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Contractor Performance Report

Scoring Guide

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Application

This scoring guide provides minimum requirements for a common contractor performance reporting regime under the National Prequalification System and is applicable from 1 January 2011.

Reporting

Objectives

- Promote the process of continuous improvement in the delivery of road and bridge projects.
- Recognise good and superior performance and manage poor performance.
- Encourage cooperative relationships between prequalified contractors and Participating Authorities.
- Obtain a measure of the contractor's performance under the contract, to allow Participating Authorities to make informed decisions related to tender assessment and prequalification.
- Enable the meaningful exchange of contractor performance reporting information under the National Prequalification System.

Frequency

Contractor Performance Reports are required to be completed as a minimum:

1. Every six months during the contract
2. Immediately after practical completion of a contract
3. At the Participating Authority's discretion e.g. when there is a continuing period of unsuitable performance on a contract by the contractor, or when a contract is terminated.

Note: The performance criteria and a preliminary assessment should be discussed with the contractor prior to allocating final scores

Responsibility

Responsibility for completion of Contractor Performance Reports should be assigned to the person best able to make accurate and factual assessments in accordance with the evaluation criteria. For most contracts, this will be the person who has day-to-day liaison with the contractor and would generally be the road authority's site representative.

It is important to have all relevant facts and documentation to justify the assessment made, particularly if the assessment is negative.

Review and Assessment

When specified by the Participating Authority, a review of the reporting officer's appraisal may be made by a reviewing officer experienced in contract management at a more senior level. The reviewing officer's task is to ensure that the report is objective and accurate to the extent that it can be relied upon by the Participating Authority to make accountable decisions related to prequalification and tender assessment.

Any disagreements with the reporting officer's report must be capable of substantiation and supported by facts.

Contractor's Response

The contractor must be given a copy of each Contractor Performance Report. The report is to be discussed with the contractor, who must be given the opportunity to comment on the assessment within 10 working days or other period as may be determined by the Participating Authority.

In all cases, the reporting and/or reviewing officer must address any issues raised by the contractor and respond in writing. The contractor's comments and the written response by the reporting and/or reviewing officer form part of the report.

Performance Rating

The contractor's performance is to be assessed against the performance criteria and scored in line with the descriptions outlined in Table 1 and Table 2 to promote consistency across Participating Authorities.

There should be no unsatisfactory performance rating unless evidence exists to demonstrate lack of achievement of the required standard of performance. Each criterion has an overall score that is made up of the average of the sub criteria (total score = average of sub criteria scores).

Table 1: National Prequalification System contractor performance scoring generic rating descriptions

Score	Rating	Descriptor (the extent to which the contractor meets performance requirements)
10	Superior	Exceptional. Always well above the required standard of performance. Demonstrated strengths and use of innovation where appropriate. No errors, risks, weaknesses or omissions.
9	Good	Often exceeds the required standard of performance. Demonstrated strengths and use of innovation where appropriate. Negligible minor errors, risks, weaknesses or omissions which are acceptable as offered.
8		Sound achievement of the required standard of performance. Minimal minor errors, risks, weaknesses or omissions which are acceptable as offered.
7	Acceptable	Reasonable achievement of the required standard of performance. Some minor errors, risks, weaknesses or omissions which may be acceptable as offered.
6		Reasonable achievement of the required standard of performance standard of performance. Some errors, risks, weaknesses or omissions which can be corrected/overcome with minimum effort.
5		Minimal achievement of the required standard of performance. Some errors, risks, weaknesses or omissions which are possible to correct/overcome and make acceptable.
4	Unacceptable	Moderate weaknesses. Does not always meet the required standard of performance.
3		Significant weaknesses. Performance is often below the required standard of performance.
2		Major weaknesses. Rarely meets the required standard of performance.
1		General non-compliance. Has not met the required standard of performance.
0		Severe non-compliance. Does not meet the required standard of performance and is not recommended to carry out this type of work.

Guide Note:

It is possible that not all sub criteria will be assessed for every contract. Where a sub criterion is not assessed, the remaining sub criteria will be averaged to provide a score at the criterion level. For example, for Criteria 5, Quality of Work, sub criteria (a) Design will not be assessed if the contract does not include design works. The overall score for Criteria 5 will be the average of the remaining sub criteria (b) to (d).

Final Performance Report

The final Contractor Performance Report on each completed contract will be the main source of data for evaluation of the performance of a contractor. For this reason, the final report should reflect the performance of the contractor during the whole of the contract. When performance is unsatisfactory, the report must be accompanied by backup evidence and all relevant details of the unsatisfactory performance.

Documentary evidence supporting reports, including minutes of meetings with the contractor, should be referenced in the report. Care should be taken not to destroy the evidence whilst it is still relevant to a performance report.

Table 2: National Prequalification System contractor performance criteria and detailed rating descriptions

Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
1. Time management and progress	(a) Program	<ul style="list-style-type: none"> An initial construction program that did not meet the minimum requirements. Initial construction program finalised and accepted later than required or after some delays and later than the time required by the contract. Inadequate planning, coordination and execution of activities, work processes and critical operations. 	<ul style="list-style-type: none"> A satisfactory initial construction program. Initial construction program finalised and accepted on time or in the time required by the contract. Satisfactory planning, coordination and execution of activities, work processes and critical operations. 	<ul style="list-style-type: none"> A good initial construction program. Initial construction program finalised and accepted earlier than required or earlier than the time required by the contract. Good planning, coordination and execution of activities, work processes and critical operations. Good effort made to keep on schedule. 	<ul style="list-style-type: none"> An excellent initial construction program. Initial construction program finalised and accepted much earlier than required or much earlier than the time required by the contract. Excellent planning, coordination and execution of activities and work processes. Very proactive in keeping ahead of schedule. 	<ul style="list-style-type: none"> Program.
	(b) Progress of work against program	<ul style="list-style-type: none"> Contractual obligations not met within the prescribed time limits on many occasions and having a moderate-to-significant impact on the contract. 	<ul style="list-style-type: none"> Contractual obligations generally within the prescribed time limit. Some notices/claims etc. lodged late but minimal impact on contract. 	<ul style="list-style-type: none"> Contractual obligations met by the prescribed time limit. Issuing of notices etc. by the prescribed time. 	<ul style="list-style-type: none"> Contractual obligations met ahead of the prescribed timeframe. Issuing of notices etc ahead of the prescribed time. Early warning of potential design errors or omissions. Early warning of possible variations. 	<ul style="list-style-type: none"> Copies of dated correspondence confirming time obligations met or not met. Site meeting minutes. Letters advising missed time limits. Certificate of Practical Completion.

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Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
2. Contract management	(a) Management of subcontractors	<ul style="list-style-type: none"> The contractor exercised some contractual responsibility for all of its consultants, subcontractors and suppliers. Inadequate management and coordination of all of consultants, subcontractors and suppliers. The contractor exercised inadequate control of the performance and work processes of each consultant, subcontractor and supplier. Poor performance with regard to the timeliness of payment and fairness of dealing with subcontractors. 	<ul style="list-style-type: none"> The contractor exercised a satisfactory level of contractual responsibility for all of its consultants, subcontractors and suppliers. Satisfactory management and coordination of all consultants, subcontractors and suppliers. The contractor exercised satisfactory control of the performance and work processes of each consultant, subcontractor and supplier. Adequate performance with regard to the timeliness of payment and fairness of dealing with subcontractors. 	<ul style="list-style-type: none"> The contractor exercised a high level of contractual responsibility for all of its consultants, subcontractors and suppliers. Good management and coordination of all of consultants, subcontractors and suppliers. The contractor exercised good control of the performance and work processes of each consultant, subcontractor and supplier. Good performance with regard to the timeliness of payment and fairness of dealing with subcontractors. 	<ul style="list-style-type: none"> The contractor exercised an exceptional level of contractual responsibility for all of its consultants, subcontractors and suppliers. Excellent management and coordination of all of consultants, subcontractors and suppliers. The contractor exercised excellent control of the performance and work processes of each consultant, subcontractor and supplier. Excellent performance with regard to the timeliness of payment and fairness of dealing with subcontractors. 	<ul style="list-style-type: none"> Audit reports, internal and 2nd party. Daily diaries. Interim Contractor Performance Reports.
	(b) Contract resources (plant and personnel)	<p>Plant</p> <ul style="list-style-type: none"> Inadequate condition and availability of plant. Inadequate selection of plant for the tasks involved in the contract. Plant use was below the acceptable standard and moderately effective. <p>Personnel</p> <ul style="list-style-type: none"> Contractor's representative has limited knowledge and experience. Performance was below the acceptable standard. Qualifications did not meet requirements. Contractor's representative sometimes off-site for critical operations. 	<p>Plant</p> <ul style="list-style-type: none"> Satisfactory condition and availability of plant. Satisfactory selection of plant for the tasks involved in the contract. Plant use met the acceptable standard and was effective. <p>Personnel</p> <ul style="list-style-type: none"> Contractor's representative has satisfactory knowledge and experience. Performance met the acceptable standard. Qualifications met requirements. Contractor's representative on site at most times but always on-site for critical operations. Construction manager (roads/bridges) has satisfactory knowledge and experience. Performance met the acceptable 	<p>Plant</p> <ul style="list-style-type: none"> Good condition and availability of plant. Good selection of plant for the tasks involved in the contract. Plant use was above the acceptable standard. <p>Personnel</p> <ul style="list-style-type: none"> Contractor's representative has good knowledge and experience. Performance was above the acceptable standard. Qualifications exceeded requirements. Contractor's representative almost always on-site but always on site for critical operations. Construction manager (roads/bridges) has good 	<p>Plant</p> <ul style="list-style-type: none"> Excellent condition and availability of plant. Excellent selection of plant for the tasks involved in the contract. Plant use was well above the acceptable standard. <p>Personnel</p> <ul style="list-style-type: none"> Contractor's representative has excellent knowledge and experience. Performance was well above the acceptable standard. Qualifications exceeded requirements. Contractor's representative always on-site and present at all critical operations Construction manager (roads/bridges) has excellent 	<ul style="list-style-type: none"> Monthly progress reports. Daily dairies. Interim Contractor Performance Reports. Prestart checklist or Plant Condition Reports.

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Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
		<ul style="list-style-type: none"> Construction manager (roads/bridges) has limited knowledge and experience. Performance was below the acceptable standard. Qualifications did not meet requirements. Construction manager (roads/bridges) sometimes off-site for critical operations. Design manager has limited knowledge and experience. Performance was below the acceptable standard. Qualifications did not meet requirements. Key operational personnel have limited knowledge, experience and performance. Qualifications did not meet requirements. Inadequate number of key operational personnel. Some difficulty in delivering the contract. Some adverse effects on processes and outcomes. Some adverse effect on progress and quality caused by turnover in key operational personnel. Key operational personnel sometimes off-site during critical operations. <p><i>Note: Key operational personnel includes:</i></p> <ul style="list-style-type: none"> Project manager Site engineers 	<p>standard. Qualifications met requirements.</p> <ul style="list-style-type: none"> Construction manager (roads/bridges) on site at most times but always on-site for critical operations. Design manager has satisfactory knowledge and experience. Performance met the acceptable standard. Qualifications met requirements. Sufficient key operational personnel. Little difficulty in delivering the contract. Insignificant adverse effect on processes and outcomes. Insignificant adverse effect on progress and quality caused by turnover in key operational personnel. Key operational personnel on-site at most times but always for critical operations. <p><i>Note: Key operational personnel includes:</i></p> <ul style="list-style-type: none"> Project manager Site engineers Senior supervisors Foremen Specialists. 	<p>knowledge and experience. Performance was above the acceptable standard. Qualifications exceeded requirements.</p> <ul style="list-style-type: none"> Construction manager (roads/bridges) almost always on -site but always on-site for critical operations. Design manager has good knowledge and experience. Performance was above the acceptable standard. Qualifications exceeded requirements Key operational personnel have good knowledge, experience and performance. Qualifications exceeded requirements. More than sufficient key operational personnel. No difficulty in delivering the contract. No adverse effect on outcomes and processes. No adverse effect on progress and quality caused by turnover in key operational personnel. Key operational personnel almost always on-site but always for critical operations. <p><i>Note: Key operational personnel includes:</i></p> <ul style="list-style-type: none"> Project manager Site engineers Senior supervisors Foremen Specialists. 	<p>knowledge and experience. Performance was well above the acceptable standard. Qualifications exceeded requirements.</p> <ul style="list-style-type: none"> Construction manager (roads/bridges) always on-site and present at all critical operations. Design manager has excellent knowledge and experience. Performance was well above the acceptable standard. Qualifications exceeded requirements. Key operational personnel have excellent knowledge, experience and performance. Qualifications exceeded requirements. Exceptional number of key operational personnel. No difficulty in delivering an excellent contract. A significant positive effect on processes and outcomes. A positive effect on progress and quality due to turnover in key operational personnel. Key operational personnel always on-site and present at all critical operations. <p><i>Note: Key operational personnel includes:</i></p> <ul style="list-style-type: none"> Project manager Site engineers Senior supervisors Foremen Specialists. 	

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Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
		<ul style="list-style-type: none"> ▪ <i>Senior supervisors</i> ▪ <i>Foremen</i> ▪ <i>Specialists.</i> 				
	(c) Contract administration	<ul style="list-style-type: none"> ▪ Compliance with the administrative and legal requirements of the contract was below the acceptable standard. ▪ Contract records system was inadequately maintained. ▪ Some difficulty in ensuring that up-to-date drawings and specifications are used on-site. ▪ Some as-built records were submitted on time, with some incomplete. ▪ Inadequate follow-up action on minutes of site meetings. 	<ul style="list-style-type: none"> ▪ Compliance with the administrative and legal requirements of the contract met the acceptable standard. ▪ Contract records system was satisfactorily maintained. ▪ Usually ensured that up-to-date drawings and specifications are used on-site. ▪ As-built records were submitted in time and mostly complete. ▪ Satisfactory follow-up action on minutes of site meetings. 	<ul style="list-style-type: none"> ▪ Compliance with the administrative and legal requirements of the contract was above the acceptable standard. ▪ Contract records system was maintained well. ▪ Almost always ensured that up-to-date drawings and specifications are used on-site. ▪ As-built records were submitted ahead of time, and complete. ▪ Good follow-up action on minutes of site meetings. 	<ul style="list-style-type: none"> ▪ Compliance with the administrative and legal requirements of the contract well above the acceptable standard. ▪ Maintenance of the contract records system was excellent. ▪ Always ensured that up-to-date drawings and specifications are used on-site. ▪ As-built records submitted complete and well ahead of time. ▪ Excellent follow-up action on minutes of site meetings. 	<ul style="list-style-type: none"> ▪ Monthly progress reports. ▪ Daily dairies. ▪ Statutory declarations. ▪ Minutes of meetings. ▪ Interim Contractor Performance Report.

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Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
	(d) Management of construction works/site	<ul style="list-style-type: none"> Inadequate management structure and reporting procedures. Inadequate supervision of contractor's own site personnel. Inadequate support of inexperienced construction personnel by experienced senior on-site personnel. 	<ul style="list-style-type: none"> Satisfactory management structure and reporting procedures. Satisfactory supervision of contractor's own site personnel. Satisfactory support of inexperienced construction personnel by experienced senior on-site personnel. 	<ul style="list-style-type: none"> Good management structure and reporting procedures. Good supervision of contractor's own site personnel. Good support of inexperienced construction personnel by experienced senior on-site personnel. 	<ul style="list-style-type: none"> Excellent management structure and reporting procedures. Excellent supervision of contractor's own site personnel. Excellent support of inexperienced construction personnel by experienced senior onsite personnel. 	<ul style="list-style-type: none"> Monthly progress reports. Daily dairies. Interim Contractor Performance Reports.
3. Utilisation of management systems <i>(Note: Assessment will focus on both quality of system and whether it was utilised successfully on the subject contract)</i>	(a) OH&S management	<p>Personnel</p> <ul style="list-style-type: none"> OH&S representative has limited knowledge and experience. Performance was below the acceptable standard. OH&S representative sometimes off-site for critical operations. <p>Preparation</p> <ul style="list-style-type: none"> An initial Safety Plan that did not meet the minimum requirements. Initial Safety Plan finalised and accepted later than required or after some delays and later than the time required by the contract. <p>Implementation</p> <ul style="list-style-type: none"> Limited safety induction program. Holds toolbox meetings but not in accordance with the Safety Plan. Inadequate safety performance. 	<p>Personnel</p> <ul style="list-style-type: none"> OH&S representative has satisfactory knowledge and experience. Performance met the acceptable standard. OH&S representative on-site at most times but always on-site for critical operations. <p>Preparation</p> <ul style="list-style-type: none"> A satisfactory initial Safety Plan. Initial Safety Plan finalised and accepted on time or in the time required by the contract. <p>Implementation</p> <ul style="list-style-type: none"> Satisfactory safety induction program. Holds toolbox meetings in accordance with the Safety Plan. Adequate safety performance. Standard of monthly OH&S reports adequate. Monthly OH&S reports submitted on time, as required by the contract. Internal audits and inspections mostly carried out as per the Safety Plan. 	<p>Personnel</p> <ul style="list-style-type: none"> OH&S representative has good knowledge and experience. Performance was above the acceptable standard. OH&S representative almost always on-site but always on-site for critical operations. <p>Preparation</p> <ul style="list-style-type: none"> A good initial Safety Plan. Initial Safety Plan finalised and accepted earlier than required or earlier than the time required by the contract. <p>Implementation</p> <ul style="list-style-type: none"> Good safety induction program. Holds toolbox meetings in accordance with the Safety Plan, sometimes more frequently. Good safety performance. Good standard of monthly OH&S reports. Monthly OHS reports always submitted earlier than required by the contract. 	<p>Personnel</p> <ul style="list-style-type: none"> OH&S representative has excellent knowledge and experience. Performance was well above the acceptable standard. OH&S representative always on-site and present at all critical operations. <p>Preparation</p> <ul style="list-style-type: none"> An excellent initial Safety Plan. Initial Safety Plan finalised and accepted much earlier than required or much earlier than the time required by the contract. <p>Implementation</p> <ul style="list-style-type: none"> Excellent safety induction program. Holds toolbox meetings in accordance with the Safety Plan, usually more frequently. Excellent safety performance. Standard of monthly OH&S reports excellent. Monthly OH&S reports always submitted much earlier than required by the contract. 	<ul style="list-style-type: none"> Copies of safety audit reports. Internal and 2nd party. Non-compliance with contract requirements and contract Safety Plan. Monthly progress reports. Daily dairies. Incident/accident reports. Worksafe improvement notices. Interim Contractor Performance Reports.

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Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
		<ul style="list-style-type: none"> Standard of monthly OH&S reports inadequate. Monthly OH&S reports submitted after some delays and later than required by the contract. Internal audits and inspections not usually carried out as per the Safety Plan. Non-conformances, incidents and accidents often poorly reported and poorly actioned. Repetitions of the same non-conformance type with moderate consequences. 2nd party audits identified an inadequate level of compliance. 	<ul style="list-style-type: none"> Non-conformances, incidents and accidents nearly always reported and nearly always actioned promptly and effectively. Repetitions of the same non-conformance type with minor consequences. 2nd party audits identified a satisfactory level of compliance. 	<ul style="list-style-type: none"> Internal audits and inspections almost always carried out as per the Safety Plan. Non-conformances, incidents and accidents almost always reported and almost always actioned promptly and effectively. Low number of repetitions of the same non-conformance type. 2nd party audits identified a good level of compliance. 	<ul style="list-style-type: none"> Internal audits and inspections always carried out as per the Safety Plan. Non-conformances, incidents and accidents always reported and always actioned promptly and effectively. No repetition of the same non-conformance type. 2nd party audits identified an excellent level of compliance. 	
	(b) Quality management	<p>Personnel</p> <ul style="list-style-type: none"> Quality management representative has limited knowledge and experience. Performance was below the acceptable standard. Quality management representative sometimes off-site for critical operations. <p>Preparation</p> <ul style="list-style-type: none"> An initial Quality Plan that did not meet the minimum requirements. Initial Quality Plan finalised and accepted later than required or after some delays and later than the 	<p>Personnel</p> <ul style="list-style-type: none"> Quality management representative has satisfactory knowledge and experience. Performance met the acceptable standard. Quality management representative on-site at most times but always on-site for critical operations. <p>Preparation</p> <ul style="list-style-type: none"> A satisfactory initial Quality Plan. Initial Quality Plan finalised and accepted on time or in the time required by the contract. <p>Implementation</p> <ul style="list-style-type: none"> Execution of work process met the acceptable standard. 	<p>Personnel</p> <ul style="list-style-type: none"> Quality management representative has good knowledge and experience. Performance was above the acceptable standard. Quality management representative almost always on-site but always on-site for critical operations. <p>Preparation</p> <ul style="list-style-type: none"> A good initial Quality Plan. Initial Quality Plan finalised and accepted earlier than required or earlier than the time required by the contract. <p>Implementation</p>	<p>Personnel</p> <ul style="list-style-type: none"> Quality management representative has excellent knowledge and experience. Performance was well above the acceptable standard. Quality management representative always on-site and present at all critical operations. <p>Preparation</p> <ul style="list-style-type: none"> An excellent initial Quality Plan. Initial Quality Plan finalised and accepted much earlier than required or much earlier than the time required by the contract. <p>Implementation</p>	<ul style="list-style-type: none"> Copies of suitability and compliance audit reports, internal and 2nd party. Non-compliance with contract requirements and contract Quality Plan. Monthly progress reports. Lot records, test results survey and other measurements and non-conformance reports

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Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
		<p>time required by the contract.</p> <p>Implementation</p> <ul style="list-style-type: none"> Execution of work process was below the acceptable standard. Inadequate execution of Inspection and Test Plans. Many lots not visually inspected and assessed before submitting for acceptance. Non-conformances often poorly reported and not satisfactorily addressed. Repetitions of the same non-conformance type with moderate-to-significant consequences. A medium level of rework. Observance of hold points inadequate. Internal audits not usually carried out as per the Quality Plan. Internal audits identified an inadequate level of compliance. 2nd party audits identified an inadequate level of compliance. 	<ul style="list-style-type: none"> Satisfactory execution of Inspection and Test Plans. Most lots visually inspected and assessed before submitting for acceptance. Non-conformances satisfactorily reported and generally satisfactorily addressed after some prompting. Repetitions of the same non-conformance type with minor consequences. A low level of rework. Satisfactory observance of hold points. Internal audits mostly carried out as per the Quality Plan. Internal audits identified a satisfactory level of compliance. 2nd party audits identified a satisfactory level of compliance. 	<ul style="list-style-type: none"> Execution of work process was above the acceptable standard. Good execution of Inspection and Test Plans. Almost all lots visually inspected and assessed before submitting for acceptance. Non-conformances almost always reported and addressed promptly and effectively. Low number of repetitions of the same non-conformance type. A very low level of rework. Good observance of hold points. Internal audits almost always carried out as per the Quality Plan. Internal audits identified a good level of compliance. 2nd party audits identified a good level of compliance. 	<ul style="list-style-type: none"> Execution of work process was well above the acceptable standard. Excellent execution of Inspection and Test Plans. All lots visually inspected and assessed before submitting for acceptance. Non-conformances always reported and addressed promptly and effectively. No repetition of the same non-conformance type. An insignificant level of rework. Excellent observance of hold points. Internal audits always carried out as per the Quality Plan. Audits identified an excellent level of compliance. 2nd party audits identified an excellent level of compliance. 	<ul style="list-style-type: none"> Daily diaries. Interim Contractor Performance Reports. Copies of meeting minutes. Non-conformance register. Correspondence. Statutory declarations.
	(c) Environmental management	<p>Personnel</p> <ul style="list-style-type: none"> Environmental management representative has limited knowledge and experience. Performance was below the acceptable standard. Qualifications did not meet requirements. 	<p>Personnel</p> <ul style="list-style-type: none"> Environmental management representative has satisfactory knowledge and experience. Performance met the acceptable standard. Qualifications met requirements. 	<p>Personnel</p> <ul style="list-style-type: none"> Environmental management Representative has good knowledge and experience. Performance was above the acceptable standard. Qualifications exceeded requirements. 	<p>Personnel</p> <ul style="list-style-type: none"> Environmental management representative has excellent knowledge and experience. Performance was well above the acceptable standard. Qualifications exceeded requirements. 	<ul style="list-style-type: none"> Copies of environmental audit reports, internal and 2nd party. Non-compliance with contract requirements

Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
		<ul style="list-style-type: none"> Environmental management representative often off-site for critical times and/or events. <p>Preparation</p> <ul style="list-style-type: none"> An initial Environmental Management Plan that did not meet the minimum requirements. Initial Environmental Management Plan finalised and accepted later than required or after some delays and later than the time required by the contract. <p>Implementation</p> <ul style="list-style-type: none"> Significant damage and/or blatant disregard for sensitive and/or significant features. Internal audits not usually carried out as per the Environmental Management Plan. Non-conformances, incidents and accidents in environmental, cultural and heritage matters often poorly reported and poorly actioned. Repetitions of the same non-conformance type with moderate consequences. 2nd party audits identified an inadequate level of compliance. 	<ul style="list-style-type: none"> Environmental management representative on-site at most times but always for critical times and/or events. <p>Preparation</p> <ul style="list-style-type: none"> A satisfactory initial Environmental Management Plan. Initial Environmental Management Plan finalised and accepted on time or in the time required by the contract. <p>Implementation</p> <ul style="list-style-type: none"> May not proactively manage environmental, cultural or heritage issues. Internal audits mostly carried out as per the Environmental Management Plan. Non-conformances, incidents and accidents in environmental, cultural and heritage matters nearly always reported and nearly always actioned promptly and effectively. Repetitions of the same non-conformance type with minor consequences. 2nd party audits identified a satisfactory level of compliance. 	<ul style="list-style-type: none"> Environmental management representative almost always onsite but always on-site at critical times and/or events. <p>Preparation</p> <ul style="list-style-type: none"> A good initial Environmental Management Plan. Initial Environmental Management Plan finalised and accepted earlier than required or earlier than the time required by the contract. <p>Implementation</p> <ul style="list-style-type: none"> Environmental, cultural and heritage matters approached proactively and sensitively. Internal audits almost always carried out as per the Environmental Management Plan. Non-conformances, incidents and accidents in environmental, cultural and heritage matters almost always reported and almost always actioned promptly and effectively. Low number of repetitions of the same non-conformance type. 2nd party audits identified a good level of compliance. 	<ul style="list-style-type: none"> Environmental management representative always on-site and present at all critical times and/or events. <p>Preparation</p> <ul style="list-style-type: none"> An excellent initial Environmental Management Plan. Initial Environmental Management Plan finalised and accepted much earlier than required or much earlier than the time required by the contract. <p>Implementation</p> <ul style="list-style-type: none"> Environmental, cultural and heritage matters approached proactively and with great sensitivity. Internal audits always carried out as per the Environmental Management Plan. Non-conformances, incidents and accidents in environmental, cultural and heritage matters always reported and always actioned promptly and effectively. No repetition of the same non-conformance type. 2nd party audits identified an excellent level of compliance. 	<p>and contract Environmental Management Plan.</p> <ul style="list-style-type: none"> Inspection reports. Monthly progress reports. Non-conformance reports and registers. Daily diaries. Interim Contractor Performance Reports.

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Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
	(d) Traffic management	<p>Personnel</p> <ul style="list-style-type: none"> Traffic management representative has limited knowledge and experience. Performance was below the acceptable standard. Qualifications did not meet requirements. Traffic management representative sometimes off-site for critical times and/or events. <p>Preparation</p> <ul style="list-style-type: none"> An initial Traffic Management Plan that did not meet the minimum requirements. <p>Implementation</p> <ul style="list-style-type: none"> Initial Traffic Management Plan finalised and accepted later than required or after some delays and later than the time required by the contract. Other traffic management personnel have fair knowledge and experience. Performance was below the acceptable standard. Qualifications did not meet requirements. Limited individual traffic control diagrams. Maintenance of daily diaries was below the acceptable standard. Limited communication and consultation with all stakeholders. 	<p>Personnel</p> <ul style="list-style-type: none"> Traffic management representative has satisfactory knowledge and experience. Performance met the acceptable standard. Qualifications met requirements. Traffic management representative on-site at most times but always for critical times and/or events. <p>Preparation</p> <ul style="list-style-type: none"> A satisfactory initial worksite Traffic Management Plan. Initial Traffic Management Plan finalised and accepted on time or in the time required by the contract. <p>Implementation</p> <ul style="list-style-type: none"> Other traffic management personnel have good knowledge and experience. Performance met the acceptable standard. Qualifications met requirements. Satisfactory individual traffic control diagrams. Maintenance of daily diaries met the acceptable standard. Satisfactory communication and consultation with all stakeholders. Internal audits and inspections mostly carried out as per the Traffic Management Plan. Non-conformances, incidents and accidents nearly always reported and nearly always actioned promptly and effectively. 	<p>Personnel</p> <ul style="list-style-type: none"> Traffic management representative has good knowledge and experience. Performance was above the acceptable standard. Qualifications exceeded requirements. Traffic management representative almost always on-site but always on-site at critical times and/or events. <p>Preparation</p> <ul style="list-style-type: none"> A good initial Traffic Management Plan. <p>Implementation</p> <ul style="list-style-type: none"> Initial Traffic Management Plan finalised and accepted earlier than required or earlier than the time required by the contract. Other traffic management personnel have very good knowledge and experience. Performance was above the acceptable standard. Qualifications exceeded requirements. Good individual traffic control diagrams. Maintenance of daily diaries was above the acceptable standard. Good communication and consultation with all stakeholders. Internal audits and inspections almost always carried out as 	<p>Personnel</p> <ul style="list-style-type: none"> Traffic management representative has excellent knowledge and experience. Performance was well above the acceptable standard. Qualifications exceeded requirements. Traffic management representative always on-site and present at all critical times and/or events. <p>Preparation</p> <ul style="list-style-type: none"> An excellent initial Traffic Management Plan. <p>Implementation</p> <ul style="list-style-type: none"> Initial Traffic Management Plan finalised and accepted much earlier than required or much earlier than the time required by the contract. Other traffic management personnel have excellent knowledge and experience. Performance was well above the acceptable standard. Qualifications exceeded requirements. Excellent individual traffic control diagrams. Maintenance of daily diaries exceeded the acceptable standard. Excellent communication and consultation with all stakeholders. Internal audits and inspections always carried out as per the Traffic Management Plan. 	<ul style="list-style-type: none"> Reports of major incidents or accidents. Copies of notices or reports issued by Police or Coroner. Copies of audit reports, internal audit and 2nd party. Copies of inspection reports. Monthly progress reports. Non-conformance reports and registers. Daily diaries. Interim Contractor Performance Reports. CVs for traffic management representative and other traffic management personnel.

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Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
		<ul style="list-style-type: none"> Internal audits and inspections not usually carried out as per the Traffic Management Plan. Non-conformances, incidents and accidents often poorly reported and poorly actioned. Repetitions of the same non-conformance type with moderate-to-significant consequences. 2nd party audits identified an inadequate level of compliance. Limited complaints management. With some exceptions, complaints usually handled with respect and consideration. Some delays in achieving resolution. 	<ul style="list-style-type: none"> Repetitions of the same non-conformance type with minor consequences. 2nd party audits identified a satisfactory level of compliance. Good complaints management. With few exceptions, complaints mostly handled with respect and consideration. A few small delays in achieving resolution. 	<ul style="list-style-type: none"> per the Traffic Management Plan. Non-conformances, incidents and accidents almost always reported and almost always actioned promptly and effectively. Low number of repetitions of the same non-conformance type. 2nd party audits identified a good level of compliance. Very good complaints management. Complaints almost always handled with respect and consideration and nearly always resolved without delay. 	<ul style="list-style-type: none"> Non-conformances, incidents and accidents always reported and always actioned promptly and effectively. No repetition of the same non-conformance type. 2nd party audits identified an excellent level of compliance. Excellent complaints management procedure and attitude to the resolution of complaints, but few, if any, complaints received. 	
4. Relationship management	(a) Cooperative relationships with principal	<ul style="list-style-type: none"> Inadequate commitment and attitude to working relationships within the contractual environment. (e.g. respect, trust, cooperation, openness and the ready exchange of information). Issues mostly resolved slowly and inefficiently due to generally ineffective communication and attitude. 	<ul style="list-style-type: none"> Satisfactory commitment and attitude to working relationships within the contractual environment. (e.g. respect, trust, cooperation, openness and the ready exchange of information). Issues resolved in a timely and efficient manner through open and effective communication. 	<ul style="list-style-type: none"> Good commitment and attitude to working relationships within the contractual environment. (e.g. respect, trust, cooperation, openness and the ready exchange of information). Issues always resolved quickly and efficiently through open and very effective communication. 	<ul style="list-style-type: none"> Excellent commitment and attitude to working relationships within the contractual environment. (e.g. respect, trust, cooperation, openness and the ready exchange of information). Issues always resolved very quickly and efficiently through excellent communication. Very pro-active in maintaining an excellent relationship. 	<ul style="list-style-type: none"> Daily diaries. Correspondence. Interim Contractor Performance Report.

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Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
	(b) Community relations	<ul style="list-style-type: none"> An inadequate initial community engagement plan. Initial community engagement plan finalised and accepted later than required or after some delays and later than the time required by the contract. Liaison with community and stakeholders fairly effective but sometimes confrontational. Attitude to community engagement was below the acceptable standard. Inadequate complaints management. Complaints sometimes handled with respect and consideration. Complaints mostly resolved slowly and inefficiently through poor and generally ineffective communication. Some complaints remain unresolved. 	<ul style="list-style-type: none"> A satisfactory initial community engagement plan. Initial community engagement plan finalised and accepted on time or in the time required by the contract. Liaison with community and stakeholders mostly effective and mostly non-confrontational. Attitude to community engagement met the acceptable standard. Satisfactory complaints management. Complaints mostly handled with respect and consideration. Complaints almost always resolved in a timely and efficient manner through open and effective communication. Very few complaints remain unresolved. 	<ul style="list-style-type: none"> A good initial community engagement plan. Initial community engagement plan finalised and accepted earlier than required or earlier than the time required by the contract. Liaison with community and stakeholders almost always very effective and almost always non-confrontational. Attitude to community engagement was above the acceptable standard. Good complaints management. Complaints nearly always handled with respect and consideration. Complaints nearly always resolved quickly and efficiently through open and very effective communication. No unresolved complaints. 	<ul style="list-style-type: none"> An excellent initial community engagement plan. Initial community engagement plan finalised and accepted much earlier than required or much earlier than the time required by the contract. Liaison with community and stakeholders always excellent and always non-confrontational. Attitude to community engagement was well above acceptable standard. Excellent complaints management. Complaints always handled with respect and consideration. Complaints always resolved very quickly and efficiently through excellent communication. Very proactive in maintaining excellent community relations. No unresolved complaints. Some complimentary comments received. 	<ul style="list-style-type: none"> Daily diaries. Complaints register. Commitment register. Interim Contractor Performance Report.
	(c) Other stakeholders e.g. government authorities, utilities etc.	<ul style="list-style-type: none"> Stakeholder liaison almost always fails to meet contract/specification requirements. Responses to enquiries from stakeholders rarely provided on-time. Superintendent required to resolve disputes with stakeholders that could have been avoided. 	<ul style="list-style-type: none"> Stakeholder liaison often fails to meet contract/specification requirements. Late responses to enquiries from stakeholders. Reactive management of other stakeholder liaison. Stakeholder liaison non-compliances raised on high-risk issues. 	<ul style="list-style-type: none"> Stakeholder liaison almost always complies with contract/specification requirements. Contractor provides timely responses to enquiries from stakeholders. Professional conduct in managing issue resolution with external stakeholders. 	<ul style="list-style-type: none"> Stakeholder liaison often exceeds contract/specification requirements. Proactive management of stakeholder issues in a highly effective manner. No non-compliances issued regarding stakeholder liaison. 	<ul style="list-style-type: none"> Daily diaries. Complaints register. Commitment register. Interim Contractor Performance Report.

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Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
		<ul style="list-style-type: none"> Multiple stakeholder liaison non-compliances raised on the same issue. 				
5. Quality of work	(a) Design	<ul style="list-style-type: none"> Frequent significant design errors/omissions resulting in increased costs of supervision to measure up and agree new quantities. Significant impact on constructability and maintainability. Plans difficult to interpret. Significant contribution to approved variations. Significant impact on contract completion timing. Errors/omissions caused significant difficulties to construction contractor. 	<ul style="list-style-type: none"> Some errors and omissions. Minor delays to program as a result of the errors/omissions. Minor increase in cost to Principal. Design queries were answered in accordance with the contract documents. 	<ul style="list-style-type: none"> Minor errors/omissions. No significant impact on overall quality of contract. Design errors/omissions did not cause any difficulties for the construction contractor or subcontractors. Design errors or omissions did not result in any significant variations to the contract or increase in cost. Design queries were answered promptly by the designers. 	<ul style="list-style-type: none"> No design errors/omissions or those that did occur could not be foreseen/were minor. Extra effort made by designers to make plans easy to interpret by construction personnel. Innovative design. 	<ul style="list-style-type: none"> Monthly progress reports. Daily dairies. Interim Contractor Performance Reports. Correspondence.
	(b) Construction	<ul style="list-style-type: none"> Inappropriate construction techniques used on many occasions with significant impact on the contract. Excessive supervision required. Contractor seeks guidance by superintendent on frequent occasions. 	<ul style="list-style-type: none"> Occasionally inappropriate construction techniques used with minimal impact on overall contract. Supervision required was in line with expectations for this type of contract. Minor and infrequent issues relating to equipment and resources. 	<ul style="list-style-type: none"> Contract fully meets specification requirements. Adequate equipment and resources. Effective use of available equipment and resources. Supervision required was slightly less than expected. Average down time due to illness/injury or equipment breakdowns. 	<ul style="list-style-type: none"> Innovative and advanced construction techniques used to deliver a superior product, modern equipment and highly skilled resources. Backup resources to cover for illness/injury. Supervision required was minimal compared to industry norms. Proactive maintenance of equipment with better than average down time. 	<ul style="list-style-type: none"> Inspection test results. Monthly progress reports. Daily dairies. Interim Contractor Performance Reports.

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		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
	i. Earthworks ii. Drainage iii. Pavement iv. Bridge substructure v. Bridge superstructure	<ul style="list-style-type: none"> Major weaknesses, has not met the required standard of performance and is not able to carry out this type of work. 	<ul style="list-style-type: none"> Mostly meets required standard of performance but has some weaknesses. 	<ul style="list-style-type: none"> Better than satisfactory and sometimes exceeds the required standard of performance. 	<ul style="list-style-type: none"> Exceptional standard, always well above the required standard of performance. 	
		Standard of work will generally be measured against the requirements of the specification. In addition, the following matters should be considered: <ul style="list-style-type: none"> amount of remedial work required, if any conformance with specified performance criteria compliance with specified tolerances and finishes number of dispositions accepted for work that did not comply with the specification including dispositions accepted for work with predetermined (i.e. specified) deductions performance during the defects liability period, if applicable. 				
	(c) Maintenance	<ul style="list-style-type: none"> Maintenance before practical completion almost always fails to comply with specification requirements. Accident or near-miss occurs due to failure to address maintenance. Contractor does not rectify safety hazards that could cause an accident. 	<ul style="list-style-type: none"> Maintenance before practical completion often fails to comply with specification requirements. Multiple non-conformances on the same issue and no evidence of addressing the cause. Multiple prompts required to rectify maintenance defects. 	<ul style="list-style-type: none"> Maintenance before practical completion almost always complies with specification requirements. Contractor complies with specification requirements. 	<ul style="list-style-type: none"> Maintenance before practical completion often exceeds specification requirements. Contractor proactively rectifies maintenance defects without prompting from the superintendent, or undertakes new initiatives. No non-compliances issued regarding maintenance before Practical Completion. 	<ul style="list-style-type: none"> Monthly progress reports. Daily dairies. Interim Contractor Performance Reports. Correspondence.
	(d) Defects	<ul style="list-style-type: none"> Maintenance and defects rectification after practical completion almost always fails to comply with specification requirements. Minimal effort in rectifying defects and omissions. Accident or near-miss occurs due to failure to address maintenance or defects. Contractor does not rectify safety hazards that could cause an accident. 	<ul style="list-style-type: none"> Maintenance and defects rectification after practical completion often fails to comply with specification requirements. Defects and omissions completed later than the time nominated by the superintendent. Multiple prompts required to rectify maintenance defects. 	<ul style="list-style-type: none"> Maintenance and defects rectification after practical completion almost always complies with specification requirements. Defects and omissions completed within the time nominated by the superintendent. 	<ul style="list-style-type: none"> Maintenance and defects rectification after practical completion often exceeds specification requirements. Defects and omissions completed earlier than the time nominated by the superintendent. Contractor proactively rectifies maintenance and defects issues without prompting from the superintendent. 	<ul style="list-style-type: none"> Monthly progress reports. Daily dairies. Interim Contractor Performance Reports. Correspondence.

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Criteria	Subcriteria	Score				Examples of documentation to support assessment
		0-4	5-7	8-9	10	
		Unacceptable	Acceptable	Good	Superior	
					<ul style="list-style-type: none"> No non-compliances issued regarding maintenance after practical completion. 	