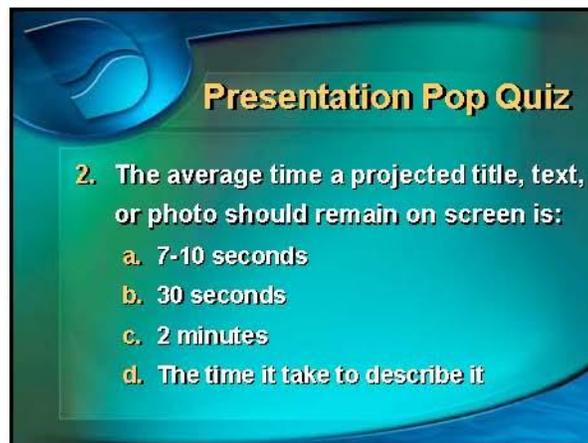


## Bulletproof Presentation Tactics



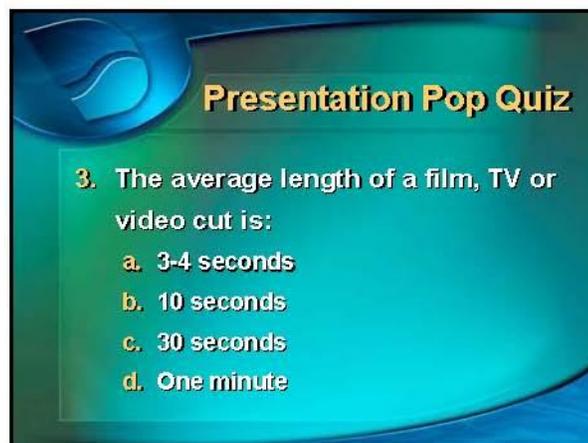
**Presentation Pop Quiz**

1. The average child's attention span is six seconds. The average adult's is:
  - a. About the same
  - b. Twice as long
  - c. 10 times as long
  - d. 20 times as long



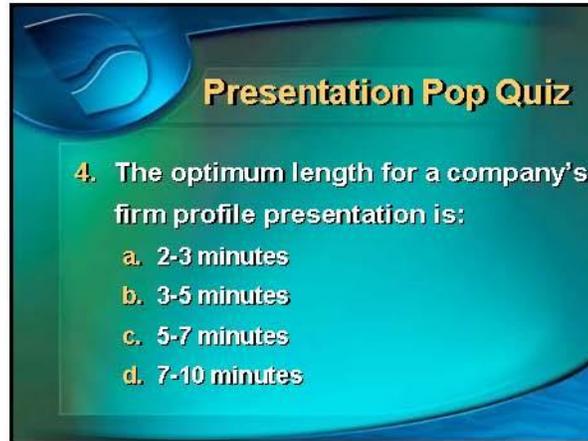
**Presentation Pop Quiz**

2. The average time a projected title, text, or photo should remain on screen is:
  - a. 7-10 seconds
  - b. 30 seconds
  - c. 2 minutes
  - d. The time it take to describe it



**Presentation Pop Quiz**

3. The average length of a film, TV or video cut is:
  - a. 3-4 seconds
  - b. 10 seconds
  - c. 30 seconds
  - d. One minute

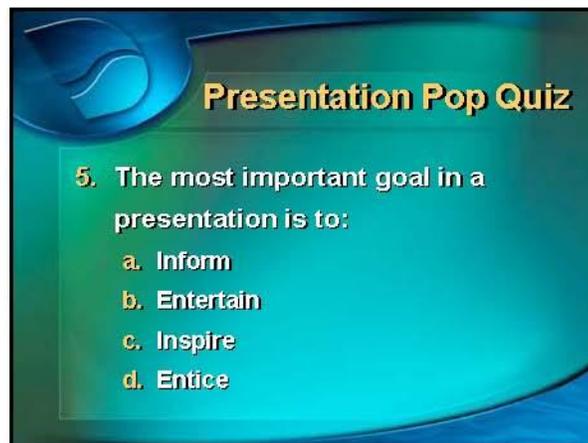


**Presentation Pop Quiz**

4. The optimum length for a company's firm profile presentation is:

- a. 2-3 minutes
- b. 3-5 minutes
- c. 5-7 minutes
- d. 7-10 minutes

This slide features a blue and green gradient background with a stylized 'S' logo in the top left corner. The title 'Presentation Pop Quiz' is in a bold, yellow font. The question and options are in a white font.

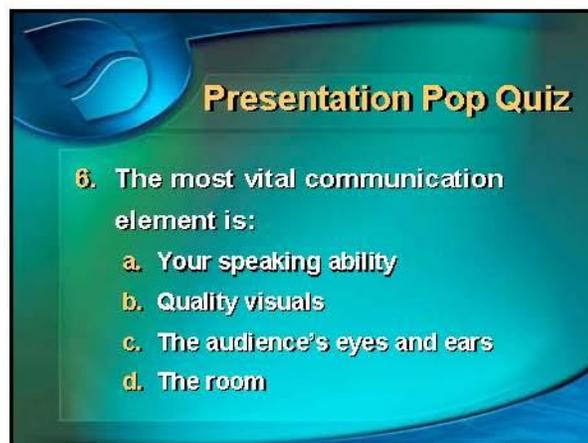


**Presentation Pop Quiz**

5. The most important goal in a presentation is to:

- a. Inform
- b. Entertain
- c. Inspire
- d. Entice

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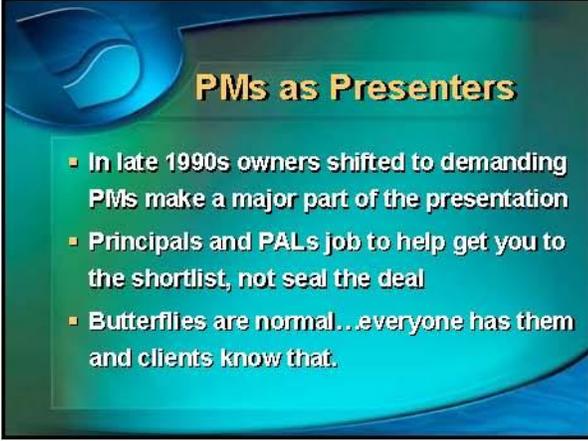


**Presentation Pop Quiz**

6. The most vital communication element is:

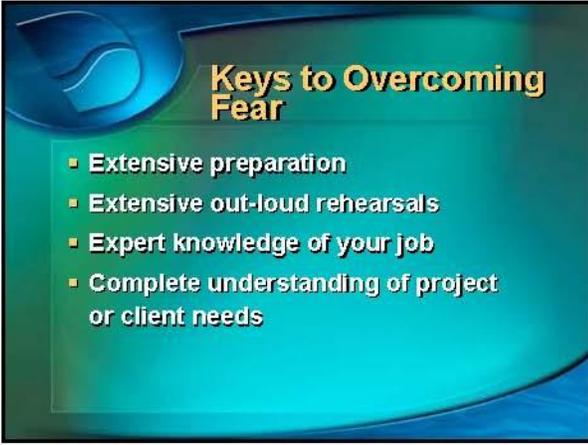
- a. Your speaking ability
- b. Quality visuals
- c. The audience's eyes and ears
- d. The room

This slide features a blue and green gradient background with a stylized 'S' logo in the top left corner. The title 'Presentation Pop Quiz' is in a bold, yellow font. The question and options are in a white font.



## PMs as Presenters

- In late 1990s owners shifted to demanding PMs make a major part of the presentation
- Principals and PALs job to help get you to the shortlist, not seal the deal
- Butterflies are normal...everyone has them and clients know that.



## Keys to Overcoming Fear

- Extensive preparation
- Extensive out-loud rehearsals
- Expert knowledge of your job
- Complete understanding of project or client needs



## Two Levels of Preparation

### The First Tier

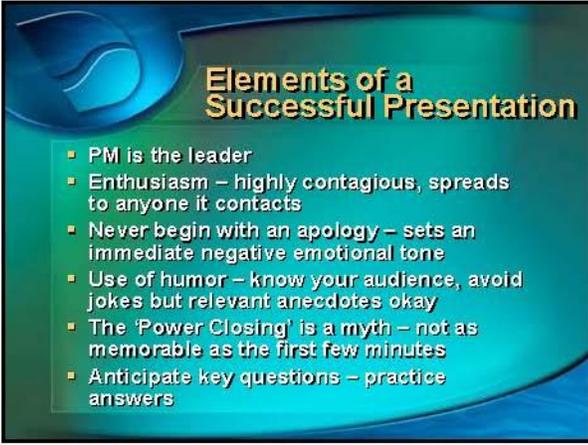
- Developing and building key relationships
- Pre-positioning in the market place
- Researching the real needs and wants of your client
- Ascertaining who actually makes the decisions
- Discovering whether one person has a large amount of influence or is it a group



## Two Levels of Preparation

### The Second Tier

- Developing sophisticated interview strategies
- Deciding which approaches and techniques to use
- Preparation of effective visuals
- Extensive out loud rehearsals



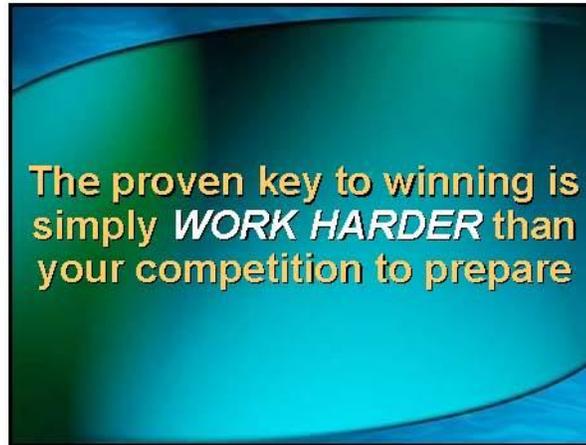
## Elements of a Successful Presentation

- PM is the leader
- Enthusiasm – highly contagious, spreads to anyone it contacts
- Never begin with an apology – sets an immediate negative emotional tone
- Use of humor – know your audience, avoid jokes but relevant anecdotes okay
- The 'Power Closing' is a myth – not as memorable as the first few minutes
- Anticipate key questions – practice answers



## Things Often Forgotten

- Learn the room setup in advance
- Pre-presentation interaction
- Your handshake
- Out loud rehearsals
- We-We presentations
- Leave behinds – not just a printout of your slides



Other Marketing Links

[Opportunity Stage Definitions](#)

[Opportunity Creation Form](#)

[Go/No Go Decision Matrix](#)

[Proposal Checklist](#)

Proposal Standards and Workflow

Responding to an RFP/RFQ announcement is something every consulting firm does. At WK Dickson we are fortunate to have qualified administrative staff able to coordinate, design and print marketing proposals in most branch offices. We also take pride in our ability to be selective in the opportunities we pursue. We utilize “go, no go” score sheets to determine the viability of an RFP or other prospect. These score sheets are available from your Business Unit Leader or from Corporate Marketing. All employees who will be involved in the decision-making process as it relates to “going after” work are expected to utilize these forms.

Once it is determined an RFP announcement is a “go,” it is the responsibility of that office to fax or email the original RFP advertisement to Corporate Marketing. In addition, once the proposal has been completed and delivered to the client, a full color PDF copy of the proposal must also be prepared for Corporate Marketing and emailed in a timely manner (unless Corporate Marketing is the group that originally prepared the proposal).

The workflow below demonstrates, by practice area, which personnel will organize proposals and qualifications statements:

Urban Development = Jessica Wooten  
Aviation = Stephanie Thompkins  
Water/Sewer = Stephanie Thompkins  
Watershed Services = JoAnne Wiles  
Geomatics/Surveying = JoAnne Wiles  
Overflow/Back-up = Corporate Marketing

## CONTRACTS

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What is a contract? Although definitions will likely differ, and perhaps quite widely, simply put a contract is a promise that the law will enforce, which is exchanged between parties, for valuable and adequate consideration. A properly executed contract is necessary for every WK Dickson project.

**First Law of Contracts** – *“You get what you negotiate – not what you deserve.”*

When we prepare a contract, we need to be highly specific and absolutely clear in our own minds about what we want and what we agree to do for or give to the other party. That means to be clear and specific in all details. We also need to be specific and clear in transcribing and describing the agreement on paper in all detail. It is not enough to be clear in your own minds about what we want and what we agree to do for or give to the other party. That means to be clear and specific in all details. We also need to be specific and clear in your own mind as to what you are agreeing to without being sure that it is intent and content of the contract, it will not be possible to obtain a “bulletproof” agreement.

Many companies use standard contracts for most of their agreements, and WK Dickson is one of those companies. The contracts are generally simple and only require filling a few blanks for each job. The fact that they are not complicated makes them very effective. We also enter into agreements which require amendments to actually establish a scope of services and fee. These are generally used for long term clients, or those clients where we will likely have multiple projects. The basic agreement covers all the boilerplate specifics of the contract which is applicable to all or most of the anticipated projects. The amendment sets the scope of work, timing, product, fee and specifics which are unique to the project. The amendments may be one or many pages depending on the project.

### Signing Authority

Project Managers	None
Practice Area Leaders	None
Business Unit Leaders	Less than \$100,000 and standard agreement
Pond/Peeler	Greater than \$100,000 or non-standard agreement (review required)

### Letter Agreement

These are useful for small projects (less than \$10,000 in fees) especially if you have a previous positive relationship with the other party. The letter needs to include contract basics including scope of services, responsibilities of parties, compensation method and terms, and time for services. Letter contracts must be signed by both parties and have WKD Standard Terms and Conditions attached.

Letter Agreement (< \$10,000)

- Fill out the [letter agreement](#) form
- Attach the [terms and conditions](#) document
- Business Unit Leader signs agreement
- Project Manager signs agreement as witness
- Client signs agreement
- Email copy of executed agreement and all attachments to [contracts@wkdickson.com](mailto:contracts@wkdickson.com)
- File copy of executed agreement

Standard Contract (> \$10,000)

When the project is either more complex or you are working with someone with whom you do not have a pre-existing relationship, a contract with a more formal and detailed coverage may be required. This type of contract is generally useful for the vast majority of projects that you may encounter. This type of contract may include: the term and nature of services; consideration and rates; independent consultant status; discovery and rights; proprietary and confidential information; survival of terms; assignment; additional services and any other items material to the project. It needs to be signed by both parties prior to incurring costs. This is the most common contract that we typically use.

Using WK Dickson Standard Contract < \$100,000

- Fill out the WK Dickson standard [contract for services](#)
- Fill out and attach scope of services document as Attachment A
- Fill out basis of compensation document as Attachment B
- Business Unit Leader signs contract
- Project Manager signs contract as witness
- Client and client's witness sign contract
- Email copy of executed agreement and all attachments to [contracts@wkdickson.com](mailto:contracts@wkdickson.com)
- File copy of executed contract

Using WK Dickson Standard Contract > \$100,000

- Fill out the WK Dickson standard [contract for services](#)
- Fill out and attach scope of services document as Attachment A
- Fill out basis of compensation document as Attachment B
- Attach current year [rate schedule](#)

- David Pond or David Peeler reviews contract
- Business Unit Leader, David Peeler, David Pond or project manager signs contract as witness
- Client and client's witness sign contract
- Email copy of executed agreement and all attachments to [contracts@wkdickson.com](mailto:contracts@wkdickson.com)
- File copy of executed contract

#### Using Non-Standard Contract

- If using client's non WK Dickson standard contract, Pond or Peeler must review and approve contract prior to execution
- Execution of contract follows dollar amount rules documented above
- Email copy of executed agreement and all attachments to [contracts@wkdickson.com](mailto:contracts@wkdickson.com)
- File copy of executed contract

#### Subconsultant Agreement

Subconsultant agreements are a normal part of our business and do not differ too much from contracts that we have with our clients. A subconsultant agreement takes the form of a letter agreement, purchase order, long form contract or specialty subconsultant agreement depending on the nature of the project.

#### Using WK Dickson Standard Subconsultant Agreement

- Fill out the WK Dickson standard [subconsultant agreement](#)
- Obtain proof of insurance via certificate
- Business Unit Leader signs all subconsultant agreements
- Project Manager signs subconsultant agreement as witness
- Subconsultant signs subconsultant agreement
- Email copy of executed agreement and all attachments to [contracts@wkdickson.com](mailto:contracts@wkdickson.com)
- File copy of executed subconsultant agreement

#### Using Non-Standard Subconsultant Agreement

- Email copy of executed agreement and all attachments to [contracts@wkdickson.com](mailto:contracts@wkdickson.com)
- File copy of executed subconsultant agreement

Other WKD Standard Contracts

[Hyperlink to other standard contracts on Portal](#)

- “On-Call” Contract – Professional Services
- “On-Call” Contract – Surveying Services
- FAA Approved Contract
- Memorandum of Understanding (“MOU”)

Proof of Insurance

Insurance certificates may be obtained by contacting the corporate office (Tracie Snyder). Please specify the following information:

- Client name
- Client address, phone, and fax
- Project reference (job name and or number)
- Insurance requirements and amounts:
  - Professional or general liability
- How to deliver to client:
  - Mail / fax / email



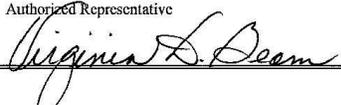
**Certificate of Insurance**

Agency Name and Address: <b>Hilb Rogal &amp; Hobbs/                  Professional Practice Insurance Brokers, Inc.                  P. O. Box 31817                  Charlotte, NC 28231                  (704) 804-7444</b>	THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED THE POLICIES LISTED BELOW.
Insured's Name and Address:  <b>W.K. Dickson &amp; Co., Inc.                  616 Colonnade Drive                  Charlotte, NC 28205</b>	<p align="center"><b>Companies Affording Coverage</b></p> Company A -- CONTINENTAL CASUALTY COMPANY Company B Company C Company D

**COVERAGES:** THIS IS TO CERTIFY THAT POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, AND CONDITIONS OF SUCH POLICIES.

CO. LTR.	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFEC. DATE	POLICY EXPIR. DATE	LIMITS	
	<b>GENERAL LIABILITY</b> <input type="checkbox"/> Comml. Gen. Liability <input type="checkbox"/> Claims Made <input type="checkbox"/> Occurrence <input type="checkbox"/> Owner's & Contractors Protective <input type="checkbox"/>				General Aggregate	\$
					Products-Com/Ops Agg.	\$
					Personal & Adv. Injury	\$
					Each Occurrence	\$
					Fire Damage (any one fire)	\$
					Other	\$
	<b>AUTO LIABILITY</b> <input type="checkbox"/> Any Automobile <input type="checkbox"/> All owned autos <input type="checkbox"/> Scheduled autos <input type="checkbox"/> Hired autos <input type="checkbox"/> Non-owned autos <input type="checkbox"/> Garage liability <input type="checkbox"/>				Combined Single Limit	\$
					Bodily Injury (per person)	\$
					Bodily Injury (per accident)	\$
					Property Damage	\$
	<b>EXCESS LIABILITY</b> <input type="checkbox"/> Umbrella Form <input type="checkbox"/> Other than Umbrella Form				Each Occurrence	\$
					Aggregate	\$
	<b>WORKERS' COMPENSATION AND EMPLOYERS' LIABILITY</b>				Statutory Limits:	
					Each Accident	\$
					Disease-Policy Limit	\$
					Disease-Each Employee	\$
A	<b>PROFESSIONAL LIABILITY</b>	AEII 00 822-61-61	5/22/2010	5/22/2011	Per claim/Aggregate	\$1,000,000

The limits of liability are written at not less than the amount shown.

To Whom It May Concern	
	Authorized Representative <span style="margin-left: 100px;">Date: June 17, 2010</span> 



Project No.	_____
Date	_____
Client	_____
Prepared By	_____
Approved By	_____

### Contract Review Checklist

#### PROJECT AND CLIENT EVALUATION

YES NO N/A

- |                                       |                          |                          |                          |
|---------------------------------------|--------------------------|--------------------------|--------------------------|
| • Has risk analysis been made?        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Is client credit check appropriate? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Is advance payment appropriate?     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

#### AGREEMENT EVALUATION

- |  |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|
| • Are the form and format of the agreement generated by the client? (If answer is yes, all clauses must be checked carefully against our Standard Contract.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Is agreement in our format?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Did we use our Master as a base?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Is agreement "cut and pasted" from a previous project? (Is yes, it will require careful checking against our current Standard Contract.)                   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

#### PREAMBLE

- |   |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|
| • Are the parties of the contract correctly named?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Have we used proper corporation name? (W.K. Dickson & Co., Inc. should be used at the end of the letter and for the contract signature; all other references in the body of the contract should read WK Dickson.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

#### SCOPE OF SERVICES

- |   |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|
| • Is the scope of work adequately defined, such as:   |                          |                          |                          |
| • Specific references to previous study or plan adopted by client?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Deliverables clearly identified with number of copies of drafts, preliminary and final reports, etc.?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Level of effort defined wherever possible?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • If a design, does the scope – by reference or description – clearly identify individual elements to be designated by size, number, flow, process, etc.?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Have we clearly identified the number of bid packages?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Have we eliminated extreme words such words in scope as 'all', 'every', 'complete', 'detailed', 'certify', 'assure', 'ensure', 'best', 'any', 'approve', 'inspect', 'as required', 'supervise', etc.? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| • Have we included a list of 'Additional Services' (i.e. those not covered or authorized under the current fee)?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

SCOPE OF SERVICES (cont'd)	YES	NO	N/A
<ul style="list-style-type: none"> <li>Change all references, to resident inspector/engineer to resident or construction observer.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Does agreement call for 'approval' of shop drawings? change to 'review'.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>BASIS OF COMPENSATION</b>			
<ul style="list-style-type: none"> <li>Is fee basis clearly stated?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Is the compensation commensurate with the scope of work?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Has compensation adequately been checked by at least two people using two or more estimating approaches, including detailed task breakdown, estimate by sheet count, comparison with previous similar projects, ASCE curves, etc.?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Does the compensation allow a service charge markup on outside services? (Try for 10 to 15 percent.)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>If compensation is on a cost-reimbursable basis, does it have an upset or guaranteed maximum? If so, try for a budget number instead or suggest a lump sum.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Have all fees or fee estimates been escalated to the actual times of performance?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Can a change of scope be clearly identified? If not, add a clause stating "Anything not specifically mentioned in the Scope of services (Attachment A) is not deemed part of the Scope".</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Has a time limit been put on services during construction if not fully cost reimbursable?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Is there a penalty/bonus clause for completion on schedule? is so, discuss with senior management.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>PAYMENT FOR SERVICES</b>			
<ul style="list-style-type: none"> <li>Is the payment procedure clearly defined, with an acceptable time frame? (We prefer payment on receipt, but up to 30 days is acceptable.)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Is an interest penalty provided for late payments?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Is a retainage on payments required? (Our preference is <b>no</b> retainage.)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Are the billing documentation requirements excessive? (If so, indicate that the client will be billed for accounting costs.)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Are advance payment provisions included or desirable?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Are federal or state funds involved that may be slow in coming? is so, discuss our concerns with client (i.e., we do not want to be their banker at <b>any</b> interest rate!</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Is our monthly or final payment based on acceptance and approval by owner? <b>Delete.</b></li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OBLIGATIONS OF ENGINEER	YES	NO	N/A
• Is there clear written basis for authorization to proceed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there the proper disclaimer for subsurface investigations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there the proper disclaimer for periodic site visits and onsite representatives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a proper disclaimer for opinions of cost?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is a project schedule or completion time involved? Is it reasonable? Any penalties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there a level of competence clause? Does it imply that engineer guarantees or warrants the work? Avoid implied warranties – our insurance carrier will not accept responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Delete any reference giving engineer authority to stop construction work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OBLIGATION OF OWNER</b>			
• Does agreement cover Owner’s obligation to provide written authorization to proceed; all project data; access to facilities; timely review; permits, land, easements, right-of-way; prompt notice; etc.?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>GENERAL LEGAL PROVISIONS</b>			
• Does agreement specify reuse of documents? Provide clause protecting us from Owner’s unauthorized use.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is there an indemnity by Engineer clause? We desire not to include one. Always have indemnity clauses reviewed by senior management. Make indemnification mutual.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Is any special insurance required? Is so, is it or can it be covered by our insurance carrier?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the scope of work include CM or other activities on work designed or partially designed by others? Is so, we should require indemnity or protection from actions resulting from those designs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Does the agreement include a “time is of the essence” clause? (If so, delete clause.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• If our agreement is subordinate to another, does it require us “to comply with terms of the original agreement”? (If so, have we thoroughly examined such an agreement?)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are termination conditions provided? If so, do the termination conditions provide for termination by either party?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are termination costs of engineer included?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Are defense and court costs recoverable in litigation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• We prefer them to be covered.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DEFINITIONS	YES	NO	N/A
<ul style="list-style-type: none"> <li>Are all salary, salary costs, salary overhead, general overhead, per diem, direct expenses, provisional overheads, cost of construction, and termination expenses clearly defined as appropriate? Do not include definitions of unused terms.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>FEDERALLY FUNDED PROJECTS ONLY</b>			
<ul style="list-style-type: none"> <li>Does the G&amp;A overhead agree with the latest authorized <b>provisional</b> rate?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Does the salary overhead agree with the latest authorized <b>provisional</b> rate?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>If the compensation is cost plus fixed fee, does the agreement clearly state that the overhead rate is provisional and is subject to change (both in the provisional rate and in the actual rate at the time the audit determines such?)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Is the labor cost, as shown on EPA form 5700 or applicable federal form, priced at the standard rates provided by corporate staff? (Actual rates are not to be used.)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>If the compensation is based on cost plus fixed fee, does the agreement allow for cost increases? (If not, then perhaps a lump sum fee is more appropriate.)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>If compensation is based on cost plus fixed fee, does the agreement provide for WK Dickson to stop work if the target cost is exceeded and the client does not allow an increase in cost?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>If the compensation is based on a lump sum, does the agreement state that billing will be based on percent complete estimate? (Never show labor and expense cost on a lump sum billing.)</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Does agreement refer to conforming with 40CRF 33 &amp; 35?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Does agreement tie scope to existing regulations?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Does agreement refer to minority and women-owned requirements?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>Does agreement refer to appropriate federal regulations?</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Contract Negotiation

The objective of all good negotiations is to produce an outcome where all parties feel that a fair agreement has been reached. If one party feels disadvantaged, it may be difficult to maintain a successful client relationship. If the client feels shortchanged, he/she may spend the remainder of the project trying to gain back the advantage. At the very least, the client will lose some respect and trust in the firm.

The Project Manager is expected not only to negotiate with the client, but also with subconsultants, in-house units and support staff for services required to complete the project. In these cases the PM must work with each group to develop their scopes of work, cost estimates and agreements to ensure that all elements are coordinated with the prime contract. Working with the subconsultants to develop their scope of services will help to determine that the budget and the conditions of the prime contract are imposed on the subconsultants.

During negotiations the Project Manager should not let anxiety over winning or losing the job cause gross underestimates of the staff and time requirements. This will only create a formidable obstacle to successful and profitable completion of the work.

### **18 Essential Negotiating Rules**

1. Attempt to promote a win-win situation
2. Be prepared. Understand every detail and connection between the scope of services, schedule and fee.
3. Try to negotiate only with someone who has the authority to commit the client. When legal issues are raised, they are often best resolved between your firm's attorney and the client's attorney.
4. Prepare a confidential list of items that can be deleted from the scope of services without compromising the integrity of the project.
5. Never accept the first offer, even if it meets your goal. The other party is probably willing to make some concessions, and you may come away with more than you expected.
6. Never give a concession without getting one in return. A concession granted too easily does not contribute to the other party's satisfaction nearly as much as one he/she struggles to obtain. In fact, it may cause the client to conclude that you were trying to take advantage of him/her.
7. Don't make the first concession. Research shows that losers tend to make the first concession on major issues.
8. When the other party makes a concession, don't feel shy or guilty about accepting it. Take it.
9. Don't lose track of how many concessions have been made. The overall amount can provide bargaining leverage. Keep a record.
10. Before negotiating, draw up a list of every issue. Establish an aspiration level, a minimum acceptable level, an initial asking price for each issue and a "walk away" threshold.

11. Every concession should move the negotiations closer to some goal. Spend concessions wisely.
12. Be careful not to telegraph the concession pattern. Each concession should point to a possible area of settlement. But the other side should not be certain where it will be.
13. Don't honor the opponent's high demand by making a counter offer. Insist on a reduction in the initial demand.
14. Concessions do not have to be matched in kind – don't make concessions with the goal of being equal. Negotiating goals: Exchange little for much, now for later, little issues for bigger issues, and obscure items for clear ones.
15. Don't feel compelled to stick with a specific concession. Remind the opponent that all concessions on individual issues are tentative, based on reaching an overall satisfactory agreement.
16. Try to identify one minor issue on which you will make the last concession that will terminate the negotiation and achieve agreement. This will allow your client to leave the negotiation in a positive frame of mind.
17. Remember that you will very likely have to work with the people you negotiate with. Don't give them the idea that you are trying to extract every ounce of advantage. The goal is to reach an agreement that's fair and beneficial to both parties.
18. Do not sacrifice the overall quality of the project.

### Look Out For These Tricks

Some negotiating ploys just never go away. Be on the lookout for these common ones.

- *"You're not going to get legal on me? Do we really need all this boiler plate?"*  
Contracts protect both parties as long as they accurately reflect the business arrangement. We are happy to explain the purpose of any clauses in our standard agreements. And, yes, it is worth the time and effort to do so.
- *"Our standard contract is not negotiable."*  
Not true. Everything is negotiable. You may have to pick and choose more carefully with some clients what to spend your time and effort on, but having a contract that doesn't "fit" is not in anyone's best interest.
- *"No one has ever asked for these changes." [And there are others just waiting to sign this one-sided contract.]*  
This is irrelevant. You are only responsible to yourself and your firm. Others can sign what they please.
- *"This will delay us and may kill the project."*  
Do not accept this as pressure to start work without a contract. Suggest that everybody get busy on the contract right away. Additionally, if the project is that sensitive, what else might derail it?

### Managing Risk

Your firm has contracts and insurance primarily to protect itself against risk. But every time you make a commitment to a client, you assume some degree of risk. You, as a Project Manager, are responsible for using your judgment in determining whether the rewards of a potential project are worth the risks to the firm. This must be a conscious decision made in cooperation with your firm's senior management.

In looking at the risks, you should examine:

- The dollar value of the risk's worst-case scenario.
- The likelihood of occurrence of those risks.
- Your ability to control or prevent them.

As Project Manager, you should strive for an equitable allocation of risks in any project. The risks should be proportional to the benefits received so that the entity that bears the risk has the best capacity to provide the solution and receives both the authority and compensation for doing so.

As ever, an essential part of managing risk is documentation that will answer:

- Who agreed to take a risk?
- Were the parties informed of the nature and extent of the risk?
- Who actually decided how the risk was handled?
- Were the restrictions placed on the optimum handling of the risk?

Each of these questions should be dealt with in your contract and your correspondence. You should be able to reconstruct a story of rational and reasonable business and professional decisions based on your project files, the central focus of which should be your contract.

### A Final Thought About Contracts

You may be a magician, but you're not a god. You cannot guarantee results (e.g. that built features will conform to specifications or that you will obtain a permit). You can only exercise your professional duties with a reasonable degree of care, skill and diligence. What constitutes "reasonable" is determined by reference to standard industry practice and particular circumstances of a given case.

# PROJECT ADMINISTRATION

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## New Projects

### Creating Opportunities

In order to start the process of setting up a new job in the accounting system and network infrastructure, a project manager must create an opportunity. An opportunity is the collection of all pertinent data from which a project is created. To create an opportunity, follow the steps below.

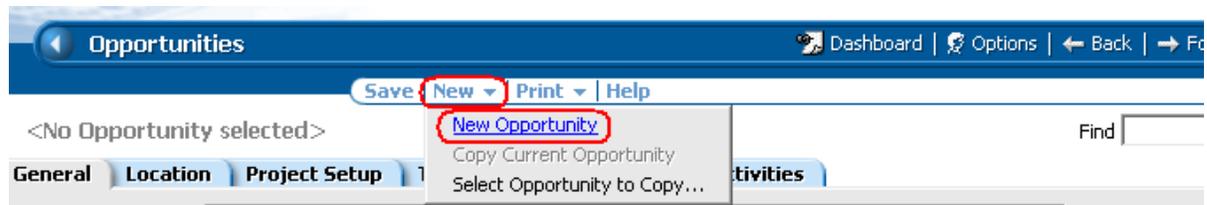
In order to successfully complete the setup you will need the following:

1. Access to Opportunities in Vision
2. All client and project related information
3. A fully executed contract in pdf format emailed to accounting (If no contract then a promotional job number must be used)
4. Billing Terms – may be completed in Opportunities or submitted via email with Phase and Task breakdowns

Log into Vision and click on the *Info Center* heading to expand it. Click the *Opportunities* link



In the Opportunities screen, click the *New* heading to expose the drop down menu. From the menu, click the *New Opportunity* link. All of the available fields in the opportunity form will become active.



The image below shows the required fields on the General tab of the opportunity form. Those marked with an *M* are marketing related while those marked with an *A* are accounting related.

The screenshot shows the 'General' tab of an opportunity form. The form is divided into several sections. The 'Name' field is marked with an 'M'. The 'Number' field has two sub-fields: 'Project' and 'Promotional Project'. The 'Description' field is marked with an 'M'. The 'Profit Center' field is marked with an 'A'. The 'Primary Client' field is marked with an 'A'. The 'Primary Contact' field is marked with an 'A'. The 'Revenue' field is marked with an 'A'. The 'Probability' field is a dropdown menu. The 'Wt. Revenue' field is a text input. The 'Date Opened' field is marked with an 'A'. The 'Date Closed' field is a date picker. The 'Days Open' field is a text input. The 'Principal' field is a dropdown menu. The 'PM/Billing Mgr' field is a dropdown menu. The 'Supervisor' field is a dropdown menu. The 'Stage' field is a dropdown menu. The 'Type' field is a dropdown menu marked with an 'M'. The 'Source' field is a dropdown menu. The 'Status' field is a dropdown menu. The 'Est. Start Date' field is a date picker marked with an 'M'. The 'Est. Compl. Date' field is a date picker marked with an 'M'.

- Name: Enter a short, descriptive project name.
- Description: Enter as much descriptive detail about the project as possible.
- Profit Center: Choose a profit center in this field. Click the binoculars icon to display the profit center search window if necessary.
- Primary Client: Choose the client in this field. The client is the business entity for which WK Dickson is providing services. Click the binoculars icon to display the client search window if necessary. To enter a new client into the system, click the blank paper icon. A new window will appear in which a client name and address may be entered.
- Primary Contact: Choose the contact in this field. The contact is the person employed by the business entity for which WK Dickson is providing services. Click the binoculars icon to display the contact search window if necessary. To enter a new contact into the system, click the blank paper icon. A new window will appear for entry of contact name and address.
- Revenue: Enter the expected or contracted revenue amount for this project.
- Date Opened: The date opened field is automatically set to the current date when the opportunity is created.
- Principal: Select the principal in charge of the project.
- PM / Billing Mgr: Select the name of the project manager.
- Stage: This field allows the creator to specify the current state of the opportunity.
- Type: The type drop down field allows the creator to specify the type of work to be done.
- Est. Start Date: Estimated project start date
- Est. Compl Date: Estimated project completion date

Move to the *Location* tab:

- Address:
- City, State:

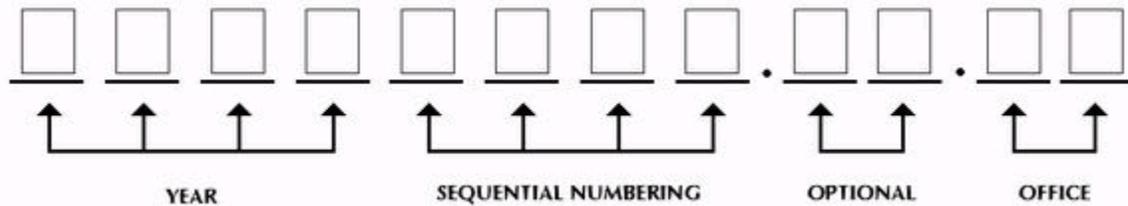
Move to the *Project Setup* tab:

- Phases and Tasks: This field at the top of the window allows entry of line items for each phase and task to be created. To enter additional line items, click the *Insert* link in the upper right hand corner of the window.
- Billing Terms / Acct Comments: Enter any necessary notes in this field to specify to the accounting department how the project is to be billed.
- Folder check boxes: Place a check mark in the box next to any folder that should be created for storage of project files.
- Contract must be emailed to accounting prior to job setup.

When all required information has been entered, set the *stage* field on the *General* tab to *Submit to Accounting* and click the *Save* link at the top of the screen. The opportunity may now be picked up by the accounting department and turned into a project.

## Project Setup Process

The accounting department creates projects out of all current opportunities each afternoon. Each project is assigned a discrete number based on the year and the branch office in which it resides. From left to right, the first four digits mark the year in which the project is created. The next four digits are sequential. The eighth and ninth digits are a holdover from a former numbering system. They may be specified the project manager if desired otherwise they are assigned zeros. The last two are the only non-numeric fields. They are used to identify the office. For example, a project created in 2009 for the Charlotte office might be 20090123.00.CL



The current project numbering system was introduced in 2009. Projects created prior to 2009 only contained only one digit to denote the year of creation. In order to prevent project number reuse, three digits (200) were added to the left side of the project numbering scheme. Projects from 2008 and prior years simply appear with three leading zeros followed by a single digit for year. For example, a project created in 2008 will appear as 00080123.00.CL in the Vision accounting system. This structure allows existing nine digit project numbers to coexist with new 12 digit project numbers in the same system.

After a project is created, notification is sent via email to the project manager, group leader, principals, and IT department.

The IT Department is responsible for the creation of all new network folders. When new project numbers are created in the accounting system, IT receives the information and sets up the appropriate project folders on company file servers. This process occurs in the late afternoon of each business day.

## Filing

Physical file folders should be prepared as specified by the project manager. The list below shows the types of folders that may be created along with their letter and color designations.

Folder Use	Letter	Color
General	(A)	Red
Contracts & Invoices	(B)	Green
Contractor Pay Estimates	(C)	Orange
Testing	(D)	Blue
Construction Observation	(E)	Yellow
Shop Drawings	(F)	Black
Design Calculations	(G)	Purple
Construction Cost Estimates	(H)	Coral
Approvals	(I)	Tan
Owner/Contractor Agreement	(J)	Light Blue

Deliverables (Design)	(K)	N/A
Survey Research	(L)	N/A
Survey Computations	(M)	N/A
Survey Deliverables	(N)	N/A
QA/QC	(O)	N/A
Bid Folder	N/A	N/A

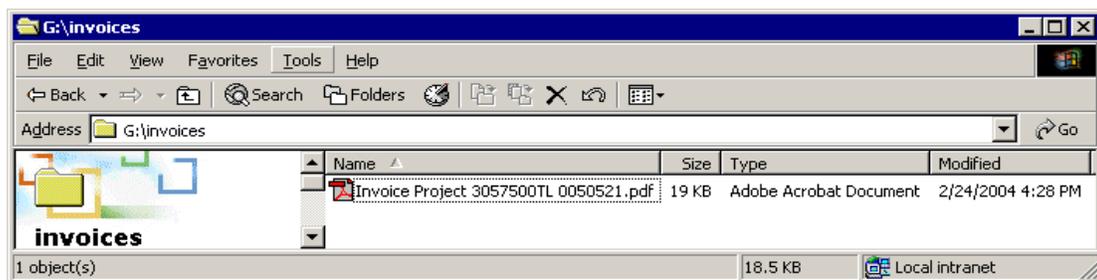
The folder label color designation allows file folders to be quickly and easily identified. The letter designation offers a filing shorthand. A project manager wishing to have a document filed in a specific project and folder location may simply write the appropriate project number and letter in the lower right hand corner of the document. When the administrative assistant files the document, the proper location is easy to determine. For example, a document marked 20091234.00.CL (A) would be filed under that job number in the general folder.

Click [here](#) to view WKD's Filing System and Procedures.

### Billing / Invoicing

The accounting department generates invoices on the first day of each month or the next business day should the first fall on a weekend. Invoices are generated including the prior month's activity after timesheets are posted for the month-end period. Once monthly billing reports are ready, invoice drafts will be run for all projects with system billing terms. This will include all active projects regardless of activity. The following steps outline the process:

- Project Managers will receive these drafts via email.
- Project Managers should print drafts and mark any changes as needed on the printed copy (markups).
- All markups should be scanned to PDF files and emailed to [invoices@wkdickson.com](mailto:invoices@wkdickson.com)
- Drafts will be changed to reflect the markups and accepted as Final Invoices
- Final Invoices will be mailed to the client via regular mail and a pdf file for each final invoice will be placed on G:\invoices. These electronic copies are for WKD internal use (printing, paper filing and digital filing).



- Each office will be responsible for printing and filing a copy of the invoice in the project's paper files by the end of each month.
- Corporate staff will be responsible for moving the PDF files to the correct project location on the network by the end of each month.

The files in the invoices folder will be read-only. You will be able to copy them to project folders. All files will be deleted when the next monthly billing cycle begins.

Example: Invoices mailed in the first week of March will be deleted on the first day of April to begin a new billing cycle.

### Work in Progress (WIP)

Work in Progress (WIP) is a means to declare revenue on a project when there is a contractual reason that labor and/or expenses cannot be billed. In order to simplify its use and to avoid misuse the following protocol should be followed:

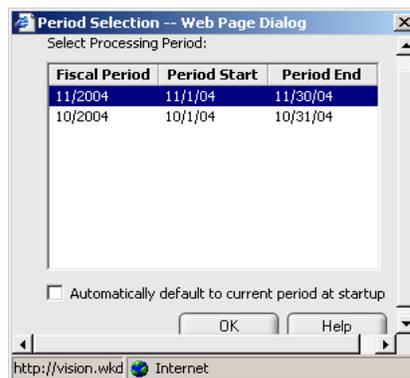
1. WIP should only be reported if allowed by contract (milestone billing or other extenuating circumstances). WIP should not be used for unapproved additional services.
2. Revenue must be greater than \$5000 per project for WIP to be declared.
3. WIP being declared must be submitted to accounting on our standard WIP form and must be approved by your Business Unit Leader.
4. WIP form must be accompanied by sufficient detail (contract terms or amendment as well as supporting project detail which highlights costs and expenses for WIP amount) to justify use.
5. The expected invoice date must be included on all WIP forms.

All future WIP will need to meet the above requirements with Business Unit Leader approval.

### **Reporting**

Vision provides a powerful suite of project reports. The first steps in generating reports are outlined below:

After logging into Vision, the *Period Selection* window is displayed. This window is quite important when running reports. The current and previous accounting periods are displayed. Pick the prior period as project reporting always takes place on the completed period.

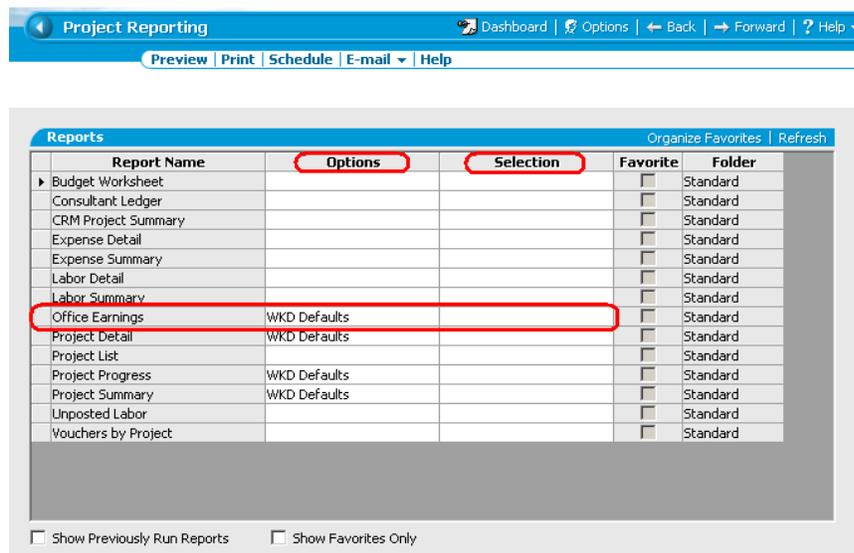


Whenever a prior accounting period has been selected, the words *Prior Period Active* appear in the upper left corner of the Vision window.

To move into project reporting, click on the *Reporting* heading to expand it. Click the *Project* link



The Project Reporting window shows a grid containing rows of report names intersecting with Option and Selection columns. The spaces in which the rows and columns intersect determine the report output generated.



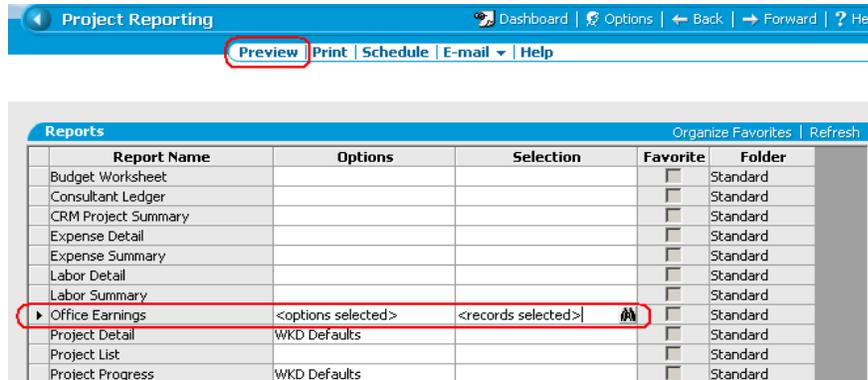
The options for each report are used to specify how report output is formatted and displayed. The selection criteria for each report specify the information to be reported on.

Several of the options fields contain the words *WKD Defaults*. For these reports, default options have been automatically selected.

To run any report:

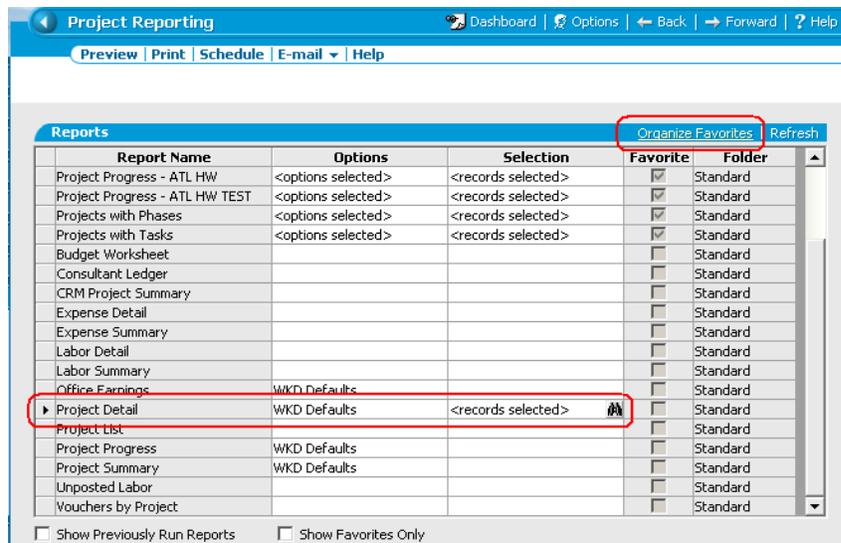
- Make any necessary options and selection choices necessary.
- Select the desired report by clicking in the field directly to the left of the report name. A small arrow will point to the selected report.

- Click the *Preview* link at the top of the screen.
- A window will open showing the report output. Depending on the amount and complexity of data, the report may run for a few seconds to several minutes.

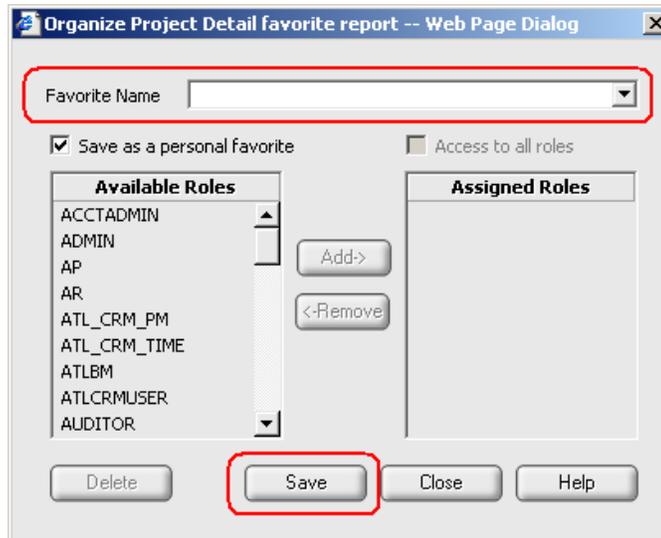


Commonly used reporting criteria may be saved for future use. Report favorites allow selection and options to be reused without the need to re-enter. To create a favorite, follow the steps below.

- Within the Vision application, select a report and modify the report options and selection criteria as desired.
- Click the Organize Favorites link to launch the Organize window.



- Within the Organize window, type a name in the Favorite Name field and click Save. Your selected report is now a favorite



Report favorites are available from both the dashboard and from the reporting info center.

### Project Detail Report

The Project Detail report lists labor and expenses. It gives a complete record of hours spent by each employee on a project. The report also gives a complete record of all project expense by account number. It is a valuable tool to use for billing purposes.

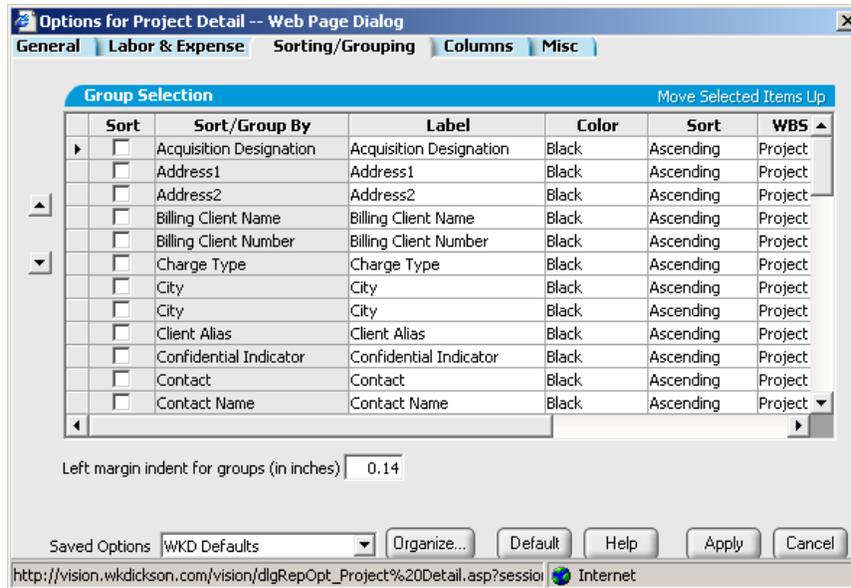
Clicking in the Options column for the Project Detail report causes the binoculars icon  to appear. Clicking on the icon brings up the *Options for Project Detail* window. Default options for the Project Detail report are shown below. Some project managers choose to check the *Current Activity* boxes to limit report output to only projects that have had time charged to them in the selected period.

The screenshot shows the 'Options for Project Detail -- Web Page Dialog' window with the 'Labor & Expense' tab selected. The 'Report Name' is 'Project Detail'. Under 'Time Frame', 'Period' is selected with 'Current' in the dropdown. The 'Options' section includes several checkboxes: 'Print Project Info' (checked), 'Print Posting Sequence' (unchecked), 'Print Final Totals' (checked), 'Only Projects with Current Activity' (checked), 'Only Phases with Current Activity' (unchecked), 'Only Tasks with Current Activity' (unchecked), 'Print User Defined Fields' (unchecked), 'Print Project Memo' (unchecked), 'Page Break by Project' (checked), 'Consolidate Phases' (unchecked), 'Consolidate Tasks' (unchecked), and 'Print Billing Status' (checked). The 'Select by Billing Status' dropdown is empty. At the bottom, 'Saved Options' is set to 'WKD Defaults', and there are buttons for 'Organize...', 'Default', 'Help', 'Apply', and 'Cancel'.

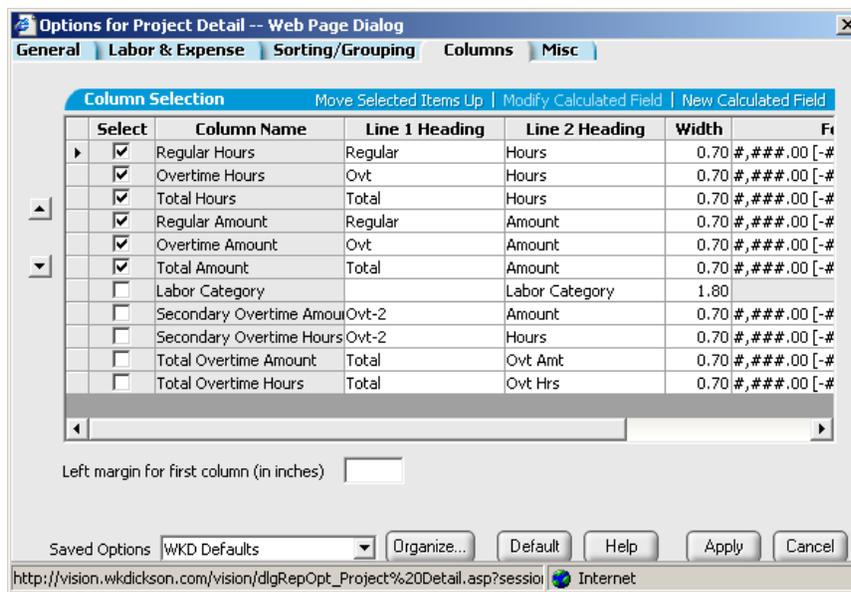
On the Labor & Expense tab, a project manager may select which aspects of a project's labor and expense charges should be included in the report.

The screenshot shows the 'Options for Project Detail -- Web Page Dialog' window with the 'Sorting/Grouping' tab selected. The 'Labor' section includes 'Print Labor' (checked), 'Labor Code Levels to Display' set to '0 of 2', 'First Sort' and 'Second Sort' dropdowns, 'Sort by' set to 'Employee', 'Labor Detail' set to 'Full Detail', 'Print Labor Amounts' (checked), 'Print Labor Comments' (checked), 'Subtotal by Employee' (checked), and 'Print Unposted Labor' (unchecked). There is a 'Posting Runs' button. The 'Expense' section includes 'Print Expenses' (checked), 'Print Reimbursable Expenses' (checked), 'Print Direct Expenses' (checked), 'Print Indirect Expenses' (checked), 'Consultant Breakout' (checked), 'Print Reimbursable Consultant Expenses' (checked), 'Print Direct Consultant Expenses' (checked), and 'Print Vendor's Invoice and Date' (checked). At the bottom, 'Saved Options' is set to 'WKD Defaults', and there are buttons for 'Organize...', 'Default', 'Help', 'Apply', and 'Cancel'.

The Sorting / Grouping tab allows the report output to be sorted by selecting desired columns.



The final options tab of interest is the *Columns* tab. It allows the user to select the columns to be included in the report.



Clicking in the Selection column for the Project Detail report causes the binoculars icon  to appear. Clicking on the icon brings up the *Project Lookup* window. In this window, a project

manager creates the selection upon which the report is based. The most common selection is shown below.

The screenshot shows a web browser window titled "Project Lookup -- Web Page Dialog". At the top, there is a "Display Type" dropdown set to "Advanced", a "Search" button, a "Searches" dropdown, and an "Organize..." button. Below this is a blue header bar for "Advanced Searching" with menu options for "Insert", "Copy", and "Delete".

Search Type	Operator	Search List	WBS Level	Cond
▶ PM/Billing Mgr Name	in list	Turney, Patrick	Task	AND
	in list		Project	AND

Below the table is a large empty rectangular area. At the bottom of the dialog, there are checkboxes for "Active Only" and "Pending Accounting Review", and a "Total Rows: 0" label. There are also "Clear", "Apply", "Help", and "Close" buttons. The browser's address bar shows the URL: <http://vision.wkdickson.com/vision/dlgLookup.asp?sessionID=JHILLGEN1>.

The Search Type is set to PM/Billing Mgr Name with the name of the PM entered into the Search List field with the WBS level set to Task. In this example, any Project, Phase, or Task at for which Pat Turney is the PM will appear in the report.

## Sample Project Detail Report:

<b>Project Detail</b>							Friday, November 05, 2004
W. K. DICKSON & CO., INC.		For the period 10/1/04 - 10/31/04			04:37:12 PM		
Description	Regular Hours	Ovt Hours	Total Hours	Regular Amount	Ovt Amount	Total Amount	
<b>Project</b>	<b>00068.10.00</b>	<b>Runway 7 Extension - Engineering</b>					
Principal: David Peeler				Type: Regular	Unit Table:		
PM/Billing Mgr: Patrick Turney				Budgeted OH Rate: 160.00	Status: Active		
Client: Macon County Airport Authority				Revenue Meth: B	Profit Center: 00.CL:AP		
Comp: 151,600.00				Multiplier/Amt:			
Consult Fee:				Percent Compl:			
Reimb Allow:				Labor Pct Compl:			
Start Date:				Expense Pot Compl:			
Est Compl:							
<b>Labor</b>							
C02	B	00043	Turney, Patrick	10/04/04	1.00	1.00	
Invoice, Telecons, Misc							
C07	B	00705	Harvey, Jacquelyn	10/06/04	.50	.50	
Invoice							
<b>Labor Total</b>					<b>1.50</b>	<b>1.50</b>	
<b>Overhead Allocation (Estimated)</b>							
<b>Total Labor and Overhead</b>					<b>1.50</b>	<b>1.50</b>	
<b>Project Totals</b>					<b>1.50</b>	<b>1.50</b>	
<b>Project</b>	<b>00086.10.00</b>	<b>Rental Car Maintenance/Storage Facility</b>					
Principal: David Peeler				Type: Regular	Unit Table:		
PM/Billing Mgr: Patrick Turney				Budgeted OH Rate: 160.00	Status: Active		
Client: Charlottesville-Albemarle Airport Authority				Revenue Meth: B	Profit Center: 00.CL:AP		
Comp: 225,000.00				Multiplier/Amt:			
Consult Fee:				Percent Compl:			
Reimb Allow:				Labor Pct Compl:			
Start Date:				Expense Pot Compl:			
Est Compl:							
<b>Labor</b>							
C07	B	00043	Turney, Patrick	10/04/04	.50	.50	
Invoice, Telecons, Misc							
C07	B	00043	Turney, Patrick	10/06/04	1.00	1.00	
Site Contract Corresp, Misc							
C07	B	00043	Turney, Patrick	10/11/04	.50	.50	
Bldg Contract Corresp							
C07	B	00043	Turney, Patrick	10/27/04	1.00	1.00	
Site Contract Record Dwgs							
C07	B	00043	Turney, Patrick	10/28/04	3.50	3.50	
Site Contract Record Dwgs, Final Pay Est, Closeout Docs							
Total for Turney, Patrick				6.50	6.50	6.50	
C07	B	00188	Sloup, Paul	10/27/04	6.00	6.00	
record drawing revisions, review set plotting							
C07	B	00188	Sloup, Paul	10/28/04	6.00	6.00	
record drawing revisions, mylar plotting							
Total for Sloup, Paul				12.00	12.00	12.00	
C00	B	00694	Ponivas, Sarah	10/11/04	.50	.50	
C07	B	00705	Harvey, Jacquelyn	10/06/04	.50	.50	
Invoice							
C07	B	00705	Harvey, Jacquelyn	10/19/04	.25	.25	
filing							

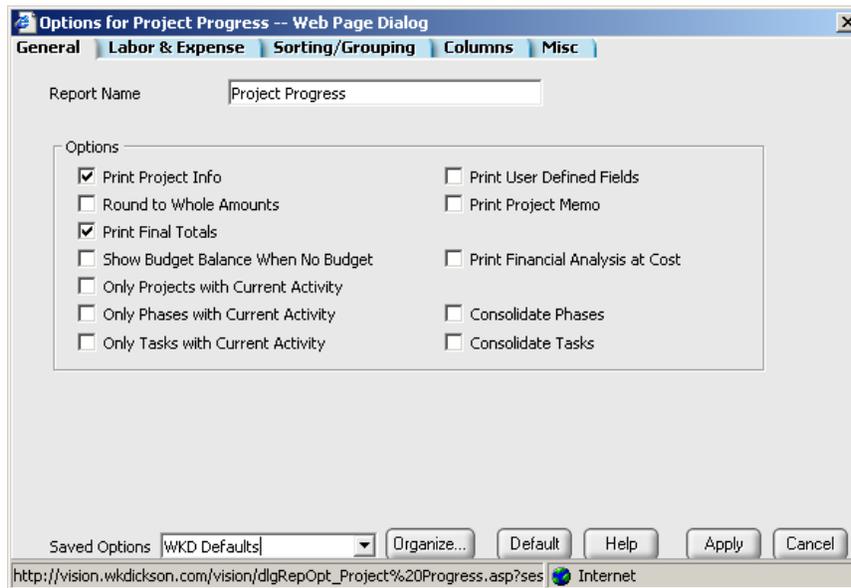
v2.1 (SP2) (JHILLGEN) - Selected By: Projects with Current Activity Project 00068.10.00

Page 1

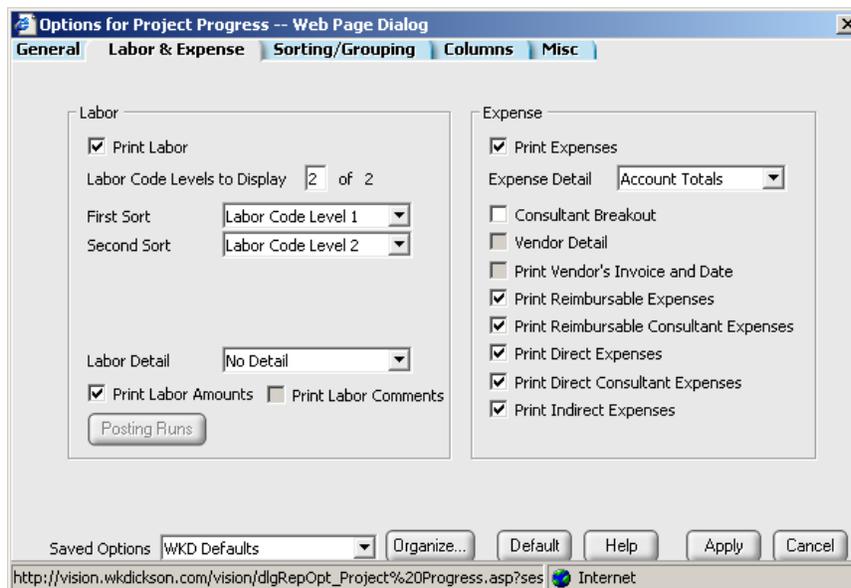
Project Progress Report

The Project Progress report compares labor and expense budgets with actual performance if labor budgets are prepared. This report can be helpful for billing, however it does not show as much detail as the Project Detail.

Default options for the Project Progress report are shown below. The General tab in this report options section is quite similar to that found in the Project Detail Report.



On the Labor & Expense tab, a project manager may select which aspects of a project's labor and expense charges should be included in the report.



Selection criteria for the Project Progress report should match those used for the Project Detail.

Sample Project Progress Report:

<b>Project Progress</b>										
<i>Friday, November 05, 2004</i>										
<b>W. K. DICKSON &amp; CO., INC.</b>			<b>For the period 10/1/04 - 10/31/04</b>				<i>04:40:45 PM</i>			
Description	Current Hours	Current Amount	JTD Hours	JTD Amount	Budget Hours	Budget Amount	% Exp	% Rpt	Balance Hours	Balance Amount
<b>00068.10.00 Runway 7 Extension - Engineering</b>										
Principal:		David Peeler		Comp:	151,600.00		Budgeted OH Rate: 160.00		Type:	Regular
PM/Billing Mgr:		Patrick Turney		Consult Fee:			Revenue Meth: B		Status:	Active
Client:		Macon County Airport Authority		Reimb Allow:			Multiplier/Amt:		Profit Center:	00:CL:AP
				Start Date:			Percent Compl:		Unit Table:	
				Est Compl:			Labor Pct Compl:		Expense Pct Compl:	
<b>Labor</b>										
C CIVIL ENGR										
00	GENERAL		1.00							
01	PROJECT FORM			87.50						
02	SITE ANAL/SCHEM	1.00		63.50						
03	DESIGN PLANS			28.25						
07	CONSTR SUPERVSN	.50		6.50						
09	SUPPLEMENTAL			.50						
19	SUPP/SCOPE CHGE			183.00						
<b>Total CIVIL ENGR</b>		<b>1.50</b>		<b>370.25</b>						
G GENERAL										
00	GENERAL			.50						
01	PROJECT FORM			1.00						
<b>Total GENERAL</b>				<b>1.50</b>						
P PLANNING										
01	PROJECT FORM			8.00						
09	SUPPLEMENTAL			.50						
10	REV AGENCY COORD			24.00						
47	FINANCIAL PLAN			5.00						
<b>Total PLANNING</b>				<b>37.50</b>						
<b>Total Labor</b>		<b>1.50</b>		<b>409.25</b>						
<b>Total Overhead (Estimated)</b>										
<b>Total Labor and Overhead</b>		<b>1.50</b>		<b>409.25</b>						
<b>Expenses</b>										
<b>Direct Expenses</b>										
621.00 Courier Expense										
Total for 621.00					41.66					
634.00 Aircraft Operation										
Total for 634.00					401.93					
635.00 Deleted 1/2003-Auto Operations										
Total for 635.00					171.55					
636.00 Auto Mileage										
Total for 636.00					410.35					
642.00 Meals/Business										
Total for 642.00					11.40					
653.00 Postage										
Total for 653.00					2.28					

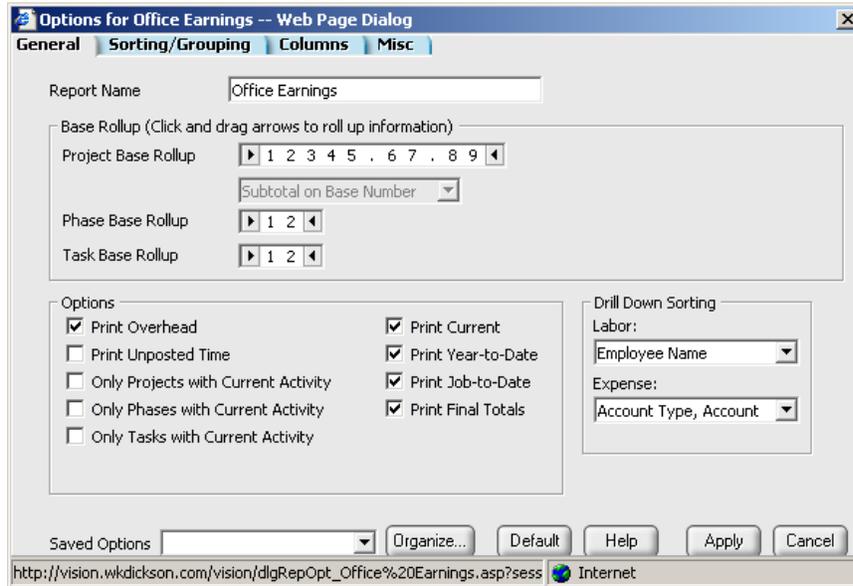
v2.1 (SP2) (JHILLGEN) - Cost Selected By: Project 00068.10.00

Page 1

Office Earnings Report

The Office Earnings report provides comprehensive financial information for the accounting period on a project – by – project.

Default options for the Office Earnings report are shown below. The General tab in this report options section is quite similar to that found in the Project Detail Report.



Selection criteria for the Office Earnings report should match those used for the Project Detail.

Sample Office Earnings Report:

**W.K. Dickson Co., Inc.**  
**Office Earnings Report Format**

Tuesday, January 15, 2008  
11:44:22 AM

Office Earnings  
WK Dickson & Co., Inc. For the period 1/1/08 - 1/31/08

	Contract Fee	Billing Terms	Backlog	Hours Spent	Raw Labor Expense	Direct Expense	Reimb. Expense	Billed	WIP	Total Revenue	A/R	Effective Multiplier
Billing Mgr Name: Ruth, Robert Billing Client Name: Corinthian Properties Project Number: 70266.00.CL Gold Hill Gateway Phase Number: 01 Preliminary Design Meeting												
Cur				16.50	481.00							
YTD				16.50	481.00							
JTD	1,375.00	HRLY	-7,300.00	119.25	3,251.21			8,675.00		8,675.00	4,932.50	2.87
Total for 70266.00.CL												
Cur				16.50	481.00							
YTD				16.50	481.00							
JTD	1,375.00	LS	-7,300.00	119.25	3,251.21			8,675.00		8,675.00	4,932.50	2.87
Total for Corinthian Properties												
Cur				16.50	481.00							
YTD				16.50	481.00							
JTD	1,375.00		-7,300.00	119.25	3,251.21			8,675.00		8,675.00	4,932.50	2.87
Total for Ruth, Robert												
Cur				16.50	481.00							
YTD				16.50	481.00							
JTD	1,375.00		-7,300.00	119.25	3,251.21			8,675.00		8,675.00	4,932.50	2.87
Final Totals												
Cur				16.50	481.00							
YTD				16.50	481.00							
JTD	1,375.00		-7,300.00	119.25	3,251.21			8,675.00		8,675.00	4,932.50	2.87

**EFFECTIVE MULTIPLIER**

The Effective Multiplier is a productivity measure that shows the amount of Net Service Revenue earned for each labor dollar expended.

Then the effective multiplier is calculated:  

$$\text{Effective Multiplier} = \frac{\text{Net Service Revenue}}{\text{Direct Labor at Cost Rates}}$$

**EXAMPLE**

If the average effective multiplier achieved is about 2.90, for every dollar of direct labor spent on projects, you would generate about \$2.90 of Net Service Revenue. In essence, the effective multiplier measures the firm's efficiency at converting direct labor spent into revenue dollars.

$$\text{Net Service Revenue} = \text{Total Revenue} - (\text{Reimb. Expenses} + \text{Direct Expenses})$$



Revised 1-15-08

An especially important part of the Office Earnings report output is the effective multiplier. The effective multiplier is a productivity measure that shows the amount of net revenue earned for each labor dollar expended. To calculate the effective multiplier:

1. Net revenue is calculated:  
Net revenue = earned revenue - (direct and reimbursable expenses)
2. Effective multiplier is calculated:  
Effective multiplier = net revenue/direct labor at cost Rates

#### Current Effective Multiplier

[Current Revenue minus (Current non-labor Direct and Reimbursable Expenses)] divided by Current Direct Labor

As an example, if the average effective multiplier achieved is 2.90, then for every dollar of direct labor spent on projects, you would generate about \$2.90 of net fee income. In essence, the effective multiplier measures the firm's efficiency at converting direct labor spent completing projects into revenue dollars.

### Accounts Receivable

To move into accounts receivable reporting, click on the *Reporting* heading to expand it. Click the *Accounts Receivable* link.

#### AR Aged Report

The AR Aged report provides a detailed analysis of a project manager's accounts receivable. It shows the balance owed on each project along with the length of time that the balance has been outstanding.

The General tab of the *Options for AR Aged* window allows the project manager to select aging criteria.

The screenshot shows the 'Options for AR Aged' dialog box with the following details:

- Report Name:** Aged Accounts Receivable
- Base Rollup:** Project Base Rollup (1-9), Subtotal on Base Number (dropdown), Phase Base Rollup (1-2), Task Base Rollup (1-2)
- Billing Group:** (empty field)
- Billing Client:** (empty field)
- Aging Date:**
  - Today's Date
  - Period End Date
  - Specific Date: 11/5/04
- Time Frame:**
  - Job-to-date
  - Period: (dropdown)
  - Date: (calendar)
- Buttons:** Saved Options (WKD Defaults), Organize..., Default, Help, Apply, Cancel
- URL:** http://vision.wkdickson.com/vision/dlgRepOpt\_AR%20Aging.asp?sessionID=

The Options tab of the *Options for AR Aged* window allows the project manager to narrow the output of the report to receivables matching certain criteria.

Options for AR Aged -- Web Page Dialog

General Options Sorting/Grouping Columns Misc

Client info to display: None

Print Client Memo

Exclude Unassigned Receipts

Age Unassigned Receipts

Print Invoice Detail

Print AR Comments

Print Last Receipt by Project

Print all Invoices with Retainage

Print Final Average Age

Only include invoices over [ ] days old

Age Interest

Only include invoices as of [ ]

Drill Down

Interest Column: 4 Interest

Clients with balances over [ ]

Invoices with balances over [ ]

Saved Options: WKD Defaults

Organize... Default Help Apply Cancel

http://vision.wkdickson.com/vision/dlgRepOpt\_AR%20Aging.asp?sessionID= Internet

Selection criteria for the AR Aged report should match those used for project reports with one small difference. The WBS Level field should be set to Project as all receivables reporting takes place at the project level.

Project Lookup -- Web Page Dialog

Display Type: Advanced

Search Searches: Organize...

Advanced Searching

Search Type	Operator	Search List	WBS Level	Cond
PM/Billing Mgr Name	in list	Turney, Patrick	Project	AND
	in list		Project	AND

Active Only

Pending Accounting Review

Total Rows: 0

Clear Apply Help Close

http://vision.wkdickson.com/vision/dlgLookup.asp?sessionID=JHILLGEN1 Internet

## Sample AR Aged Report:

<b>Aged Accounts Receivable</b>								Friday, November 05, 2004
W. K. DICKSON & CO., INC.		Aged as of 11/5/04						
		Job-to-Date through 10/31/04						05:20:53 PM
Invoice	Date	Balance	Current	31-60	61-90	91-180	Over 180	
<b>Project Number: 00068.10.00 Runway 7 Extension - Engineering / Principal: Peeler / PM/Billing Mgr: Turney</b>								
0032571	9/30/04	4,110.50		4,110.50				
<b>Total for 00068.10.00</b>		<b>4,110.50</b>		<b>4,110.50</b>				
Last Receipt: 1,321.50 on 3/1/04 for Invoice 0031514								
<b>Project Number: 00086.10.00 Rental Car Maintenance/Storage Facility / Principal: Peeler / PM/Billing Mgr: Turney</b>								
0032128	5/31/04	2,172.45				2,172.45		
0032293	6/30/04	11,585.50				11,585.50		
0032451	8/31/04	1,292.50			1,292.50			
0032572	9/30/04	802.50		802.50				
<b>Total for 00086.10.00</b>		<b>15,852.95</b>		<b>802.50</b>	<b>1,292.50</b>	<b>13,757.95</b>		
Last Receipt: 2,563.25 on 5/24/04 for Invoice 0032044								
<b>Project Number: 20037.00.CL Taxiway "J" Outbound Taxiway Repairs / Principal: Peeler / PM/Billing Mgr: Turney</b>								
0028608	6/30/04	1,795.70					1,795.70	
<b>Total for 20037.00.CL</b>		<b>1,795.70</b>					<b>1,795.70</b>	
Last Receipt: 3,383.00 on 3/18/03 for Invoice 0028608								
<b>Project Number: 20549.00.CL MALS Road Culvert Replacement / Principal: Peeler / PM/Billing Mgr: Turney</b>								
0032573	9/30/04	892.50		892.50				
<b>Total for 20549.00.CL</b>		<b>892.50</b>		<b>892.50</b>				
Last Receipt: 2,566.80 on 10/5/04 for Invoice 0032454								
<b>Project Number: 30243.00.CL Resurface Taxiway System / Principal: Pond / PM/Billing Mgr: Turney</b>								
0032574	9/30/04	1,050.00		1,050.00				
<b>Total for 30243.00.CL</b>		<b>1,050.00</b>		<b>1,050.00</b>				
Last Receipt: 10,951.35 on 7/26/04 for Invoice 0032297								
<b>Project Number: 40225.00.CL Perimeter Security Road-Ph 3 / Principal: Pond / PM/Billing Mgr: Turney</b>								
<b>Phase Number: 01 Basic Services / Principal: Pond / PM/Billing Mgr: Turney</b>								
<b>Task Number: 02 Construction Phase / Principal: Pond / PM/Billing Mgr: Turney</b>								
0052002	9/30/04	1,752.00		1,752.00				
<b>Phase Number: 02 Construction Observation / Principal: Pond / PM/Billing Mgr: Turney</b>								
0052002	9/30/04	575.00		575.00				
<b>Total for 40225.00.CL</b>		<b>2,327.00</b>		<b>2,327.00</b>				
Last Receipt: 3,212.00 on 10/5/04 for Invoice 0051692								
<b>Project Number: 40413.00.CL Hangar Taxilane and Access Road / Principal: Pond / PM/Billing Mgr: Turney</b>								
<b>Phase Number: 01 Design Services / Principal: Pond / PM/Billing Mgr: Turney</b>								
<b>Task Number: 01 Design Phase / Principal: Pond / PM/Billing Mgr: Turney</b>								
0052003	9/30/04	360.00		360.00				
<b>Total for 40413.00.CL</b>		<b>360.00</b>		<b>360.00</b>				
Last Receipt: 1,592.50 on 10/25/04 for Invoice 0052003								
<b>Project Number: 40422.00.CL Fee Review for Asheville Regional Airpo / Principal: Pond / PM/Billing Mgr: Turney</b>								
<b>Phase Number: 01 Terminal Area Plan Fee Review / Principal: Pond / PM/Billing Mgr: Turney</b>								
0051936	9/30/04	1,200.00		1,200.00				
<b>Phase Number: 02 Security Planning Study Fee Review / Principal: Pond / PM/Billing Mgr: Turney</b>								
0051936	9/30/04	1,200.00		1,200.00				
<b>Total for 40422.00.CL</b>		<b>2,400.00</b>		<b>2,400.00</b>				

## Invoice Register Report

The Invoice Register report provides a listing of a project manager's paid invoices including amounts and dates.

The General tab of the *Options for Invoice Register* window allows the project manager to select time frame criteria.

Selection criteria for the Invoice Register report should match those used for the AR Aged report.

Sample Invoice Register Report:

<b>Invoice Register</b>							<i>Friday, November 05, 2004</i>
W. K. DICKSON & CO., INC.		For the Period 10/1/04 - 10/31/04					<i>05:29:20 PM</i>
Project	Retainage	Reimb.	Invoice	Total	Interest	Fees	Date
20579.10.CL			0032648	975.00		975.00	10/31/04
20579.13.CL			0032648	9,936.10		9,936.10	10/31/04
<b>Total for 0032648</b>				<b>10,911.10</b>		<b>10,911.10</b>	
40460.00.CL			0052057	1,224.00		1,224.00	10/31/04
<b>Final Totals</b>				<b>12,135.10</b>		<b>12,135.10</b>	

## Project Closeout/File Retention

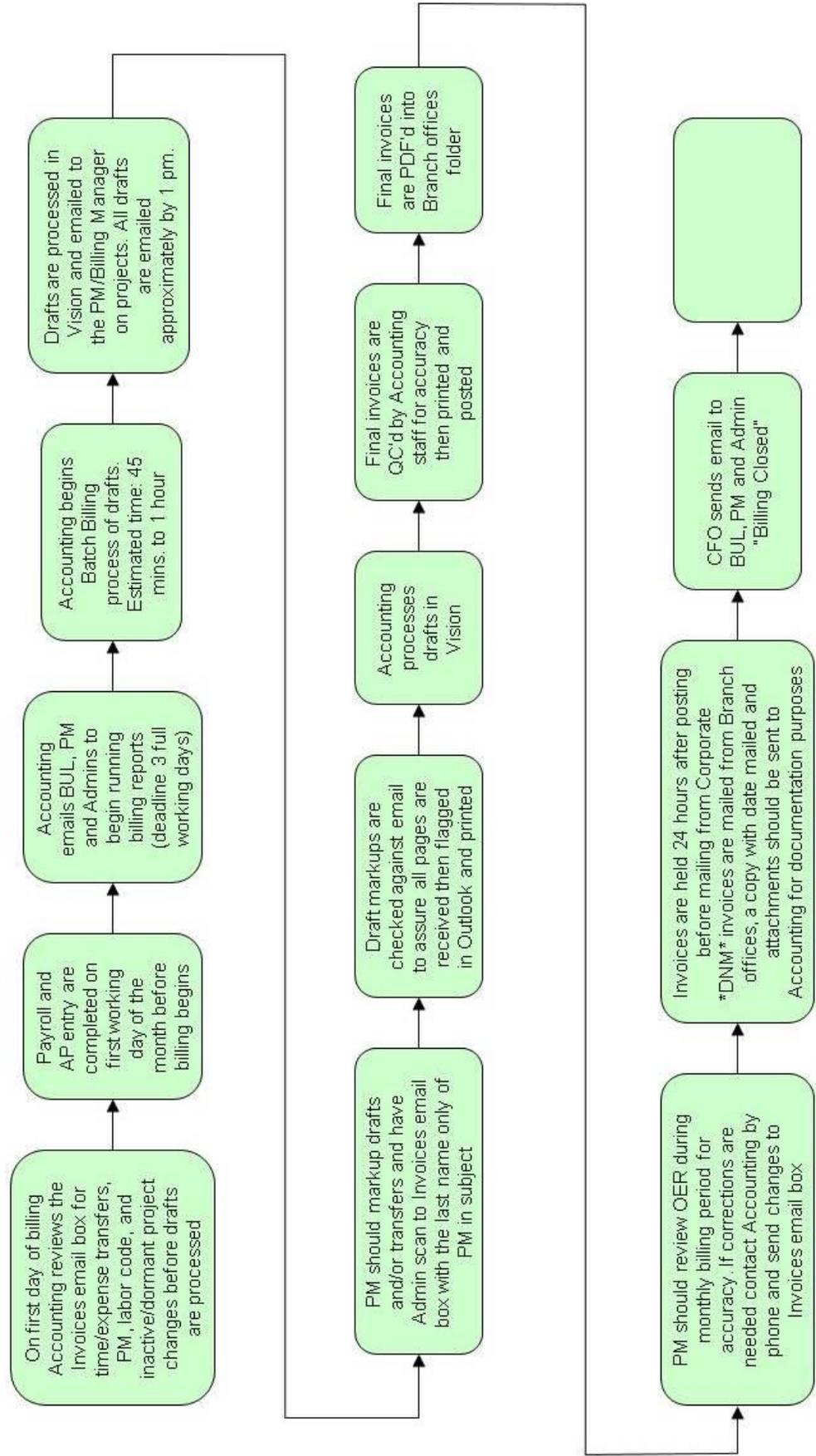
When projects are complete, there is no longer a need to store them to remain active in the accounting system or remain available for immediate use on company file servers.

Project managers identify projects that are at a state of completion. As long as a project has no outstanding balance to be collected, it is archived. The project is then changed to a dormant state in the accounting system. This ensures that no additional time can be charged to it.

The IT Department then gathers all of the electronic files (which include cad and document files from the network file servers and email from the public folders) and moves them to the archive server. Each office has an archive server for the purpose of storing archived projects. The archive server for each office appears as the V: drive. All files stored on the V: drive are marked read only. Files moved to the archive server follow the network directory structure for ease of retrieval.

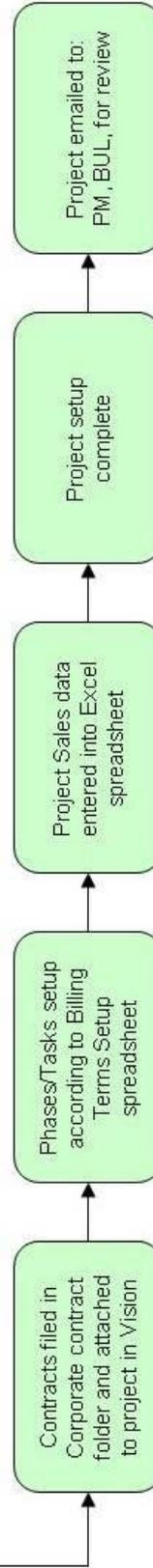
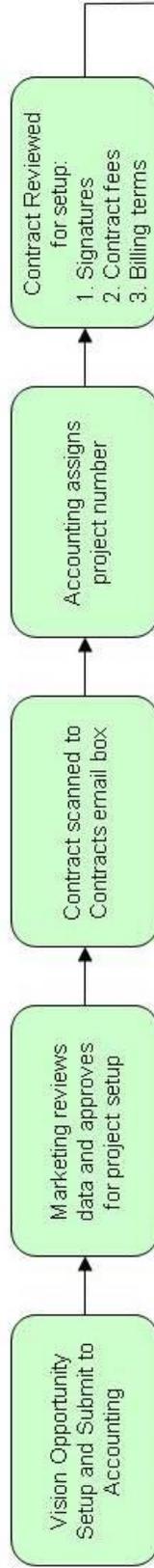
Once a project has been made dormant, the paper files need to be archived. When pulling the project files, the contents need to be divided into two boxes. One box will contain files B – Contracts & Invoices, K – Deliverables (Design) and N – Survey Deliverables that will be kept indefinitely. Everything in files B, K and N need to be scanned and electronically filed before boxing for archives. Please be sure to check your files to ensure that all pages were scanned correctly. The other box will contain all other project files that will be destroyed in 10 years. Large size plan boxes can be used in addition to the file boxes for items in the flat files if needed. The box contents and their destruction date should be clearly marked on an archive spreadsheet. The boxes that contain files B – Contracts & Invoices, K – Deliverables (Design) and N – Survey Deliverables will be kept indefinitely and the boxes with the other documents should be marked with a destruction date 10 years from the project closeout date found in the accounting system in the box “Date Made Dormant”. Once the boxes are full they should be moved to the appropriate archive facility for storage.

# WK Dickson Billing Procedure

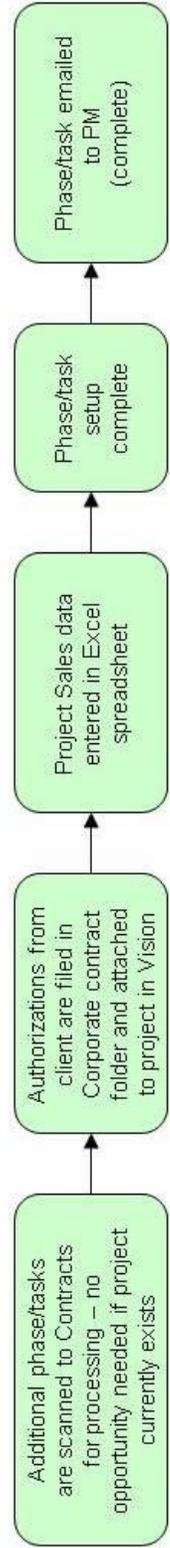


# WK Dickson Project Setup

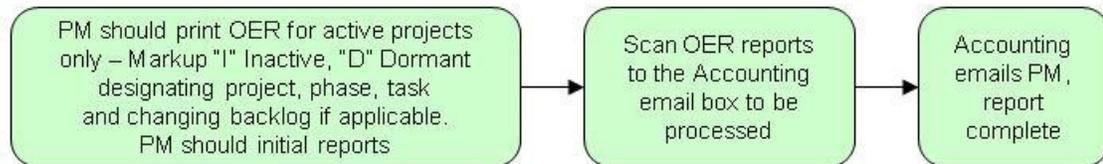
## New Project Setup



## Amended Project Setup



# WK Dickson Billing Review



# BIDDING

[Presentation](#)

The Bidding Phase as defined by most people in the “industry” as the period of time from receipt of approval thru Contract Award.

## Advertisement

- Where and when bids are received
- Description of work
- Where bid documents can be obtained
- Legal state/local bidding requirements
- Must be advertised in local newspaper and WK Dickson’s plan room
- Pre-bid Meeting – WKD does not recommend pre-bid meetings be held unless required by the Owner or Funding Agency

## Bid Document Distribution/Interpretation

- WK Dickson’s plan room shall maintain listing of pertinent information for all bid package holders. Administrative Assistant shall save and print listing in project folder.
- A single point of contact should be provided for each project. This individual should be technically competent to answer questions concerning the project. A listing of all phone conversations (hand written) should be maintained which includes date, time, name of who called, question asked and response given. If information is anything other than a clarification that would give a Contractor an advantage then an Addendum should be issued.
- Addendum – [Sample](#)

## Prior to Bid

- Confirm that all anticipated bidders have proper Contractors’ license. Publication lists are available from:
  1. North Carolina Licensing Board for General Contractors  
3739 National Drive, Suite 225  
Raleigh, NC 27612  
Phone: 919-571-4183  
[www.nclbnc.net](http://www.nclbnc.net)
  2. South Carolina Contractors Licensing Board  
Synergy Business Park, Kingtree Building  
110 Centerview Drive  
Compliance – Suite 102 / Licensing – Suite 201  
Columbia, SC 29210  
Phone: 803-896-4364  
[www.llr.state.sc.us/pol/contractors](http://www.llr.state.sc.us/pol/contractors)
  3. Georgia Construction Industry Licensing Board  
237 Coliseum Drive  
Macon, GA 31217-3858  
Phone: 478-207-1416  
[www.sos.state.ga.us/plb/construct/](http://www.sos.state.ga.us/plb/construct/)

- Contractor Licensing Requirements

**North Carolina**

[NC Contractor Licensing Requirements](#)

In North Carolina, General Contractors are licensed under Highway, Building, Residential and Public Utilities designations and are further subdivided into 16 different specialty classifications.

Note that licenses designated as LIMITED authorize the holder to practice general contracting for projects up to \$500,000. Those designated INTERMEDIATE are authorized to practice general contracting on single projects up to \$1,000,000 – UNLIMITED license holders may practice without restrictions.

License required for any building, highway, public utility, grading or any improvement or structure where cost  $\geq$  \$30,000.

**South Carolina**

In South Carolina, General Contractors are licensed in one or more of 34 classifications. Adjacent to the classification will be a number. This number represents the dollar limit per contract. The number represents the following limits:

- 1 \$30,000
- 2 \$100,000
- 3 \$350,000
- 4 \$750,000
- 5 unlimited

A license is required for ALL construction work in South Carolina. For small construction, the contractor must have at least a “1” beside the classification which states that the contractor can work on all projects up to \$30,000, as listed above.

**Georgia**

In Georgia, Contractors are licensed in one or more of 8 classifications. Many areas of construction do not have licenses. There are only licenses for:

- Conditioned Air Contractors
- Electrical Contractors
- Low Voltage Contractors
- Master Plumbers
- Journeyman Plumbers
- Utility Contractors
- Utility Managers
- Utility Foremen

Licenses do not apply for all other areas of construction. General Contractors are not required to have a license. Any contracted work in the fields listed above, regardless of amount, requires the contractor to have the associated license. Local government or municipal requirements may vary.

## Bidding Requirements

### North Carolina      [Click Here](#)      [Dollar Thresholds](#)

- Construction > \$500,000 or purchases > \$90,000 requires:
  - Advertising (Minimum 9 days including day of advertisement and openings)  
*Example: Advertise on 4/4 – Can't open until 4/12 (7 full days must lapse)*
  - Sealed Bids (3 minimum on initial bid)
  - Bid Deposit (5% of bid amount)
  - Public Bid Opening and Record
  - MBE Participation Required
  - Dispute Resolution in General Conditions
  
- Construction between \$30,000 and \$500,000 or purchases between \$30,000 and \$90,000 requires:
  - No Advertisement Required
  - Informal Bids (written, electronic or telephone)
  - Records kept and open to public inspection after contract award
  - 3 bids not required
  - MBE Participation (solicitation only – no advertisement required)
  - Dispute Resolution in General Conditions

### South Carolina      <http://www.scstatehouse.gov/code/t11c035.htm>

If no state or federal monies are used to finance the construction, then the State requires each municipality or local government to adopt their own bidding/contract regulations.

If state and/or federal monies are used, then construction  $\geq$  \$50,000 requires:

- Advertising (Invitation for bids) – must be given reasonable time
- Sealed Bids
- Bid Opening
- Bid Acceptance and Bid Evaluation
- Award

State and/or federal money used for construction < \$50,000 requires informal bids which may be obtained by:

- Soliciting Written Quotes
- Competitive Sealed Bidding
- Competitive Fixed Price Bidding
- Competitive Best Value Bidding
- Competitive Online Bidding
- Competitive Sealed Proposals

Typical local government or municipal regulations are as follows:

- Construction > \$50,000 requires:
  - Advertising
  - Sealed Bids (3 minimum)
  - Bid Bond
  - Public Bid Opening and Record

- Construction < \$50,000 requires:
  - Written solicitation to 5 bidders minimum
  - Sealed Bids
  - Public Record

**Georgia** [Click Here](#)

- Public Notice
  - When sealed bidding is required, the APO shall post the solicitation to the Georgia Procurement Registry (hereinafter “Procurement Registry” or “GPR”) and in addition may advertise the solicitation in newspapers or other publications with statewide circulation.
  - DOAS requires all competitive procurements \$10,000 and above and Sole Source procurements over \$5,000 to be posted to the Georgia Procurement Registry. However, DOAS strongly urges agencies to post all competitive procurements to the GPR.
  - The following guidelines shall be followed by agencies when posting competitive solicitations to the Georgia Procurement Registry:

<b>Competitive Solicitations Guidelines</b>	
Sole Source solicitations valued \$5,000 and over	Minimum of three (3) business days
Solicitations valued from \$10,000 to \$49,999.99	Minimum of ten (10) calendar days
Solicitations valued from \$50,000 to \$99,999.99	Minimum of fifteen (15) calendar days
Solicitations from \$100,000 to \$249,999.99	Minimum of twenty (20) calendar days
Any solicitation valued at \$250,000 and above and all Construction Bids	Minimum of thirty (30) calendar days

With the exception of construction bids, the SPDAC reserves the right to approve the posting of a competitive solicitation for a period of time less than the guidelines state above, when sufficient evidence justifying the reduced posting time period has been established. The requested reduced posting time period must comply with the requirements of the State Purchasing Act.

- Pre-bid Conference – If you have a pre-bid conference it must be held at least 7 days before bid closing time.
- Sealed Bids
- Public Bid Opening
- Bid Evaluation without discussion with bidders
- Award

Projects less than \$100,000 are exempt from the formal bid process described above, except where required by local government or municipality. In this event the local requirements are as follows:

- Construction > \$100,000 requires:
  - All above
  - Performance Bond, Payment Bond

### Bonding

Performance and Payment Bonds are required for:

- North Carolina: All Bids
- South Carolina: > \$50,000
- Georgia: > \$40,000

### Bid Opening (NC)

Any engineer who recommends to any OWNER the award of a contract (> \$30,000) to anyone not properly licensed shall be guilty of a misdemeanor and shall for each such offense of which he is convicted, be punished by a fine of not less than \$500 or imprisonment of 3 months or both in discretion of the court. To avoid this potential the following procedures should be followed:

- State in the project Advertisement, Instructions or Notice to Bidders, the license classification required to bid the project.
- Before opening the bid, licenses should be verified utilizing the roster published by the Licensing Board.
- The bid not be opened and returned to the contractor if the license is not in accordance with the instructions.
- After the bid is opened, but before it is read, the bidders limitation, if any, be checked against the amount bid.

### Insurance Commission (NC only)

Submittal required for all buildings 20,000 SF or more in accordance with GS 58-31-40. Statute indicates that City/County owned buildings must be greater than 20,000 s.f. of new or additional building footprint to require DOI review. The 20,000 s.f. applies to individual structures on the site and not the sum of the structures.

### Bid Opening Guidelines      [Click Here](#)

### Bid Deposits (confirm per General Conditions)

- Bid Security of successful bidders to be returned when the Agreement has been executed.
- Bid Security of any Bidder who may have a chance of obtaining the bid shall be returned within 10 days after the Agreement is signed or 90 days after the bid opening
- Bid Security of non-competitive Bidders are to be returned within 10 days after the bid opening

### Withdrawal of Bids Due to Error

- Contractor must request his bid be withdrawn because of an unintentional arithmetic error or an unintentional omission prior to award of contract and within 72 hours after the bids are opened

### Notice of Award

- Prior to recommendation of award CA should request and check references of apparent low bidder      [Contractor Reference Requirements](#)
- Written notice should be sent to apparent successful low bidder that notifies him to execute the Agreement and furnish the Performance and Payment Bonds, and Certificate of Insurance.      [Notice of Award Letter](#)
- To be sent out by CA once apparent low bidder is determined
- Once the Owner approves the bid, send cover letter with the Notice of Award      [Notice of Award](#)

Bid Tab to Owner    [Bid Tab to Owner Letter](#)    [Recommendation of Award Sample](#)

- Submitted to Owner by CA (See Bid Tab to Owner Letter)
- Spread sheet of all bids (in order from low bid to high bid)
- This is official document which will be entered into the minutes of a council meeting
  - Contract Name
  - Bid Date and time
  - List of errors, omissions, or conditions by Contractor
  - All bid items, quantities, units, and total contract prices
  - Engineers certification
- Administrative Assistant shall submit certified bid tab to WK Dickson's plan room

Bidding Do's and Don'ts:

- Do's

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- Don'ts

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# CONSTRUCTION ADMINISTRATION

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## Construction Administration

The Construction Administration Phase is that portion of the project from Construction Project Award through the One Year Warranty Period. In performing this task the Engineer/Landscape Architect acts as the Construction Administrator (CA) and administers the construction contract (plans, specifications, contract documents, addenda) for the Owner.

### Contracts to General Contractor      [Contract Documents to Contractor](#)

- Three sets needed (Owner, Contractor, Engineer)
- Contents
  - Agreement
  - Payment Bond
  - Performance Bond
  - Insurance Certificate
- CA to fill in blanks on Agreement Form
  - Name of Owner
  - Name of Contractor (and whether they do business as a corporation, partnership, or an individual)
  - Name of project
  - Contract period
  - Amount of liquidated damages
  - Contract amount
  - List of addenda
  - Contract drawings sheet numbers and date
  - Signature blocks
- Contractor to fill in name and address of Surety on Payment and Performance Bonds
- CA notes
  - Encourage using standard WKD Payment and Performance Bond forms but surety company forms are acceptable.
  - Surety should be as listed in the Treasury Department Circular 570 as listed in the Federal Register.      <http://www.fms.treas.gov/c570/c570.html>
  - Required to be returned within 10 days.
  - CA to check to make sure all forms signed and sealed. CA to check Contractors insurance to ensure conformance with the GC.
  - Municipalities may be required to have their Financial Officer certify that they have sufficient appropriations to complete the project.
  - Typically the entire specification booklet with the Contractors completed bid form, bid bond, all addenda sent and the addenda corrections made within the specifications should be sent to the Contractor.
  - The cover letter should explain to the Contractor what he is to provide and sign.

### Contracts to the Owner      [Contract Documents to Owner](#)

- After review of contracts submitted by Contractor, the Owner should execute them
  - Agreement
  - Notice of Award
  - Notice to Proceed

- Advise the Owner to have their attorney review and sign form
- Cover letter typically asks Owner to send copy to Contractor and one copy to WKD
- Review the contract documents and keep him informed of his time frame to have the contracts executed

Pre-construction Conference     [Pre-Con Conference Confirmation](#)

- Purpose
  - Meeting Contractor team (PM, superintendent, subcontractor, if necessary), Owners team (Engineer, Construction Observer, PW director, City Manager, etc.) and others (Utility Representative and State Regulators as applicable)
  - Review Scope of project
- Outline of Meeting
  - Use standard WKD outline as a starting point     [Pre-Con Meeting Minutes Outline](#)
  - Should cover the following points as a minimum
    - Introduction of attendees
    - Review of Contract Documents
    - Contacts/communication
    - Submittals from the Contractor
    - Easements, encroachments, permit notification requirements
    - Laws, site safety
    - Special utility requirements
    - Special permit requirements
    - Changes in work
    - Application for progress payments
    - Substantial completion/ final inspection/ final payment
- Always review with the Owner what you will be telling the Contractor in the meeting
- Written minutes must be kept
- Signed list of attendees
- Give Contractor required sets of the Project Manual and Contract Drawings. All addendum changes should be made in the Project Manual and Contract Drawings. Project Manual and Contract Drawings should be identified as "Released for Construction"
- Recommend monthly construction progress meetings take place at a predetermined time/date to review progress, problems and anticipated milestones. Also a good time to submit the Contractor's pay request to the Owner.

Construction Schedule

- Required from the Contractor prior to the start of construction
  - Should indicate the starting and completion dates for various stages of work
- Should always acknowledge receipt of the schedule
- Question logic if necessary but do not approve.
- If the schedule is accelerated, the CA should send the Contractor and the Owner a letter restating the contract completion dates are still valid     [Construction Schedule Review](#)

Notice to Proceed     [Notice to Proceed Letter](#)

- Written notification to the Contractor
  - Form in Contract Documents
  - Letter from CA
  - List start date, number of contract days, finish date, availability of right-of-way

### Construction Progress Meeting

- Monthly construction progress meetings between Owner, Contractor and Engineer are encouraged. Items typically discussed include:
  - Schedule
  - Rain Days
  - Issues/Concerns
  - Pay Request
  - Anticipated Changes
- Written minutes must be kept

### Shop Drawing Requirements

- Transmittal is required for each shop drawing [AT](#) [AG](#) [CL](#) [CA](#) [HI](#) [RA](#) [WL](#)
- Numbered in order
- Specification section number included
- Four copies (Owner, Engineer, Construction Observer, Contractor) plus the number required by the Contractor
- All shop drawings must be reviewed by the Contractor and have his approval stamp on it
- Compliance with time allocation for review in Contract Documents a must!
- Reviews must be by qualified individual
- Maintain a Submittal Log [Shop Drawing Log](#)

### Pay Request/Sales Tax Listing

- Contractor shall meet with the Construction Observer on date established at Pre-Con (after the 25<sup>th</sup> of the month) to prepare the draft estimate
- WKD will prepare the estimate and send it to the Contractor for signature
- CA will deliver it to the Owner in time to meet Processing Date established at Pre-Con
- Include necessary certificates
- Stored material must contain invoices and submitted on the Material Inventory Statement
- Submit the Sales and Use Tax form monthly (NC only)

### Request for Information/Field Orders/Change Orders

#### [Request for Cost of Proposed CO to Contractor](#)

- Request For Information (RFI)
  - Must be answered by the CA ASAP
  - Could possibly lead to a FO or CO
- Field Order (FO)
  - An interpretation of the contract which directs the Contractor to perform work which does not require the Contractor to incur additional cost or time
  - Initiated by CO, reviewed by CA
- Change Order (CO) [Change Order](#)
  - Initiated by either the Owner, Contractor, or Engineer which affects the cost or the construction time
  - Change orders are typically requested by the Contractor, recommended by the Engineer and accepted by the Owner
  - Prepared by the CA
  - Includes a description of the work, cost and time extension
  - Must be approved by the Owner before payment can be made
  - Time extension for abnormal weather
    - o Per the General Conditions
    - o Reviewed and documented by the Construction Observer at least monthly
    - o Extension for time only, no increase in the contract prices

### Testing

- Testing must be done prior to the equipment start-up
- Leakage tests must be performed on
  - Gravity sewers
  - Manholes
  - Water lines
  - Force mains
  - Plant piping
  - All water holding structures
  - Other structures, equipment which is required in the contract documents, compaction testing of backfill
- Chlorination Tests
  - Water lines
  - Storage tanks
- All tests are to be documented by the Construction Observer
  - Use test forms [Water Line Pressure Test](#)  
[Pressure/Gravity/Structure Leakage Test](#)
  - Document in daily observation reports [Piping System Test Report](#)
- Document other tests as specified in Contract Documents

### Operation and Maintenance Manuals

- Required to be delivered prior to equipment start-up
- See GC for the O & M Manual contents
- Required to be sent to the CA
- CA should then transmit to the Owner. Recommend a letter with the Owners signature stating that they have received [O & M Manual Transmittal Letter](#)

### Equipment Start-Up

- To be performed by the Equipment Manufacturer as described in the contract documents.
- Manufacturers to submit a start-up report and certify the proper installation and operation. Letter should be sent to the Contractor stating this.
- CA to coordinate the start-up date between the Contractor, subcontractors, manufacturer, Owner, Construction Observer.
- Training of the Owner's maintenance personnel of the equipment is required prior to acceptance.

### Substantial Completion

- When a project or portion thereof is completed to a stage that it can be utilized for its intended purpose
- Halts the progress of contract time
- Remaining work must be non-essential to use and of minimal magnitude
- Inspect and generate punch list, if ready

### Final Acceptance

- The Construction Observer should do a pre-final inspection and give the Contractor a punch list.
- Once all items are complete, the Construction Observer shall recommend the CA set up a final inspection. No outstanding items should be left undone by the Contractor
- The CA to send letter stating the date and time of Final Inspection.
- Punch list should be sent to the Contractor and Resident Observer by the CA  
[Punch List for Final Inspection](#)

- Final Acceptance and final payment withheld until all items complete
  - Need final pay request from the Contractor
  - Release of liens (signed and notarized) [Contractors Affidavit Related to Liens & Claims](#)
  - Record drawings [Record Drawings to Owner Letter](#)
  - Sometimes a final CO must be done to change the bid contract amount/quantities to the final amount/quantities
  - Certification letter to regulatory agencies (if applicable). [Certification Letter](#)
  - Sometimes an Owner may want the property Owner to request the Contractor obtain a Claim Release from an off-site property damage. [Claim Release](#)
  - Final Acceptance Letter [Final Acceptance Letter](#)

One Year Warranty

- From time to time during the one-year warranty, the CA may have to handle warranty requests. The Contractor should be contacted about the request. Documentation is important to determine causes, results, etc. [Warranty Assistance Request](#)
- Schedule Warranty Inspection 30 days prior to warranty deadline.
- Meet with the Owner/Operator before final walk through to gain input.
- Have Owner, Contractor and Observer in attendance for warranty inspection.
- Set schedule for any warranty repairs and develop plan of action for repairs.

Construction Administration Do's and Don'ts:

- Do's

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- Don'ts

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## Construction Observation

The responsibilities of the Construction Observer are numerous and very important to the successful completion of any project. If questions should arise, the Construction Administrator should be contacted and consulted. The Construction Administrator must make sure that the Construction Observer is copied on ALL correspondence. Provided below is a list of responsibilities and authority for a Construction Observer.

### Responsibility

- The Construction Observer must become thoroughly familiar with the contract specifications and drawings as they apply to the work to be inspected.
- If any portion of the work does not conform to the requirements, the Construction Observer should notify the contractor, explain why it does not conform, and record it in the Daily Observation Report. Should the contractor ignore the notice and continue the operation, the Construction Observer should promptly advise the Construction Administrator.
- As a member of the construction team, the Construction Observer must perform all duties in a manner that will promote the progress of the work.
- The Construction Observer must studiously avoid any inspection, testing, or other activity that could be construed as a responsibility of the contractor.
- When a Construction Observer is assigned to any operation, it should be covered as long as the work is proceeding or see to it that another Construction Observer takes over.
- The Construction Observer's daily observation report should include a recording of the day's happenings, the contractor's activity on the work being inspected, instructions given the contractor, and any agreements made.
- In the matter of on-site testing, tests should be performed expeditiously and carefully, test samples must be carefully handled and protected, and test failures reported to the contractor without delay.
- Inspections and tests should be promptly made and timely:
  - Materials should be inspected as soon after they are delivered as possible
  - Preparatory work such as checking fine grading of footing areas should be promptly checked to minimize delay to subsequent operations
  - Work should be inspected as it progresses
  - A Construction Observer has the responsibility to be available at all times to provide prompt inspection, and a decision on acceptance when required
- Whenever possible, problems should be anticipated in advance of their occurrence and the contractor notified.
- Unacceptable work should be recognized in its early stages and reported to the contractor before it develops into an expensive and time-consuming operation.
- Occasionally a problem may arise that the Construction Observer is unable to handle alone. This should be reported to the Construction Administrator for prompt action.
- Rather than make a hasty decision, the Construction Observer should thoroughly investigate the situation and its possible consequences.
- When work is to be corrected by the contractor, the Construction Observer should follow it up daily.
- The Construction Observer should stand behind any decisions made on issues concerning the contractor's work.

- The Construction Observer should be safety-minded. However, he must keep in mind that the sole responsibility for the safety of the contractor's employees and compliance with OSHA rests with the **contractor**.
  - Do not enforce OSHA regulations
  - Do not advise contractor on safety matters
  - Do not enter unsafe areas for inspection
  - Document any observed unsafe conditions or discussions concerning safety

#### Authority

- The Construction Observer will have the authority to approve materials and workmanship that meet the contract specifications and drawings and shall give approvals promptly.
- The Construction Observer does not have the authority to order the contractor to stop operations.
- The Construction Observer does not have the authority to approve deviations from the contract specifications and drawings. This can only be accomplished with a change order.
- The Construction Observer will not require the contractor to furnish more than that required by the contract specifications and drawings.
- The Construction Observer will not under any circumstances attempt to direct the contractor's work.
- Instructions should be given to the contractor's superintendent or foreman, not to any workers, nor to any subcontractors.
- The Construction Observer will not advise on, issue directions regarding or assume control over safety precautions and programs in connection with the work.
- The Construction Observer will not participate in specialized field or laboratory tests or inspections conducted by others except as specifically authorized.

#### Construction Observation Forms

- Attached are standard forms utilized by WKD Construction Observers.

[Construction Progress & Observation Report](#)

[Equipment on Job](#)

[Water Line/Force Main Pressure Test](#)

[Sanitary Sewer Air Pressure Test](#)

[Sanitary Sewer Air Pressure Test \(written\)](#)

# RISK MANAGEMENT

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## Coverage/Deductible

Insurer – CNA

Underwriter – Victor O. Schinnerer & Co., Inc.

Broker – Insurance Management Consultants, Inc.

Limit of Liability - \$2,000,000 per claim per policy year

Additional coverage can be obtained but is limited to 2 projects/policy year

\$3,000,000 aggregate limit of liability per policy year

Deductible - \$225,000 per claim

## Definitions

1. Insurer – provides claims services and pays any sums for which the firm is legally liable that are covered by our policy and within our limit of liability, once our deductible is satisfied. They also arrange for legal representation, attend mediation and negotiates on our behalf in the event of a circumstance or claim.
2. Underwriter – responsible for reviewing the firm's exposure and determines the terms and conditions offered. They also provide risk management services in the form of printed materials, on-line resources and continuing education, and regional and in-house seminars.
3. Broker – represents WKD to the marketplace while securing the most favorable professional liability insurance terms and conditions available. They are available for contract review and other risk management services, including arranging in-house seminars. The insurer also facilitates claim/circumstance reporting and acts as a liaison between WKD and the broker. They also provide certificates of insurance as required by our clients.
4. Circumstance/Incident – threat or potential demand of a claim that falls short of an actual demand – in other words a circumstance that may give rise to a claim.
5. Claim – demand for money or services or a request for arbitration or mediation. Of course, the receipt of a suit is a claim.
6. Wrongful Act – a negligent act, error or omission in the performance of professional services for others by WKD for whom we are legally liable.
7. Pollution Incident – means the actual or alleged discharge, dispersal, seepage migration, release or escape of pollutants into or upon land, the atmosphere or any watercourse or body of water, which results in bodily injury or property damage.
8. Free Pre-Claims Assistance – Always report a circumstance! Until the date a claim is made, CNA will pay for all cost or expenses incurred (not subject to deductible if approved) as a result of investigating the claim.

Goal – CNA/WKD hope to avoid a claim!

Claim Expenses include:

- Fees charged by an attorney designated or approved by CNA.
- All other fees, costs, and expenses resulting from the investigation, adjustment, defense and appeal of a claim, if incurred by designated attorney, WKD (if approved) and CNA.

Claim Expenses do not include:

- Salaries of CNA employees/officials.
- Independent adjusters.
- Expenses/settlements incurred prior to reporting date.
- WKD labor/expenses with exception of some defendant reimbursables.

Liability/Circumstance Claim Reporting

In the event it becomes necessary to submit a professional liability claim, please refer to the following documents on the portal:

- [Professional Liability Circumstance/Incident Report Form](#)
- [Liability Claim Reporting](#)

Please note that upon submitting a circumstance, incident or claim report that the summary and all attached documents are protected under Attorney/Client Privilege.

Do's & Don'ts

DO

1. Report any incident, circumstance or claim promptly to your Business Unit Leader.
2. Address issues/problems immediately.
3. Read your contract for professional services thoroughly.
4. Document – Document – Document!
5. Take photographs or video any accident sites, injuries or collapses promptly.
6. Accept all papers (claims) without comment.
7. At all times, when dealing with clients, answer professionally, truthfully and factually.
8. Be careful with internal e-mail, instant messaging and camera phones.

DON'T

1. Do not admit liability or try to blame someone. Wait until we have all the facts to decide who is responsible. Facts lead to conclusions. Conclusions do not lead to facts.
2. Do not sign or accept releases for anyone without approval from your CNA claim representative.
3. Do not assume or speculate.
4. Do not discuss with anyone other than management of firm.
5. Do not add, alter or remove any documentation from file.
6. Do not respond to any claim letters or lawsuits until you've spoken with the CNA claim representative.
7. Do not agree to any type of settlement that does not have CNA's and your management's approval.
8. Do not send anything via e-mail that you don't want shared with the client.

## Areas of Most Claim Potential

- Structural – death
- Geotechnical – unknowns
- Construction Staking
- Contractor Related Issues
- No Construction Admin Phase
- Part-time Construction Observation
- Takeoffs/Cost Estimates
- Practicing Outside Area of Competency
- Shop Drawing Review
- Poor Communication
- Behind Schedule
- Scope Creep
- Lack of Fee
- Poor Inspection
- Plan Revisions
- Field Changes
- Delayed/Extended Construction Schedule
- Knowledge of Standards
- Underground Utilities
- Environmental Claims
- Means & Methods
- Downstream Erosion
- Boundary Issues
- Inadequate QC
- Subconsultant Coordination
- Inadequate Testing or Lack of Testing

# SAFETY

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## Purpose

WK Dickson has a long-standing philosophy of taking pride in its practices to ensure the safety, health and well-being of all of our employees. This program serves to outline our commitment to this philosophy and provide guidance to all employees on the standards the company expects its employees to adhere to. The failure to follow the company safety policy will result in the employee being warned, suspended without pay, or terminated by management.

## Fires and Other Emergencies

Each office has an emergency procedures and evacuation plan to follow in the event of fire or other disaster. Fire extinguishers and first aid kits are located in each office and in all company pool vehicles. All employees are expected to familiarize themselves with the location of such equipment. The company has designated staff trained in first aid practices.

## On-the-Job Injuries/Illnesses

Any job-related injury or illness, regardless of severity, must be reported immediately to your supervisor for prompt and trained evaluation and medical attention as necessary. Your supervisor will complete an initial safety incident report and forward it to Human Resources.

## General Safety Rules

All employees are expected to comply with the rules in this procedure:

- Use common sense in performing your duties.
- Report any work injury/illness to your supervisor.
- Report unsafe conditions to your supervisor immediately.
- Do not use any equipment, vehicles or materials when overly tired, nauseated, feverish or under the influence of any substance that may affect your judgment.
- Keep your work area neat and tidy.
- Use mechanical devices or request assistance in lifting heavy loads.
- Wear seat belts when operating any company or rented vehicle or driving your own personal vehicle while on company business.
- Do not use tops of cabinets or bookcases for extra storage or displays.
- Be sure that aisles or exits are kept clear; do not let cords interfere with walkways.
- Keep paper clips, tacks, pins and other objects off the floors.

- Store all sharp objects properly when not in use.
- Open only one file cabinet drawer at a time to avoid tip-over. Cabinets should also be loaded from bottom to top and emptied in the reverse order.
- Report or clean up all spills immediately.
- Use stepstools, platforms or ladders for climbing. Never use chairs.
- Report or replace frayed electrical cords.

### Emergency Evacuation Plans and Re-entry

In any emergency, employees should follow alarms or other alerts to evacuate the building and/or area near the premises. Always follow the basic evacuation procedures but remember that personal safety is paramount and takes precedence.

- Check work area for anything needing to be secured and store it quickly.
- Secure locks on all secured containers and cabinets.
- Leave your work area and report to your designated assembly area.

The Branch Manager will coordinate with fire, police or other emergency preparedness personnel to determine when the building may be re-entered. Do not reenter the building until instructed.

### Improper Health and Safety Practices

All employees are expected to abide by safe work practices and adhere to general safety rules to ensure their safety as well as the safety of coworkers.

Infractions of company health and safety practices will be dealt with in accordance with the company's policies on discipline and will be based on the following factors:

- Severity of the infraction.
- Whether the infraction endangered only the employee or coworkers.
- Whether the infraction was a first or repeat violation.

### Safety Training

Safety Training is offered to the employees who work in the field on a monthly and annual basis in the following categories:

- First Aid
- Safety Equipment Procedures
- General Safety

## General Safety for Personnel Working in Field

### Personal Protective Equipment Requirements

- Boots shall be worn on all job sites.
- Reflective safety vests shall be provided and worn during all jobs on or adjacent to road right of ways or in wooded areas where hunting may be permitted.
- Hard hats shall be provided and worn on all construction job sites.
- Eye protection shall be worn by all survey personnel and by other personnel any time there is a potential eye hazard exposure.
- Gloves shall be worn when using a machete or chain saw and when clearing brush to prevent cuts or splinters.
- Leg Chaps shall be worn when using a machete or chain saw.
- First Aid Kit shall be provided on all premises including company vehicles.

### Right of Way

- Personal Protective Equipment: All employees are required to wear an orange or yellow vest with a reflective stripe. Orange logo shirts may be worn if not faded during day light hours only (defined as 30 after daylight and 30 minutes before dusk).
- Signage: Must have an orange "Survey Crew" or "Men Working" sign displayed 500 feet for work on the shoulder and 1,500 feet for work in the right of way.

### Brush and Tree Cutting

- Always use sharp tools. Dull tools may slip or rebound.
- Under no condition should party members who are using sharp-edged tools simultaneously be within ten (10) feet of each other.
- Remove vines and low hanging limbs which might catch machetes, axes or brush hooks and cause them to fly out or your hand or strike your body.
- Cut all brush and saplings as close to ground level as possible.
- Never use a machete, axe or brush hook while in a tree.
- Wear protective eye covering at all times.
- Machetes
  - Should only be used on light brush.
  - Sharpen blades only from six (6) inches from the butt of the handle to within two (2) inches of the point.
  - Use gloves and wrist straps.
  - Maintain minimum safety zone of ten (10) feet between users.

- Always have firm footing.
- While chopping lean forward.
- Always chop away from the body.

### Chain Saws

- Chaps, hard hat, and safety glasses/goggles must be worn at all times.
- Do not cut directly overhead.
- Before refueling, cool the chain saw motor for five (5) minutes.

### Electrical Hazards

- Use clean, dry wooden rods when surveying beneath power lines. At no time should the end of the rod be closer than ten (10) feet to the lowest power line.
- Power Line Elevations: Do not make “direct” measurements of the height of a power line, even with a fiberglass rod. Use triangulation or a range finder.
- Do not handle cloth or steel tapes in such a way as to come into contact with or near an electrical line.

## Hazard Communication Program

### Company Policy

To ensure that information about the dangers of all hazardous chemicals used by (Name of company) is known by all affected employees, the following hazardous information program has been established. Under this program, you will be informed of the contents of the OSHA Hazard Communications standard, the hazardous properties of chemicals with which you work, safe handling procedures and measures to take to protect yourself from these chemicals. This program applies to all work operations in our company where you may be exposed to hazardous chemicals under normal working conditions or during an emergency situation. All work units of this company will participate in the Hazard Communication Program. Copies of the Hazard Communication Program are available in the corporate office for review by any interested employee. The Director of Human Resources is the program coordinator, with overall responsibility for the program, including reviewing and updating this plan as necessary.

### Container Labeling

The Project Manager will verify that all containers received for use will be clearly labeled as to the contents, note the appropriate hazard warning, and list the manufacturer’s name and address. The Project Manager will ensure that all secondary containers are labeled with either an extra copy of the original manufacturer’s label or with labels marked with the identity and the appropriate hazard warning. For help with labeling, see the Director of Human Resources.

### Material Safety Data Sheets (MSDSs)

The Director of Human Resources is responsible for establishing and monitoring the company MSDS program. The Director will ensure that procedures are developed to obtain the necessary MSDSs and will review incoming MSDSs for new or significant health and safety information. The Director will see that any new information is communicated to affected employees. The procedure below will be followed when an MSDS is not received at the time of initial shipment: The distributor will be contacted to obtain the MSDS within one week of shipment. [Copies of MSDSs](#) for all hazardous chemicals to which employees are exposed or are potentially exposed will be kept on the employee portal under the label MSDS. MSDSs will be readily available to all employees at all times. If an MSDS is not available, contact the Director of Human Resources. MSDSs will be readily available to employees in each work area using the following format: on the employee portal under a section labeled MSDS. When revised MSDSs are received, the following procedures will be followed to replace old MSDSs: the revised MSDS will be placed on the employee portal.

### Employee Training and Information

The Director of Human Resources is responsible for the Hazard Communication Program and will ensure that all program elements are carried out. Everyone who works with or is potentially exposed to hazardous chemicals will receive initial training on the hazard communication standard and this plan before starting work. Each new employee will attend a health and safety orientation that includes the following information and training:

- An overview of the OSHA hazard communication standard
- The hazardous chemicals present at his/her work area
- The physical and health risks of the hazardous chemicals
- Symptoms of overexposure
- How to determine the presence or release of hazardous chemicals in the work area
- How to reduce or prevent exposure to hazardous chemicals through use of control procedures, work practices and personal protective equipment
- Steps the company has taken to reduce or prevent exposure to hazardous chemicals
- Procedures to follow if employees are overexposed to hazardous chemicals
- How to read labels and MSDSs to obtain hazard information
- Location of the MSDS file and written Hazard Communication program

Prior to introducing a new chemical hazard into any section of this company, each employee in that section will be given information and training as outlined above for the new chemical hazard. The training format will be as follows: all new information will be loaded on the employee portal and an email sent to all affected employees identifying the location and type of hazard.

### Hazardous Non-routine Tasks

Periodically, employees are required to perform non-routine tasks that are hazardous. Examples of non-routine tasks are: confined space entry and painting.

Prior to starting work on such projects, each affected employee will be given information by the Project Manager about the hazardous chemicals he or she may encounter during such activity. This information will include specific chemical hazards, protective and safety measures the employee should use, and steps the company is taking to reduce the hazards, including ventilation, respirators, the presence of another employee (buddy systems), and emergency procedures.

### Informing Other Employers/Contractors

It is the responsibility of the Project Manager to provide other employers and contractors with information about hazardous chemicals that their employees may be exposed to on a job site and suggested precautions for employees. It is the responsibility of (name of responsible person and/or position) to obtain information about hazardous chemicals used by other employers to which employees of this company may be exposed. Other employers and contractors will be provided with MSDSs for hazardous chemicals generated by this company's operations in the following manner: MSDSs will be posted on the company website as needed. In addition to providing a copy of an MSDS to other employers, other employers will be informed of necessary precautionary measures to protect employees exposed to operations performed by this company. Also, other employers will be informed of the hazard labels used by the company. If symbolic or numerical labeling systems are used, the other employees will be provided with information to understand the labels used for hazardous chemicals for which their employees may have exposure.

### List of Hazardous Chemicals

A list of all known hazardous chemicals used by our employees is attached to this plan. This list includes the name of the chemical, the manufacturer, the work area in which the chemical is used, dates of use, and quantity used. Further information on each chemical may be obtained from the MSDSs, located on the employee portal. When new chemicals are received, this list is updated (including date the chemicals were introduced) within 30 days. To ensure any new chemical is added in a timely manner, the following procedures shall be followed: the Project Manager will notify the Director of Human Resources within 48 hours of any new chemical. The hazardous chemical inventory is compiled and maintained by the Director of Human Resources (704-334-5348).

### Chemicals in Unlabeled Pipes

Work activities are sometimes performed by employees in areas where chemicals are transferred through unlabeled pipes. Prior to starting work in these areas, the employee shall contact the Project Manager for information regarding potential hazards and required safety precautions.

#### Chemical List

- Flt Yellow & Green Powder
- Krylon Fluorescent Orange Marking Paint
- Krylon White Spray Paint

### Program Availability

A copy of this program will be made available, upon request, to employees and their representatives.

### OSHA Safety Policy

WK Dickson is committed to safe and healthful working conditions for all employees. The Company has a strict safety policy, which our employees are required to adhere. Each employee is required to carry his/her own safety equipment.

- Hard Hats: Hard hats are required to be worn by any employee working or visiting a construction job site. Hard hats will be worn at all times, even if the contractor is not working.
- Safety Vests: An orange safety vest will be worn at any time any employee is working or visiting a job site in which the employee will be within the road rights-of-way.
- Trench Safety: While WK Dickson is not responsible for trench safety, employees generally should not enter a trench. If the employee must enter a trench, the employee must determine that the trench is safe to enter.
- Other: Suitable protective clothing shall be worn at all times to protect the employee. Boots are required for foot protection. Tennis shoes are not permissible.

Any unsafe or unhealthy working condition shall be removed or discontinued immediately. These conditions shall immediately be brought to the attention of a Principal-in-Charge.

The failure to follow the Company safety policy will result in the employee being warned, suspended, or terminated by management.