

# Change Order Management



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# Introduction

Several of Spitfire's Doc types work closely together when you need to make changes to your project. RFI (Request for Information), Proposed CO (Proposed Change Order), Change Order, RFQ (Request for Quotes), CCO (Commitment Change Order), and Commitment documents can be highly interrelated. This white paper illustrates how these documents work together and offers best practices for change order workflows.

**Note:** There can be other workflows involving these Doc types. Once you understand how they work together, you will figure out the best workflow for your projects.

This paper assumes some familiarity with sfPMS and its dashboards as described in the *Overview Guide* as well as a general understanding of Spitfire documents as described in the *Focus on Document and Item Basics* guide. Information on how to create the specific Doc types mentioned in this guide can be found in the *Focus on Doc Types and Project Workflow* guide.

**Note:** Because sfPMS is configurable and because different users have different levels of access rights and permissions, the screens shown and the fields described in this guide may not be the same as those in your system.

## Overview

Changes to a Commitment may or may not involve changes to a project contract. If no change is required on the project level, changes to Commitments are done solely through the CCO document.

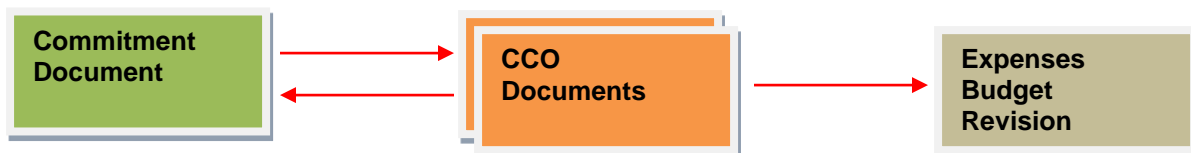
### [KBA-01459](#): Changing Commitment Items through a CCO

If changes to a Commitment also mean changes to the project, the Change Order document is involved.

The Change Item Register tracks all Items on all Change Orders and Proposed COs for a project.

## Changes to a Commitment Only



- You can add to and edit a Commitment (subcontract, purchase order, etc.) document as often as necessary while the document status is **In Process** or **Pending**.
- When you change the Commitment's document status to **Committed**, certain fields on the document—most notably the Items—become read-only. After a Commitment is committed, a CCO document is required to make changes to the Commitment Items.
- CCO documents are linked to their Commitments.
- CCO documents contain changes to existing Commitment Items as well as new Items to be added to the Commitment.
  - New Items on the CCO are given Commitment Item numbers when you change the CCO document status to **Pending**.
- When you change the document status on a CCO to **Approved**, all Item information is used to update the Commitment and, by default, expense changes are reflected on a new budget revision. For more information, see [KBA-01397](#).

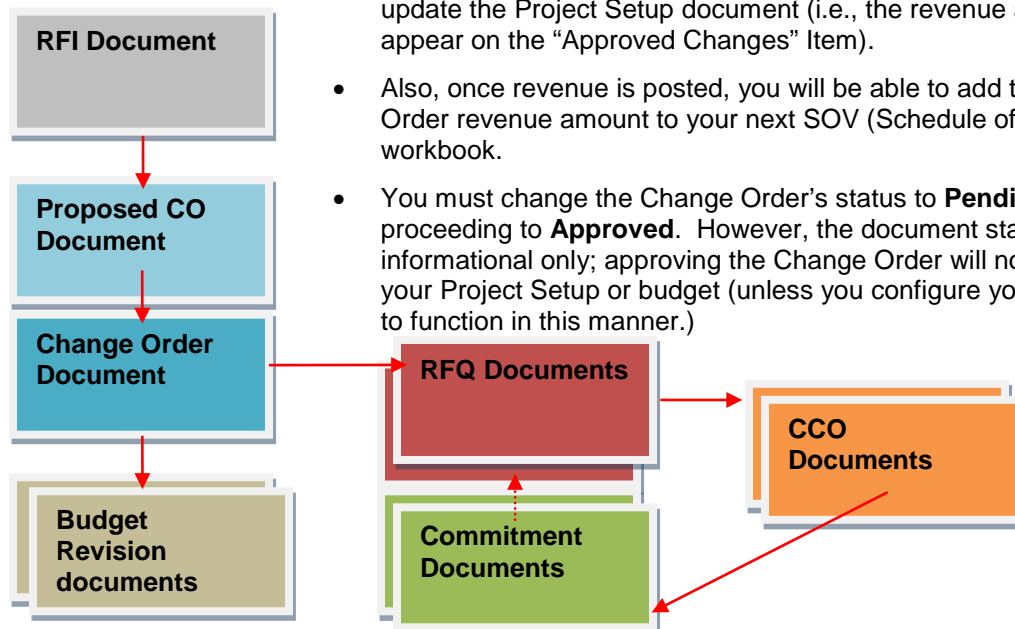


## Change Order Processing

### TIP

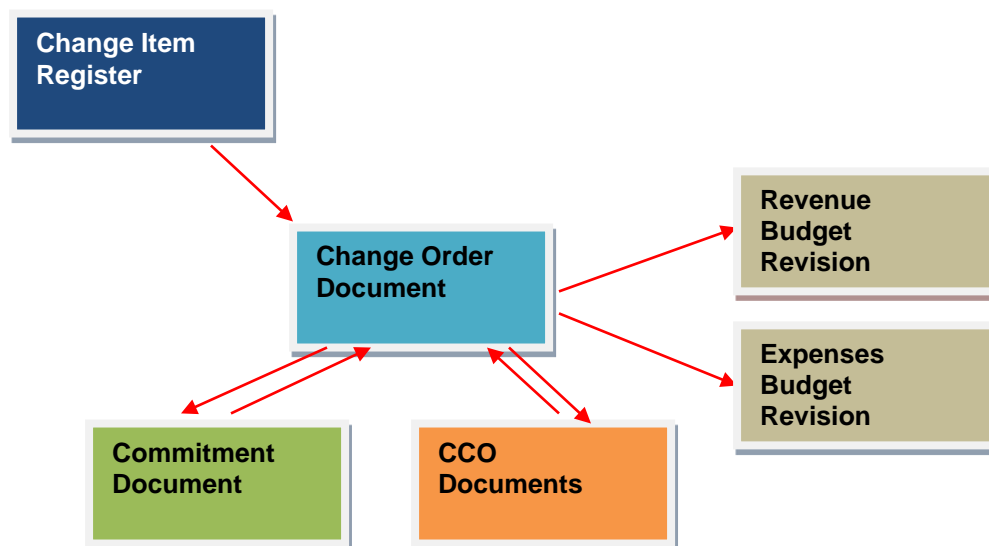
With permission, and in the proper circumstances, you may be able to change your revenue through the **Uncommit Project** option (found on the Project Setup's Options menu) instead of a Change Order. For more information, see the *Focus on Doc Types and Project Workflow* guide.

- You can add to and edit a Project Setup (contract) document as often as necessary while the document status is **In Process** or **Plan**.
- When the Project Setup is **Committed**, certain fields on the document—most notably the Items—become read-only. After a Project Setup is committed, you use a Change Order document for changes to the project contract's revenue and expenses.
- RFI and Proposed CO documents can both lead to Change Order documents.
- You can enter several Items on your Change Order, although most often, only one Change Item is indicated on each Change Order.
- As soon as you save the first Change Item on the project, an "Approved Changes" Item (with an amount of \$0.00) is added to your Project Setup document.
- When you save a Change Item, its revenue amount is added to the Key Performance Indicator **Unposted CO** amount.
- Change Order Items contain budget entries. These budget entries can easily create RFQs for all Commitments affected by the Change Order. Other budget entries can be revenue, self-perform, CCO, and Commitments.
- When it is time to post expenses and revenue, clicking on  and  (respectively) will update your budget. You can post to your budget regardless of the document status.
- Awarded RFQs are converted to approved CCO documents—which update the corresponding Commitments—when you post Change Item expenses.
- When revenue is posted, Change Item information is used to update the Project Setup document (i.e., the revenue amount will appear on the "Approved Changes" Item).
- Also, once revenue is posted, you will be able to add the Change Order revenue amount to your next SOV (Schedule of Values) workbook.
- You must change the Change Order's status to **Pending** before proceeding to **Approved**. However, the document status is informational only; approving the Change Order will not affect your Project Setup or budget (unless you configure your system to function in this manner.)



## More Change Order Workflows

- A project's Change Item Register lists all Change Items from Change Order and Proposed CO documents.
- When you create a Change Order, you can get **Approved**, **Proposed** and **Requested** Change Items from the Change Item Register.
- Change Item budget entries can include simple changes to revenue and expense (self-perform) that do not involve other Doc types.
  - Self-Perform budget entries require Cost Codes and Account Categories.
- Change Item budget entries can create new Commitments if needed.
- Change Item budget entries can create new CCOs (without RFQs) if needed.

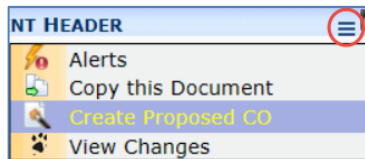


# Starting the Change Order Process

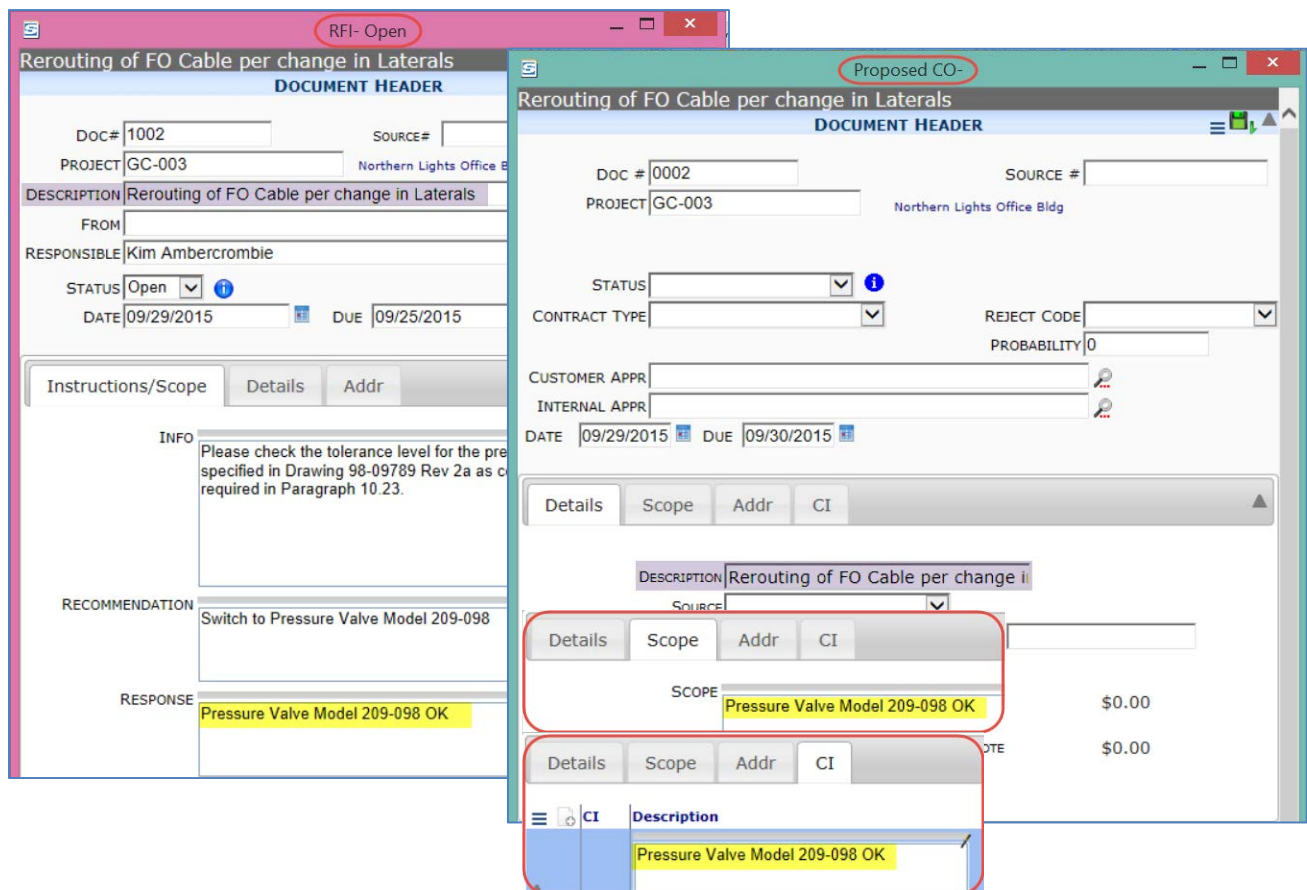
Depending on your workflow, you might start your change processing by creating a Change Order, Proposed CO or RFI document.

## If Starting with an RFI

When changes to a project start with a request for information, you may want to use the RFI document as your starting point.

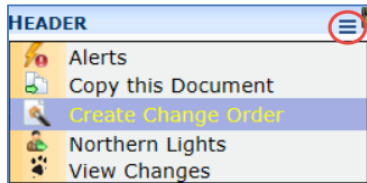


- From the RFI's Option menu, you are able to create a Proposed CO (or Change Order document if the Proposed CO Doc type is inactive at your site).
- The newly created Proposed CO (Change Order) will take its **Description** from the RFI's Description, and will have the contents of the RFI's Response field (on the Info tab) in the **Scope**. You can change these fields, of course.
- In addition, the Proposed CO (Change Order) will automatically contain a Change Item, which will be empty except for its Description. The Item's **Description** field will contain whatever was entered in the RFI's Response field.

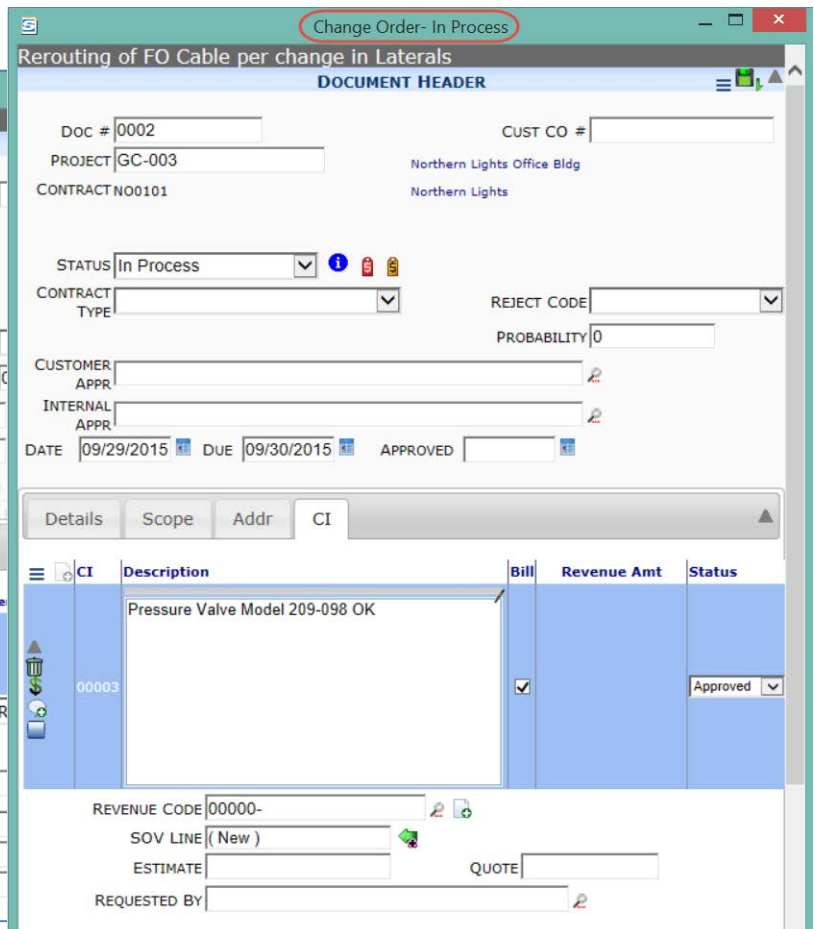
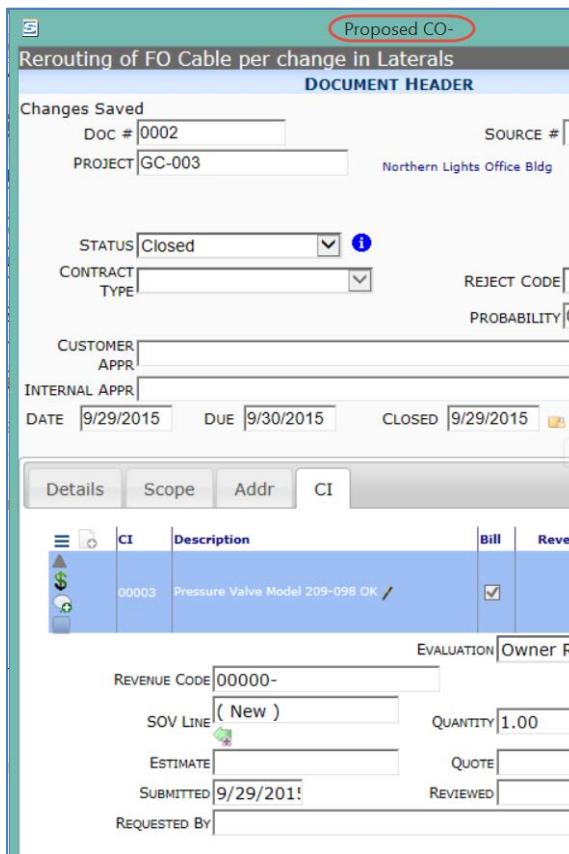


## If Starting with a Proposed CO

When changes to a project need to be examined and considered before given the go-ahead, the Proposed CO is a good starting point. Projects can have any number of Proposed COs from which only a few may be turned into Change Orders.



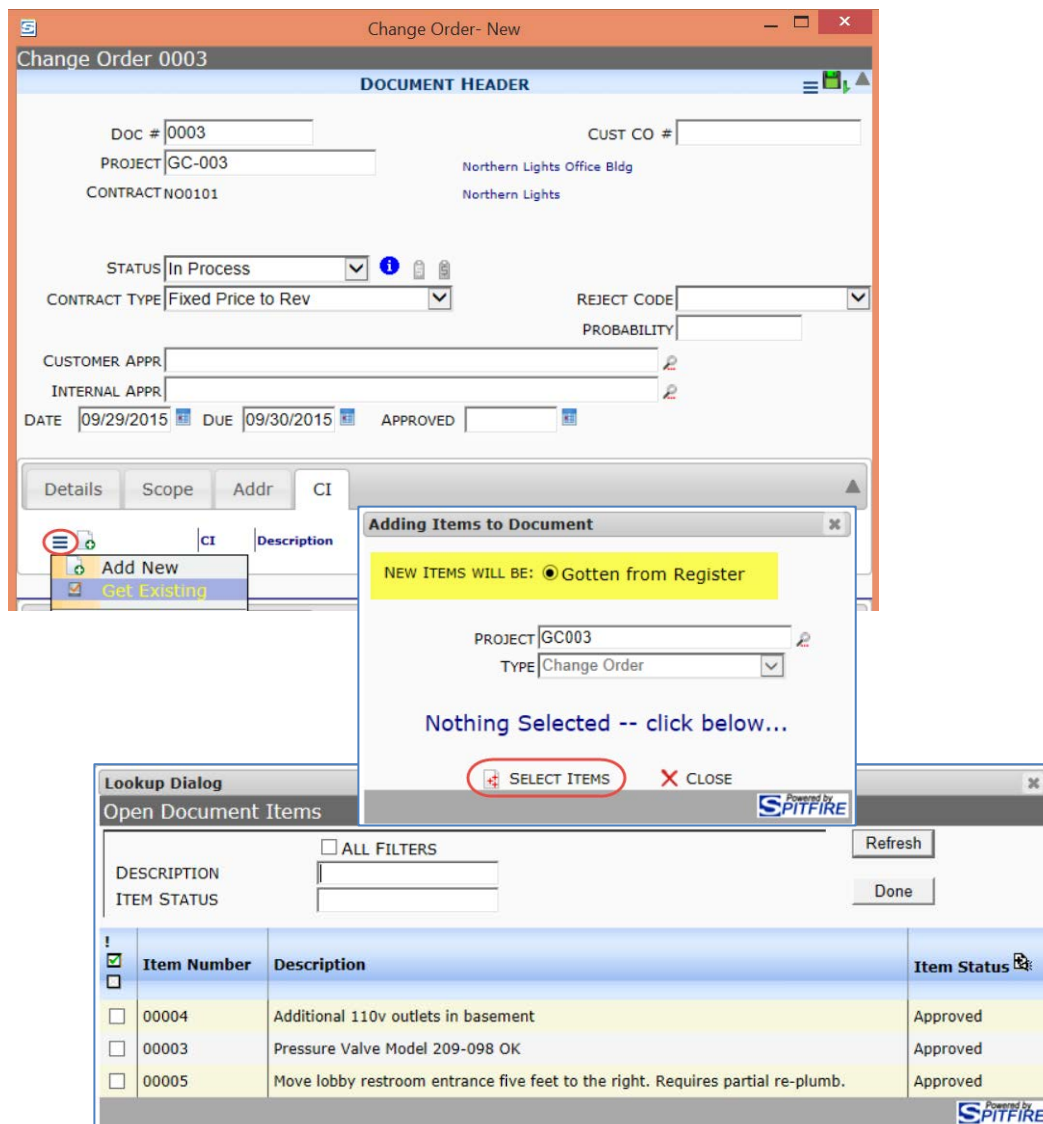
- If starting with a Proposed CO document, you would enter one or more Change Items on the Proposed CO.
- All Change Items appear in the Change Item Register.
- A Proposed CO's status must be **Closed** and there must be at least one Change Item (not already on a Change Order) before you can create a Change Order from the Proposed CO's Options menu. The two Doc types look almost the same.
- Only Change Items that are **Approved** on the Proposed CO are carried over to Change Orders created from the Proposed CO. Change Items that are given a status of **Proposed** or **Requested** remain available for inclusion in other Change Orders that are created directly from the Project Dashboard.
- The following information is copied from the Proposed CO to the Change Order: Document Header information, Description (on the Details tab), Scope, Addresses, and Items.
- The new Change Order is ready for review (and updates), status changes and posting of revenue and expenses.



## If Starting with a Change Order

If you prefer to not use Proposed CO documents, and a change has not been the result of an RFI, you can create a Change Order document directly from the Project Dashboard.

- Items on a Change Order can either be new Items added to the document or existing Items gotten from the Change Item Register.
- All Change Items that are neither Cancelled, nor already on a Change Order, can be gotten from the Change Item Register.
- See the next page for more information about Change Items.



## Change Items

The CI tab, found on Proposed CO and Change Order documents, is a renamed Items tab.

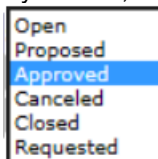
- On the CI tab, you can **Add New** Items or **Get Existing** Items. (You may also find Items that have been copied from a Proposed CO document.)
- Change Items have their own status, independent of the document status.
- Change Items offer the **\$** icon, which opens the Budget Entries window where you build the revenue and expense costs associated with the Change Item.  
**Note:** it is also possible to build your budget entries from an attached Microsoft Excel workbook.

☞ [KBA-01728](#): Adding a New Item on the CI Tab of a Change Order

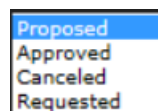
☞ [KBA-01729](#): Adding Existing Items from Register onto a Change Order

## Statuses for Change Items

By default, the Item Status drop-down offers the following choices:

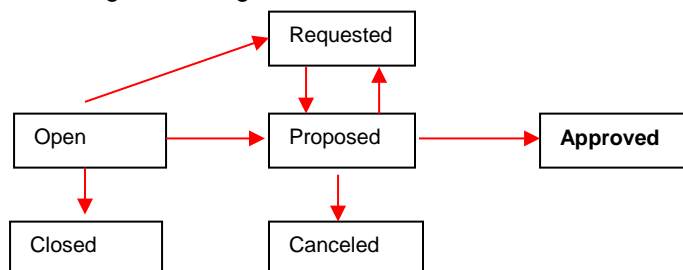


(On a Proposed CO)




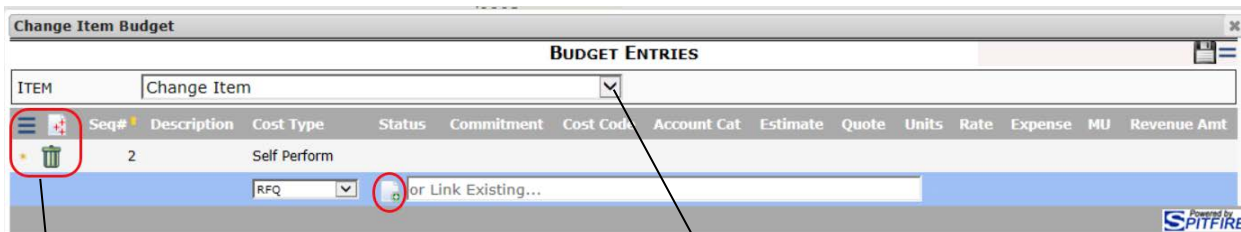
(On a Change Order)






- Changes can be made to the Item while its status is **Open**, **Proposed** or **Requested**.
- Change Items must be **Approved** on a Proposed CO in order to be copied to a Change Order created from the Proposed CO.
- Change Items entered directly onto a Change Order are approved automatically when you post revenue and/or expenses.
- If you set the status to **Closed** or **Canceled**, the Change Item can no longer be changed, nor is it available through the Get Existing option on a Change Order. It does, however, remain on the Change Item Register.



# Budget Entries

When you click  at a Change Item, the Budget Entries window opens.

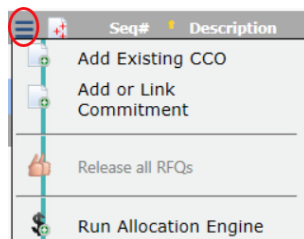


You can edit (  ) or delete (  ) any existing row; add a new row (  ); multi-select Commitments from which to create RFQs (  ) and open the Options menu (  ) at the Budget Entries window.

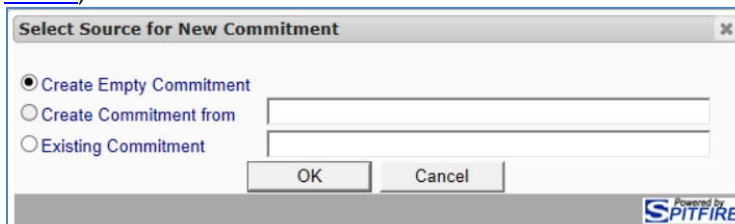
If there are multiple Change Items on your Proposed CO/Change Order, you can get to the Budget Entries of another Item by selecting it from the **Line Item** drop-down.

## Budget Entries Options Menu

The Budget Entries window offers the following menu options:



- **Add Existing CCO** – allows you to add an existing CCO to a budget entry row. This option is used infrequently since you can now add existing CCOs directly on the Budget Entries window. (See [KBA-01730](#))
- **Add or Link Commitment** – allows you to add an existing Commitment to a budget entry row. The option adds a Commitment-type row and displays the following dialog box. This option is used infrequently since you can now add or link Commitments directly on the Budget Entries window. (See [KBA-01730](#))



- **Release all RFQs** – sends all RFQs listed on the Budget Entries window to Seq 2 on their routing.

- **Run Allocation Engine** – adds allocations and markups based on setup through the Allocations tool (found on the Manage Dashboard).  
**Note:** allocations can also be included when importing budget entries from a Microsoft Excel workbook.

## Cost Types

Your budget entries can belong to one of the following cost types:

- **Self Perform** – Self Perform entries do not involve another Doc type; rather, you enter any expense, markup and revenue amounts directly on the Budget Entries window. This cost type may appear as the default when you first open the Budget Entries window.
- **Revenue** – Revenue entries do not involve another Doc type; rather, you enter any revenue amounts directly on the Budget Entries window. Revenue rows can include Cost Codes, allowing your revenue to be distributed by Cost Code if the **BudgetConfig | DistributeCORRevenue** rule is enabled ([see KBA-01176](#)). Revenue rows can also include Account Categories.
- **RFQ** – RFQ entries allow you to create RFQ documents from the Budget Entries window. This cost type is temporary as open RFQs with expense amounts are converted to Commitments or CCOs when you post the Change Order expenses.
- **CCO** – CCO entries allow you to create CCO documents from the Budget Entries window.
- **Commitment** – Commitment entries allow you to create Commitment documents from the Budget Entries window.

The Budget Entries window can contain any number of rows, mixed and matched with any of the cost types.

🔗 [KBA-01730](#): Adding Budget Entry Rows to a Change Item

🔗 [KBA-01731](#): Awarding RFQs from the Change Order's Budget Entries

🔗 [KBA-01732](#): Adding CI Budget Entries from an Import Workbook

## Automated Import from Excel

If you are used to gathering your CI budget entry information on a Microsoft Excel workbook, or if you think it would be easier to enter information on such a workbook, you can import your budget entry data for a Change Item.

☞ [KBA-01628](#): Setup for Change Item Budget Entry Import from Excel

☞ [KBA-01732](#): Adding CI Budget Entries from an Import Workbook

## The RFQ – CCO Workflow

Change Orders may require changes to more than one of the project's Commitments. In such a situation, the following workflow is recommended.

**Note:** while the following instructions talk about the Change Order document, you could also enter your information on a Proposed CO, then change the Proposed CO's status to **Closed** and create the Change Order. Approved Change Items will be carried over.

☞ [KBA-01733](#): Creating RFQs from Project Commitments on CI Budget Entries

## Vendor Data

Unless your vendors are Spitfire users, you will need to enter the quote information you receive from your vendors into the appropriate RFQs then change the status to **Bid Back**. You can open the RFQs from

- The Budget Entries window for a Change Item.
- The Project Dashboard
- Your Inbox (if the RFQ was routed back to you)
- The Catalog Dashboard (if you have access)

**Note:** as expense amounts are entered onto the RFQs and statuses are changed, this information will be updated on the Budget Entries window.

### TIP

Vendors who are given permission to enter information directly onto an RFQ do not see all fields on the Items tab. For example, Estimate and Quote are hidden for vendors.

## CCOs Created From the RFQs

While it is entirely possible for you to change an RFQ's status to [Awarded](#), it is not necessary to do so within the context of the Change Order. However, you should not manually create a CCO from an Awarded RFQ (from the RFQ's Options menu) if you want to keep the CCO under the Change Order "umbrella". RFQs will be awarded and then converted into approved CCOs when you post the Change Order expenses.


🔗 [KBA-01734](#): **Creating Approved CCOs When Posting CO Expenses**

# Posting Expenses and Revenue


☞ [KBA-01735](#): Posting Change Order Expenses and Revenue


## Post Expenses

When you post expenses, several things happen.

- Non-approved Change Items are approved.
- RFQs are converted to approved CCOs.
- Unapproved CCOs are approved.
- Uncommitted Commitments are Committed.  
**Note:** a confirmation box appears indicating the documents that will be committed/approved.
- On the Change Order, the icon changes to .
- The Budget Entry window becomes read-only with one exception: you can still add revenue rows.
- An approved Budget document and corresponding BFA workbook are created, reflecting the total updated expense amount from the Change Order.

## Post Revenue

You must look up an **Internal Approver** and a **Customer Approver** before posting revenue to your budget. When you click , several things happen.

- Non-approved Change Items are approved.
- A Budget document and corresponding BFA workbook are created, reflecting the total updated revenue amount from the Change Order.
- On the Change Order, the icon changes to .
- The Budget Entry window becomes totally read-only.
- Posted revenue appears on the project's KPI:

Contracts & Budgets		AR Summary	
Original Contract	\$750,000		
Posted CO	\$25,841	<b>AGED AR</b>	
Current Contract	\$775,841	Under 30	

# Allocations and Markups

You can set up allocations and markups to be automatically calculated and added to a Budget Entries window. Allocations and markups are set up through the Allocations tool found on the Manage Dashboard. Markups can also be set up/edited through the Change Order Markups window found on the Project Options menu.

👉 [Setting Up Allocations and Markups for a Project](#)

👉 [KBA-01736: Adding Allocations to CI Budget Entries](#)

## Setup Overview for Change Orders

You and your implementer will discuss the setup required to have Change Order workflows function in the way best for you. Your workflow may involve the following tools.

### The Roles Tool

The **RFQ Vendor Contact** (or similar) role serves to identify Contacts at each of your vendors so that when RFQs are routed to your vendor companies, they actually go to a specific person at that company.

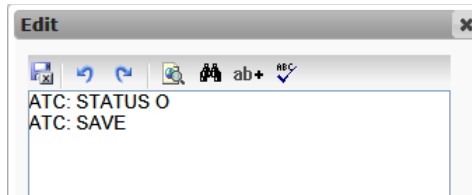
### Contacts Dashboard

All vendors who may be selected to receive an RFQ should have the aforementioned role.

### Routes Tool

Once you have a RFQ Vendor Contact role assigned to the individuals at your vendor companies, you can use that role in a predefined route for the RFQ Doc type. Otherwise, routed RFQ documents will go to the primary vendor company's email. In addition, the predefined route will allow you to use a Spitfire workflow script to change the RFQ status when the document is routed.

- By default, this predefined route has a Spitfire workflow script at Seq 2 that changes the status of the RFQ document to "Out to Bid" when it is first routed:



- Note that the RFQ Vendor Contact role at Seq 3 has **At Source Contact** checked (on). This means that only the person at the company indicated as the source contact (i.e., vendor) for the RFQ will be added to the route.
- The Doc Entered By role at Seq 5 ensures that the RFQ document will be routed back to whoever created the RFQ.
- RFQ as the Doc Type is the only rule required for this automated route.

## Templates

If you will be routing RFQs via email or hard copy, you will need an Attachment template and/or transmittal template for the RFQs. You can create and upload several templates, if appropriate.

If you will be adding budget entries to your Change Items through an Import workbook, you will also need an Import template and an Import mapping file in your Template library.

## Rules

There are several rule groups, established through the Rules Maintenance tool on the System Admin Dashboard, which affect Change Orders and Change Order workflow.

☞ [KBA-01737](#): **Configuring Rules for Change Order Workflows**