100's – General Requirements

The Section 100's are covered in Volume 1 of the Oregon Standard Specifications for Construction. The volume covers the rules of the contract between the Agency and Contractor versus Volume 2 which covers more of the "construction how to's" for different aspects of the project. The user's guide for the 100's is essentially the ODOT *Construction Manual* which is available on-line through the ODOT Construction Section website.

(1) Roles, Responsibilities and Authority of the Inspector

The Inspector may be responsible for inspecting construction work on several projects that could be progressing simultaneously. If the Project Manager (PM) is unable to assign other Inspectors to those projects and multiple priorities prevent the Inspector from being in more than one place at the same time, the Inspector, with input and guidance from the PM, must implement a "just in time" inspection process. The Inspector may include the following, or other processes, in the "just in time" process:

- Verify the sequence and timing of each Contractor's work from the current project schedules and discussions with each Contractor.
- Identify the construction processes that are most critical for inspection, if inspection needs are concurrent.
- Discuss, with the Contractor(s), the planned methods and procedures for each planned activity to ensure that the Contractor is aware of, and plans to utilize acceptable materials, methods, and workmanship.
- Identify key points, in each of the simultaneous activities, at which the Inspector can review the work to ensure that the work is properly accomplished with acceptable quality.
- Follow the Agency established processes and procedures for measuring work performed by the Contractor.

Refer to Section 00150.02 of the Standard Specifications and the *ODOT Construction Manual*, Chapter 9 – Responsibilities of the Project Manager for specific authority and duties of an Inspector.

The Inspector is the Agency's representative who is normally on the project site. The Inspector may have a variety of duties, responsibilities, and authority, including:

- Those specified in 00150.02
- Those discussed in the *Construction Manual*
- Those discussed in this *Training Manual*

- Those specifically assigned by the PM

Some of the general duties and responsibilities of the Inspector include, but are not limited to:

- Ensuring that the Contractor has properly located, laid out, and marked the facility, structure, or operation to be constructed.
- Ensuring that material(s) to be incorporated in the work meets contract requirements and the Contractor has properly performed all required testing and provided all quality documentation required by the Contract. *Refer to the ODOT Construction Manual, Chapter 12B – Quality* and the *ODOT Manual of Field Test Procedures*. The Inspector should coordinate with the Quality Control Compliance Specialist (QCCS) when determining the quality documentation and testing requirements. Additionally, the Inspector needs to ensure that the Agency has inspected and performed the required testing of all manufactured materials at manufacturer facilities (such as signs, bridge beams, etc.).
- Ensuring that the work or processes do not violate Contract restrictions, including restrictions for protection of the environment and restrictions set by statutes, laws, or ordinances. *Refer to the ODOT Construction Manual, Chapter 21 – Permits*.
- Measuring the work performed by the Contractor and preparing the proper source documents as work is performed to justify payment to the Contractor. *Refer to the ODOT Construction Manual, Chapter 12D – Quantities*.
- Acting as the Agency's representative on the project site, in all communications with the Contractor, the public, or other interested parties.
- Recording all project information daily in the Project Manager's Diary, General Daily Progress Report, or other required reports and forms. *Refer to the ODOT Construction Manual, Chapter 12A – Daily Reports / Diaries*.

The Inspector must utilize good communication skills in order to:

- Develop and maintain a good working relationship with the Contractor. *Refer to Section G – Communications with the Contractor.*
- Ensure that the Contractor both understands the quality requirements for all materials and incorporates acceptable quality of materials.
- Convey project concerns to the PM.
- Deal effectively with issues involving the public or other agencies. *Refer to the ODOT Construction Manual, Chapter 4 – Relations with the Public or Other Agencies*.
- Resolve, or assist in resolving, project concerns, issues, or disagreements. *Refer to the ODOT Construction Manual, Chapter 27 – Disagreements, Disputes and Claims*.

In relations with the Contractor, the Inspector must:

- Inspect all Contract work as needed and required. This requires the Inspector to be aware of the project schedule, and to discuss the planned work with the Contractor.

- Before a work process begins, the Inspector should discuss both the expectations and Contract requirements for that work to verify that the Contractor understands what is expected. Such expectations may include the quality of the materials or work, testing requirements, measurement of pay quantities, documentation, traffic control, safety, etc.
- Act in a courteous, but firm, manner.
- Never assume responsibility for the Contractor's operations, even though the Agency may be directing the work of the Contractor when performing force account or emergency work.
- Never operate or adjust the Contractor's equipment.
- Communicate only through the Contractor's appointed representative. *Refer to the ODOT Construction Manual, Chapter 10 – Superintendence by the Contractor.*
- Respond in a timely manner to all requests, commitments, and needs.

If, at any time during the project, the Contractor is not performing the work as required by contract, the Inspector must take the necessary action, including suspending the work, to have the Contractor correct its operation. The Inspector must involve the PM when necessary.

(2) Inspectors Involvement during the Project Development Phase

The Inspector should participate in the review of the preliminary Project Plans and Specifications. The PM is responsible for this preliminary review and it is very beneficial for the Inspector to participate. One specific item that must be checked and verified at this stage in the project development is any applicable escalation/de-escalation provisions. *Refer to the ODOT Construction Manual, Chapter 12E – Adjustments to Lump Sum and Other Items,* and *Chapter 36 – Acceptance of Project.*

(3) Unbalanced Bid Items

Before the Contract is awarded, the ODOT Estimating Group will perform a bid analysis to identify any unbalanced bids. This information is then shared with the PM. The

Inspector needs to be aware of any unbalanced bid items as these work items are required to be tracked and reported on the PM Narrative Form at the completion of the project. *Refer to the ODOT Construction Manual, Chapter 7 – Evaluation for Unbalanced Bids* and *Chapter 37 – Submittal of Final Project Documentation.*

(4) Project Authorization

The Inspector must be aware of the estimated project costs as compared to the Project Construction Authorization. When appropriate, the Inspector must remind the PM of anticipated increases in the estimated project costs due to increases in quantities or other reasons. *Refer to the ODOT Construction Manual, Chapter 5 – Construction Authorization* for details on establishing and managing the Construction Authorization.

(5) Before On-site Work Can Begin

Both Section 00180.40 of the Contract and the *ODOT Construction Manual*, *Chapter 11 – Before On-Site Work Can Begin* discuss the events that must occur before on-site project work can begin. These events include, but are not limited to:

- Notice to Proceed (NTP) issued.
- Pre-Construction Conference held.
- Submittal of the Project Schedule, Traffic Control Plan, Erosion and Sediment Control Plan and Pollution Control Plan.
- Submittal of the Steel Materials Selection notice, if applicable.
- Cooperative Agreement ("Partnering") held, if requested.
- TOD and Business Logo Sketch Map and Narrative submittal.

Refer to the *ODOT Construction Manual*, *Chapter 11 – Before On-Site Work Can Begin* for full details and guidance on this subject.

(6) Submittals

The contract often requires the Contractor to submit its plans, working drawings, shop drawings, and other documents to the PM for review and comment, or review and approval. The PM may need to have the Professional of Record (POR) for the project also review and approve some documents. As needed, the Inspector must assist the PM in reviewing documents.

"Approval" of Contractor submittals by the PM, POR, or other Agency personnel, signifies that the submitted documents appear to fulfill all contract requirements. "Approval" by the Agency does not guarantee that the submitted documents, with their processes and devices, will work in all situations or will not require modification.

Refer to the *ODOT Construction Manual*, *Chapter 16 – Working Drawings* for guidance on reviewing Contractor submittals, including electronic drawings.

(7) Communications with the Contractor

It is extremely important that Agency and the Contractor develop and maintain a good working relationship on each project. A key element of a good working relationship is that the parties must maintain good, effective communication. This is discussed in the *ODOT Construction Manual, Chapter 9 – Responsibilities of the Project Manager*.

The Inspector is a very key factor in maintaining good, effective communication and a good working relationship on the project, since the Inspector must communicate with the Contractor very frequently.

When communicating with the Contractor, ensure that you are communicating with the proper person. Also, determine whether written communication is needed to document an issue or to ensure that the other party has the same understanding. If undecided about whether an issue needs to be documented in writing, document it in writing with copies to appropriate persons.

For verbal communications:

- If another person requests you to do something, verify that you understand what is requested, that you know the timeframe needed to respond, and that you respond in a timely manner.
- If you are requesting another person to do something, verify that the other person knows and understands what you expect them to do, including the timeframe for response.
- Ask questions, paraphrase responses, or use other processes to ensure that both parties understand the communication, needs, and timeframes for response. It is often helpful to courteously remind the responsible party of an upcoming response timeline.

For written communications to the Contractor or others, ensure that:

- If needed, the communication was discussed with persons of the proper authority before the communication was sent to the Contractor.
- The communication is timely.
- The communication is understandable, is easy to read, and uses correct spelling, grammar, and punctuation.
- The communication to the Contractor is addressed to the field office with a copy to the Contractor's home office.

- Copies of the communication are sent to others, including other agencies or persons and other ODOT staff, as appropriate.
- The Agency's person with the proper authority has signed the document (*typically this will be the PM*).

Respond in a timely manner to all requests, commitments, or needs. "Timely" is described as:

- The timeframe specified in the contract or statute.
- The timeframe agreed to by the parties making and receiving the request.
- If, by chance, no timeframe meets those circumstances, the timeframe needed for a response in order to allow affected work or processes to occur without delay.

If the Inspector feels that project communication or the working relationship is deteriorating and the Inspector cannot resurrect good, effective project communication, the Inspector must ask the PM to assist or take actions necessary to restore good, effective communication and the relationship. These actions may involve discussions with the Contractor's Superintendent or its home office personnel, the ODOT Area Manager, or others.

(8) Safety

Refer to the *ODOT Construction Manual*, *Chapter 17 – Safety*.

Some work activities are particularly dangerous, because of the proximity to traffic or equipment movement, or work over water or above or below ground. Other sections of this training manual address safety issues specific to particular activities.

The Inspector and others may be exposed to a degree of risk by being in close proximity to particular materials as they are delivered, used, constructed, removed, etc. Before becoming exposed to new or unfamiliar materials the Inspector must:

- Seek input from the Contractor.
- Review the Material Safety Data Sheet (MSDS) for the material, as appropriate.
- Prepare a Job Hazard Analysis for specific elements of construction activities.
- Seek other information to determine potential hazards and to determine what protective clothing or devices are needed.

The Inspector must work with the Contractor to ensure that:

- Planned work activities do not place workers or others at unneeded risk.
- All persons use protective clothing or devices, when needed.

- Adequate ventilation is maintained if work is performed in a confined space.
- Adequate traffic control is always implemented and maintained.
- The Contractor does not allow workers to take unneeded risks and does not place others at unneeded risk.
- Information on Material Safety Data Sheets (MSDS), as appropriate, is made available to persons who will be in close proximity to the subject materials.

Refer to the *ODOT Construction Manual, Chapter 12A – Daily Reports / Diaries and Chapter 17 – Safety* for discussion of actions of the PM or Inspector if the public is involved in an accident within the limits of the project.

(9) Project Schedule

As required by Section 00180.41 of the Contract and as discussed in the *ODOT Construction Manual*, *Chapter 11 – Before On-Site Work Can Begin*, the Contractor must submit a project schedule that meets the requirements of the contract and reflects the Contractor's plans for the project work. The PM may request the Inspector's assistance in reviewing the Contractor's submitted schedule.

After review, the PM will "accept" the project schedule if the schedule appears to meet the contract requirements.

The Inspector must be knowledgeable about the project schedule so the Inspector may:

- Plan work needed to be done by ODOT personnel.
- When requested, provide information to others, including the media.
- Ensure that the Contractor plans to complete the work within the timeframe(s) required by the Contract.
- Ensure that the Contractor does not plan to perform work contrary to environmental or other Contract restrictions.
- Help the Contractor to identify oversights or omissions in the schedule, potential problems areas, or conflicts in work activities.
- Be aware of delays to the project work no matter who is responsible for the delay.
- Help the PM identify impacts to project activities and the project completion. This may involve recording affected resources that are impacted by a delay and may also involve helping to analyze the Contractor's Request for Adjustment of Contract Time (*refer to the ODOT Construction Manual, Chapter 13 – Contract Time*) or helping to analyze requests for damages due to unreasonable delay.

The Inspector must review all required schedule updates and must request, or ask the PM to request, a schedule update if the current schedule no longer reflects the project

work and specified timeframes. The PM may need to withhold progress payments or to suspend work if the Contractor does not update its schedule as required. The Inspector must appraise the PM of any delays to the project and record necessary information that is needed to analyze those delays.

(10) Temporary Traffic Control

As discussed Section 00225.05 of the Contract, and in the *ODOT Construction Manual*, Chapter 11 – Before On-Site Work Can Begin, the Contractor must submit a Traffic Control Plan (TCP) that is acceptable to the PM (*if the Contractor plans to use a TCP different from any shown in the project plans*).

The Inspector must be familiar with the TCP to ensure that the TCP is implemented and is working properly. The Inspector must take necessary action to have the Contractor correct deficiencies to the TCP or to amend the TCP if it no longer represents the needs for the project work.

If the contract requires the Contractor to have a Traffic Control Supervisor (TCS), that person must also complete and submit a Daily Traffic Control Inspection Report, form 734-2474 (*Section 00225.32 requires the TCS to use the ODOT form*).

As discussed in the later sections of this Training Manual, the Contractor must implement and maintain adequate traffic control to protect the work, the workers, and the public. As appropriate and before affected work activities start, the Inspector must discuss needed traffic control and the TCP with the Contractor to ensure that the Contractor will implement and maintain proper and adequate traffic control.

If the Contractor does not implement and maintain proper and adequate traffic control, the Inspector must request the Contractor to correct the deficiencies. If necessary, and with the concurrence of the PM, the Inspector can suspend the Contractor's operations until the Contractor corrects the deficiencies.

Further discussion is included in Section 00225 of this Training Manual.

(11) Pre-Work Conferences

The Contract requires key personnel of the PM and Contractor to meet prior to some specified operations, including production of aggregates, paving, or bridge deck placement. The Inspector should be involved in those conferences.

It may also be helpful to have similar conferences prior to other project activities. This will help the Inspector to ensure that the Contractor:

- Is aware of contract requirements for the activity.

- Has proper and required materials for the work and will perform the required quality control.
- Will have adequate resources to accomplish the work.
- Understands the procedure needed to accomplish the desired work product and quality.
- Understands the finish, surface, or smoothness requirements and how to test them, if appropriate.
- Will have proper traffic control.
- Plans a safe work area and environment for the activity.

The Inspector may wish to have the PM also participate in any pre-work conferences.

If, at any time during any work activity, the work is not being done as required by contract, the Inspector must take the necessary action, including suspending the work if necessary, to have the Contractor correct its operation. The Inspector must involve the PM when necessary.

(12) Utilities

On some projects, the Contractor may work adjacent to the facilities of utilities or public agencies, including those of ODOT. On some projects, the Contractor may adjust or construct new facilities as part of the project work. And, on some projects, the owners of those facilities may be required to adjust or relocate their facilities to allow construction of ODOT's project.

Refer the *ODOT Construction Manual, Chapter 24 – Work Done by Utilities and Railroads* for additional information and guidance on this subject.

Section 00150.50 discusses and specifies the responsibilities of persons to notify the Oregon Utility Notification Center before performing excavation work.

The Utility Location & Coordination Council has established the following Uniform Color Code for marking of buried facilities:

- **RED:** Electric power lines, cables, or conduit and lighting cables
- **YELLOW:** Gas, oil, steam, petroleum, or other hazardous liquid or gaseous materials
- **ORANGE:** Communications, cable television, alarm, or signal lines, cables, or conduits
- **BLUE:** Water, irrigation, or slurry lines
- **GREEN:** Sewers, storm sewer facilities, or other drain lines

- **WHITE:** Pre-marking of the outer limits of the proposed excavation or marking the centerline and width of proposed lineal installations of buried facilities
- **PINK:** Temporary survey markings
- **PURPLE:** Reclaimed water, irrigation, and slurry lines

The Inspector must:

- Work with the PM to involve all affected utilities, railroads or other parties in the Pre-Construction Conference or similar discussions.
- Ensure that owners of utility or railroad facilities are kept aware of the schedule of project work that will affect their facilities.
- Ensure that affected facilities will be adjusted or relocated in a timely manner so that project work is not unreasonably delayed.
- When facilities must be adjusted or relocated, ensure that the facilities are adjusted or relocated to positions that will not conflict with project work.
- Record adjustment and relocation activities in the General Daily Progress Report or Project Manager's Diary. As appropriate, record information about location of facilities and ensure that it is included on the As Constructed Plans.
- Verify that the Contractor has notified the Oregon Utility Notification Center as required to allow existing facilities to be located and marked. The common phrase is "Call Before You Dig".
- Watch for other facilities that may not be known, but are discovered during the project work.
- If project work causes conflict with other facilities, work with the PM, the facility owner, the Contractor, and the POR for the project to resolve the conflict. If the conflict may result in a delay claim or a claim for additional compensation, work with the PM and Contractor to record necessary information and to help resolve the issue.

(13) Affirmative Action Requirements (DBE, EEO, OJT, TERO)

Refer to the Affirmative Action Program requirements in the *ODOT Construction Manual*, *Chapter 18 – Affirmative Action*.

The Inspector must perform the Agency activities described in Chapter 18 of the Construction Manual to ensure that the Contractor fulfills its Affirmative Action obligations. These activities include, but are not limited to:

- Assisting in reviewing subcontracts for DBE subcontractors.
- Performing Commercially Useful Function (CUF) reviews on all Disadvantaged Business Enterprise (DBE) subcontractors.

- Completing source documents to compensate the Contractor for On-The-Job Training (OJT) hours.

(14) Labor Compliance

Refer to the *ODOT Construction Manual*, *Chapter 19 – Labor Compliance* for Agency requirements and guidance on this issue. Inspector responsibilities may include conducting wage interviews with employees if delegated by the PM.

(15) Surveying

Refer to either Section 00150.15 or Section 00305 of the Contract and the *ODOT Construction Manual*, *Chapter 20 – Construction Surveying/Monumentation*, for guidance on this topic.

Also refer to Section 00305 of this Manual if the Contractor will perform the construction surveying. The *Construction Surveying Manual for Contractors* (October, 2009) can be found on the internet under Highway, Geometronics, Pages, Documents. The link is http://cms.oregon.gov/ODOT/HWY/GEOMETRONICS/Pages/documents.aspx.

(16) Permits

Refer to the *ODOT Construction Manual*, *Chapter 4 – Relations With the Public or Other Agencies*, and *Chapter 21 – Permits* for discussion and guidance on this subject.

(17) Contract Time

Refer to the *ODOT Construction Manual, Chapter 13 – Contract Time* for discussion and guidance on this topic.

The Inspector must be aware of the specified contract completion date(s) for the project. Contract Time will be listed in Section 00180.50 of the Contract as a specified completion date, a specified number of Calendar Days, or a combination of both. Some projects may include one or more interim completion dates as well as a final completion date for all work on the project.

The Inspector must at all times be aware of any adjustments made to the contract time by Contract Change Order (CCO), and ensure that the project schedule submitted by the Contractor accurately reflects the contract time, or adjusted contracted time accurately.

(18) As-Constructed Plans and Project Manager's Narrative Form

Refer to the *ODOT Construction Manual, Chapter 12H – As-Constructed Plans* and *Chapter 37 – Submittal of Final Project Documentation* for discussion and guidance on these items.

(19) Quality of Materials and Work

All materials and workmanship incorporated into the Project by the Contractor must comply with the applicable Contract requirements, except as allowed under Section 00150.02. The Inspector should refer to the *ODOT Construction Manual, Chapter 12B – Quality*, Section 00165 of the Contract, and the Quality Assurance Program in the *Manual of Field Test Procedures* for discussion and guidance on this topic. Also refer to the requirements for materials and workmanship that are included in the specifications for each work item.

If the Contractor has supplied or incorporated material that does not conform to contract requirements, and the material has determined by the Agency to be acceptable to remain in place, refer to the *ODOT Construction Manual, Chapter 12C – Quality Price Adjustments* for guidance on calculating and assessing quality price adjustments. Some contracts will also contain provisions allowing the Agency to pay a bonus payment to the Contractor for material or work that consistently meets or exceeds contract requirements. Guidance on processing bonus payments can also be found in *Chapter 12C*.

Additional responsibilities of the Inspector regarding quality requirements include, but are not limited to:

- Ensure that the Contractor knows the quality requirements for each work item or material, what testing must be performed, and what quality documentation must be provided before the material can be incorporated into the project.
- Not allow material to be incorporated into the project until acceptable quality documentation is received, except as allowed in Section 00165.70(b).
- If unacceptable material is delivered to the project, notify the Contractor that it is unacceptable and mark it so it is not incorporated. Mark the unacceptable material in such a manner that the material is not damaged, the Contractor is still able to return the unacceptable material to the supplier, and it can still be used on another project where its quality is acceptable. In other words, do not use paint or similar material to mark material of unacceptable quality.
- Ensure that the submitted quality documentation fulfills contract requirements. Do not just accept the quality documentation; it must be checked against the contract requirements to ensure compliance.
- Inspect the material, either visually or by other appropriate methods, to detect damage or contamination and ensure that the material is acceptable for use.

- Complete a Field Inspection Report or Sticker, as needed, to justify acceptance of material.
- Identify areas of deficient work or material. Work with the PM to determine whether the work or material must be removed and replaced or whether it may remain with an adjustment in price. Assist the PM in calculating the adjustment in price. Refer to the *ODOT Construction Manual, Chapter 12C – Quality Price Adjustments* for guidance.

(20) Material Sources

Refer to the ODOT Construction Section, *Chapter 22 – Sources of Materials* for discussion and guidance on this topic.

(21) Quantities of Materials to Be Produced

Refer to the *ODOT Construction Manual*, *Chapter 23 – Quantities of Materials to Be Produced*, *Chapter 12F – Materials Stored or On Hand*, and Chapter *33 – Materials Left Over or Produced for a Third Party* for discussion and guidance on this topic.

(22) Quantities of Work Performed

Refer to the *ODOT Construction Manual*, *Chapter 12D – Quantities*, for discussion and guidance on measuring, calculating, validating and paying the Contractor for work performed on the project.

(23) Public Relations

Refer to the *ODOT Construction Manual*, *Chapter 4 – Relations with Public or Other Agencies* for discussion and guidance on this topic.

Since the Inspector is the representative of the PM and the Agency and is often at the project site, the public may contact the Inspector with questions or concerns about the project. The Inspector should always:

- Ensure that the PM has provided information to the media as needed, especially prior to events that will impact public traffic. Assist the PM by providing or helping to prepare information to be provided to the media or others.
- Listen courteously to all concerns and complaints and remain courteous.
- Conduct yourself such that no undue criticism or discredit is reflected on yourself or the Agency.
- Take action, as appropriate, to respond to or to mitigate concerns or complaints.

- Involve the PM as needed, especially if the needed actions are beyond the authority of the Inspector.
- Be professional in discussions with others about work, your job, or the project.
- Refer issues to the PM if they involve other authority or may be controversial, such as:
    - Interviews by the news media.
    - Discussion of condemnation of property for public use, and
    - Requests for opinions on controversial manners.

Record significant events, happenings, or communications in the General Daily Progress Report or Project Manager's Diary, including all changes made in response to a concern or complaint. Refer to the *ODOT Construction Manual, Chapter 12A – Daily Reports/Diaries* for guidance on completing a General Daily Progress Report or Project Manager's Diary.

(24) Complaints about Improper Payment or Wages Paid

Refer to the *ODOT Construction Manual*, *Chapter 26 – Prompt Payment/Claims Against Contractor's Bond* for discussion and guidance on complaints regarding improper or non-payment to subcontractors or suppliers.

Refer to the *ODOT Construction Manual*, *Chapter 19 – Labor Compliance* for discussion and guidance on handling prevailing wage complaints.

(25) Changes to the Work

Refer to the *ODOT Construction Manual*, Chapter 15 – Change Orders/Force Account/Work by Public Forces, as well as the pertinent portions of Sections 00140 and 00195 of the Contract for discussion and guidance on handling changes to the work.

The Inspector must:

- Be familiar with the contract documents and all Contract Change Orders (CCO's), State Force Orders (SFO's), or Extra Work Orders (EWO's) that have been issued on the project.
- Be aware of errors or differences in pay item quantities that could result in disagreements.
- Look for oversights or omissions that may require changes to pay item work, additional, or extra work.
- Remember that for some pay items such as Flagging, Pilot Car, Temporary Striping, Stripe Removal, or Watering (125%), the bid price is only applicable for

the bid quantity. For all work performed in excess of the bid quantity, the PM must take the action required by the contract, either to establish a unit price and allow payment or to order the work to be performed on a force account basis. Refer to the specification for each pay item and to the *ODOT Construction Manual, Chapter 12D – Quantities*. The Inspector should alert the PM before the quantity of work accomplished reaches the bid quantity, assist the PM in taking the required action before the quantity exceeds the bid quantity, and prepare source documents or Daily Force Account Records as appropriate.

- Assist the PM in evaluating the cost of changes to the work.
- When a CCO is issued and the work is performed, prepare a source document to justify payment for the work.
- When an EWO (Force Account) is issued, record all relevant information as described in the *ODOT Construction Manual, Chapter 12G – Extra Work Performed on a Force Account* basis.
- When public forces perform work under an State Force Order that will be charged to the project, record information as needed to be able to review and justify payment for the work. Again, refer to the *ODOT Construction Manual, Chapter 15 – Change Orders, Force Account, SFO's* for guidance on handling Orders for Force Work (SFO's).

(26) Disagreements, Disputes and Claims

Refer to Section 00199 of the Contract and the *ODOT Construction Manual*, *Chapter 27 – Disagreements, Disputes, and Claims* for discussion and guidance on this issue.