



Course 156: Managing Subcontractors

Course Description

Subcontractor management is a specific area of management that deals more with contractual issues than management of staff. To be sure, most of the same overall management processes apply. But this course addresses specific areas of concern, such as planning for procurement of subcontracting resources, the solicitation effort, source selection, administering the contract, and closing out the effort.

Learning Objectives...

- Manage procurement from need identification through to contract close
- Understand the solicitation process
- Create a procurement process that will generate the appropriate products and services for the organization in a timely fashion

Who should attend...

Project managers and any manager or staff member involved with acquiring products and services from vendors outside the organization.

Prerequisites

An understanding of the basics of management (course 140) and/or Project management (course 150).



Course Outline

Introduction and Overview

Course Objectives

Unit 1: Overview

- Procurement issues
 - Decision to procure
 - Solicitation effort
 - Managing the procurement
 - Closing out the contract
- Build or buy
 - Advantages of do it yourself
 - Advantages of acquisition
 - Acquire and assemble
- Subcontractors
 - Why use subcontractors?
 - Short-term problem solution
 - Non-permanent expertise
 - Inability to resource in-house
 - Stick to the knitting
 - Downsides
 - Expense
 - Less control
 - Business circumstances
 - Aspects of the relationship
 - Establishing the relationship
 - Maintaining the relationship

Unit 2: Procurement Planning

- Decision to procure
 - Procurement resources
 - Constraints
 - Marketplace influences
- Make or buy analysis
- Contract type selection
 - Fixed price
 - Cost reimbursable
 - Unit price contracts
- Procurement management plan

Unit 3: Managing the Solicitation

- Creating the Statement of Work (SOW)
 - Defining the field
 - Qualifying the prospects
- Procurement documents
 - Types of solicitations



- Typical content
- Evaluation criteria

Unit 4: Source Selection

- Making the selection
- Conducting negotiations
- Signing Agreements
- Point of Contact
 - Contractor
 - Subcontractor

Unit 5: Contract Administration

- Handling change requests and contract mods
- Performance reporting
- Managing subcontractor relationships
 - Setting expectations
 - Monitoring the work
 - Managing conflict
 - Measuring success
- Managing multiple subcontractors
 - Coordinating efforts
- Managing the interfaces
 - Overlapping workflow
- Contract close out
 - Procurement audits
 - Contract file