

INDICES	KEY PERFORMANCE INDICATORS	SCORE = 1 Significant improvement needed: Performance is significantly below the expected performance	SCORE = 2 Moderate improvement needed: Performance is below the expected performance	SCORE = 3 Performance meets the expected performance	SCORE = 4 Performance exceeds the expected performance	SCORE = 5 Performance greatly exceeds the expected performance
QUALITY	Quality deliverables are provided as required. Work is completed to the quality standards outlined in the contract/specifications. Testing and inspections allow for time to correct deficiencies. Contractor's quality control system is in place and is effective at mitigating issues, identifies non-conformances and proposes preventive and corrective actions. Contractor responds to noted deficiencies and corrections are made within the identified timelines.	Work is significantly below the Quality standards outlined in the contract and requires correction/resolution. Testing and inspections fail to allow sufficient time to correct deficiencies. Contractor typically fails to anticipate, avoid, mitigate, identify and respond to, or provides inadequate response to, noted deficiencies. Corrections are not made when necessary. Resolving quality issues usually requires escalation and/or department intervention.	Work is below the quality standards outlined in the contract and requires correction/resolution. Testing and inspections fail to allow sufficient time to correct deficiencies. Contractor sometimes fails to identify, mitigate and respond to, or provides inadequate response to, noted deficiencies. Corrections are not always made when necessary. Resolving quality issues sometimes requires escalation and/or department intervention.	Work generally meets the quality standards outlined in the contract/specifications. Testing and inspections are done to allow deficiencies to be corrected to comply with the specifications. Quality issues are resolved on site without escalation.	Work exceeds the quality standards outlined in the contract/specifications. Testing and inspections are done to allow deficiencies to be corrected to comply with the specifications in a timely manner. Contractor proactively mitigates, identifies, and/or corrects quality issues.	Work greatly exceeds the quality standards outlined in the contract/specifications. Testing and inspections are done to allow deficiencies to be corrected to comply with the specifications in a timely manner. Contractor proactively avoids and mitigates quality issues.
	Quality control staff on-site during construction to review work for quality and to ensure all tests and inspections are completed as required. Contractor followed a Quality Management Program with proper application in relation to the contract.	Contractor's Project Supervisor fails to be on-site, or inadequately attends site, as required during construction to review work for quality. Sampling/testing not completed and/or never submitted in a timely manner. No Quality Management Program followed.	Contractor's Project Supervisor inadequately attends site as required during construction to review work for quality. Sampling/testing completed but not submitted in a timely manner. Weak Quality Management Program.	Contractor meets expectations for site review and quality control. Ensures all required tests and inspections are completed and submitted on time. Communicates with the Consultant regarding status updates and issues. Meets expectations for Quality Management Program application.	Contractor exceeds expectations for site review and quality control. Inspection/Testing Plans, Work Plans, and Check Lists related to various project activities are developed and implemented. Ensures all required tests and inspections are completed and submitted on time or ahead of time. Proactively communicates with the Consultant regarding status updates and issues. Exceeds expectations for Quality Management Program application.	Contractor greatly exceeds expectations for site review and quality control. Inspection/Testing Plans, Work Plans, and Check Lists, identifying hold points related to various project activities are developed and implemented. Ensures all required tests and inspections are completed and submitted on time or well ahead of time, when applicable. Proactively communicates with the Consultant regarding status updates and issues. Greatly exceeds expectations for Quality Management Program application. Regular quality audits are completed to determine quality trends. Root cause analysis done and process improvements implemented to avoid recurrence.
	Accurate contract documents are submitted to the Consultant on time and as required (e.g. shop drawings, mix designs, weld procedures, material specifications, etc).	Submissions are generally inadequate or contain errors, are not provided on time and, not meet requirements, and require significant input from the Consultant.	Submissions are occasionally inadequate or contain errors, are not provided on time, do not meet requirements, and require some input from the Consultant.	Submissions are adequate, contain few errors, are provided on time, meet requirements, and require some input from the Consultant.	Submissions are adequate, contain few errors, are provided on time or ahead of time, meet requirements, and require minimal input from the Consultant.	Submissions are adequate, contain no errors, are provided on time or ahead of time, meet requirements, and do not require input from the Consultant.
MANAGEMENT	Maintains qualified staff, tools and resources. Effectively manages and coordinates subcontractors. Maintains respectful and professional conduct.	Contractor fails to provide adequate staff, tools or resources to meet project deliverables or timelines. Staff are unavailable when required and do not provide supplementary qualified resources when required. In general, fails to employ individuals who are competent and suitable to perform the work. Subcontractors and trades are not well managed, evidenced by significant issues on the worksite that impact performance, needing frequent involvement from Consultant or Department Staff. Staff is generally disrespectful to Consultant and department staff and does not show professional conduct.	Contractor has issues providing adequate staff, tools or resources to meet project deliverables or timelines. Staff not always available when required and qualified supplementary resources not always available when required. Employs some individuals who are not competent or suitable to perform the work. Subcontractors and trades are not well managed, evidenced by some issues on the worksite that impact performance, needing some involvement from Consultant or Department Staff. Staff is occasionally disrespectful to Consultant and department staff and does not show professional conduct.	Contractor provides adequate staff, tools and resources to meet project deliverables and timelines. Staff available when required and qualified supplementary resources available when required. Employs individuals who are competent and suitable to perform the work. Subcontractors and trades are managed with few issues on the worksite that impact performance. Staff is usually respectful to Consultant and department staff and shows professional conduct.	Contractor provides suitable staff, tools and resources to meet project deliverables and timelines. Staff available when required and qualified supplementary resources available when required. Employs many individuals who are competent and suitable to perform the work. Subcontractors and trades are effectively managed, evidenced by very few issues on the worksite that impact performance. Staff is typically respectful to Consultant and department staff and shows professional conduct.	Contractor provides high quality staff, tools and resources to meet project deliverables and timelines. Contractor works in a proactive and cooperative manner, with staff available when required and qualified supplementary resources available when required. Employs only individuals who are competent and suitable to perform the work. Subcontractors and trades are effectively managed, evidenced by no issues on the worksite that impact performance. Staff is always respectful to Consultant and department staff and shows professional conduct at all times.
	Demonstrates management of environmental issues, requirements and regulations.	Contractor demonstrates poor management of environmental issues, requirements or regulations. Environmental non-conformances affected a noticeable portion of the work and significant involvement from the Consultant or department required. No efforts were made to minimize negative environmental impacts. ECO Plan requirements and regulatory conditions not followed as required.	Contractor does not demonstrate good management of environmental issues, requirements or regulations. Environmental non-conformances affected some of the work and some involvement from the Consultant or department required. Limited efforts were made to minimize negative environmental impacts. ECO Plan requirements and regulatory conditions not always followed as required.	Contractor demonstrates adequate management of environmental issues, requirements or regulations. Environmental non-conformances affected a negligible portion of the work and limited direction was required from the Consultant or the Department. Demonstrated adequate environmental stewardship and was responsive to regulatory authorities. Efforts made to minimize negative environmental impacts with minimal direction. ECO plan requirements and regulatory issues are followed.	Contractor demonstrates good management of environmental issues, requirements or regulations. Minimal environmental non-conformances that did not affect the overall work and no direction was required from the Consultant and Department. Consistently demonstrated good environmental stewardship and was responsive to regulatory authorities. Considerable efforts made to minimize negative environmental impacts. ECO plan requirements and regulatory conditions followed and issues dealt with proactively.	Contractor demonstrates excellent management of environmental issues, requirements or regulations. No environmental non-conformances. Always demonstrated responsible environmental stewardship and was responsive to regulatory authorities. Proactive efforts made to minimize and mitigate negative environmental impacts. Contractor completed environmental audits to proactively identify and mitigate potential issues and always ensured compliance with the ECO plan and regulatory requirements.
	Communicates issues promptly with the Consultant. Responds to requests and changes according to established timeframes and is accessible when contacted.	Does not communicate issues with Consultant. Does not submit requested items in accordance with established timeframes. Late responses received or multiple callbacks are generally required. Issue resolution ladder not utilized.	Does not always communicate issues with Consultant. Does not always submit requested items in accordance with established timeframes. Reminders often required. Late responses received or multiple callbacks are sometimes required. Issue resolution ladder not utilized effectively.	Communicates issues with Consultant. Submits requested items on time in accordance with established timeframe. Timely responses are generally received, with limited need for regular callbacks. Issue resolution ladder utilized.	Proactively communicates most issues with Consultant. Submits requested items ahead of time in accordance with established timeframe. Timely responses are generally received. Issue resolution ladder utilized effectively and generally in a proactive manner.	Proactively communicates all issues with Consultant. Submits requested items ahead of time in accordance with established timeframe. Timely responses are always received. Issue resolution ladder utilized effectively and always in a proactive manner.
	Manages the project to meet all contract requirements. Milestones and deliverables are completed and submitted/issued pursuant to required timelines.	Project poorly managed overall. Deliverables submitted substantially late and include material errors. Key milestones not met. Non-conformances affected a large portion of the work. Contractor required significant direction/guidance from Consultant and Department. Contractor did not propose solutions to issues or work with Consultant to find solutions.	Some key components of project poorly managed. Deliverables submitted late and include some errors. Some key milestones not met. Non-conformances affected the work. Contractor required significant direction/guidance from Consultant and Department. Contractor did not propose solutions to issues.	Work managed to meet contract requirements. Deliverables submitted on time with limited errors. Majority of key milestones met. Limited non-conformances. Contractor required limited direction/guidance from Consultant and Department. Contractor worked with Consultant and proposed workable solutions when issues arose.	Project managed well. Deliverables submitted on or ahead of time with minimal errors. Milestones met. Minimal non-conformances. Contractor required minimal direction/guidance from Consultant and Department. Contractor worked with Consultant and proposed workable and cost effective solutions when issues arose.	Project managed efficiently and effectively. Contractor incorporates innovation into the work. Deliverables submitted on or ahead of time and include value-added content. All milestones met. Minimal non-conformances. Contractor required minimal direction/guidance from Consultant and Department. Contractor worked with Consultant and proactively proposed workable and cost effective solutions when issues arose.

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SCHEDULE	Submits a baseline schedule with clearly defined milestone dates, including a critical path.	N/A	N/A	N/A	N/A	N/A
	Contract work is completed on time and contractor meets scheduled milestones and deliverables. Provides schedule updates as required and mitigates the effects of changes on the schedule. The contractor is competent at daily work planning. "Look Ahead" schedule is accurate.	Fails to start on time without any notice and no significant circumstances outside of the contractor's control were identified that contributed to the changes. Fails to complete work on time, project was delayed substantially or work took significantly longer than expected due to Contractor's means and methods. Fails to follow the submitted project schedule. Fails to provide schedule updates as required and when requested. Fails to mitigate the effects of changes on the schedule. Daily work planning is haphazard and inefficient; Fails to maintain an accurate "Look Ahead" schedule.	Fails to start on time with notice but without significant circumstances outside of the contractor's control being identified that contributed to the changes. Fails to complete work on time, project was somewhat delayed or work took longer than expected due to Contractor's means and methods. Numerous revisions to project schedule over course of project. Provides schedule updates only when requested. Mitigates the effects of changes on the schedule with significant input from Consultant or Department. Daily work planning is disorganized. "Look Ahead" schedule is not regularly maintained.	Contractor started as planned OR appropriately communicated start date change with circumstances outside of the contractor's control identified that contributed to the change(s). Work completed on time or with minor delays. The submitted project schedule was followed and updates (if any) were communicated on time. Mitigated the effects of changes on the schedule with some input from Consultants and or Department. Daily work planning is organized. Maintained a "Look Ahead" schedule.	Contractor started as planned OR appropriately communicated start date change with significant circumstances outside of the contractor's control identified that contributed to the change(s). Exceeds schedule requirements. Provides schedule updates as required and promptly responds to changes on the schedule as required to complete the work. Provides transparent communication and justification regarding schedule changes ahead of time to Consultant and Department staff using a "no surprises" approach with no input/reminders from Consultant or Department. Daily work planning is organized and efficient. Maintained an accurate "Look Ahead" schedule.	Contractor started as planned OR appropriately communicated start date change with significant circumstances outside of the contractor's control identified that contributed to the change(s). Work completed on or ahead of time. Greatly exceeds schedule requirements. Provides schedule updates as required and promptly responds to changes on the schedule as required to complete the work. Contractor went above & beyond to alter plans because of changes in project scope or site conditions. Contractor worked with all parties to implement revised plans. Provides transparent communication and justification regarding schedule changes ahead of time to Consultant and Department staff using a "no surprises" approach with no input/reminders from Consultant or Department. Demonstrates value-add in daily work planning. "Look Ahead" schedule is accurate.
COST	Supplemental or Extra Work Orders are reasonable and supported by factual evidence.	Supplemental and Extra Work Order quotes are unreasonably high, with extensive and time consuming negotiation required. Negotiations not conducted in the spirit of cooperation. Supporting documents/rationale not provided or vague/incomplete. Fails to consider all costs including delay or acceleration costs, project management costs etc.	Supplemental and Extra Work Order quotes are high, with significant negotiation required. Supporting documents/rationale provided but not thorough or complete. Fails to consider some costs including delay or acceleration costs, project management costs etc.	Supplemental and Extra Work Order quotes are reasonable, requiring little negotiation. Negotiation conducted respectfully with goal of coming to an agreement. Supporting documents/rationale submitted. Considers additional costs including delay or acceleration costs, project management costs etc.	Supplemental and Extra Work Order quotes are reasonable, requiring little negotiation. Negotiation conducted respectfully and proactively with goal of coming to an agreement. Supporting documents/rationale submitted and clearly outline that costs provide value. Considers additional costs including delay or acceleration costs, project management costs etc.	Supplemental and Extra Work Orders reasonable and provide value for money. If negotiation required, completed in a respectful and timely manner. Supporting documents/rationale submitted and clearly outline that costs provide value. Considers additional costs including delay or acceleration costs, project management costs etc.
SAFETY	Meets the contract requirements of maintaining a valid Certificate of Recognition (COR), or equivalent, during the course of the project.	N/A	N/A	N/A	N/A	N/A
	Is not assessed for any stop work orders (OHS notices) during the course of the project. Considerations should be given to situations outside contractor's control.	N/A	N/A	N/A	N/A	N/A
	Submits and follows Traffic Accommodation Strategy (TAS).	Fails to submit TAS in a timely manner and as per requirements. Numerous revisions and reviews required. Contractor did not follow TAS and non-conformances significantly affected the travelling public. Detours, lane closures, and signs were not maintained as per requirements. Deficiencies not corrected in a timely or cooperative manner.	TAS submitted but requires numerous revisions and reviews. Contractor did not always follow TAS and non-conformances affected the travelling public. Detours, lane closures, and signs were not maintained as per requirements. Deficiencies not corrected in a timely manner.	TAS submitted and requires limited revisions and reviews. Contractor follows TAS and non-conformances minor and do not significantly affect the travelling public. Detours, lane closures, and signs are maintained as per requirements. Deficiencies corrected in a timely manner. Contractor maintains day to day signage.	TAS submitted with ample review time and requires minimal revisions and reviews. Contractor exceeded TAS requirements, reacted quickly to non-conformances and no impacts to the travelling public. Detours, lane closures, and signs are maintained as per requirements. Deficiencies corrected in a timely manner. Contractor diligently maintains day to day signage and reacts to traffic issues quickly.	TAS submitted with ample review time and requires no revisions. Contractor exceeded TAS requirements, has no non-conformances and no impacts to the travelling public. Detours, lane closures, and signs are maintained as per requirements. Deficiencies identified proactively by Contractor and corrected in a timely manner. Contractor diligently maintains day to day signage and proactively anticipates and reacts to traffic issues.
Occupational health and safety measures followed by Contractor and sub contractors. Additional safety measures added to ensure worker safety.	Did not submit monthly safety reports. No worksite safety meetings. Worksite is disorganized and cluttered. Site is not safely accessible. Inadequate response to worksite hazard concerns. Hazardous materials not properly stored and identified. Safety issues were not documented or investigated.	Occasionally submits safety reports. Misses holding Toolbox meetings or needed reminders by the Consultant. Worksite could be better organized. Site is accessible but safe access could be improved. Slow response to worksite hazard concerns. Hazardous materials not always properly stored and identified. Safety issues were not documented.	Submits safety reports on time and met expectations in ensuring that worksite is safely organized and accessible. During construction operations, precautions were taken to protect the workers, the public, and both public and private installations and property. Promptly responded to worksite hazard concerns. Hazardous materials are clearly identified with the appropriate caution signs posted to inform workers. Safety issues were documented and investigated.	Submits safety reports on time and exceeded expectations in ensuring that worksite is safely organized and accessible. During construction operations, all necessary precautions were taken to protect the workers, the public, and both public and private installations and property. Promptly responded to worksite hazard concerns. Hazardous materials are clearly identified with the appropriate caution signs posted to inform workers. Safety issues were documented, investigated, root cause determined, processes improved, and training initiated based on lessons learned to proactively avoid potential safety incidents.	Submits safety reports on time and greatly exceeded expectations in ensuring that worksite is safely organized and accessible. During construction operations, safety issues proactively anticipated and all necessary precautions were taken to protect the workers, the public, and both public and private installations and property. Promptly responded to worksite hazard concerns. Hazardous materials are clearly identified with the appropriate caution signs posted to inform workers. No safety issues over the course of the project.	

NOTE: All evaluations and scoring guide references within are based in accordance with the the governing contract; applicable Alberta Transportation specifications and guidelines; contractor submissions and project plans.