



Celebrating new ideas

2009 New Zealand Post Group
Local Government Excellence Awards

Project Submission Template

BUILDING ORGANISATIONAL CAPABILITY

Category Name:

Building Organisational Capability

Project Name:

Building Contract Capability

Organisation Name:

Waitakere City Council



Waitakere City Council
Te Taiao o Waitakere

The Challenge



Council handles over \$100million worth of contracts each year. The contract skills of our staff handling these, are essential to the successful implementation of this work and providing the community with value for its money.

How do you increase this organisational capability? How do you up skill your staff when there is a freeze of external training? How do you assess the skill levels of staff in the multidisciplinary occupation of contract management? This was the challenge facing Waitakere City Council in 2007.

We believe that systems and processes, tools are no substitute for highly motivated, trained, skilled and competent people

1. Brief Description of the Project

After focusing on the process and systems dimensions of contract management, in 2007 Waitakere City Council has turned its attention to building a "Contract Capability System" as the latest tool in its user friendly "toolkit" of contract resources.

This project consists of two elements:

- The development of a contract competency assessment system
- A new modular approach to contract training

These have been developed both to ensure that staff who administer contracts have a high level of contract skills; and to minimise the adverse effects that can arise from high contract workloads, staff changes, and human error.

Competency assessment system

This involves a 3 hour interview with an independent assessor based on a 97 question competency assessment, together with manager and client feedback, and review of contract documentation files prepared by the staff member. The full methodology is attached in the supporting material.

The staff member is then assigned a capability grading (Level 1 – Level 5). Recommendations for training and experience are also given for the individual together with suggested changes to contract procurement and management procedures. When the assessment process has been more fully implemented, contracts will be matched to staff skill levels.

Modular approach to training

Acting on feedback received during the development of the competency assessment system, the existing contract training (3 broadbrush full day workshops) was completely revised to extend the scope of the training to 15 half day modules that provide in-depth coverage of all aspects of contract procurement and management. Successful completion of each module and its associated assignment leads to the award of a WCC Certificate in Contract Management. There are certificates in professional services, physical works, and an advanced certificate covering both of these.

The modular approach (which accounts for the differing needs of Physical Works contracts versus Professional Services contracts) allows the training to meet specific needs. Presenters are drawn from within the organisation and case study workshops have been designed using actual situations. Case studies have been developed by staff as part training, sharing of knowledge and experience.

2. Rationale for the Project and Expected Benefits

Despite having developed (and made mandatory) a comprehensive contract “toolkit”, the natural attrition of staff with good contracts related skills, experience, and capability, resulted in concerns of quality outcomes and performance. Our senior management determined that the focus needed to move more from process and tool development to the “people” dimension.

A targeted approach was needed to lift contract skills and confidence at all levels, as well as ensuring that staff recruited for contract related roles had the required capability for contract related work.

It was proposed that a basis for assessing and reviewing the contracts capability of staff be developed, and through this process, their needs for knowledge, improved systems, training and support could best be determined.

The system was required to provide dual benefits to the staff and the organisation’s capability. It would be utilised to assess competency of both current staff and short listed job applicants at interview/appointment time. It was also expected in future that staff could be allocated complex and high value contracts based on a measured ability grading.

It was also proposed to link the proposed contract grading system to the remuneration systems and Council’s ‘Professional Career Path’ (PCP) framework for its staff, and its associated remuneration scale.

This project was to be dynamic with a review (and modification if necessary) after each work group had been assessed, and a repeat assessment for each person every 2 years.



3. Linkage to Council’s Strategic Direction

Council’s strategies identified the need:

- To ensure that the organisation is focused on “Relevant skills and experience” in both technical and other skills, experience and competence
- To build and maintain capability in the organisation to enable it to contribute effectively to Council’s goals and strategic direction
- To develop a structured mentoring programme
- To provide succession planning and career path development.

The project’s capability assessment system and new training programme was seen as essential to ensure implementation of Council’s strategies for building organisational capability in contract procurement and management.



4. Project Planning



It was important that staff perceive the system as a constructive process aimed at helping them and not a “performance review” leading to criticism of them, punitive action, or an impediment to promotion. It also needed to be robust enough to rate and test new staff at the employment interview so that reality of their skills was known as against paper and verbal assessment at initial interview. The system itself needed to be rigorous, credible (within Council and external to Council) with consistent assessment outcomes irrespective of who the assessor is or the duration between repeat assessments. In addition the system had to be an integral part of the existing Contract toolkit.

To meet these requirements, input was needed and obtained from:

- Acknowledged experts within the organisation in the field of contract management
- Staff who currently manage contracts
- The Human Resources/Training team
- Those associated with the preparation of the Building Consent Authority competency framework
- Senior Management

5. Project Management

Delivery of this project was in three stages, incorporating the application of best practice Projects Management Body of Knowledge (PMBOK) principles.

Stage 1: October 2007 to October 2008

- Review and utilise as appropriate any other similar programmes as a model.
- Develop a five (5) level Contracts Capability grading criteria.
- Develop a competency assessment framework, utilising self assessment, an interview with the staff member, together with feedback and assessment by their manager and others feedback as well as a review of contract file documentation.
- Initial assessor to be an experienced professional, and one of the project team familiar with the system.
- Trial the system in one section of Council.
- Obtain feedback from the trial and modify as appropriate.
- Obtain external peer review of the system.
- Develop a modular training programme
- Revise the system as appropriate based on the trial and peer review recommendations.
- Complete assessments within two sections of council.



Stage 2: November 2008 to February 2009

- Train four more assessors from senior and well experienced staff. .
- Implement appropriate organisational changes to contract training, contract procedures, and Council's contracts "toolkit".

Stage 3: March 2009 to October 2010

- Progressively implement the system throughout Council, with the aim of establishing a 2 year cycle for this.

The key project management requirement was the quality of the output. Because it utilised in-house staff, neither time nor cost were critical and were variable.. In addition the communication and engagement with stakeholders (staff) was fundamental to ensure buy-in and success of the project. The major risk was a negative perception of the project by staff.

6. Relationship / Stakeholder Management



The net benefits from any project or undertaking are directly proportional to the perceived benefits and stakeholder satisfaction. From the outset it was recognised that the key stakeholders are the staff. For organisational efficiency they need to be committed, motivated and skilled. During and after each assessment interview or training their feedback is sought, considered and acted upon to continuously improve the process. To quote from one participant: *“having been a participant in the recent contracts capability project may I say that it was one of the most rewarding learning curves that I have participated in.”*

Staff told us that they would be keen to increase their knowledge and capability, and that they would welcome a system that provided a consistent grading and would give them a basis for measurable personal professional development.

In addition the system would provide management with a basis for allocating various sizes, types and risk of contract work to the appropriately “qualified” people – a move welcomed by staff who could otherwise find themselves working out of their depth.

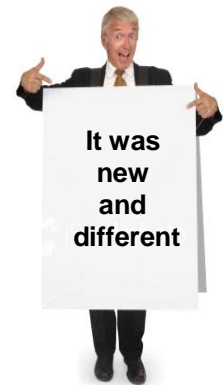
7. Innovation and Originality

We looked at what other Territorial Local Authorities were doing that focussed on specifically assessing and developing capability staff involved in contract work and found there were no programmes any better than we had - and what we had wasn't considered good enough!

We looked at NZQA and could find nothing comprehensive or specific enough. So we have developed our own in-house approach.

This is innovative and significantly unique because ...

- The project actually focuses, measures and grades **COMPETENCE** as distinct from acquisition of knowledge, skills and experience.
- It has established a **GRADING CRITERIA** for assessing an individual contract capability.
- It is person specific – each person participates in a 3 hour **ASSESSMENT INTERVIEW** working through a comprehensive 97 item competency questionnaire that is evaluated by self/team leader/assessor. The interview process identifies competency, training needs and makes provision to feedback to the organisation comments on how we can do things better. It has also provided the person with a focused learning opportunity through the discussion process involved.
- Assessment is highly effective in **RECRUITMENT** of Contract Managers/Engineers from short listed applicants who may interview well, but not have the specific competence required by the position
- It provides a potential basis for **ALLOCATION OF STAFF** to contract work that relates capability with contract complexity/value/risk/type.
- Together with the Waitakere City Certificate(s) in Contract management, it provides an identifiable basis for staff to **DEMONSTRATE THEIR WORTH** within the organisation or outside to prospective future employers.
- It gives a basis for defining **PROFESSIONAL CAREER PATH (PCP)** development requirements and job description requirements for staff in positions that involve contract management.
- It offers an annual 15 **MODULE TRAINING PROGRAMME** that can be accessed by staff needing focussed training specific to their current needs, or as part of a comprehensive contract training package.



- The modular training sessions are highly interactive with CASE STUDIES. Each module requires completion of a marked ASSIGNMENT. Completion of the relevant modules leads to CERTIFICATE recognition. A participant has commented: “Having an option of working towards a certificate in contract management has been an excellent incentive from a career development perspective.”
- It utilises senior experienced IN-HOUSE contract engineers and managers rather than being outsourced. (Major cost saving!)
- Training is not broadbrush as is common in most contract training and is RELEVANT to the organisation and its “needs of the day”.
- Allows each module to have a SPECIFIC FOCUS; the 4 hour timeframe for each module makes better use of both presenter and participant time.

8. Evaluation Framework

Generally an evaluation framework for measuring the effectiveness in building business capability would focus on:

- The three dimensions of “people”, “process” and “tools”
- Be an analysis of “before” and “after capability”
- Identify the inputs and outputs, as measured by “quality”, “cost”, “time”, “location”, and “quantity”
- Consider the longer term benefits with an analysis of “outcomes”.

We chose to focus on “people” (staff skills and knowledge), to consider the outputs of “quality and “cost” and to try to quantify “before” and “after”.

The system has been a success as evidenced by an increase in contract capability. Stakeholder perception increased positively with the training and assessment.

Technical quality as assessed by experts was a “much improved system”.

The time related cost of this project that resulted from increased training and assessment time, was more than justified by the subsequent improvement in the work produced (and contract savings) by those who participated.



9. Impact on Council Capability



- Council’s objective was to develop a system that would improve the organisation’s capability in the area of procurement and contract management. This is happening
- The Capability Assessment system has been a catalyst for change. It has not only provides benefit for the individual, but resulting feedback on the organisation’s processes, standard documentation and policies has contributed to many improvements, leading to better outcomes.
- Council’s objective was to provide an environment whereby staff grow in competence and there is greater retention of staff, improved career path and succession planning in contracts. This has improved.
- Council’s objective was to ensure a more consistent approach and reduced risk in the area of contract management. This has improved.
- Council’s objectives were that contracts are delivered on time to budget, quality and in a safe manner. This has improved.
- Staff are now better equipped and prepared to manage risk on projects.

- Staff and their managers involved so far have reported positively about this project and their resulting increase in competency and capability. For example one of the team managers has stated: *“I see the process as a positive way for the team and to identify our contract weaknesses and a way where we can develop and improve. Some of the staff have already moved from where they were (performing) last year.”*
- The assessment and new training processes have resulted in increased staff motivation, learning and support leading to improved confidence, and Council’s ability to provide better construction and procurement outcomes for its community. To quote from one participant: *“The training has empowered me as an employee. It has also helped shape desired behaviours and perceptions and I think it adds tremendous value to the organisation as a whole.”*
- The competency assessment system has been used at recruitment interview, and provided for better recruitment choice.
- Feedback from the project has been passed to the Contracts Working Party (part of the contract toolkit) who are responsible for managing all changes to contract process and documentation, and who represent Waitakere City Council at the Auckland Regional Contracts Group. This has directly resulted in improved processes and resources.

10. Results

This project of capability assessment system and modular contract training has resulted in benefits to both our staff and the organisation. Some of the resulting benefits have been:

- Contracts can be allocated to staff in accordance with their measured competency.
- Ad hoc requests for assistance have been replaced by mentoring through the assessment process and those providing training. Available experienced personnel in the organisation are increasingly being identified to staff, and are being utilised as a source of advice and direction.
- The initial trial also directly lead to identifying the need for more effective training and the resulting new modular approach to contract training.
- The training and development of people has gone from an “ad hoc”/broadbrush basis to a more focused, consistent and coordinated approach, therefore increasing contract management maturity.
- Utilisation of the capability assessment at interviews for jobs that require contract management skills and competencies has already proved successful in identifying weakness in applicants who had performed well at initial interview.
- Staff involved in the project have reported positively on the process and revised training modules. To quote:
 - *“Having been a participant in the recent contracts capability project may I say that it was one of the most rewarding learning curves that I have participated in.”*
 - *“It has been refreshing to have the opportunity to participate in such a high-level training and having the option of working towards a Certificate in Contract Management has been an excellent incentive from a career development perspective.”*
 - *“Being part of a team that has gone through the process, laid the ground work for good healthy learning discussions where we have been able to “cross train” to reinforce understanding.”*
- Modular training has provided opportunity for focussed specific learning (eg the consents module) for people otherwise competent in a range of contract skills
- Staff are taking more ownership of the contract documents they produce, and are more critically examining their content so that they will work for them.



- The certificated modular training has proved motivational, and most modules are oversubscribed and require to be repeated within the year.
- As a result of more focussed training spread over a 12 month period, training content is improved, and it is completely relevant to those attending. Increased time is available for effective interaction. Staff learn and retain more. The required completion of an assignment reinforces key elements of this learning.
- Using in-house staff who are competent in contract work to present the training has helped them develop their leadership, teaching, presentation and facilitation skills. It has also virtually eliminated the need to go “outside” the organisation to meet this training need.
- Staff are more confident in their knowledge and judgements.
- An increased involvement and awareness of the importance of other parts of the organisation, e.g. consents processing, risk and insurance has resulted from this programme.

This is a dynamic process of review, and improvement. Not all benefits have been realised yet There is still work to be completed in further developing the mentoring aspect; in linking remuneration to professional competency; continually reviewing staff capability; preparing refresher training; and upskilling senior staff taking on the assessment role.

So, back to the challenge. Did we meet the challenge? We like to think that we did. We are better able to measure staff competency and capability in contract practice. Staff are becoming increasingly competent and confident and developing the capacity to do more work. We are getting better contract outcomes.

11. Supporting Material

- Overview of the five levels of grading within the Contract Capability Grading System
- Contract Capability Grading Methodology
- Contract Capability Grading Descriptions
- Sample page from the self/assessor/manager competency assessment
- Draft professional career path (PCP) framework for professional staff involved in contracts with indicative contract capability levels as shown.
- 2008/2009 12 months Contract Involvement Questionnaire
- WCC Certificate in Contract Management
- WCC Certificate in Contract Management Modules (part list only)

Contact for further information

The following Waitakere City Council staff is happy to assist:

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Overview of the Five Levels of Grading Within the Contract Capability Grading System

The basis for grading staff relates to a series of gradings from Level 1 (the lowest) to Level 5 (the highest). Grading levels one to four progressively reflect:

- Number of years of contract management experience
- Relevant experience from simple contracts/small contracts up to those of greater value/risk and complexity
- Competency assessment results
- Number of training modules undertaken
- Ability to work without supervision
- Ability to make judgement calls
- Actual performance as advised by their manager and clients

Grading level 5 is in effect level 4 plus a specialist capability such as:

- NZTA Qualified Evaluator
- Significant contract experience of complex projects
- Experience in contract law, or contract dispute arbitration/resolution

Contract Capability Grading Methodology

The process of ascertaining an individual's contract capability grading is based on the following:

- Completion of a personal background questionnaire.
- Interview with the Assessor at which a 97 item Competency Level Assessment Questionnaire is completed by the individual and is discussed with the Assessor, using a set of standard questions. Specific competencies and capability grading relevant to the individual's current and expected future role can be additionally determined where this is relevant. Such grading should clearly identify the specific narrower basis of its applicability.
- Assessor determines the initial competency scoring for each item.
- Manager/Team Leader then completes the same Assessment Questionnaire for that individual and provides additional comments using the standard report format. (Appendix 2)
- Assessor discusses the general capability of the individual with other managers, clients (where relevant) and the Internal Quality Control Auditors.
- Assessor reviews a sample of contract files – paper and electronic.
- Assessor finalises the Competency Level Assessment Questionnaire and determines the appropriate level of competency based on the grading guides. Where a person is close to meeting the criteria of the next higher level, their grading will reflect this with the addition of a "+" to the achieved grading. If a person is operating in a narrow area of contract involvement e.g. only professional services contracts, or only operational/maintenance contracts, then a capability grade that relates to this field of activity as well as an overall contracts capability grade will be assessed.
- Assessor submits a report to the Group Manager/Director for agreement and release.
- Individual and their Manager/Team Leader discuss results and agree key learning and experience objectives related to the individual's Professional Career Path. The Assessor is available for these meetings if requested.
- The process is repeated at agreed intervals and the contracts capability grading reviewed.

Contract Capability Grading Descriptions

The Capability level description criteria relate to the relevant competency assessments (by an assessor, self and team leaders) and actual performance as reported by team leaders/managers/advisers, provide the basis for grading assessment and periodic review.

The Contract Capability Grading is determined on the basis of competency in the full range of contract practice; however a specific capability grading relevant to the individual's current and expected future role can be additionally determined, where this is relevant. Such additional grading identifies the specific narrower basis of its applicability. Where a person is close to meeting the criteria of the next higher level, their grading will reflect this with the addition of a "+" to the achieved grading.

Level 1

1. Generally has < 2 years of contract related work experience. This grading would apply to a new start with limited contract experience
2. Has sufficient knowledge and capability to prepare, obtain quotes , evaluate and/or administer(eg act as Engineers Representative) short term physical works contracts and low risk longer physical works contracts up to about \$50,000 capital cost, or medium size straight forward maintenance contracts. May be implementing either maintenance or capital works contracts, but generally not both.
3. Will normally be working under close overview by Team Leader/Manager.
4. Has completed the basic Contracts course
5. Generally does not handle Professional Services contracts
6. Can access basic contract reference and template documentation, and intermittently makes use of these. Has an adequate knowledge of the Procurement Manual to find information needed.
7. Under team leader guidance, drafts payments, VO's etc
8. Has adequate technical skill to handle involved contracts, but can be expected to need to refer to others for advice.
9. Competency assessment as per attached assessment guide (Level 1)

Level 2:

1. Requirements as for level 1 above, but is likely to have had more than 1 years contract experience plus additional capability as listed below.
2. If his/her position requires the use of consultants, has sufficient knowledge to prepare, obtain quotes and supervise/act as Client Rep for straight forward Professional Services contracts up to about \$10,000.
3. Under Team leader's oversight and where required for position, has sufficient knowledge to prepare, obtain tenders/quotations and supervise/act as Engineer's Rep. for physical works contracts up to about \$100,000 and low risk straight forward larger physical works contracts up to about \$200,000 and/or straight forward maintenance contracts of any value.
4. Has some knowledge of, and refers as needed to NZS 3910 for physical works, and the ARCCCS Conditions of contract for Professional Services contract
5. Works under team Leader oversight but is increasingly operating independently on routine matters of contract administration, site inspection/auditing payment/VO matters for contracts as per 2&3 above.
6. Has completed training modules 1,2, 5 and 6 of the " WCC Certificate in Contract
 - a. Management "plus either the Physical Works (Module 7) or Professional Services (module 8)...whichever is relevant to their work.

7. Has a good appreciation of the contract documents, standard documentation/ conditions of contract and refers regularly to these as needed with infrequent need to seek advice where the answers would be contained therein.
8. Has adequate relevant technical knowledge of most matters relating to his/her contracts, and can generally exercise this without reference to others. Seeks advice when required.
9. Evidences ability to learn from things that have gone wrong in the past.
10. Demonstrates competency in critically reviewing claims and referring back to Consultant/ Contractor as needed, before certification.
11. Under Team leader overview, can prepare detailed contract specifications and documentation, and handle the full procurement process of tendering, WAM, reference checking and recommendation reporting for contracts as for 2&3 above.
12. Prepares tender recommendation reports but generally does not present/support these at Council's tenders committee.
13. Demonstrates some confidence/assertion in handling contentious issues directly with Consultant/Contractor as relevant.
14. Competency assessment where relevant to the requirements of the position, as per attached assessment guide (level 2)

Level 3

1. Requirements as for level 2 above, but is likely to have had more than 3 years contract experience plus additional capability as listed below.
2. Where required by position, has sufficient knowledge and capability with minimal need to refer to others, to prepare, obtain quotes and supervise/act as Client Representative for Professional Services contracts of reasonable complexity up to about \$30,000.
3. Has sufficient knowledge and capability to prepare, obtain tenders and supervise/act as Engineer's Rep. for straight forward physical works contracts up to \$1million value, or for complex or sensitive works up to \$300,000.
4. Prepares detailed contract specifications and documentation, and can handle with minimal supervision the full procurement process of tendering, WAM, reference checking and recommendation reporting for contracts as per 2&3 above.
5. Has completed the 13 module course "Advanced WCC Certificate in Contract Management"
6. Has a good relevant technical knowledge of the matters relating to his/her contracts, and can generally exercises this without reference to others but seeks advice on complex technical matters
7. Is now a proven performer achieving good quality outcomes and confidence in communication and decision making in relation to his/her contracts.
8. Prepares tender recommendation reports and presents/supports these as required at Council's tenders committee
9. An important difference between level 2 and level 3 grading is that the staff member can carry out the level 2 range of procurement and contract administration for contracts with a low requirement for team leader overview.
10. Can fulfil a mentoring/supervision role on technical and basic contractual issues to level 1/level 2 staff involved with contract work
11. Competency assessment, where relevant to the requirements of the position, as per attached assessment guide (level 3)

Level 4

1. Requirements as for level 3 above, but he/she is likely to have had 6 or more years contract experience plus additional capability as listed below.
2. Where required by position, has sufficient knowledge and capability to prepare, obtain quotes and supervise/act as Client Representative for Professional Services contracts to any value.
3. Has sufficient knowledge and capability to prepare, obtain quotes and supervise/act as Engineer's Rep. for physical works contracts to any value unless very complex or sensitive.
4. When requested, can capably fulfil the role of Engineer to the Contract.
5. Prepares detailed contract specifications and documentation, and can handle without supervision the full procurement process of tendering, WAM, reference checking and recommendation reporting for contracts of any value.
6. Acts as a mentor to staff on most relevant technical issues and matters relating to Contract procurement and administration. Is able to be an external Competency/Contract's capability Assessor for the WCC Contract Capability Assessment system.
7. In addition to contract competency, where required by position, has some experience and competence in wider areas of project management
8. Competency assessment, where relevant to the requirements of the position, as per attached assessment guide (Level 4)

Level 5

1. Requirements as for level 4 above plus additional capability as outlined below:
2. Has a specialist knowledge, involvement and proven competence in some area(s) of contract procurement and administration. eg
 - CPP/Transfund practice, and/or
 - Engineer to the Contract experience over many years with large contracts of significant complexity and/or
 - Complex Contract dispute resolution experience and/or
 - Significant Contract experience combined with an extensive knowledge of contract law, standard conditions of contract and specification and procurement practice
3. Will be available within WCC to be a mentor/trainer/adviser/competency assessor.

Sample Page from the Self/Assessor/Manager Competency Assessment

For each statement, fill in the circle/identify which most applies as to how you regard your competency (see guideline on last page). The following is a guide to making this self assessment:

Competent: Demonstrates that the person is fully competent and confident in the relevant task/knowledge. Can operate without supervision or need for advice in most situations. Will have had experience in the task/knowledge area, and generally have been involved in it several times or more. Will always know where to go to get the required background or facts or advice, and does so frequently. On a scale of 1 to 10, would be rated at 9 or 10.

Partially Competent: Demonstrates that the person has been involved in the activity and has significant capability and confidence in it. Will sometimes need to seek advice or obtain support. Works under Manager/team leader direction or overview sometimes. On a scale of 1 to 10 would be rated between 5 and 8 incl.

Not yet competent: Will have limited or no experience or knowledge of the activity described. While he/she may have been involved with it, they will have limited experience and require Manager/team leader overview. Confidence in the activity may be limited and despite experience, may still require guidance or be demonstrating average or adverse outcomes. On a scale of 1 to 10, would be rated between 0 and 4 incl.

Please add any relevant comments:

88. Familiar with and can implement procedures relating to Liquidated Damages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
89. Familiar with and can implement contractual and WCC progress payment and final claim procedures. Considers and actions progress payments and understands the relevant obligations of the parties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
90. Familiar with and is able to action accordingly WCC and contractual requirements prior relating to final payment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
91. Familiar with the contract provisions for non performance or default of the Consultant/Contractor, and is able to act as appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
92. Familiar with and able to implement the Contract dispute provisions and the consequential actions required to respond to the dispute by the Engineer during the contract.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Contract close-out	<i>Staff Member Self/Managers Assessment</i>			Comments
	Competent	Partially competent	Not yet competent	
93. Familiar with and able to implement the contract's dispute provisions and required WCC actions following the Engineer's formal decision on the disputed issue.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
94. Able to complete the Contractor performance report at contract completion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
95. Able to complete a professional services contract completion report at the end of the project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
General				
96. Approaches a mentor/adviser for advice/direction if available and when required	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
97. Acts as a mentor/adviser to staff within group or Council wide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Draft Professional Career Path (PCP) Framework for Professional Staff Involved in Contracts with Indicative Contract Capability Levels as Shown.

Salary Band	PCP Level	Summary Description	Project Services Generic Description	Contract Capability Level required	Band % For Contract Capability
6 Midpoint	PCP 1	Graduate (Entry level professional)	Entry Level /Graduate Engineers	Level 1	All %levels
7 Midpoint	PCP 2	First – level professional	Engineer Grade 1	Level 1 Level 2	85%/95% 100%/+
8a Midpoint	PCP3	Mid level professional 3-5 years	Engineer Grade 2	Level 2 Level 3	85%/95% 100%/+
8b Midpoint	PCP3b		Engineer Grade 2	Level 3	All % levels
9a Midpoint	PCP4	Professional/ Specialist level 5-6 years	Engineer Grade 3	Level 3 Level 4	85%/95% 100%/+
9b Midpoint	PCP5	Professional/ High Level Specialist level 7-8 years	Engineer Grade 3	Level 4	All % levels
10a Midpoint	PCP6	Senior Professional/Senior Practitioners level 7-8 years experience complex projects	Senior Engineer	Level 4	All % levels
10b Midpoint	PCP7	Senior Professional/Senior Practitioners level 9 – 10 years experience More complex projects Leadership role Mentoring role	Senior Engineer	Level 4 or level 5	
11 Midpoint	PCP8	Advanced Professional (Principal /Team Leader) Above 10 years experience subject matter experts Major projects Advanced leadership role (PDS, acting section manager etc)	Principle Engineer	Level 5	

WCC Certificate in Contract Management (available from the Contract Website)

Waitakere City Council offers training to those staff who manage contracts. Following on from the basic course which is offered to anyone new to contract management, or anyone who has not managed a contract for WCC, the remainder of the training is based around a series of modules (currently 14 modules) each devoted to a specific area of contract management. Some modules relate specifically to physical works contracts; others have been designed for professional services contracts, and there are others whose content relates to both physical works contracts and professional services contracts.

Staff are encouraged to complete all modules relevant to the type of contract they manage to receive a WCC Certificate in Contract Management. It is anticipated that staff who manage both physical works and professional services contracts will complete all modules for the WCC Advanced Certificate in Contract Management.

Most modules are offered on an annual basis. Each module has an assignment requirement to be completed within 4 weeks of the workshop. There are 4 core modules* that are offered twice a year.

Modules required for a WCC Certificate in Contract Management in Physical works:

Module 1 * Pre-requisites in setting up a contract	Module 2 * Preparing contract documentation
Module 3 : Consents & external approvals	Module 4 : NZTA (optional)
Module 5 : Tender evaluation & award	Module 6 : Relationships
Module 7 *: Managing & monitoring physical works contracts	Module 9 : Variations
Module 10 : H & S & Quality requirements in physical works contracts	Module 11 : Progress claims & financial management
Module 12 : close out of physical works contracts	Module 13 : Risk Management
Module 15 : Litigation	

Modules required for a WCC Certificate in Contract Management in Professional Services:

Module 1 * Pre-requisites in setting up a contract	Module 2 * Preparing contract documentation
Module 3 : Consents & external approvals	Module 5 : Tender evaluation & award
Module 6 : Relationships	Module 8 *: Managing, monitoring & close out of professional services contracts
Module 9 : Variations	Module 11 : Progress claims & financial management
Module 13 : Risk management	Module 15 : Litigation

Modules required for a WCC Advanced Certificate in Contract Management in Physical works:

Module 1 - 13 : as identified above Pre-requisites in setting up a contract	Module 14 : Case Study
Module 15 : Litigation	

WCC Certificate in Contract Management Modules

This (part) listing is available to all staff from the “Contract Website”. The Contract website is the main source of contract information, documentation etc.

Module 1 - Pre-requisites in setting up a contract	
Who should attend?	Anyone who is involved in contract preparation. Anyone specifically working towards a WCC Certificate in Contract Management
Outline of workshop	Participants are reminded of the decisions and processes that take place before any contractual documentation can be prepared. This module is presented twice a year.
Learning outcome	Participants will understand the processes and decisions that are made when setting up a contract

Module 2 - Preparing contract documentation	
Who should attend?	Anyone who is involved in contract preparation. Anyone specifically working towards a WCC Certificate in Contract Management.
Outline of workshop	This module focuses on the preparation of a contract document. It covers such issues as preparing the scope of work, preparing the schedule of payment (and how to estimate them), and selecting appropriate attributes for tender evaluation. This module is presented twice a year.
Learning outcome	Participants will understand the practices for preparing contract documentation.

Module 3 - Consents and external approvals	
Who should attend?	Anyone who manages contracts that have the potential for needing consents. Anyone specifically working towards a WCC Certificate in Contract Management.
Outline of workshop	Gaining the right consents and permissions at the early stage of a project is crucial. This workshop outlines the types of consents required for WCC contracts. This workshop is facilitated by a member of the Consents team. This module is presented once a year.
Learning outcome	Participants will gain an understanding of consent requirements.

Module 4 - NZTA (NZ Transport Agency)	
Who should attend?	Anyone having contracts that will be funded by the NZ Transport Agency
Outline of workshop	An understanding of what types of work qualify for NZTA subsidies and the requirements NZTA has to receive the subsidies. This module is presented once a year.
Learning outcome	Participants will gain an understanding of NZTA requirements.