

PROJECT ADMINISTRATION BULLETIN No. 01/2006

EXPENDITURE OFFICER AUTHORITY GUIDELINE REVISION

On November 24, 2006, the Deputy Minister of Infrastructure and Transportation approved the following increases to the Expenditure Officer Authority Guidelines:

Description	Authority Level		
	CRC	4	5
Approve Consultant Selection (Including Sole Source)	Over \$75,000	Up to \$75,000	Up to \$30,000
Approve Increase on Contract Originally Approved by Level 4, 5 or 6	Over \$75,000 ¹	Up to \$75,000 ¹	Up to \$30,000 ¹
Approve Increase on Contract Originally Approved by CRC	Over \$75,000 ²	Up to \$75,000 ²	Up to \$30,000 ²

¹ Total contract amount, including increase(s).

² Total cumulative amount of increased only.

As a result, the following sections of the “*Project Administration Manual – September 2006*” are to be amended as follows:

2.4 ROLES AND RESPONSIBILITIES

2.4.1.4 Roles & Responsibilities for Regional and Professional Services (PSS) Staff for Consultant Selection Process

Consultant Selection

- PSS will ensure the results of any required clarification and/or negotiation items are reasonable in terms of scope and fee. PSS will confirm the clarification and/or negotiation items approved in principle at CRC have been included and are within the additional fee estimated. If the clarification and/or negotiation items are higher than the fee approved in principle by CRC, the Region shall provide rationale for the increased fee. If the additional fee is within 10% of the estimated fee or **\$75,000** (whichever is larger), the Executive Director of Program Management Branch has the authority to approve the additional funds. If the additional funds are outside of this limit, CRC must provide approval of the additional funds. PSS will ensure the necessary approvals are obtained.

4.2 SERVICE CONTRACT – PROFESSIONAL/TECHNICAL SERVICES UP TO
\$30,000

4.2.1 DESCRIPTION

The Service Contract – Professional/Technical Services is intended for small and/or short-duration assignments that are valued up to **\$30,000** and have duration of less than 1-year. The assignments are generally clear and simple and the chance of any variation to the work is minimal.

4.4 SOLE SOURCE CONSULTING SERVICES CONTRACT UP TO **\$75,000**

4.5 COMPETITIVE REQUEST FOR PROPOSALS

4.5.1 DESCRIPTION

Utilized on projects with an estimated fee of more than **\$75,000** and on projects requiring specialist skills for the Department regardless of the size of the estimated fees.

4.5.4 APPROVAL

All short-lists must be approved by CRC when the estimated fees will exceed **\$75,000**.

4.6 SOLE SOURCE OVER **\$75,000**

In exceptional circumstances, the Department may sole source a Consultant for assignments over **\$75,000**. In these situations, the approval of the Deputy Minister or the Contract Review Committee is required. The Approval-in-Principle process may also be utilized in these cases. See Section 6.5.2 for details.

4.10 PROCESS FOR OBTAINING A CONTRACT NUMBER FROM CPMS

Both Regional and Central Office users are able to create and amend the up to **\$30,000** Contracts.

5.1 PRE-QUALIFICATION

5.1.1 PRIME CONSULTANT SERVICES

Engineering Consultants who wish to provide prime consultant services on major (over **\$75,000**) Department Highway, Bridge, Functional Planning and Water Management projects must meet Department pre-qualification requirements. Consultants are required to submit details of their firm's staff, capabilities, expertise and experience in the categories of work they wish to be pre-qualified in. A committee of senior Department staff drawn from the Regions, Technical Standards Branch, Program Management Branch and Major Capital Projects evaluate all submissions to determine Consultants meeting requirements for pre-qualification in each category.

5.8 PREPARATION OF CONSULTING SERVICES CONTRACT

A formal legal contract (CE or Consulting Services Contract) is drawn up, for assignments over **\$30,000** that includes the following:

...

For assignments up to **\$30,000**, the standard Service Contract template for Professional/Technical Services for work not exceeding **\$30,000** is used. Refer to Section 4.2.

5.9 CONSULTING SERVICES CONTRACT EXECUTION

3rd Signature

- a) For contracts up to **\$75,000** – Signing authority as per EOAG
- b) For contracts over **\$75,000** – Executive Director of Program Management Branch

6.5 CHANGES TO CONSULTING SERVICES CONTRACT

6.5.1.1 Changes up to **\$75,000** Cumulative Over the Original Upset Fee Limit (on CRC Approved Contracts)

In accordance with the EOAG, the Project Sponsor reviews/negotiates/approves the scope change and sends a letter to the Consultant advising of the scope change approval with a copy to Professional Services Section. Professional Services Section advises Programming and Finance of the approval. In reference to the EOAG, Senior Managers (Construction/Bridge/Infrastructure Managers) have a **\$30,000** limit of approval authority, and Executive/Regional Directors have a **\$75,000** limit.

6.5.1.2 Changes Greater Than **\$75,000** Cumulative Over the Original Upset Fee Limit (on CRC Approved Contracts)

The Project Sponsor reviews/negotiates/recommends approval to Professional Services Section using the Change of Scope Fee Increase template (see Appendices). Professional Services Section reviews and recommends approval to CRC as per the EOAG. The CRC reviews and approves the request. Professional Services Section sends a letter to the Project Sponsor, Programming and Finance advising of the approval. The Project Sponsor sends a letter to the Consultant advising of the approval.

APPENDIX – GUIDELINES FOR SOLE SOURCE CONSULTING SERVICES ASSIGNMENTS (page 155)

All references to \$25,000 limit are amended to \$30,000. All references to \$50,000 limit are amended to \$75,000.

Project Administration Bulletin 01/2006
Expenditure Officer Authority Guideline Revision

In addition, the following attachments in the appendix have been amended and are listed below:

Document Title	Page
Service Contract – Professional/Technical Services (For work not exceeding \$30,000)	199

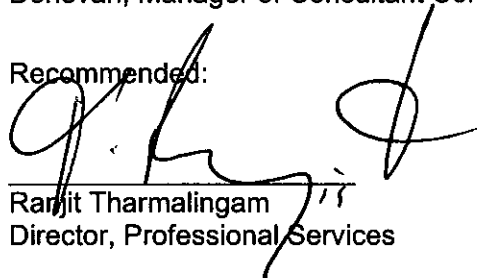
IMPLEMENTATION OF BULLETIN

Implementation of this bulletin is effective immediately for all Department Projects.

CONTACTS

Any questions with regard to this Project Administration Bulletin should be directed to Alberta Infrastructure and Transportation's Professional Services Section (Attention: Allan Donovan, Manager of Consultant Compliance (780) 422-4202)

Recommended:



Ranjit Tharmalingam
Director, Professional Services

Approved:



Tim Hawnt
Executive Director, Program
Management Branch

SERVICE CONTRACT – PROFESSIONAL / TECHNICAL SERVICES

(For work not exceeding \$30,000.00)

CONSULTANT: _____	CONTACT PERSON: _____ .
ADDRESS: _____ .	
☎: (_) _____	Fax: (_) _____ .
DEPT. CONTACT PERSON: _____	LOCATION: _____ .
☎:(_) _____	Fax: (_) _____ .

Description of Work/Services to be provided:

_____ .

_____ .

_____ .

_____ .

_____ .

The Work is considered to be _____ (low or high) hazard work as defined by the Occupational Health and Safety Regulations.

Lump Sum / Upset Fee: \$ _____ (not to exceed \$30,000.00)

LENGTH OF CONTRACT: From: _____ to _____ .

CERTIFICATE OF RECOGNITION (COR) No.: _____ . (Mandatory for high hazard work)
Expiry Date: _____ .

PAYMENT TERMS:

"This is to certify that the services ordered/purchased hereby are being purchased by Alberta Infrastructure and Transportation, which is part of the Alberta Crown or is listed as a tax free Alberta Government agency, and are therefore not subject to the Goods and Services Tax."

CONDITIONS AND SPECIAL PROVISIONS

1. The Minister agrees to pay the Consultant for providing the services at the quoted lump sum or at the quoted rates up to the upset fee upon submission of an appropriate invoice and subject always to the approval of the Minister.
2. The Consultant shall hold harmless the Minister, his employees and agents from any and all claims, demands, actions and costs whatsoever, which may arise directly or indirectly out of any act or omission of the Consultant, his employees, agents or sub-Consultants, in the performance of the Work. This hold harmless shall survive this Agreement.
3. The Minister shall not be liable nor responsible for any bodily or personal injury or property damage of an nature whatsoever may that be suffered or sustained by the Consultant, his employees or agents in the performance of this Agreement.
4. All work shall be done in accordance with the applicable sections of Alberta Infrastructure and Infrastructure and Transportation's "Engineering Consultant Guidelines for Primary Highway Projects", latest edition, or as directed.
5. Drawings produced under this agreement shall be dated and sealed with the consultant's APEGGA stamp or seal, and the permit stamp. The consultant shall be responsible for all work performed, including work done by sub-consultants.
6. The Consultant shall, at his own expense and without limiting his liabilities herein, insure his operations under a contract of General Liability Insurance, in accordance with the Alberta Insurance Act, in an amount not less than \$2,000,000.00 inclusive per occurrence, insuring against bodily injury, personal injury and property damage including loss of use thereof. Such insurance shall include blanket contractual liability. The Consultant shall maintain automobile liability insurance on all vehicles owned, operated or licensed in the name of the Consultant in an amount not less than \$1,000,000.
7. The Consultant agrees to provide skilled, well trained and experienced employees.

8. The Consultant shall possess a Certificate of Recognition (COR) which is relevant to their industry and which is recognized by Alberta Human Resources and Employment, Workplace Health and Safety. The small employers certificate of recognition (for employers with less than ten employees) is not considered acceptable.
9. The Consultant shall familiarize himself, his staff and his subconsultants with the terms of the Occupational Health and Safety Act and Regulations thereunder to ensure complete understanding respecting the responsibilities given and compliance required. The Consultant acknowledges that he is and assumes all of the responsibilities and duties of, the Prime Contractor as defined by the Occupational Health and Safety Act, and that he shall, as a condition of the Contract, comply with the Occupational Health and Safety Act and the regulations thereunder.
10. The Consultant is designated the Prime Contractor for the Work. As Prime Contractor, the Consultant shall, to the extent required by the Occupational Health and Safety Act, establish and maintain a Health and Safety system or process to ensure compliance to the Act by his subconsultants/owner operators.
11. The Consultant shall maintain Workers' Compensation Insurance in the amount required by the Workers' Compensation Board. In the event the Consultant is performing work as defined in the Occupational Health and Safety Regulations and the Consultant is a proprietor or performs an exempt activity as defined by the Workers' Compensation Board, then the Consultant shall hold and maintain Workers' Compensation Insurance personal coverage throughout the length of this Agreement.
12. If for any reason the Consultant fails to provide services satisfactorily to Alberta Infrastructure and Transportation, or comply with the conditions and special provisions of this Agreement, the Agreement may be terminated by the Minister or his representative upon providing written notice to the Consultant.
13. As required by the Conflicts of Interest Act (Alberta) no member of the legislative assembly or person directly associated with a member, as defined in the Act, shall enter into this Agreement.
14. All information, records, data and documents collected or generated by the Consultant under this Agreement is the property of the Minister and is subject to the Freedom of Information Protection and Privacy Act as well as other regulatory requirements governing the management of Personal Information.
15. The Consultant shall treat all information as confidential during as well as after termination of the Agreement unless the Minister gives express written permission otherwise. The Consultant shall not permit the use of any information for any purpose without prior written permission of the Minister.
16. The Consultant warrants that it has not pecuniary or other interest that would cause or appear to cause a conflict of interest in carrying out the Consultant's obligations to the Minister. Should such an interest be acquired, the Consultant shall declare it immediately to the Minister. The Minister will upon receipt of the declaration take whatever action the Minister deems appropriate.

Special Note for Work identified as "High Hazard" under the OH&S Regulations:

- **If Consultant does not possess a valid Certificate of Recognition (COR) that is both relevant to the Work being performed, and recognized by Alberta Human Resources and Employment, Workplace Health and Safety, the Service Agreement may only be approved by Regional Director / Executive Director or higher Expenditure Officer.**

I/We understand and Agree to the Terms & Conditions, which form part of this agreement.

Consultant: _____ Name(printed): _____ .

Date: _____ .

To be Completed by an Expenditure Officer with Alberta Infrastructure and Transportation

This Agreement is hereby accepted and approved on behalf of Alberta Infrastructure and Transportation

Expenditure Officer: _____ Name (printed): _____ .

Date: _____ Job Number: _____ .
(if applicable)

Account Code: _____ Program Code: _____ Org Code: _____ .
(if applicable) mandatory mandatory

c.c.: Professional Services Section

Project Administration Manual - Amendment #2, Revised September, 2007

GUIDELINES FOR "STALE" CONSULTING SERVICES CONTRACTS

BACKGROUND

Engineering services on Department projects are provided based on the terms and conditions of the Consulting Services Contract. Extensions and scope changes are processed in accordance with Department policies. An Escalation clause is employed to account for the impact of inflationary influences on fees over the term of the project. The Department has reviewed and updated the Escalation clause for improved response to changing industry market conditions to reduced Consultant risk and increase cost efficiencies on Department projects.

ISSUE

With the Department's direction to have project designs completed earlier, the possibility of impacts on Consulting Services Contracts through scope changes or project delays has increased. In the case of significant project delays or changes in project priorities which the Consultant may not reasonably be able to account for in his proposal, Contract rates can be adjusted in accordance with the Escalation clause, however there may be situations on long duration Consulting Services Contracts or where there have been significant delays on a project beyond the Consultant's control where the Escalation clause may not provide appropriate compensation to the Consultant. In some cases, revised/re-negotiated rates may be more applicable to current industry market conditions.

RECOMMENDATION

The Department's intent continues to be to work within the terms and conditions of the current Consulting Services Contract for extended services. If a concern regarding a "stale" Consulting Services Contract is identified by the Consultant, the Project Sponsor should direct the Consultant to present their case to the Department. **The Department may consider a request for negotiation of new rates and/or preparation of a new Consulting Services Contract under condition that the request meets all of the following conditions:***

- 5 years or more have elapsed from the date of execution of the Consulting Services Contract to the date of the request for negotiation of new rates (**Note: Requests for additional costs retroactive to the date of request for negotiation of new rates will not be considered**);
- The current upset fee limit for the Consulting Services Contract at the time of the request is greater than \$250,000;
- The difference in total dollars between the remaining Contract services under the **Current Contract** hourly rates, lump sum prices, and sub consultant prices (rates and prices as per the original Contract or as amended through application of the Escalation clause) versus the remaining Contract services under the **Consultant's Current Market** hourly rates and **Correspondingly Adjusted** lump sum and sub consultant prices, is a minimum of 2% of the current Contract upset fee limit, and a minimum of \$10,000.

Note 1: Consultant's Current Market hourly rates are the Consultant's standard hourly rates for other similar Department work during the current calendar year – consistent with Industry's Current Market hourly rates, or negotiation may be required to adjust the Consultant's Current Market hourly rates for consistency with Industry's Current Market hourly rates.

Note 2: Correspondingly Adjusted lump sum and sub consultant prices refers to original Contract lump sum and sub consultant prices (or as amended through application of the Escalation clause) adjusted based on the % difference in total dollars for remaining hourly Contract services under the Current Contract hourly rates versus the Consultant's Current Market hourly rates (or as adjusted for consistency with Industry's Current Market hourly rates).

If a new Consulting Services Contract is required, it would incorporate the most current Escalation clause/process.

CONTACT

Questions with regard to this amendment should be directed to Alberta Infrastructure and Transportation's Professional Services Section (Attention: Allan Donovan @ (780) 422-4202).

Recommended 
Director, Professional Services Section

Approved 
Executive Director, Program Management Branch

***Revision to Project Administration Manual Amendment #2 document – Revised statement clarifies that all conditions must be met.**

Project Administration Manual - Amendment #3, 2007

Payment for Consultant "Expenses"

BACKGROUND

A significant number of consultant engineering services are paid for as hourly rates. The associated "expenses" are then paid under the guidelines developed by the Department, referred to as the "Schedule of Travel, Subsistence and Disbursements".

Under these guidelines, payments are made for separate items, as follows:

- meals – paid at set rates (4 items)
- vehicles – usually paid at set rates, however, can be actual cost for rental (4 items)
- accommodation - usually paid at cost, however, can be a set rate (2 items).
- miscellaneous - telephone, courier, survey supplies, reproduction, etc.(1 item as lump sum per phase).

ISSUE

These pay methods require administration for both the Dept. and the Consultants that could be reduced considerably (*note: 4 categories with a potential total of 11 items requiring review*).

For the Consultant, these items are listed on the proposal and on any subsequent scope changes, regardless if the agreement is lump sum or hourly rate.

For the Department, these items are reviewed in the proposal at the consultant selection stage, reviewed again during invoicing, and reviewed for every subsequent scope change.

As well, some consultants have expressed concern that rates set by the Department may not be in-line with their costs.

RECOMMENDATION

All of the 4 categories of "expenses" as listed above could be paid for at one set rate; i.e. as a percentage of the hourly charge out rates (*this percent would be set by the consultants in the proposal*).

This will reduce administration by requiring a review of only 1 item (a percent applied to the fees), as compared to a potential total of 11 items to review (at various rates).

It will also allow consultants to set their own rates for "expenses" (*which will continue to be reviewed for reasonableness, by the Department, at the proposal stage*).

IMPLEMENTATION

For construction projects, where construction supervision is paid by hourly rates, one "percent expenses" rate would apply for the construction supervision phase. For all other phases paid by hourly rates, a separate "percent expense" rate would apply. (as it is expected that, in general, expenses during the construction supervision phase may be significantly higher than other phases).

It is anticipated that the "percent expenses" concept can apply to most consulting services contracts that include an hourly rate pay method, where the consultant will incur these other "expenses".

CONTACT

Questions with regard to this amendment should be directed to Alberta Infrastructure and Transportation's Professional Services Section (Attention: Allan Donovan @ (780) 422-4202).

Recommended _____


Director,
Professional Services Section

Approved _____


Executive Director,
Program Management Branch

PROJECT ADMINISTRATION BULLETIN NO.4/2011

CONSULTANT PERFORMANCE EVALUATION APPEALS PROCESS

Background:

The Department carries out Consultant Performance Evaluations (scores range from 1 to 5) on Consulting Engineering assignments over \$75,000. Past Performance Ratings are calculated for pre-qualified consultants based on the three-year weighted average of Performance Evaluation scores in a particular service category (i.e. Functional Planning, Highway Grading, Design of Major Bridges, etc.). These ratings are used as one of the criteria in the evaluation of consultant submissions to Project Ranking Lists, and as one of the criteria in the evaluation of proposals in the competitive RFP process.

If a consultant does not agree with an Evaluation score, he may appeal to the Executive Director of Program Management Branch as per the Project Administration Manual (PAM).

Issue:

With the consultant's past performance being used to help determine not only if a consultant will be successful on an RFP, but also whether he will have an opportunity to submit on an RFP, consultants are scrutinizing and questioning scores given by the region more frequently than in the past. CEA members met with PSS to discuss issues with the current consultant evaluation process and noted that, in addition to other concerns, in rare circumstances consultants were not being made aware of the scoring by the region and that scores that were not finalized (under appeal) were being used in short-listing and selections. In order to address these concerns, the following process is recommended for consultant performance appeals.

Recommendations:

1. All Performance Evaluations are to be distributed to the consultant prior to being submitted to Professional Services to allow the consultant an opportunity to review and either agree or disagree with the rating.
2. Performance Evaluation scores that are under appeal will continue to be included in the calculation of Past Performance Ratings until the appeal process has been completed and the Performance Evaluation score finalized, however, it is incumbent on department staff to complete the appeal process in a timely manner to minimize the potential negative impact from a non-final score.
3. It is expected that prior to the appeal process being initiated that all reasonable efforts be exhausted by the Project Sponsor, Administrator and consultant to come to a consensus on the final score.
4. If, following the regional review, the Consultant wishes to pursue an appeal, the following process will be followed:
 - Any appeal of a Consultant Performance Evaluation score shall be submitted by the Consultant in writing to the Regional Director with a copy to the Project Sponsor and the Director of Professional Services Section (PSS) within two weeks of the Consultant receiving the final signed copy (signed by the Department representative on the project) of the Performance Evaluation.

- Upon receipt of the appeal, the Regional Director will review the file and provide a response to the consultant. This may involve discussions with the Consultant's corporate support in an attempt to settle the dispute. It is expected that this will take no more than two weeks to complete.
- If the Consultant is unsatisfied with the results of the appeal at the regional level, the Consultant may appeal, in writing, to the Executive Director of Program Management Branch with a copy to the Regional Director, Project Sponsor and Director of PSS.
- Within two weeks of receiving the written appeal in PSS, the Executive Director of PMB will provide a response to the Consultant. This decision will be final.

The total time to complete an appeal should not be greater than six weeks.

In addition, Professional Services will continue to provide a draft list of past performance scores to consultants in the spring prior to putting the scores into production. The intent of this is to correct any errors or identify any missing evaluations prior to utilizing the scores for consultant shortlists or selections.

Contact:

Questions with regard to this amendment should be directed to Alberta Transportation's Professional Services Section (Attention: Allan Donovan @ 780-422-4202).

Recommended 
Director, Professional Services

Approved 
Executive Director, Program Management Branch

PROJECT ADMINISTRATION BULLETIN NO.5/2012

CONSULTANT PERFORMANCE EVALUATION PROCESS

Issue:

Minor changes have been made to the consultant evaluation process to allow for more frequent and poignant evaluations. The changes are expected to minimize issues in evaluating consultants where multiple aspects of a project are included in the contract, or where the duration of the contract is extensive.

Background / Recommendation:

In the current process:

- The bulk of consultant evaluations are completed in January/February of each year. Past performance calculations are completed once the scores have been finalized.
- Consultant evaluations consider work completed from the initiation of the contract until present.
- Any previous interim evaluations are removed from the calculations of past performance when a newer evaluation is provided for the same contract.
- Past performance scores are calculated for Major Bridge, Standard Bridge, Grading, Surfacing, and Functional Planning Studies.

In the new process:

- Past performance calculations will be conducted twice yearly (February/March and August/September). More frequent calculations may encourage evaluations to be completed at logical project milestones, such as project completion.
- Performance evaluations provided mid-year (August/September) will included with the preceding period (February/March) scores.
- Evaluations will only consider work completed since the last evaluation (or beginning of contract if no prior evaluations have been conducted).
- All evaluations will be included in the calculations of past performance (i.e. no evaluations will be removed from the calculations). Multiple evaluations per year on a single project will be averaged to create a yearly score.
- Additional past performance categories (in addition to those listed above) will be created as required in the future.


Contact:

Questions with regard to this amendment should be directed to Alberta Transportation's Professional Services Section (Attention: Neil Kjelland @ 780-415-1028).

Recommended


Director, Professional Services

Approved


Executive Director, Program Management Branch

PROJECT ADMINISTRATION BULLETIN NO.7/2013

CONSULTANT CONTRACT DECISION LADDER

Issue:

The following outlines an addition to the Project Administration Manual (Section 6.1.1).

Background:

The Decision Ladder (DL) is a tool to partner together (Department and Consulting Engineering firm) towards a collective goal: delivering engineering within the set dates. The DL should be used on any type of consulting project (functional design, detailed design, etc.). It may be initiated by either party at the project initialization meeting as a step in the communication/decision process to enable decisions to be made within a set time frame.

Basic principles of the DL are that:

- Decisions are to be made at the most appropriate level of authority.
- Most decisions will be dealt with at level A.
- Very few decisions will be handled at level C.
- All engineering consultants are set up slightly different in terms of authorities.
- The timeliness in the DL will be adhered to by all parties. They may be altered but only if all parties agree to the amended times.
- The parties must identify individuals for all levels of the DL at the time of project initialization.

It is expected that there will be an open flow of communication between the parties on a project. The respective individuals will keep their counterparts informed on all aspects of a project as it goes along.

Recommendation:

When an issue arises and requires a decision, this will be communicated to the decision maker in writing. E-mail will suffice, but it may be necessary for a letter with signatures dependent upon those individuals involved. This step initiates the DL process and should start at Level A.

Level A has five days to determine the course of action/decision. If a decision is not rendered within five days the matter is automatically escalated by the requestor to Level B. If the decision has been made and it is acceptable to both parties then the process ends. If the decision is not acceptable to one party, they indicate to their Level A counterpart that they cannot agree with the decision and that they need to escalate to Level B. Level B has three days to gather the required information and to determine their decision. Again, if a decision is not made within the allotted time the matter will automatically be elevated to Level C by the requestor. If the decision has been made it must be communicated to their counterpart in the appropriate fashion. It also must be communicated to the Level A staff.

If one party cannot accept the decision that has been rendered, the issue must be elevated to Level C. The process of elevation is identical to the escalation described above from Level A to B.

If the decision that results from this process is such that either party cannot abide by it the matter may further be communicated to the ADM - Engineering and Policy Division by the Level C parties.

As noted, the use of this DL is encouraged to ensure timely decisions. It will be an effective tool when utilized by all parties on all projects.

Decision Ladder

Level	TRANS	Consultant	Time Guidelines
A	Project Administrator	Project Manager	5 days
B	Project Sponsor	Project Director	3 days
C	Regional Director	Corporate Principle	2 days

Notes:

- Specific individuals for each category to be determined at the initialization meeting.
- Issues may be escalated up the decision ladder by either party. The initiating party shall be responsible for moving the decision up the ladder.
- Internal Department communication with TSB is to occur at Level B. Most responses / approvals have an additional time guideline of 5 days with the exception of Design Exceptions which have response / approvals time guideline of 15 days.
- Internal Department communication with Program Management Branch is to occur at the appropriate level. Responses / approvals have an additional time guideline of 5 days with the exception of Change Requests which have a response / approvals time guideline of 15 days).
- Consultation with TSB should include the Consultant to ensure clear communication of the issue and resolution.
- Where a decision timeline affects project delivery dates, new adjusted dates should be negotiated at the appropriate level.
- Time period for levels shall be calculated in working days.

Definitions:

- Project Sponsor – Construction Manager, Infrastructure Manager, or Bridge Manager.
- Project Administrator – Senior Support Technologist or Construction / Infrastructure / Bridge Engineer.
- Project Director – Typically an individual who manages a transportation group for the consultant and assumes responsibility for all phases and disciplines of the project.
- Project Manager – Typically an individual who manages one or more projects for the consultant, including management of sub-consultants, project budgets, and schedules.
- Time Guidelines – Time required for a decision shall be established at Level A and shall reflect the priority required.

Contact:

Questions with regard to this amendment should be directed to Alberta Transportation's Professional Services Section.

Recommended 
 Director, Professional Services

Approved 
 Exec. Director, Strategic Procurement Branch

GUIDELINES FOR EVALUATING CONSULTANT MANPOWER REQUIREMENTS ON TRANSPORTATION PROJECTS

BACKGROUND

Under the direction of the tri-party Operations Committee a task group was formed to review consultant resourcing and team mix on Alberta Transportation (AT) construction projects. The task group looked at the roles and responsibilities of the engineering team and provided hourly estimates (on a daily basis) required by the consulting staff to adequately manage typical highway construction projects of moderate complexity.

RECOMMENDATION

The hourly estimates summarized in the following table are based upon those provided in the task group report and can be used by department staff as a guideline towards evaluating project proposals in regards to staff allocation. However, each project must be reviewed individually to determine if there are unique circumstances that affect the time requirements.

Project Type	Work Phase	Typical Daily Requirements (hours/day)		
		Project Manager	Survey Crew	QA Technician
Paving only	Paving	11	(Note 1)	16 (Note 2)
Grading only	Grading	12	12 (Note 3)	9
Combined Grading/Base/Pave (Notes 3 & 4)	Grade	20	12	9
	Base Course		12	8
	Asphalt Con. Pavement		8	16

Note 1 - These projects are usually Majority of Survey by Contractor; however, limited commitment is needed to check the accuracy of barrier line markings on rehabilitative overlays and to provide layout of permanent lines/messages for intersections and interchanges.

Note 2 - Varies on a day to day basis depending upon QC/QA acceptance Lot testing, number of mix types, daily production, etc.

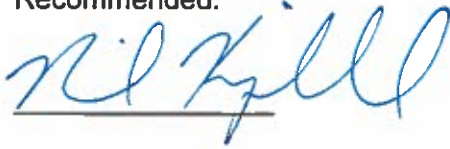
Note 3 - Usually specified as Majority of Survey by Consultant.

Note 4 - Number of personnel and hours required is highly dependant upon project specifics, phase overlap and the practices of individual firms. Combined projects typically require a senior and junior project manager or an overlap in hours and duties between the project manager and the survey/QA testing personnel.

CONTACT

Questions with regard to this amendment should be directed to Professional Services Section.

Recommended:

A handwritten signature in blue ink, appearing to read "Neil Kjelland", written over a horizontal line.

Neil Kjelland
Director
Professional Services Section
Strategic Procurement Branch

Approved:

A handwritten signature in blue ink, appearing to read "Darren Hedley", written over a horizontal line.

Darren Hedley
Acting Assistant Deputy Minister
Corporate Services and Information

PROJECT ADMINISTRATION BULLETIN NO. 9/2015

CONSULTANT PERFORMANCE EVALUATION RATING KEY

The following rating key should be used in the evaluation.

RATING KEY

1 = Doesn't meet criteria:

Completely unsatisfied with performance, most to all things done very poorly. It would be unusual to score a 1 rating if the consultant rated 3 or higher in any important component of this phase.

1.5 = Hardly meets criteria:

Very unsatisfied with performance. Most things were done very poorly, with only a few things done well, but overall balance towards poorly.

2 = Partially meets criteria:

Unsatisfied with performance, some things done well but some to most things done poorly and overall, balance towards poorly. It would be unusual to score a 2 rating if the consultant rated 4 or higher in any important component of this phase.

2.5 = Almost meets criteria:

Almost meet requirements. Most things were done well with some things done poorly.

3 = Meets criteria:

Meets our requirements, some things done poorly balanced out by some things done very well. On balance, the consultant was satisfactory.

3.5 = Slightly exceed criteria:

Most things were done well with a few things done very well.

4 = Moderately exceeds criteria:

Performed very well, some things done well but was balanced out by majority of things done very well. It would be unusual to achieve a 4 rating if the consultant rated 1 or 2 in any important component of this phase.

4.5 = Fairly exceed criteria:

Majority of things were done very well with a few things done exceptionally well.

5 = Substantially exceed criteria:

Outstanding performance, some things done very well but was balanced out by majority of things done outstandingly. It would be unusual (but possible) to achieve a 5 rating if the consultant rated 1 or 2 or 3 in any important of this phase. It would be unusual (but possible) to achieve a rating of 5 on simple projects. The logic is that it would be difficult to substantially exceed criteria on a simple project.

PROJECT ADMINISTRATION BULLETIN NO.10/2018

PROCUREMENT PROCESS FOR CONSULTING SERVICES (\$75,000 AND GREATER)

Issue:

Modifications to the standard procurement process for Engineering Consulting Services have been approved by the Deputy Minister of Transportation and will be used on procurements for consulting services with a value of \$75,000 and greater.

Background / Recommendation:

The four modifications to be implemented are:

1. A "two-envelope" system will be used for receipt of proposal submissions. The first envelope contains the qualifications submission. The second envelope contains the fee proposal submission, which will be scored after scoring of the first envelope has been completed. The combined score will be used to identify the preferred Consultant.
2. For complex or high risk projects only, the Project Administrators will offer project scoping meetings with short-listed Consultants prior to an RFP being issued. These project scoping meetings will be used to clarify scope, identify areas of potential risk and discuss possible selection criteria and weightings. The decision to offer a project scoping meeting will be at the discretion of the Department.
3. The lowest standardized Consultant fee will be awarded the highest score in the Resource Budget (Fee) criteria.
4. The criteria and weighting ranges for proposal evaluations should generally be as follows:

Selection Criteria	Range
Project Comprehension	10 - 30 %
Project Team	10 - 30 %
Past Performance	30 %
Resource Budget (Fee)	20 %
Organization / Project Control	0 - 20 %
Clarity and Presentation	0 - 10 %
Innovation	0 - 20 %
	100%

These weightings and criteria may be adjusted based on discussion with Strategic Procurement Branch.

The revised process will be implemented on all Requests for Proposals advertised on or after April 1, 2018.

Approved:



Director, Procurement Strategy and Planning

PROJECT ADMINISTRATION BULLETIN NO.11/2016

FINAL DETAILS

Issue:

The following clarifies which portions of the final details need to be forwarded to various sections in Edmonton. It also clarifies responsibility for uploading Final Details to Livelink.

Modifications:

In the table contained in Section 7.8 Project Reporting Requirements

Under the Construction Completed section change the Forwarded by Project Sponsor line for Final Details to read "Selected items to the appropriate section in Edmonton as outlined in Appendix 1 of this amendment."

Section 7.9.2 Final Details is replaced with the following:

Final Details are submitted by the Consultant to the Project Sponsor as specified in the ECGHBP - Vol. 2. The Project Sponsor reviews the Final Details for accuracy and completeness and stores them in the Region as required by Department policy. The Project Sponsor shall forward portions of the Final Details to Edmonton as per Appendix 1 of this amendment.

The Third Paragraph of Section 9.2.1 RECORDS AND STORAGE – HIGHWAY PROJECTS is replaced with the following:

The Project Sponsor will forward selected information to Edmonton (Tender Administration, Programming, Transportation Construction QA, etc.), as outlined in Appendix 1 of this amendment. The "As-Constructed" mylars and other contract information will be retained in Semi-active Records. Electronic files will be stored in the Livelink Document Repository for future retrieval.

The Second Paragraph of Section 9.2.2 RECORDS AND STORAGE – BRIDGE PROJECTS is replaced with the following:

After the completion of construction, the Bridges Data Requirements and Final Details Report (refer to the ECGHBP - Vol.2) will be submitted to the Project Sponsor. Some of these records will be stored in the Regional Office that administered the project.

The Project Sponsor will forward selected information to Edmonton (Tender Administration, Programming, Transportation Construction QA, etc.), as outlined in Appendix 1 of this amendment. The "As-Constructed" mylars and other contract information will be retained in Semi-active Records. The Project Sponsor will upload all final details documents as identified in form D.01 of the Engineering Consultant Guidelines for Highway, Bridge, and Water Projects (Volume 2) – Construction Contract Administration, for each Bridge File, to the Department's document repository (Livelink).

For further instructions:


[https://eim/otcs/llisapi.dll/fetch/2000/6146/311583/311611/1871638/Bridge Document User Guide.pdf?nodeid=1874946&vernum=-2](https://eim/otcs/llisapi.dll/fetch/2000/6146/311583/311611/1871638/Bridge_Document_User_Guide.pdf?nodeid=1874946&vernum=-2)

Electronic files will be stored in the Department's document Repository (Livelink) for future retrieval.

Contact:

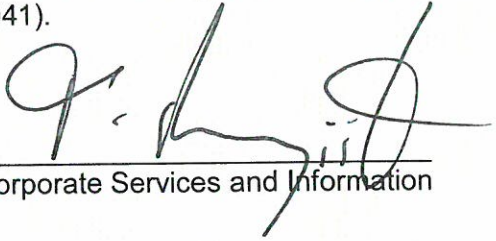
Questions with regard to this amendment should be directed to Alberta Transportation's Tender Administration Section (Attention: Adele Powell @ 780-415-1041).

Recommended



Director, Tender Administration

Approved



ADM, Corporate Services and Information

PAM Amendment - Appendix 1
 Portion of Final Details to be Submitted to Edmonton

Contact Information	
Tender Administration	tenderadmin@gov.ab.ca
Programming	andy.tsang@gov.ab.ca
Trans Construct QA	trans.constructQA@gov.ab.ca
Standards Technologists	Attention: Georgina Carmichael (Hwy) or Wilf Schneider (Bridge) 2nd Floor, Twin Atria, 4999 - 98 Avenue, Edmonton, AB, T6B 2X3

Legend:
H - Send for Each Hwy on contract
H/B - Send for Each Hwy, BF, and Sign Structure on contract

*also send for Local Road Bridges if information provided to region

Form Ref.	FINAL DETAILS DOCUMENT	Tender Admin	Programming	Trans Construct QA	Other
n/a	Project Summary Report	H/B (PDF)			
D.03 to D.05	Checking Final Details - Checklists (D.03 General, D.04 Grading, D.05 Surfacing)	H/B (PDF)			
D.06	Details of Final Estimate - Grand Summary	H/B (PDF)			
n/a	Final Estimate (ORIGINAL) - (include EWO (A.03) and Cost Overrun Approval Form (A.04) related to this estimate)	H/B (PDF)			H/B (Hardcopy originals) - Finance
D.07	Summary of Subgrade Construction (grading projects only)			H (PDF)	
D.08	Details of Widths and Thicknesses	H (PDF)	H (PDF) - shortly following construction	H (PDF) - shortly following construction	
A.14	Project Completed or Shutdown Report		H (PDF) - shortly following construction or seasonal shutdown	H (PDF)	
D.18	Final Details IRI – ACP EPS	H (PDF)		H (PDF) - shortly following construction	
n/a	Utility Agreements including Invoices/Payments for Adjustments				H/B (PDF) - utilityinfo@gov.ab.ca
n/a	Mylars & digital copies of record drawings (Signed Original)				H/B (Mylar & CD/USB: Microstation, Editable PDF) - Highway Planning Standards Technologist or Bridge Standards Technologist (as applicable)
n/a	Reviewed shop drawings (Final & Stamped)				H/B (Mylar & CD/USB: Microstation, Editable PDF) - Highway Planning Standards Technologist or Bridge Standards Technologist (as applicable)
n/a	Borrow Pit Diagrams (for Department Sources)				H (PDF) - Regional Properties Manager
n/a	Gravel Pit Diagrams (for Department Sources)				H (Microstation, PDF, Hardcopy) - Regional Aggregates Coordinator

Submitted to Trans ConstructQA & Proj. Sponsor by Consultant throughout project (no need to send additional copies to ConstructQA as part of Final Details if already sent by consultant)

B.07	Asphalt Mix Design and Job Mix Formula Summary Sheet (For Cold In-Place & Full Depth Reclamation - submit full mix design)			H (PDF) - as required during construction	
B.09 to B.11	Daily Lot Paving Reports			H (PDF) - weekly during construction	
B.16	Appeal Test Results			H (PDF) - as required during construction	
B.18	Segregation Summary Report			H (PDF) - shortly following construction	
B.20 and CB#25	Ride Quality Summary and Areas of Localized Roughness Summary (See Construction Bulletin #25). Electronic profile data (.ppf) and ProVAL reports (.pdf) also to be submitted.			H (XLS) - shortly following construction	

PROJECT ADMINISTRATION BULLETIN NO.12/2016

FINANCIAL PROJECT MANAGEMENT AND CONSULTANT MONITORING

Issue:

Modifications have been made to the processes related to the payment of invoices and monitoring of consultants contained in the appendix of the Project Administration Manual.

Modifications:

The Project Engineering Cost Tracking Summary template on page 170 has been replaced with the attached template.

In addition, Payment Vouchers are no longer required to process payments for contract services.

Contact:

Questions with regard to this amendment should be directed to Alberta Transportation's Project Delivery Branch (Attention: Mike Damberger @ 403-340-4324).

Recommended


Director, Professional Services

SEP 20/16

Approved


ADM, Corporate Services and Information

PROJECT ENGINEERING COST TRACKING SUMMARY

PROJECT NAME(S):
CONSULTANT CONTRACT #:
CONSULTANT:
PROJECT SPONSOR:
PROJECT ADMINISTRATOR:
CONSULTANT PROJECT MANAGER:
FOR WORK PERFORMED FROM: mm/dd/yyyy **TO:** mm/dd/yyyy
CURRENT DATE: mm/dd/yyyy

WAC#/JOB# AND PROJECT NAME (HIGHWAY LRS/BF#)						
PROJECT PHASE	INITIAL BUDGET	APPROVED BUDGET	PREVIOUS INVOICE(S)	THIS INVOICE	TOTAL TO DATE	AMOUNT REMAINING
N/A	A	B = E+F	C	D	E = C+D	F = B-E
PRELIM. ENG.						
DETAILED DESIGN						
CONTRACT TENDERING						
CONSTR. SUPERVISION						
POST CONSTR.						
WARRANTY						
TOTAL						

(DELETE BELOW TABLES IF UNNECESSARY)

WAC#/JOB# AND PROJECT NAME (HIGHWAY LRS/BF#)						
PROJECT PHASE	INITIAL BUDGET	APPROVED BUDGET	PREVIOUS INVOICE(S)	THIS INVOICE	TOTAL TO DATE	AMOUNT REMAINING
N/A	A	B = E+F	C	D	E = C+D	F = B-E
PRELIM. ENG.						
DETAILED DESIGN						
CONTRACT TENDERING						
CONSTR. SUPERVISION						
POST CONSTR.						
WARRANTY						
TOTAL						

WAC#/JOB# AND PROJECT NAME (HIGHWAY LRS/BF#)						
PROJECT PHASE	INITIAL BUDGET	APPROVED BUDGET	PREVIOUS INVOICE(S)	THIS INVOICE	TOTAL TO DATE	AMOUNT REMAINING
N/A	A	B = E+F	C	D	E = C+D	F = B-E
PRELIM. ENG.						
DETAILED DESIGN						
CONTRACT TENDERING						
CONSTR. SUPERVISION						
POST CONSTR.						
WARRANTY						
TOTAL						

PROJECT ADMINISTRATION BULLETIN NO.13/2018

CONSULTANT PRE-QUALIFICATION CATEGORY REMOVAL

Issue:

A number of pre-qualification categories are being formally removed.

Recommendation:

Alberta Transportation has a number of pre-qualification categories and sub-categories. Several of these categories are not used regularly and are being formally removed. Categories being removed are:

- Highways – Chip Seal
- Bridges – Planning (incl. Prelim. Engineering)
- Bridges – Project Management (incl. Construction Supervision)
- Complex Projects

Consulting work related to these categories will either go out under a different category or combination of categories, where appropriate.

Consultant Performance Evaluations can continue to be completed under these categories, but the resultant Past Performance score will not be used in upcoming consultant selections.

The effective date for this change is April 1, 2018.

Approved:



Director, Procurement Strategy and Planning