

THE IN-HOUSE TRAINING COMPANY

Contract management for practitioners

Overview

This very practical two-day programme enables contract management practitioners to competently and compliantly manage a wide range of routine, leverage, bottleneck, and strategic contracts, from development of the business case to contract close-out. It helps them to take a proactive approach to managing contracts, working in collaboration with all key stakeholders to add value and improve service.

Learning objectives

By the end of the programme participants will be able to:

- Develop robust contract plans, including scopes of work and award strategies
- Conduct effective contracting activities, including ITT, RFP, negotiated outcomes
- Negotiate effectively with key stakeholders, making use of the key skills of persuading and influencing and working with stakeholders to improve outcomes, including the effective management of budgets
- Set up and maintain contract management systems
- Take a proactive approach to managing contracts
- Make effective use of lessons learned to promote improvements from less than optimal outcomes, using appropriate templates
- Develop and monitor appropriate and robust Key Performance Indicators to manage contractors and facilitate improved performance
- Understand the approvals process and how to develop and present robust propositions
- Make appropriate use of best practice contract management tools, techniques, and templates

Who should attend?

This course is specifically designed for contract management practitioners, including:

- Contract administrators
- Contract managers
- Focal points
- Contract officers
- Team leaders
- Commercial managers
- End-users
- Buyers
- Technical experts
- Proponents
- Project managers
- Finance staff
- Internal customers
- And other key stakeholders who need to collaborate with contract practitioners to manage contracts in an agile and collaborate manner. This could also include those seeking a refresher in this subject.

Course format

The expert trainer for this practical two-day programme adopts a proactive, participative, and participant-centred approach with emphasis on the practical application of the tools, techniques and

templates discussed. The learning needs to be embedded into the fabric of the organisation and the trainer uses context-based case studies and other tasks to achieve this.

Expert trainer

Ray runs his own international training and development consultancy, made up of 25 specialist consultants. A prolific author, his fourth book, *Practical Contract Management*, with Steve Kirby and Alan Oxenbury, was published in 2012. He has also had numerous articles and papers published in journals such as *Supply Management* and the Centre for Advanced Procurement's *Praxis* publication.

Ray is Chairman of the Procurement Best Practice Forum, which is made up of many large blue-chip organisations, the purpose of which is to identify and disseminate supply chain management best practices. Ray's now famous '10 Cs' of supplier evaluation model, first published in 1995, has become an accepted model for the evaluation of suppliers and contractors and has been adopted by many organisations. It is also part of the CIPS level 4 syllabus.

In recent years, he has undertaken training and consultancy assignments across the UK and around the world for organisations such as DWP, NHS, Shell, Lucas Engineering and Systems, the Chartered Institute of Purchasing and Supply, BRC, Nederlandse Aardolie Maatschappij.B.V, Abu Dhabi Company for Onshore Oil Operations (ZADCO), NDC, UK Intervention Board, Ericsson, British Aerospace, Marconi, BBC, Magnox, Ordnance Survey, Chevron, Caspian Pipeline Consortium, Tengzichevroil Company, Medway Council, Coca-Cola and Shell International BV.

Special features

The content of this course has been cross-mapped with CIPS/ISM/IACCM competency frameworks and other relevant international standards and benchmarks.

Certificates of attendance provided on request.



Most the training we deliver is either tailored or completely bespoke. This workshop can therefore be delivered entirely as advertised, or it can be tailored to your particular requirements, or we can simply take it as a starting point for a conversation with you before we draft a completely bespoke programme for you – the choice is yours.

Programme overview

DAY ONE

1 Welcome

- Introductions, aims and objectives and plan for the day

2 Context

- The contracting context
- Defining the key objectives of contract management
- Importance and impact upon the business

3 Stakeholders

- How to undertake stakeholder mapping and analysis
- The 'shared vision' concept
- How to engage with HSE, Finance, Operations, etc

4 Roles and responsibilities

- contract administrators
- HSE, Finance, divisional managers, etc

5 The contracting cycle

- Overview
- Requirement to tender – methods, rationale, exceptions, steps, gateways, controls, etc
- One- and two-package bids

6 Defining the requirement

- Developing robust scope of works
- Use of performance specifications
- Output-based SOWs

7 Setting the strategy

- Developing a robust contract strategy
- Defining award submissions/criteria for tender board
- Approaches to alternative tenders

8 Vendor selection

- Reviewing the pre-qualification process
- Vendor registration rules and processes
- Creation of bidder lists
- Criteria for disqualification
- Contractor evaluation short-listing
- How to use of the 10C model template and app

9 The contract

- The different types of contract
- Call-offs
- Framework agreements
- Price agreements
- Supply agreements

10 The terms

- Understanding contract terms and methods of compensation
- Lump sum
- Unit price cost plus
- Time and materials
- Alternative methods
- Cost plus a fee
- Target cost
- Gain share contracts
- Advanced payments
- Price escalation clauses

DAY TWO

11 Risk

- How to manage and mitigate contractual risks

12 Supplier relationships

- Effectively managing relationships with contractors
- Types of relationships
- Driving forces

- Link between type of contract and style of relationship

13 Difficulties

- Dealing with disputes
- Conflict resolution
- Negotiation
- Mediation
- Arbitration

14 Contract performance

- Measuring and improving contract performance
- Using KPIs
- Benchmarking
- Cost controls
- Validity of savings
- Balanced score cards
- A proprietary KPI template

15 Drafting considerations

- Appropriate use of standard contract terms and conditions
- How to draft special terms

16 Changes

- How to manage contract and works variations orders
- Identifying the causes of variations
- Management of the risk
- Risk controls
- Prevention of changes
- Negotiation with contractors
- Contractor claims management process
- Controls and risk mitigation
- Schedule of rates

17 Contract close-out

- Acceptance/completion
- Capturing the learning
- HSE
- Final payments
- Evaluation of performance

18 Close

- Review of key learning points
- Personal action planning

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