
EC-001

Colorado Department of Transportation
ENGINEERING SPECIALTY SERVICES
Engineering Contracts Services



COLORADO

Department of Transportation

Office of Chief Engineer

Master Pricing Agreement (MPA)
Add Employees Procedures

Updated: March 9, 2024

NOTE: Consultants must have their employee approved to work by a CDOT Project Manager and be listed on their MPA PRIOR to conducting any work for CDOT. They cannot be added after the fact and be paid retroactively based upon Colorado fiscal rules.

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Background

All A/E consultants are required to have a Master Pricing Agreement (MPA) to do business with the Colorado Department of Transportation (CDOT). The MPA must be renewed annually to address the indirect cost rate, direct salaries, promotions, and salary increases. The MPA shall include employees who are been added between annual updates with an executed Option Letter. This document will provide guidance for adding those employees to the MPA.

There are two primary actions to approve an MPA: Indirect Cost Rate approval and the Direct Salary Approval. The consultant may choose to decouple the process and have the Indirect Cost Rate and Direct Salary rate approved at different times during the year. However, once the Direct Salaries have been approved, they cannot be changed until their renewal in one year. Promotions will be permitted throughout the year.

Definitions

The following are definitions of terms used within these procedures:

- **Pay Raises/Salary Increases** A pay raise or salary increase occurs when a consultant assigns an employee increased duties and responsibilities based on their performance and rewarding them with a pay increase. The giving of more responsibility is part of obtaining the experience needed to be promoted to a higher classification. Pay raises are permitted only once a year.
- **Promotions:** Promotion is defined as moving an employee into a job with a significant increase in duties and responsibilities resulting in a grade, job title and salary change. The scope and complexity of the employee's job must increase enough to warrant a higher-level position. An automatic promotional increase would be when an engineering intern or EIT passes their professional examination which qualifies them for a Professional Engineer position. This will also apply to other similar professional licenses. **Not permitted:** Increases for employee's retention, increases due to doing a "great job", some additional responsibilities and duties, etc. Typically, promotions result in a pay increase of 7% to 12%.
- **Demotion** To reduce the employee to a lower grade, classification or position which results in a salary decrease.

Submission of Requests and Time to Process

All requests are submitted electronically to: George.currie@state.co.us.

It could take up to two weeks or longer to process a request due to resources and other CDOT commitments.

Adding New Employees to an Approved MPA

Once the MPA/Direct Salary Rates have been approved, a consultant may need to add a newly hired employee or another current employee to their MPA. The MPA provides for the addition of employees through the Option letter process. The consultant must use the following process to add an employee to their MPA: Consultant shall seek the addition of employees to their MPA **prior to** the commencement of any CDOT work. Those employees may then be added to a consultant's project cost worksheet.

1. Submit a letter (Company Letterhead), via email, to request additions to your MPA to the Engineering Contracts Services Auditor. The below template should be included within your letter.
2. Identify your MPA Outline Agreement (OLA) number.
3. Employee's name (Last Name, First Name - Alphabetical Order-In one column).
4. Employee classification.
5. Hourly rate. (Rate employee is paid per hour)
6. Indirect cost rate (consultants with a Fee Schedule will leave this blank)
7. Labor Rate Calculation (if Fee Schedule list Billing Rate)
8. For Requests with 4 or more employees please attach an excel file (not a PDF file) with the below template information for each type of request. You may use the Schedule G formal if you so choose.

Consultants with an established Indirect Cost Rate:

| Employee (Last Name, First Name) | Consultants Classification (See C1) | Conversion to CDOT Classification | Hourly Rate | Indirect Cost Rate (Office/Fied) | Labor Rate (Hourly Rate X 1+IDC rate) |
|----------------------------------|-------------------------------------|-----------------------------------|-------------|----------------------------------|---------------------------------------|
|----------------------------------|-------------------------------------|-----------------------------------|-------------|----------------------------------|---------------------------------------|

Consultants with an Approved Fee Schedule:

| Employee (Last Name, First Name) | Consultants Classification (See C1) | Conversion to CDOT Classification | Hourly Rate (Payroll) | Billing Rate |
|--|---|---|-----------------------------|-----------------|
|--|---|---|-----------------------------|-----------------|

Promoting Employees *Do not* incorporate regular add employees with this request.

1. CDOT permits raises only once a year but does permit a promotion at any time.
2. Please see definitions of promotion and salary increases above.
3. Submit a letter (Company Letterhead, via email, to make the request. Specify the promotional change “promoted from (Classification) to (Classification)” in your letter and use the table below in addition to the other listed instructions.
4. Please submit your company’s Personnel Action Form (PAF) showing the employee has been promoted. Example in Attachment A. This form or letter must come from your Human Resources manager/generalist (HR). If you are a small company and do not have a separate HR department please provide a letter from the President/Vice President to the employee which indicates the promotion is from one classification to a higher classification with significant increase in duties.
5. For requests with 4 or more employees, you must attach an excel file (not a PDF) with the below template information.

| Employee (Last, First) | Employee’s Old Classification | Employee’s New Classification | Conversion to CDOT Classification | % Increase | Hourly Rate | <u>Labor Rate</u> (Hourly Rate X 1+IDC rate) |
|---------------------------|-------------------------------------|-------------------------------------|---|---------------|----------------|--|
|---------------------------|-------------------------------------|-------------------------------------|---|---------------|----------------|--|

Demotions/Position Reclassification/Rate Change (Reduction)

Should an employee be *position reclassified* resulting in a reduction in salary you must submit a letter on company letterhead to that effect which includes the below table:

| EFFECTIVE DATE OF PERSONNEL ACTION: | | | | | |
|-------------------------------------|-------------------------------------|-------------------------------------|---|-----------------------|--|
| Employee (Last, First) | Employee’s Old Classification | Employee’s New Classification | Conversion to CDOT Classification | New Hourly Rate | <u>Labor Rate</u> (Hourly Rate X 1+IDC rate) |

Should an employee’s salary be reduced due to a *demotion or pay cut* you must submit a letter on company letterhead to that effect which included the below table:

| EFFECTIVE DATE OF PERSONNEL ACTION: | | | | |
|-------------------------------------|------------------------------|-----------------------|-----------------------|---|
| Employee (Last Name, First Name) | Employee’s Classification | OLD Hourly Rate | New Hourly Rate | <u>Labor Rate</u> (Hourly Rate X 1+IDC rate) |

OTHER REQUIREMENTS

FOREIGN EMPLOYEES: If you have Foreign Employees you must do the following:

1. In the transmittal letter make note you are adding foreign employees.
2. Denote those employees within the table who are foreign employees with an *.
3. Attach the employee's payroll record which will reflect that country's pay rate.
4. Attach a schedule to convert the employee's foreign salary (Payroll record) into U.S. Dollars. You may use OANDA.com for conversion purposes. The conversion rate is what is approved.
5. Your requested rate should be the conversion rate to US dollars.

CDOT Job Classifications: Consultants are required to convert their company's job classifications to a CDOT classification. Please see the attached EC-004 for guidance.

Payroll Records: The latest certified payroll record (complete unaltered: wages minus deductions=Net Pay) for the requested employee(s). You may redact the employees address and/or social security number but the record must be complete. The entire payroll journal isn't required, only the requested employees. If you do send in the entire journal or have many employees, please highlight the names so that they are readily discernable.

1. If this is a new employee to the company CDOT will allow you to submit a fully executed job offer letter (Offer and Acceptance) and follow that up with a certified payroll record when the employee is first paid.
2. If you initially submitted a job offer letter you are required to submit a certified payroll for that employee when they are first paid. You will submit the payroll record referring to the approval Log # you received approving that employee. For example: Attached please find the certified payroll records for employee Jane Doe approved on CDOT Log # 22000. Consultant is responsible for submission of the payroll record when it first becomes available. In your transmission to CDOT please note in the subject line of the email payroll records for log(s) #22xxx etc.

NOTE: Should CDOT not receive a complete payroll record when the employee is first paid, CDOT policy is subject to reversion back to a policy requiring consultant submit such requests only after consultant's have the new employees certified payroll record.

Please **condense** all documents into one PDF file, except for any excel file, if possible.

Approval Date and Authorized Consultant Personnel

Once the requested rates are reviewed for a determination of reasonableness an Option Letter (See Attachment B) will be prepared to formally add those employees to the MPA. Once the Option Letter is unilaterally executed by CDOT management, an email containing an approved Option letter will be sent to the consultant indicating employees who have been approved, their approved rates and the effective date. This addition of employees to the MPA makes them eligible to work on CDOT contracts and consultants may begin invoicing CDOT for their services. The Option Letter will only be sent to whomever the consultant authorized to receive such approvals for confidentiality.

Consultants must be proactive. Personnel must be formally added to their MPA as described in this policy **prior to** working on any CDOT projects. The total process time from review of request to approval of Optional letter could take two weeks or longer. There are no retroactive approval dates for added employees. The date that an Option Letter to add employees is signed is the earliest date you may start invoicing CDOT for work performed. Please note that unless you have an approval, in hand, you may not invoice that employee. A submission of a request to add employees is not an authorization for that employee to work on any CDOT project. Should that occur the consultant will not be reimbursed for any hours charged.

Authorized Personnel Each consultant will designate authorized personnel in submitting and dealing with any exceptions with CDOT. Only one person should be listed for each of the following:

- **Receiving Approvals** Any person in the company may submit a request to add employees to their MPA but only the authorized person will receive the approval once completed.
- **Exceptions** Should there be any exceptions to the requested rate of an employee please provide the name of a corporate officer who has the authority to bind the company with regards to exception.

Please have the corporate officer provide those names with their contact information when first submitting of a request to add employees. Should you have a change in personnel, please have the responsible corporate officer send an email request for change with the relevant person and their contact information.

Name Changes The following procedures for changing an employee’s name after the MPA has been issued or employee has been added to your MPA:

Send an email explaining that your employee’s name has legally changed along with the below table:

| Employee (New Last (Old Last) Name, First Name) | Employee’s Classification | Hourly Rate | <u>Labor Rate (Hourly Rate X 1+IDC rate)</u> |
|---|------------------------------|----------------|--|
|---|------------------------------|----------------|--|

CDOT will update the name change in our master data base that is reviewed by the regions business office. You will receive and email confirmation when this is completed.

When submitting an invoice or correspondence noting the employee’s name, list their prior name in parentheses. For example: Jill Jones marries and changes her name to Jill Smith. List name as Jill (Jones) Smith.

Gap Employees Those employees that are added to consultant’s MPA while CDOT reviews the consultant’s financial records for annual renewals are considered gap employees. The consultant has the responsibility to keep track of those employees who are added to their MPA

after submission of financial records to the Audit Division and when the Option Letter is issued. If there are gap employees, consultant must provide notice, by email, to the Engineering Contracts Services Auditor of their existence **within three business days** of the execution of the annual update Option Letter. Please specify the date that financial records were emailed to the CDOT Division of Audit in this notice of gap employees. If consultant fails to provide this notice of the gap employee's or omits the date the financial records were submitted, those added employee will not be eligible for work on any CDOT contracts once the annual renewal Option Letter issues. The MPA list of approved employees and rates will only be complete if the consultant properly identifies the gap employees and the timing of the annual renewal financial record submission email date. Please follow the procedures below in the letter sent to CDOT the following table:

| DATE CONSULTANT SUBMITTED MPA FINANCIALS TO AUDIT: XX/XX/2022 | | | |
|---|----------------|----------------|----------------------|
| Employee (Last Name, First Name) | CLASSIFICATION | HOURLY RATE | CDOT REPORT LOG # |

1. Include the date that the Option Letter (MPA) submission (financials) was made to the Audit Division.
2. Since Audit requires the MPA financial renewal documents to be filed electronically please provide a copy of that email only as evidence of date sent. Please **DO NOT** include any financial attachments that were sent to audit.
3. **APPLICABILITY** - When this applies:
 - **Decoupled Election:**
 - Direct Salary Review (DSR): Yes.
 - Indirect Cost Rate Review (ICR): No. Rates are **automatically** updated on those employees added since the last DSR review.
 - **MPA Review** (Both ICR and DSR): Yes.
4. Include an excel spreadsheet with submission.

NOTE: Please note the following:

- This is **ONLY** for employees who were added **AFTER** the consultant had sent their MPA renewal package to the Audit Division. Additions made prior to the submission should have been included in the renewal package and will not be considered for this procedure.
- This is **NOT** an automatic process and **MUST** be initiated by the consultant to be effective.

Exception Reports

CDOT will decide if the employees' proposed direct labor rate has exceeded the criteria for "fair and reasonableness" as defined by the FAR Part 31.201-3 and 31.205-6(b). If an exception report is issued it may be cleared by one of the following methods:

1. You may submit your firm's compensation study relative to the employee classifications for our review. (Methodology like the AASHTO Audit & Accounting Guide, 7.5(C)). If a study is provided, please include the names of the independent survey's used, your methodology in its creation and the results broken down by 25%, 50% and 75% quartiles)

2. You may submit a job description for those classifications that are in dispute. This should include the typical job duties, required experience and education, and a brief explanation as to why this person should be paid more than the median rate for their job classification. Please also include the employee's resume.
3. You may reduce the listed employees' proposed rates to match the reviewed rates and submit a new letter to request approval reflecting the revised proposed rates.
4. You may remove the listed employees from your request and submit a new list.

You will be given a certain date by which to submit your response. Should there be no response, or an alternate agreement isn't made with CDOT, the employee(s) in question will be removed from the request and the balance (if any) of employees will be processed.

Rate Determination

CDOT will assess the fair and reasonableness of the proposed rates in accordance with the Federal Acquisition Regulations (FAR) Part 31.201-3 and 31.205-6 (b). Please note that rates are determined by the employee's classification, education and experience. The determination is NOT by classification and all who are in that classification are approved at the same rate. It is based on each individual's circumstances as noted above. CDOT utilizes a methodology similar to the AASHTO Audit & Accounting Guide, 7.5(C)). Three independent industry specific surveys are used for CDOT's Compensation Study.

Adding Employees to Task Orders

As noted above **prior** to an employee working on any CDOT project they must first be on the consultants MPA. To add employee(s) to a task order you **MUST** notify the CDOT Project Manager that you have an MPA approved employee you would like to add to the project (See attached EC-005.) Please remember there are NO retroactive approvals. Please note you **cannot** add an employee to a CDOT project without first obtaining the approval of the CDOT PM. You DO NOT need the CDOT PM's approval to add an employee to your MPA. You may add an employee to your MPA at your discretion.

Emergency Contracting

This procedure is to be used for immediate response to an emergency. The existence of an emergency shall be determined in writing by the CDOT Regional Transportation Director (RTD) with the written concurrence of the Chief Engineer or their delegate. An emergency is defined as a situation which creates a threat to public health, welfare, or safety such as may arise by reason of floods, epidemics, riots, equipment failures, or such reason as may be identified by the using agency and approved the Procurement Official or his or her designee. The determination is based on the fact an emergency exists that creates an immediate and serious need for supplies, services, or construction that cannot be met through normal procurement methods and the lack of which would seriously threaten the:

1. Functioning of state government, or its programs;
2. Preservation or protection of property; or
3. Health or safety of any person or persons

Once the situation no longer constitutes an immediate threat to public health, welfare, or safety, the functioning of state government, or preservation or protection of property, it is no longer an emergency. Continuing work after dealing with the emergency requires evaluation of the situation and a decision of what contracting method to use for work after the emergency.

If emergency-controlled maintenance funding is requested, the office of the state architect shall also be notified by the next business day.

CDOT project teams will work closely with their RTD and the Engineering Contracts Manager, to solicit emergency services and to determine the limits of the emergency work and contracting mechanism to be used for any work after the emergency work.

NOTE: Due to the Emergency situation the consultants' billing rates will be tentatively approved until such time, which should be as soon as practicable, the Consultant submits a request to add those employees to their MPA. The Consultant should not assume the submitted billing rates will be the approved billing rate due to the required determination of fair and reasonableness per FAR 31-205.6(b).

Closing

This document is updated as necessary and posted with a summary of any changes to the document as listed below. Should you have any questions regarding adding an employee or this update please contact the current Engineering Contracts Services Audit specialist George Currie at George.currie@state.co.us or 303-512-4156.

| SUMMARY OF UPDATE |
|---|
| <ul style="list-style-type: none">• Noting Foreign Employees. |

Related Documents (Attached):

1. EC-004 – Standard Job Classifications
2. EC-005 – Guidance for Adding Employees to Task Orders and Contracts

Personnel Action Form

Print Employee Name: _____ Personnel Number (P#):

Dept./Location: _____ Position: _____ 1st 6 #s of SSN

Address Change Date: _____ New Phone No. (_____) _____

New Address: _____
 City: _____ State: _____ Zip: _____

Promotion/Demotion Date: _____ From (Position): _____ To (Position): _____
 New Pay Rate (if applicable): _____

Transfer Information Date: _____ From Rtg/Location: _____ To Rtg/Location: _____
 From (Position): _____ To (Position): _____
 New Pay Rate (if applicable): _____

Disciplinary Action Date: _____ Type of Warning: Verbal Written

Reason: _____

Suspension From Date: _____ To Date: _____ More than 30 days requires SVP Approval

Reason: _____

Authorization to Return from Suspension Return Date: _____ Position: _____ Dept.: _____

Termination Term Date: _____ Method (verbal, phone, etc): _____ Eligible for Rehire? YES NO

Termed By (Print Name): _____ Title: _____ Date: _____

Lay-off. Reason for Layoff: _____

Voluntary quit. Date of Notice: _____ Reason (refer to back for guidance): _____

Discharged. Specify Reason & Detail Required (refer to back for guidance): _____

Workers' Comp. Injury Date of Occurrence: _____ Estimated Absence: Less than 1 week

First Full Day Away from Work: _____ Less than 1 month

First Full Day Returning to Work: _____ More than 1 month

(Submit all required paperwork to WC)

Leave of Absence Start Date: _____ Anticipated Length of Leave (# of Days): _____

Medical Leave (Non-work related - personal or family): _____

Military Leave (Type of Military Leave) _____

Personal Leave Reason: _____

Requests for 30 days or more of PERSONAL LEAVE requires SVP Approval

Authorization to Return from Leave Return Date: _____ Dept.: _____ Verified employee has completed FR for Duty

(Submit all required paperwork to Benefits)

Print Supervisor/Manager Name: _____ Title: _____

Supervisor/Manager Signature: _____ Date: _____

Print Employee Name: _____

Employee Signature: _____ Date: _____

Office Signature: _____ Date: _____

NOTE: ONLY SIGNATURES DEEMED NECESSARY SHOULD BE INCLUDED FOR YOUR BUSINESS.

EXHIBIT A, OPTION LETTER

| | |
|--|---|
| State Agency Colorado Department of Transportation | Option Letter Number 1-1 Adding Employees to an Existing MPA |
| Consultant XXXXXXX | Original OL/A Number 32100XXXX |
| Note: The attached cumulative List is made part of this Option Letter. | Option Contract Routing Number 22-HAA-XB-00096 |
| | Contract Performance Beginning Date The effective date shall be the date listed in #4 below. |
| | Current Agreement Expiration Date: February 1, 2027 To be renewed annually: January 31, 2024 |

1. In accordance with Section 3.5 of the Agreement referenced above, CDOT hereby exercises its option to add an employee or employees to the cumulative list of authorized employees and their approved rates or rates as shown on **Exhibit A**. This Exhibit will incorporate additional employees to an existing MPA list of approved employees and rates.
2. The following is a list of those employees and their rates added to the MPA with this Option Letter:
3. This Exhibit shall be in effect until CDOT issues additional Option Letters to add employees or renew the MPA term.
4. This Option Letter is effective on the date listed below. The additional employees added by this Option Letter cannot provide services or incur costs on CDOT projects prior to the effective date of this Option Letter.

| |
|--|
| <p>STATE OF COLORADO Jared S. Polis, GOVERNOR Department of Transportation Shoshana M. Lew, Executive Director</p> <hr style="width: 50%; margin: 20px auto;"/> <p>By: Keith Stefanik, P.E., Chief Engineer</p> <p>Date: _____</p> |
|--|



COLORADO

Department of Transportation

Division of Audit

Engineering Contracts Services

Standard Architectural/Engineering Firms Job Classifications EC-004

Updated: February 2024

Updated: March 2021

Released: April 2016



COLORADO

Department of Transportation

Division of Audit
Office of the Chief Engineer
2929 W. Howard Place
Denver, CO 80204-2305

TO: All Architectural and Engineering Consultants

FROM: Robyn Lamb, Division of Audit External Manager
Marci Gray, Engineering Contracts Services Manager

DATE: February 16, 2024

RE: Update to CDOT Standard Architectural/Engineering Firms Job Classifications

This memo serves as an update to the Colorado Department of Transportation's (CDOT) standard architectural/engineering (A/E) firms job classifications (Standard Job Classifications), which were originally published in April 2016 and updated in November 2017 and March 2021. The Compliance Officer classification, levels I and II, has been added to reflect what consultant firms have recently presented in their Master Pricing Agreements (MPA). This new classification should be implemented immediately in all future MPA submissions (no changes to current submissions are necessary). The original memo follows, with updated contact information.

Effective Immediately

All Master Pricing Agreements (MPA), Option Letters, and add employee requests will be required to follow the Standard Job Classification procedures described below. Requests currently in process are not affected.

Background

Job classification is a system for objectively and accurately defining and evaluating the duties, responsibilities, tasks, and authority level of a job. The job classification, done correctly, is a thorough description of the job responsibilities from which the proper compensation maybe assigned. It has been recognized by the American Council of Engineering Companies (ACEC), Colorado and architecture and engineering firms (A/E) that there is no standardization of job classifications. This creates a problem when determining the fair and reasonableness of an A/E's firm's compensation as required by 48 CFR Part 31 (Federal Acquisition Regulations), Sections 31-201.3(a) and 31-205.6(b)(2).



Colorado Department of Transportation Standard A/E Firms Job Classifications

In 2016, CDOT partnered with the ACEC Colorado and formed a task force to obtain industry's input regarding standardizing job classifications. These job classifications have been reviewed to ensure that they are accurate with respect to title and duties. Currently CDOT must attempt to systematically compare and match the Consultants job specifications, through a position description, with a job classification. This is very time consuming, but more importantly, could result in a misclassification that inaccurately assesses the reasonableness of the hourly rate. With standard job classifications, the Consultant, not CDOT, classifies their employees into proper classifications from which CDOT can review those classifications' rates for reasonableness.

Procedures

1. The following procedures are to be followed when a Consultant firm submits their Master Pricing Agreement (MPA) or adds employees to their MPA:
 - It is required that you align each employee's classification with a classification that most closely fits one from the attached CDOT Standard Job Classifications. The classifications will be posted and updated (most recent update in October 2017) on the CDOT Consultants webpage: <https://www.codot.gov/business/consultants/forms>. Please see Attachment 1 for an example.
 - We understand that not all classifications will align exactly with the CDOT Standard Job Classifications. If you have a particular classification that is outside of what is listed, please contact the person below (depending on the request) for guidance. This list is a "living document" so we will add and/or delete classifications as we gain more experience. With your assistance, we can reduce the time it takes CDOT to review requests and assist in a more accurate reflection of your employees' reasonable salaries.
2. **Promotions** are permitted prior to the MPA Option Letter or decoupling process (if elected). Please follow the same guidelines as listed for adding employees to the MPA (CDOT EC-001). A promotion is defined as an employee changing a job classification, not simply a pay increase. Salary increases remain once a year.

Closing

This process will be ongoing. As stated earlier, the CDOT Standard Job Classifications is a "living document" that will be updated as necessary. This document will be posted on the web location listed above. Please review the website frequently as this is the most efficient way for CDOT to communicate with our A/E partners.

Should you have any questions regarding an employee's classification for the MPA or adding an employee, please contact the appropriate person below:

Colorado Department of Transportation Standard A/E Firms Job Classifications

- Master Pricing Agreement (MPA) - Listing of Employees

Division of Audit: Josh Gosenca or Robyn Lamb

Email: josh.gosenca@state.co.us or robyn.lamb@state.co.us

Telephone: 303-512-4369 or 303-757-9363

- Adding Employees to the MPA

Engineering Contracts: George Currie

Email: george.currie@state.co.us

Telephone: 303-512-4156

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Colorado Department of Transportation Standard A/E Firms Job Classifications

I. ACCOUNTING & FINANCE

Accounting Technician/Bookkeeper

Under supervision, performs a variety of routine tasks, including reconciling bank accounts, posting to and balancing ledgers, processing payroll, preparing draft invoices, assisting in maintenance of accounting files, etc. Typically has some college with 0-2 years of experience.

Accountant

Responsible for maintaining a complete and systematic set of records of business transactions. Balances books and prepares reports to show receipts, expenditures, accounts receivable and payable, and various other items pertinent to the operation of a business. Typically has an associate or bachelor's degree with 2-5 years of experience.

Accounting Manager

Manages professional level accounting functions and the preparation of reports including earnings, profits/losses, cash balances, and cost accounting. Assigns and reviews work of lower-level staff. Not a controller-level position. Typically has a bachelor's degree or higher with 7+ years of experience.

Financial Analyst

Analyzes past and present financial data of organization and estimates future revenues and expenditures, applying principles of finance. Aids organization with financial functions, such as assessing, auditing, planning, budgeting, taxes, consolidation, cost control, and project control. Evaluates and analyzes capital expenditures, depreciation, proposals, investment opportunities, rate of return, profit plans, operating records, financial statements, etc. Typically has an associate or bachelor's degree with 1+ years of experience.

Finance Manager

Responsible for the organization's financial information and administration. Supervises accounting, budgeting, and payroll functions. May be a strategic/tactical manager. Reports to CFO. Typically has a bachelor's degree or higher with 7+ years of experience.

II. ARCHITECTS (including Landscape)

Architect I

Plans and designs building projects for clients according to their desires, needs, and financial resources, applying knowledge of design, construction procedures, zoning and building codes, and building materials. Consults with clients to determine functional and spatial requirements, and prepares information regarding design, specs, materials, equipment, estimated costs, and construction time. Typically has technical training and 0-6 years of experience.

Architect II

Same as above. May have supervisory responsibilities. Typically has a bachelor's degree and 7+ years of experience.

Landscape Architect I

Designs and plans development of land areas for projects, such as parks, highways, commercial/residential sites, etc. Confers with clients, engineering personnel, and architects on overall program. Collects and analyzes data on site conditions such as geographic location, soil, vegetation, drainage, and location of structures for preparation of environmental impact report

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and development of landscaping plans. May have an associate degree and license with 0-5 years of experience.

Landscape Architect II

Same as above. May have supervisory responsibilities. Typically has an associate degree and license with 6+ years of experience.

Urban Planner

Plans and develops comprehensive programs and plans for development, growth, revitalization, and utilization of land and physical facilities of cities, etc. to maximize quality of life. Collects and analyzes data on economic, social, and physical factors affecting land use, projects future community needs, and prepares or requisitions graphic and narrative reports on data. May have an associate degree or technical training with 1+ years of experience.

III. CADD & DESIGNERS

CADD Technician I

Under general supervision, prepares layouts, drawings, and designs according to engineering specs using CADD or other design software. May have technical training with 0-5 years of experience.

CADD Technician II

In addition to above, carries out more novel or complex assignments using more independent judgment. May review lower-level staff work. May have degree and/or technical training with 6+ years of experience.

Designer/Drafter I

Assists professionals in designing, planning, and execution of segments of projects. Uses BIM, MEP, CADD, and other design software. May have associate degree or advanced technical training with 0-5 years of experience.

Designer/Drafter II

In addition to above, converses with engineers and other subject matter experts to interpret design concepts, determine nature and type of required detailed working drawings, and coordinate work with others. May have associate degree or advanced technical training with 6+ years of experience.

Designer/Drafter III

Same as above. Has additional experience and supervisory responsibilities, works on more complex projects. May have associate degree or advanced technical training with 10+ years of experience.

CADD/Designer Supervisor

Responsible for the coordination/supervision of operators/designers. Assigns projects, coordinates schedules and ensures accuracy/adherence to standards. Provides technical advice and troubleshoots issues. May have bachelor's degree with 10+ years of experience.

CADD/Designer Manager

Considered 2nd level manager over projects and personnel to ensure conformance to client requirements. Manages overall design delivery, strategies, scope, and timing of deliverables. May have bachelor's degree with 15+ years of experience.

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IV. CONSTRUCTION INSPECTORS & MANAGERS

Construction Inspector I

Observes and inspects construction of bridges, buildings, dams, highways, and other types of construction work to ensure that procedures and materials comply with plans and specifications. May take and test samples. May have certification with 0-2 years of experience.

Construction Inspector II

Same as above. Typically reports to Project Manager or Construction Manager and may have certification with 3-7 years of experience.

Construction Inspector III

Same as above. Inspects difficult/complex phases of construction. May process change orders. May have certification with 8-11 years of experience.

Construction Inspector Lead/Supervisor

Performs/supervises complex tasks. Responsible for training/supervision of technicians and/or large projects. Requires certification and typically has 11+ years of experience.

Construction Manager I

Liaison between field staff and project manager. Ensures adherence to contract terms, performance, quality assurance, compliance requirements, and engineering specs. Prepares change orders. Typically requires associate degree and 0-5 years of management-level experience.

Construction Manager II

Same as above. Responsible for larger projects. Typically requires bachelor's degree and 6-10 years of management-level experience.

Construction Manager III

Same as above. Responsible for largest projects. Typically requires bachelor's degree and 11+ years of management-level experience.

V. ENGINEERS

Engineering Intern - Student

Under direction of engineer professionals, performs project assignments to acquire relevant work experience. This is a paid, temporary employment position that may or may not become permanent. Typically has some college and 0 years of experience.

EIT I

Entry-level/new graduate who uses prescribed methods, standard techniques, and practices to perform beginning level engineering assignments under the guidance of experienced engineers. Typically has a bachelor's degree, E.I.T. certification, and 0-2 years of experience.

EIT II

Performs continuing development-level engineering work, requires application of standard techniques and procedures. Receives supervision from experienced engineers on non-routine, complex projects and assignments. Could be new graduate with master's degree in lieu of experience. Typically has a bachelor's or master's degree, E.I.T. certification, and 3-5 years of experience.

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EIT III

In addition to above, may coordinate work of technicians. Typically has a bachelor's or master's degree, E.I.T. certification, and 6+ years of experience.

Engineer I

Professional engineer (PE) working under general supervision, establishes basic design criteria and performs a variety of skilled professional engineering work in the office or field. Requires application of standard engineering techniques and procedures and professional judgement to make modifications or execute complex features or solutions. Typically has a bachelor's or master's degree and 4-8 years of experience. Requires a PE license.

Engineer II

PE with responsibility for technical performance on small to medium projects or designated tasks on large projects. Work requires application of standard engineering techniques and procedures and professional judgment to make modifications or execute complex features or solutions. May have some supervisory duties or work more independently. Typically has a bachelor's or master's degree and 9-13 years of experience. Requires a PE license.

Engineer III

PE with major responsibility for technical performance on medium to large projects or multiple projects. Possesses diversified knowledge of engineering principles and practices. Applies advanced techniques, modifications, and theories, and serves as technical liaison on matters pertaining to field of practice. Supervises other PEs, and may have project management duties. Typically has a bachelor's or master's degree and 14-18 years of experience. Requires a PE license.

Engineer IV

PE with full responsibility for large, complex projects or a number of large projects. Generally reports directly to the firm's principal/president and has administrative qualifications needed to develop a project or projects with clients. Has project management duties and may be at the vice president (VP) level in the company. Typically has a bachelor's or master's degree and 19+ years of experience. Requires a PE license.

Software Engineer I

Working under general supervision, develops, researches, designs, implements, tests, and evaluates software and systems, in conjunction with hardware product development, that enable computer systems to perform their applications. Applies principles and techniques of computer science, engineering, and mathematical analysis. Typically has a bachelor's degree and up to 4 years of experience. A PE license is not required for the Software Engineer classification.

Software Engineer II

Same as Software Engineer I, with more autonomy. May have major responsibility on small or medium sized projects, and designated tasks on larger projects. Typically has a bachelor's degree and 5-10 years of experience.

Software Engineer III

Same as Software Engineer I, with autonomy and some supervisory responsibilities. Major responsibility on medium to large projects. Typically has at least a bachelor's degree and 11-15 years of experience.

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Software Engineer IV

Same as Software Engineer I, with full autonomy and supervisory responsibilities. Major or full responsibility on large, complex projects. Typically has at least a bachelor's degree and 16+ years of experience.

Engineering Manager

Has on-site responsibility for day-to-day operations of a firm office separate from the main office (i.e. division manager). Responsibilities include divisional marketing, human resources (HR), and project production. Typically reports to a VP. Typically has a bachelor's or master's degree and 10+ years of management-level experience. Requires a PE license.

Engineering VP

Responsible for a segment, discipline, business unit, geographic region, or project type. In larger firms, there are typically multiple engineering VPs. Typically reports to chief executive officer (CEO) in smaller/medium sized firms, or an executive VP in larger firms. In very small firms, this position could be the top level principal/CEO/president who does actual engineering work and charges directly to projects. Typically has a bachelor's or master's degree, PE license, and 12+ years of management-level experience.

VI. Geographic Information Systems (GIS)

GIS I

Creates/maintains databases, maps, and graphs that can be combined with geographically referenced data, working with GIS software and programs that have the capacity to relate different types of data, such as socioeconomic, demographic, administrative or political boundaries, land use, land cover, environmental, infrastructure, and transportation networks. Typically requires some college or technical training and 1-2 years of experience.

GIS II

Same as above. Less oversight of work and more independence. May have limited supervisory responsibilities. Typically has a bachelor's degree and 3-7 years of experience.

GIS III

Same as above. Works without supervision, and may supervise others. Typically has a bachelor's degree or higher with 8+ years of experience.

VII. GRAPHIC DESIGNERS

Graphic I

Designs art and layouts for material to be presented by visual communications media such as books, magazines, newspapers, websites, television, and packaging. Typically has a college degree with 1-5 years of experience.

Graphic II

Same as above. May have limited supervisory responsibilities. Bachelor's degree with a minimum of 6+ years of experience.

Graphic Manager

Supervises graphic design staff. Decision-maker with final say of layout and content of materials. Bachelor's degree with a minimum of 7+ years of experience.

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VIII. Information Technology (IT)

IT Technician

Plans and coordinates activities such as the installation and upgrading of hardware and software, programming, and systems design, the development of computer network. Assists users with troubleshooting, password changes, updates, etc. Bachelor's degree with 1-5 years of experience.

Network/Systems Administrator

Administers design, organization, and implementation of network, and heads technical support staff who manage and maintain hubs, servers, and routers. Communicates with users, technical teams, and vendors on new technology and system upgrades and to determine software and hardware installation requirements. Typically has bachelor's degree and 3-5 of experience.

Programmer Analyst

Analyzes and critiques computer programs and systems, and develops new programs. Reviews users' requests for new or modified computer programs to determine feasibility, cost, and time required, compatibility with current system, and computer capabilities. Plans, develops, tests, and documents computer programs, applying knowledge of programming techniques and computer systems. Bachelor's degree with 5+ years of experience.

IT Department Manager

Responsible for firm's computerized operations. Oversees IT technicians and network administrators. Plans and coordinates activities such as the installation and upgrading of hardware and software. Bachelor's degree with 5+ years of experience.

IX. MARKETING

Marketing Assistant

Provides administrative support for marketing activities. High school graduate with 1-5 years of experience.

Marketing Associate

Gives support to advertising programs to promote products or services. Assists in the development and implementation of annual marketing plans and programs. Some college with 6+ years of experience.

Marketing Manager

Responsible for planning, coordinating, executing and evaluating strategic marketing plans. Leads teams and supervises marketing professionals. Some college with at least 5+ years of management-level experience.

Marketing Director

Senior member of firm management who is responsible for all marketing activities, research, market conditions, and sales potential. Bachelor's degree with 5+ years of management-level experience.

Business Development Associate

Seeks business opportunities for the firm. Majority of time is spent making client contacts. Responsible for developing client relationships and soliciting project opportunities. Reports on

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planned and executed sales activities to business development manager. Bachelor's degree with 5+ years of experience.

Business Development Manager/Director

Manages and aids in the analyzing, planning, research, and development of organization's objectives and strategic plans in order to achieve business opportunities, growth, and financial profitability. Develops plans to achieve growth and financial profitability via acquisitions, mergers, and/or divestitures. Oversees and contributes to the development and research of building on company strengths, identifying potential new markets and business opportunities, increasing share of market, and obtaining a competitive position in the industry. Bachelor's degree or higher with 7+ years of management-level experience.

X. OFFICE

Administrative Assistant I

General office duties such as answering phones, preparing correspondence and reports, scheduling and maintaining calendars of appointments, setting up meetings, making travel arrangements, taking meeting minutes, etc. High school graduate with office training and 0-4 years of experience.

Administrative Assistant II

Same as above, but with additional/more complex duties, more experience, and less oversight. High school graduate with computer training and 5+ years of experience.

Executive Assistant

Supports executive by handling a wide variety of situations involving the administrative functions of the office that cannot be brought to the attention of the executive. Advises individuals inside and outside the organization on the executive views on major policies or current issues facing the organization. Contacts or replies to contacts from high-ranking individuals who may be from large national or international firms and may involve unique situations. Each contact must be handled differently, using judgment and discretion. Associate degree with 5+ years of experience.

Office Manager

Manages and organizes office operations and procedures, such as word processing, bookkeeping, preparation of payrolls, flow of correspondence, filing, requisition of supplies, and other clerical services. Coordinates activities of various clerical departments or workers within a department. Evaluates office production, updates procedures, or devises new forms to improve efficiency of workflow. Associate or bachelor's degree with 5+ years of experience.

Records Specialist

Maintains official records. Oversees on- and off-site storage, retention schedules, and disaster recovery plans. Typically has some college and 2+ years of experience.

HR Generalist

Responsible for day-to-day HR functions such as employee relations, payroll, benefits, training, hiring, etc. Ensures compliance with applicable employment laws. Staff-level position with some independence. May have associate or bachelor's degree with 3+ years of experience.

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HR Manager

Responsible for coordinating the hiring, training, and retention of professional staff for the firm, benefits administration, employee relations, etc. Bachelor's or master's degree with 5+ years of management-level experience.

XI. PHOTOGRAMMETISTS

Photogrammetist I

Measures and assesses aerial photographs to prepare detailed maps and drawings. Examines source data and prepares prints, contour maps, profile sheets, and related cartographic materials requiring technical mastery of photogrammetric techniques and principles. Requires well-developed mapping skills and knowledge of computer-assisted mapping/drafting (CADD) equipment and software. Typically has some college or technical training and 1-6 years of experience.

Photogrammetist II

Same as above. May supervise others or work independently. Bachelor's degree with 7+ years of experience.

XII. PILOTS

Pilot (non-jet)

Pilots corporate turboprop or piston airplanes to transport passengers, mail, or freight, or for other commercial purposes such as surveying. Examines ship's papers to ascertain factors, such as load weight, fuel supply, weather conditions, and flight route and schedule. Typically has a commercial pilot certificate and 8+ years of experience.

XIII. PLANNERS

Planner I

Develops scope and cost estimates, and manages budgets and schedules. May have a bachelor's degree or certification and 0-5 years of experience.

Planner II

Same as above but with more experience/education. May lead small teams. Has bachelor's degree and certification with 6-10 years of experience.

Planner III/Manager

Same as above. Works independently and/or has supervisory responsibilities. Works on large/complex projects. Has bachelor's degree and certification with 11+ years of experience.

XIV. PROJECT, CONTRACT, & COMPLIANCE COORDINATORS

Project Coordinator I

Checks master schedule and work orders, establishes priorities, and changes schedule according to projects, work order specifications, and established priorities. May have some college with 1-5 years of experience.

Project Coordinator II

Same as above. May have limited supervisory responsibilities. Typically has bachelor's degree and 6+ years of experience.

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Contract Administrator

Administers activities concerned with contracts for purchase or sale of equipment, materials, or services, and negotiates contract with customer or bidder. Reviews bids from other firms for conformity to contract requirements and determines acceptable bids. Typically has associate degree or higher and 5+ years of experience.

Contract Manager

Manages activities of professional-level personnel concerned with contracts for purchase or sale of equipment, materials, products, or services. Negotiates contracts with representatives. May manage contracts for entire company, department, or for specified product. Typically has bachelor's degree or higher and 5+ years of management-level experience.

Compliance Officer I

Researches and maintains knowledge of regulatory practices and requirements, analyzes the Company's compliance of laws and regulations, administers the compliance program, and ensures the company follows applicable regulations. Monitors projects for compliance, including identifying and resolving potential issues. May have some college, with 1-6 years of experience.

Compliance Officer II

Oversees and coordinates the development, maintenance, implementation, and revision of policies and procedures and other documents for the operation of the organization's compliance program. Administers the company's compliance program, including monitoring projects for compliance, identifying and resolving potential issues, and anticipating future compliance requirements, with little direct oversight. Typically has some college or specialized training, with 7+ years of experience.

XV. PROJECT MANAGERS

Project Manager I

Plans, coordinates, and oversees activities of entire projects to ensure that goals or objectives are accomplished within prescribed time-frame and funding parameters. Reviews project proposal or plan to determine time-frame, funding limitations, procedures, staffing, and allotment of resources to various phases of projects. Establishes work plan and multi-disciplinary staffing for each phase of project, and arranges for recruitment or assignment of project personnel. Is part of a team on large projects, or has sole responsibility for small, minimally complex projects. May have an associate or bachelor's degree and 1-5 years of management-level experience.

Project Manager II

Same as above. Has sole responsibility for small- to mid-level projects, and/or multiple projects. Has bachelor's degree and typically has 6-10 years of management-level experience.

Project Manager III

Same as above. Has sole responsibility for mid- to large-level projects, and/or multiple projects. Has bachelor's or master's degree and typically has 11-15 years of management-level experience.

Project Manager IV

Same as above. Has sole responsibility for multiple large, complex projects. May be executive-level employee. Has bachelor's or master's degree and typically has 16+ years of management-level experience.

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XVI. RIGHT-OF-WAY SPECIALISTS

Right-of-Way Specialist

Secures purchase or lease of land and right-of-ways for construction projects through negotiation with property owners and public officials. Ascertains which roads, bridges, and utility systems must be maintained during construction. May examine public records to determine ownership and property rights. May be required to know property law. May have some college and 12+ years of experience.

XVII. SCIENTISTS

Environmental Scientist I

Researches to identify and abate or eliminate sources of pollutants that affect people, wildlife, and their environments. Analyzes and documents measurements and observations of air, water, soil, and other sources to make recommendations on how best to clean and preserve the environment. Designs and evaluates waste disposal sites, preserves water supplies, and reclaims contaminated land and water. Includes all types of scientists (biologists, chemists, geologists, hydrologists, etc.). May have a bachelor's degree and 1-5 years of experience.

Environmental Scientist II

Same as above. Less oversight of work and more independence. May help train lower-level staff or have limited supervisory responsibilities. May have a bachelor's degree or higher and 6-10 years of experience.

Environmental Scientist III

Same as above. Works on large/complex projects. May have supervisory responsibilities. May have a master's degree or higher and 11+ years of experience.

Environmental Scientist Manager

Oversees the work of scientists. Assigns and directs projects. Serves as expert advisor to clients and interfaces with regulatory agencies. May have a master's degree or higher and 10+ years of management-level experience.

Laboratory Assistant

Logs samples, tests materials, supports investigation of problems, and identifies corrective actions. Maintains, sets up, and calibrates equipment. May have some college and 1-5 years of experience.

Laboratory Manager

Responsible for the direction, administration, and operation of the laboratory. Oversees staff and ensures quality/safety standards are met. May have a bachelor's degree and 6+ years of experience.

Archaeologist

Unearths archaeological sites, and documents, itemizes, and studies unearthed items. Researches, categorizes, and interprets artifacts, architectural features, and types of structures recovered by excavation in order to determine age and cultural identity. May have a bachelor's degree or higher and 5+ years of experience.

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Historian

Creates chronological account of past events dealing with some phase of human activity, either in terms of individuals or social, ethnic, political, or geographic groupings. Attains historical data by consulting sources of information, such as historical indexes and catalogs, archives, court records, diaries, news files, and miscellaneous published and unpublished materials. Organizes and evaluates data on basis of authenticity and relative significance. May have a bachelor's degree or higher and 5+ years of experience.

XVIII. SURVEYORS

Survey Technician I

Entry-level work under the immediate supervision and direction of the project surveyor and/or party chief to perform fieldwork tasks related to boundaries, construction, and mapping requirements of survey projects. Assists with uploading/downloading data and maintaining related records. Typically has some technical school or college, no professional license, and 0-3 years of experience.

Survey Technician II

Same as above, with more experience. Less direct oversight from supervisor. Typically has some technical school or college, no professional license, and 4+ years of experience.

Surveyor I

Professional licensed surveyor who establishes official land, air-space, and water boundaries by surveying. Provides data relevant to size, shape, contour, location, elevation, or dimensions of land or land features. Plans, oversees, or conducts surveys of land areas using special high-accuracy techniques including complex computations. Writes descriptions of land for deeds, leases, and other legal documents. Typically has college degree, professional license, and 1-6 years of experience.

Surveyor II

Same as above. May supervise/train lower-level surveyors and/or survey technicians. Typically has college degree, professional license, and 7+ years of experience.

Party Chief

Plans, organizes, and directs work of one or more survey parties engaged in surveying the Earth's surface to determine precise location and measurements of points, elevations, lines, areas, and contours for construction, mapmaking, land division, titles, mining, or other purposes. Assumes legal responsibility for work. Typically has college degree, professional license, and 4+ years of experience.

Survey Manager

Plans, manages, and directs surveying/mapping activities and related projects. Supervises professional surveyors and technicians. Establishes and maintains project priorities, budget, and staff assignments. Reviews projects for financial and legal implications. Typically has bachelor's or master's degree, professional license, and 8+ years of experience.

Principal Surveyor

Final responsibility for planning and direction of all aspects of a firm's surveying operations, including business development, client relations, profitability, and collections. Decisions impact the surveying activities of the firm. Typically has bachelor's or master's degree, professional license, and 10+ years of management-level experience.

XIX. TECHNICAL WRITERS

Word Processor

Types, compiles, edits, prints, and stores documents, such as correspondence, reports, records, forms, minutes of meetings, scientific or technical material, numerical data, and tabular information on word processor or computer equipment, from rough draft, corrected copy, recorded voice dictation, or previous version. Typically has high school and 0+ years of experience.

Technical Writer

Writes and updates material for reports, manuals, briefs, proposals, instruction books, catalogs, and related technical and administrative publications concerned with work methods and procedures, installation, operation, and maintenance. May have some college or technical training and 1+ years of experience.

Technical Editor

Refines work and heads and coordinates activities of writers engaged in preparing technical/scientific material for publication in conjunction with or independent from engineering activities. Supervises technical writers. May have degree or technical training and 3+ years of experience.

Proposal Writer

Coordinates the full life-cycle of proposal development. Reviews requests for proposals, researches/gathers materials and information, and provides technical writing, editing, production, and document management. Maintains library of project descriptions and staff bios. Typically has bachelor's degree and 2+ years of experience.



MEMORANDUM

TO: STATE WIDE DISTRIBUTION

FROM: MARCI GRAY, PROGRAM MANAGER, ENGINEERING CONTRACTS SERVICES

DATE: SEPTEMBER 24, 2021

SUBJECT: ADDING CONSULTANT EMPLOYEES TO TASK ORDERS AND CONTRACTS.

The purpose of this memorandum is to provide guidance to the Consultant and CDOT Business offices on the pre-approval process related to the changing and the addition on consultant employees to Contracts/Task Orders. The master contract terms specify a pre-approval this document will provide clarification as to its meaning:

1. If there is NO change to a Contract/Task Order scope of work and project cost worksheet estimate, the consultant and project engineer may coordinate changes to staffing assignments, which serve the needs of the project without any pre-approval documentation. **Note:** This is for Task Order purposes only. The Consultant must obtain approval from the CDOT PM prior to working on a CDOT project. This can be accomplished by an email from the Consultant to the CDOT PM. That approved email becomes authorization for that employee to work on a CDOT project.
2. If there is a scope of work change to the Contract/Task Order which is accompanied by changes in cost and/or staffing, the scope of work and project cost worksheet **MUST** be updated to reflect said changes and approved prior to work commencing, invoicing for such work occurs and payments are processed.

In either circumstance above, all consultant employees must exist on the consultant Master Pricing Agreement (MPA) prior to being assigned to a Contract/Task Order and performing contracted work. The responsibility for assuring consultant employees exist on the MPA prior to performing any work resided jointly with the consultant and project engineer. The process for adding an employee to the consultant MPA is provided in the EC-001 guidance.

Should you have any questions please do not hesitate to contact George Currie via email, George.currie@state.co.us or call, 303-512-4156.

