

Contractor Evaluation and Scoring Guidance

Introduction: The contractor scoring guide has been developed to support both vendors and project managers through the Vendor Performance Management scoring process and evaluation discussions.

Suggested Benchmarks: Understanding that each contract is unique, suggested benchmarks have been provided as examples only and can be used by project managers and vendors to discuss and set expectations specific to their contract requirements.

Supplemental Clarification/Guidance: Supplementary clarification has been provided as guidance to assist vendors and project managers to understand and set definitions of exceeding, meeting and needs improvement to support scoring. While using the evaluation and scoring guidance document it is important to understand a score of '3' equates to satisfactory achievement of the KPI, having delivered the services or product according to the contract requirements and meets expectations.

INDICES	KEY PERFORMANCE INDICATORS	SCORING GUIDE: EXCEEDS EXPECTATIONS	SCORING GUIDE: MEETS EXPECTATIONS	SCORING GUIDE: NEEDS IMPROVEMENT
<p>1. QUALITY</p> <p>Suggested methodology and examples of benchmarks:</p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p>EXCEEDING EXPECTATIONS</p> <ul style="list-style-type: none"> • Score 5: If all or nearly all of the deliverables exceed expectations. Example: 90-100% of deliverables exceed expectation. • Score 4: If more than half of deliverables exceed expectations. Example: 50-89% of deliverables exceed expectation </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p>MEETS EXPECTATIONS</p> <ul style="list-style-type: none"> • Score 3: If all deliverables meet quality expectations outlined in the contract. </div> <div style="border: 1px solid black; padding: 5px;"> <p>NEEDS IMPROVEMENT</p> <ul style="list-style-type: none"> • Score 2: If a minimal portion of deliverables are below expectations. Example: Less than 10% of deliverables below expectation. • Score 1: If more than a minimal amount of deliverables are below quality expectation. Example: More than 10% of deliverables below expectation. </div>	<p>KPI:</p> <p><i>Deliverables are provided as required. Responds to noted deficiencies, corrections are made quickly.</i></p> <p><i>Work is completed to the quality standards outlined in the contract.</i></p> <p><i>Testing and inspections allow for time to correct deficiencies.</i></p> <p>Supplemental Clarification (What this means):</p> <p>Completes work to the quality standards outlined in the contract.</p> <p>Corrects noted deficiencies.</p> <p>Ensures that there is sufficient time to correct deficiencies.</p>	<p><i>Work is completed and exceeds the quality standards outlined in the contract.</i></p> <p><i>Testing and inspections are done early and allow sufficient time to correct deficiencies.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Work exceeds the quality standards outlines in the contract.</p> <p>Proactively communicates quality improvements that result in better project outcomes.</p> <p>All or most tests and inspections are done early, allowing more than enough time to correct deficiencies.</p> <p>There are no or very few deficiencies. If there are deficiencies, there is more than enough time to correct them and/or they are immediately corrected.</p> <p>Proactively identifies deficiencies encountered in the course of work, whether in- or out-of-scope.</p>	<p>Supplemental guidance to support scoring:</p> <p>Work is completed to the quality standards outlined in the contract.</p> <p>Communicates quality improvements with all stakeholders involved in the project.</p> <p>Tests and inspections allow for time to correct deficiencies.</p> <p>Deficiencies are corrected within a reasonable amount of time.</p>	<p><i>Fails to respond to, or provides inadequate response to noted deficiencies; corrections are not made when necessary.</i></p> <p><i>Resolving issues requires Infrastructure intervention. Work is below the quality standards outlined in the contract and requires correction/resolution.</i></p> <p><i>Testing and inspections fail to allow sufficient time to correct deficiencies as required by the work.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Work falls below the quality standards outlined in the contract and requires correction/resolution.</p> <p>Fails to communicate any improvements or implement quality.</p> <p>Deficiencies are not corrected within a reasonable amount of time.</p> <p>Fails to respond to or provides inadequate response to noted deficiencies.</p> <p>Resolving issues requires Infrastructure intervention. Inspection identifies items that were overlooked.</p>
<p>Supplementary Clarification:</p> <p>When considering benchmarks they should allow for the evaluation to take a holistic approach to the assessment of criteria, where it may be important for some deliverables to be weighted slightly heavier due to importance or impacts to the contract deliverables. For example if</p>	<p>KPI:</p> <p><i>On-site during construction to review work for quality and to ensure all tests and inspections are completed as required.</i></p> <p>Supplemental Clarification (What this means):</p> <p>Reviews work on-site for quality and to ensure required tests and inspections are completed.</p>	<p><i>Exceeds expectations for site review and quality control. Ensures all required tests and inspections are completed on time and proactively communicates with Infrastructure staff regarding status updates and issues.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Ensures that all or most required tests and inspections are completed early.</p> <p>Proactively advises Infrastructure regarding work quality, tests, inspections, status updates, quality issues, and proposed solutions.</p> <p>Site Supervisor is always available on-site.</p> <p>Proactively provides progress updates, or provides inadequate progress updates beyond or outlined in the contract documents.</p>	<p>Supplemental guidance to support scoring:</p> <p>Ensures that all required tests and inspections are completed on time.</p> <p>Responds to Infrastructure's queries regarding work quality, tests, and inspections.</p> <p>Site Supervisor available on-site as per contract requirement.</p> <p>Provides progress updates, or provides inadequate progress updates beyond or outlined in the contract documents or required by Project Manager.</p>	<p><i>Fails to be on-site, or inadequately attends site as required during construction to review work for quality in accordance with the work.</i></p> <p><i>Fails to provide progress updates, or provides inadequate progress updates as required by the work.</i></p> <p><i>Requires intervention and involvement from Infrastructure staff to meet deliverables.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Inadequately attends site.</p> <p>Some or many tests and/or inspections are completed late.</p> <p>Site Supervisor is unavailable on-site, failing to meet contract requirement.</p>

<p>the majority are exceeding expectations, but there are a minimal amount that also fall below expectations the project manager has the flexibility to look at this holistically and apply judgement in scoring.</p>	<p>KPI: <i>Accurate contract documents are submitted to Infrastructure on time and as required, such as shop drawings, requests for information, progress invoices (draws), schedule of values, change orders, "as-built" and O&M manuals.</i></p> <p>Supplemental Clarification (What this means): Submits accurate contract-required documents to Infrastructure.</p>	<p>Accommodates, advises and provides suggestions to Project Manager.</p> <p><i>All shop drawings are stamped and reviewed for accuracy by General Contractor before sending to the Province.</i></p> <p><i>Requests for Information (RFIs) are proactive and offer solutions.</i></p> <p><i>Monthly progress invoices accurately reflect work completed in the field. Progress invoices are submitted with detailed break down of costs.</i></p> <p><i>Change orders are submitted with all required back-up. Change order pricing provides a break out of labour/materials/equipment costs.</i></p> <p><i>Submittals are received earlier than required.</i></p> <p><i>Quality Assurance and Quality Control documents are provided proactively throughout the project and exceed expectations.</i></p> <p>Supplemental guidance to support scoring: Submittals are always accurate.</p> <p>Submittals are always or consistently provided earlier than required.</p> <p>Infrastructure does not ever need to follow-up with the Contractor for submittals.</p> <p>Infrastructure rarely, if ever, needs to clarify submittal content.</p> <p>Contractor-initiated Requests for Information (RFIs) are proactive and offer solutions.</p> <p>Monthly progress invoices accurately and in great detail reflect work completed in the field.</p>	<p>Supplemental guidance to support scoring: Submittals are consistently accurate and provided on time.</p> <p>Responds to Infrastructure's requests for Quality Assurance and Quality Control documents.</p> <p>Contractor-initiated RFIs seek to clarify aspects of the Work.</p> <p>Monthly progress invoices accurately reflect work completed in the field.</p>	<p>Fails to provide progress updates, or provides inadequate progress updates as outlined in the contract documents or required by Project Manager.</p> <p><i>Submitted shop drawings are inadequate, and/or do not meet requirements of specifications.</i></p> <p><i>Invoices are overbilled and require revisions.</i></p> <p><i>Change orders are missing information.</i></p> <p><i>Lump sum pricing on change orders (unless allowed by contract).</i></p> <p><i>Submittals are inadequate or are not provided on time.</i></p> <p>Supplemental guidance to support scoring: Submittals regularly contain errors.</p> <p>Infrastructure has to regularly follow-up with the Contractor to seek submittals.</p> <p>Submittals are regularly not provided on time.</p> <p>Quality Assurance and Quality Control documents are not provided when requested and/or are regularly inadequate.</p> <p>Contractor-initiated RFIs are reactive, hastily issued, and/or ask for information that has already been provided.</p> <p>Monthly progress invoices regularly do not reflect work completed in the field and require revisions.</p>
<p>2. MANAGEMENT</p> <p>Suggested methodology and examples of benchmarks:</p> <div style="border: 1px solid black; padding: 5px;"> <p>EXCEEDING EXPECTATIONS</p> <ul style="list-style-type: none"> • Score 5: If all or nearly all of the time, management expectations are exceeded (relevant to the project). Example: 90-100% of the time, expectations are exceeded. • Score 4: If more than half of time, management expectations are exceeded. Example: 50- </div>	<p>KPI (Pass/Fail): <i>Liens and Public Works Act claims are resolved, and have minimal impact to the project schedule and/or cash flow.</i></p> <p><i>Payment to subcontractors is made promptly, and Statutory Declaration is signed.</i></p> <p>Supplemental Clarification (What this means): If there are any <i>Public Works Act</i> claims, were they resolved?</p>	<p>Not Applicable. This is a pass/fail KPI, not scored on a scale of 1-5, expectations are met or not met, they can not be exceeded.</p>	<p>Supplemental guidance to support Pass: <i>Any Public Works Act claims were resolved and notified to Alberta Infrastructure with sufficient time for response or reasonable attempts were made to resolve them.</i></p> <p><i>Payments to sub-contractors were made promptly.</i></p> <p><i>All Statutory Declarations signed and submitted.</i></p>	<p>Supplemental guidance to support Fail: <i>Contractor failed to notify Alberta Infrastructure and/or adequately address Public Works Act claims.</i></p> <p><i>Claims have substantive impact to the project schedule and/or cash flow.</i></p> <p><i>Payments to sub-contractors are regularly delayed and/or not made.</i></p>

<p>89% of the time, management expectations are exceeded.</p>	<p>Were payments to sub-contractors made promptly?</p> <p>Were all Statutory Declarations signed and submitted?</p>			
<p>MEETS EXPECTATIONS</p> <ul style="list-style-type: none"> • Score 3: If all management expectations are met as outlined in the contract. 	<p>KPI:</p> <p><i>Maintains qualified staff, tools and resources.</i></p> <p><i>Effectively manages and coordinates subcontractors and/or sub-consultants.</i></p> <p>Supplemental Clarification (What this means):</p> <p>Maintains resources such as, but not limited to: qualified personnel, materials, tools, and equipment.</p> <p>Manages and coordinates sub-contractors.</p>	<p><i>Ensures all contract requirements relating to staff and resources are met and exceeds expectations for deliverables.</i></p> <p><i>Staff are available when required and provide qualified supplementary resources when required.</i></p> <p><i>Access to firm's upper management is provided as required.</i></p> <p><i>Proposes workable solutions when issues arise and changes occur; proactively mitigates issues; subcontractor issues do not impact project delivery.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Increases the quality and/or quantity and/or experience-level of staff on the project team at no additional cost to Infrastructure as the need arises.</p> <p>Provides qualified supplementary resources proactively and at no additional cost to Infrastructure as the need arises.</p> <p>When managing sub-contractors, proactively prevents and mitigates any issues that might occur.</p> <p>If issues arise with the sub-contractor, project delivery is not impacted.</p> <p>Contractor is able to shift staff, tools, and resources such as, but not limited to: personnel, materials, tools, and part of equipment to facilitate/expedite contract progression.</p>	<p>Supplemental guidance to support scoring:</p> <p>Ensures that all contract requirements relating to staff and resources are met and maintained.</p> <p>Project staff are available when requested.</p> <p>Provides qualified supplementary resources when required or requested.</p> <p>Effectively manages and coordinates sub-contractors as the need arises.</p>	<p><i>Fails to, or inadequately provides resources as required to meet project work or meet schedule timelines.</i></p> <p><i>Fails to employ individuals who are competent and suitable to perform the work as required.</i></p> <p><i>Staff are unavailable or not available enough to meet requirements and do not provide supplementary qualified resources when required.</i></p> <p><i>Contractor has issues with subcontractors or the worksite which impact performance of the work.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Allows the quality and/or quantity of staff on the project team to diminish to the detriment of the work.</p> <p>Project staff are insufficiently available to conduct the work.</p> <p>Supplementary qualified resources are not provided when required.</p> <p>Issues with sub-contractors or the worksite impact performance of the work.</p> <p>Contractor employs staff with inadequate credentials and/or qualifications.</p>
<p>NEEDS IMPROVEMENT</p> <ul style="list-style-type: none"> • Score 2: If a minimal portion of management expectations need improvement. Example: If 1-2 instances demonstrate below quality co-ordination following corrective feedback from project team. • Score 1: If more than a minimal amount of management expectations need improvement. Example: More than 2 instances demonstrate below quality co-ordination following corrective feedback from project team 	<p><i>Addresses changes and communicates issues promptly with the owner as required.</i></p> <p><i>Responds to requests and changes according to required timeframes and is accessible when contacted (for items such as, but not limited to: field changes, Requests for Information (RFIs), financial requests (e.g. accruals/invoices).</i></p> <p>Supplemental Clarification (What this means):</p> <p>Communicates regarding deliverables, issues, and activities to relevant stakeholder(s), including Infrastructure.</p> <p>Responds in a timely manner.</p>	<p><i>Items are proactively submitted where appropriate.</i></p> <p><i>Requires little to no requests or re-requests for items from Infrastructure.</i></p> <p><i>Responses are immediate and accurate.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Issues and activities are proactively communicated to relevant stakeholders.</p> <p>Infrastructure rarely needs to follow-up with the Contractor to clarify communications.</p> <p>Responses are accurate, immediate, and always follow the manner and format agreed-to.</p> <p>The Contractor proactively proposes improvements to communication processes and/or frequency to better meet project needs.</p> <p>Project staff are always available/responsive.</p>	<p>Supplemental guidance to support scoring:</p> <p>Issues and activities are communicated promptly to relevant stakeholder(s).</p> <p>Few re-requests/prompts for responses needed from Infrastructure.</p> <p>Responses are accurate and provided according to required timeframe and Contractor is accessible when contacted.</p> <p>Identifies all stakeholders involved and ensures all communication is received by appropriate personnel that are responsible, accountable, consulted and informed.</p> <p>Project staff reasonably available.</p>	<p><i>Inadequately addresses changes and communicates issues.</i></p> <p><i>Does not submit items in accordance with requirements and requires Infrastructure intervention.</i></p> <p><i>Late responses, containing excessive errors, and a lack of clarity (responses require multiple call-backs and exchanges with contractor stakeholders.)</i></p> <p>Supplemental guidance to support scoring:</p> <p>Issues and activities are not communicated and/or belatedly communicated to stakeholders.</p> <p>Requires Infrastructure intervention to ensure items/issues/activities are clearly communicated.</p> <p>Responses regularly contain errors and/or are not clear and/or are provided beyond a reasonable amount of time in the context of the contract.</p>
<p>Supplementary Clarification:</p> <p>When considering benchmarks they should allow for the evaluation to take a holistic approach to the assessment of criteria, where it may be important for some deliverables to be weighted slightly heavier due to importance or impacts to the contract deliverables. For example if the majority are exceeding expectations, but there are a minimal amount that also fall below expectations the project manager has the flexibility to look at this holistically and apply judgement in scoring.</p>				

	Communicates in the manner and format agreed-to.			<p>One or more project staff regularly do not respond to communications.</p> <p>Contractor inappropriately labels documents as urgent when that is not the case.</p>
	<p>KPI: Milestones and Deliverables are completed and submitted/issued pursuant to required timelines.</p> <p>Format, procedures and quality are as outlined in the contract (which may include, but is not limited to: insurance certificates, cost breakdown, waste management plan, schedule, labour rates, alternate products list, and bonds, minutes, shop drawings, manuals, as built, test results, proposed change quotations, invoices, contract award requirements for subcontractors, pre-requisites for interim acceptance, close-out/handover, facility training).</p> <p>Supplemental Clarification (What this means): Deliverables are in the format outlined in the contract and follow the agreed-to procedures for submittal.</p>	<p><i>Submittals exceed expectations, are early, in the required format, without errors, and offer value-added content.</i></p> <p><i>Value-added components for submittals such as electronic repository for sharing of submission items are included for expedited reviews and approvals.</i></p> <p><i>Close-out/handover procedures are promptly initiated and follow the contract.</i></p> <p><i>Proactively submits pre-requisites for interim acceptance after obtaining a pre-occupancy permit, if applicable.</i></p> <p><i>Facility training is provided as required by an experienced team member involved in the project for each discipline/trade.</i></p> <p>Supplemental guidance to support scoring: Deliverables always adhere to the required format outlined in the contract and do so error-free.</p> <p>Deliverables always follow the agreed-to procedures for submittal.</p>	<p>Supplemental guidance to support scoring: Deliverables are in the format outlined in the contract and follow the agreed-to procedures for submittal with some revisions/adjustments required.</p>	<p><i>Submittals are late or inadequate, and/or are in the wrong format, and/or include material errors.</i></p> <p><i>Close-out / handover procedures are delayed.</i></p> <p><i>Deficiencies are not remedied as required.</i></p> <p><i>Processes are delayed and/or require Infrastructure staff intervention to resolve.</i></p> <p><i>Inspection identifies items that were overlooked. Facility training is not provided as required.</i></p> <p>Supplemental guidance to support scoring: Deliverables frequently deviate from the format outlined in the contract.</p> <p>Deliverables frequently deviate from the agreed-to procedures for submittal.</p>
	<p>KPI: Contractor is able to manage the commissioning process as required to complete the work.</p> <p>Supplemental Clarification (What this means): Manages the project in accordance with all contract requirements.</p>	<p><i>Correct deficiencies on the commissioning report and Commissioning is completed ahead of required timeframe.</i></p> <p>Supplemental guidance to support scoring: Adds value to the project where possible.</p> <p>Proactively communicates with stakeholders on project deliverables and activities.</p> <p>Regularly proactively acts on project deliverables, critical process reviews, approvals, and activities.</p> <p>Proactively submits pre-requisites for interim acceptance after obtaining a pre-occupancy permit, if applicable.</p> <p>Thorough facility training is provided by an experienced team member involved in the project for each discipline/trade.</p>	<p>Supplemental guidance to support scoring: Manages the project in accordance with all contract requirements.</p> <p>Communicates with stakeholders as required on project deliverables and activities.</p> <p>Adequately manage stakeholder expectations.</p> <p>Provides sufficient facility training. Contractor's project management skills adequately meet contract requirements.</p>	<p><i>Does not provide correct deficiencies on the commissioning report and fails to complete Commissioning in required timeframe.</i></p> <p>Supplemental guidance to support scoring: Fails to meet, or inadequately meets project requirements.</p> <p>Fails to communicate as required on project deliverables and activities.</p> <p>Fails to communicate with the Project Manager as required and update Infrastructure with critical process reviews and approvals.</p> <p>Project is not successful - not delivering the contract on-time, on budget, and/or to quality.</p> <p>Facility training is not provided as required.</p>
	<p>KPI: Manages the project in accordance with meeting all contract requirements.</p>	<p><i>Ensures all the project requirements are met, and exceeds requirements by adding value to the project where possible.</i></p> <p><i>Proactive communication on all project deliverables and activities.</i></p>	<p>Supplemental guidance to support scoring: Manages the commissioning process in accordance with all contract requirements.</p> <p>Corrects deficiencies identified on the commissioning report in a reasonable amount of time.</p>	<p><i>Fails to meet, or inadequately meets project requirements. Fails to communicate as required on project deliverables and activities.</i></p>

	<p>Supplemental Clarification (What this means): Commissioning process is managed</p>	<p><i>Keeps Infrastructure staff updated with critical process reviews and approvals as required.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Few, if any, deficiencies are identified on the commissioning report.</p> <p>Any deficiencies are corrected proactively and immediately.</p>		<p><i>Fails to communicate with the Project Manager as required and update Infrastructure with critical process reviews and approvals.</i></p> <p><i>Project is not successful - not delivering the contract on-time, on budget, and/or to quality.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Fails to complete commissioning in required timeframe.</p> <p>An excessive number of deficiencies are identified on the commissioning report.</p> <p>Does not correct deficiencies identified on the commissioning report or does so insufficiently such that further rework is required and/or</p>
<p>3. SCHEDULE</p> <p>Suggested methodology and examples of benchmarks:</p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p>EXCEEDING EXPECTATIONS</p> <ul style="list-style-type: none"> Score 5: If the schedules are continuously accurate, and the vendor proactively manages the schedule, saving money and time. </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p>MEETS EXPECTATIONS</p> <ul style="list-style-type: none"> Score 3: If schedule is managed according to the contract requirements the vendor receives a 3. </div> <div style="border: 1px solid black; padding: 5px;"> <p>NEEDS IMPROVEMENT</p> <ul style="list-style-type: none"> Score 2: If Schedule is inaccurate or milestones are missed, resulting in need for clarification or updates and causes project delay. Score 1: If Schedule is inaccurate or milestones are missed, resulting in need for clarification or updates and causes project delay, and additional costs. </div> <p>Supplementary Clarification: When considering benchmarks they should allow for the evaluation to take a holistic approach to the assessment of criteria, where it may be important for some deliverables to be weighted slightly heavier due</p>	<p>KPI (Pass/Fail): <i>Submits a baseline schedule with clearly defined milestone dates.</i></p> <p>Supplemental Clarification (What this means): Was a baseline schedule submitted with clearly defined milestone dates?</p>	<p>Not Applicable. This is a pass/fail KPI, not scored on a scale of 1-5, expectations are met or not met, they can not be exceeded.</p>	<p>Supplemental guidance to support Pass: Submits a baseline schedule with clearly defined milestone dates.</p>	<p>Supplemental guidance to support Fail: Does not submit a baseline schedule as required.</p>
	<p>KPI: <i>Contract work is completed on time and contractor meets scheduled milestones and deliverables.</i></p> <p><i>Provides schedule updates as required and mitigates the effects of changes on the schedule.</i></p> <p><i>The contractor is competent at daily work planning.</i></p> <p><i>'Look ahead' schedule is accurate.</i></p> <p>Supplemental Clarification (What this means): Meets scheduled milestones and deliverables.</p> <p>Provides schedule updates as required.</p> <p>Plans daily work competently.</p>	<p><i>Exceeds schedule requirements.</i></p> <p><i>Provides schedule updates as required and promptly responds to changes on the schedule as required to complete the work.</i></p> <p><i>Provides transparent communication and justification regarding schedule changes ahead of time to Infrastructure staff - "no surprises".</i></p> <p><i>Demonstrates value-add in daily work planning.</i></p> <p><i>'Look Ahead' schedule is accurate.</i></p> <p>Supplemental guidance to support scoring: Scheduled milestones and deliverables are regularly achieved early.</p> <p>Schedule is realistic and does not require changes, provided that no additional scope has been added by Infrastructure.</p> <p>Proactively updates schedule to anticipate/accommodate project work needs.</p> <p>Communicates and justifies schedule changes ahead of time to Infrastructure staff - "no surprises".</p> <p>Mitigates the effects of changes on the schedule with little or no impact to the overall progress.</p> <p>Contractor proactively shared schedule changes with the</p>	<p>Supplemental guidance to support scoring: Meets scheduled milestones and deliverables on time.</p> <p>Activity sequencing in schedule is such that small changes could be accommodated without impacting milestones and appropriate LEAD and Lag are incorporated in the schedule.</p> <p>Updates schedule as required and on request.</p> <p>Communicates and justifies schedule changes to Infrastructure staff.</p> <p>Plans daily work competently.</p>	<p><i>Fails to complete work on time.</i></p> <p><i>Fails to provide schedule updates as required; fails to or inadequately mitigates the effects of changes on the schedule.</i></p> <p><i>Fails to provide daily work planning as required; Fails to maintain an accurate "Look Ahead" schedule.</i></p> <p>Supplemental guidance to support scoring: Schedule provided is not reliable and/or lacks sufficient details for adequate planning.</p>

<p>to importance or impacts to the contract deliverables. For example if the majority are exceeding expectations, but there are a minimal amount that also fall below expectations the project manager has the flexibility to look at this holistically and apply judgement in scoring.</p>		<p>entire project team to ensure that all stakeholders always know project status.</p>		
<p style="text-align: center;">4. COST</p> <p>Suggested Cost Benchmarks to support scoring:</p> <div style="border: 1px solid black; padding: 5px;"> <p>EXCEEDING EXPECTATIONS</p> <ul style="list-style-type: none"> • Score 5: If change order submissions include proposed innovation resulting in a substantial cost savings. Example: proposed innovation result in a cost savings of greater than 10% of the total contract value. • Score 4: If change order submissions include proposed innovation resulting in a moderate cost savings. Example: proposed innovation results in a cost saving of up to 10% of total budget for project receives a 4. </div>	<p>KPI:</p> <p><i>Submitted change order requests are supported by factual evidence (unsolicited change order requests are approved prior to submission).</i></p> <p>Supplemental Clarification (What this means):</p> <p>Clearly understand why the change order is required.</p>	<p><i>Change order requests are supported by evidence, well ahead of time.</i></p> <p><i>Change order requests are expected and/or adds value to the project with all required information.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Change order requests have thorough, detailed, itemized, and accurate factual support.</p> <p>Change order requests are submitted with ample time for Infrastructure to review.</p> <p>The Contractor collaborates with project staff and sub-contractors/sub-consultants to ensure value for Infrastructure on costs.</p> <p>The work identified in Contractor-requested change orders clearly adds value to the project.</p> <p>Contractor submits innovative change order requests to expedite timeline, reduce costs, and contributes to overall contract progression.</p>	<p>Supplemental guidance to support scoring:</p> <p>Submitted change order requests are supported by factual evidence.</p> <p>Change order requests provides back up including why the change order is required.</p> <p>Unsolicited change order requests are approved prior to submission.</p> <p>Change order requests are submitted in a timely manner.</p>	<p><i>Change order requests are not supported by evidence.</i></p> <p><i>Change order requests are not submitted on time as required.</i></p> <p><i>Requires intervention by Infrastructure staff to receive or correct Change Orders.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Change order requests are not supported by evidence.</p> <p>Change order requests are not submitted on time as required.</p> <p>Change order requests require clarification to understand why the request is being brought forward.</p>
<p>MEETS EXPECTATIONS</p> <ul style="list-style-type: none"> • Score 3: If costing services are provided as outlined in the contract the vendor receives a score of 3. 	<p>KPI:</p> <p><i>Change order costs are based on reasonable additional services provided.</i></p>	<p><i>Submits pricing that accurately reflects the cost of work plus mark-ups.</i></p> <p><i>Change orders are accurate, detailed, and submitted in accordance with requirements.</i></p>	<p>Supplemental guidance to support scoring:</p> <p>Change order costs are based on reasonable additional services provided.</p> <p>Change order pricing is accurate and complies with contract requirements.</p>	<p><i>Pricing does not match cost-of-work plus mark-ups. Extra fees are added, but no record of extra services approved or performed.</i></p>
<p>NEEDS IMPROVEMENT</p> <ul style="list-style-type: none"> • Score 2: If a minimal portion of submissions related to cost expectations need improvement. Example: If 1-2 instances demonstrate improvement is required following corrective feedback from project team. • Score 1: If more than a minimal amount of cost submissions need improvement. Example: More than 2 instances demonstrate improvement required following corrective feedback from project team <p>Supplementary Clarification:</p>	<p><i>Contractor-requested change orders are accurate, detailed, and comply with contract requirements.</i></p> <p><i>Credits are identified and given.</i></p> <p>Supplemental Clarification (What this means):</p> <p>Change order costs are accurate, detailed, and based on reasonable additional services provided.</p> <p>Change order submissions are completed as per Infrastructure requirements and processes.</p>	<p><i>Identifies when credits are owed back to the Province, well ahead of time.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Change order pricing is consistently is accurate, thorough, and detailed, providing a break down of labour/materials/equipment costs also indirect cost and mark ups.</p> <p>Identifies and delivers credits owed back to the Province, well ahead of time without prompt.</p> <p>Submission of changes orders is consistently (when possible) provided proactively to maintain project timelines.</p>	<p>Supplemental guidance to support scoring:</p> <p>Change order pricing is accurate and complies with contract requirements.</p> <p>Credits are identified and given.</p>	<p><i>Change orders are not accurate, detailed, or justified. Infrastructure staff need to identify when/where credits should be given back to the Province.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Change orders are inaccurate and/or do not comply with contract requirements.</p> <p>Pricing does not match cost-of-work plus mark-ups in comparison with typical market value for the industry.</p> <p>Extra fees are added, but there is no record of extra services approved or performed.</p> <p>Infrastructure staff need to identify when/where credits should be given back to the Province.</p> <p>Lump sum pricing on change orders (unless allowed by contract). Prolonged negotiation over credits and/or inadequate credit value provided.</p>

<p>When considering benchmarks they should allow for the evaluation to take a holistic approach to the assessment of criteria, where it may be important for some deliverables to be weighted slightly heavier due to importance or impacts to the contract deliverables. For example if the majority are exceeding expectations, but there are a minimal amount that also fall below expectations the project manager has the flexibility to look at this holistically and apply judgement in scoring.</p>				<p>Prolonged delay in delivering credits due to the Province.</p> <p>Requires intervention by Infrastructure staff to receive or correct Change Orders. Back-up documents/cost breakdowns do not meet Alberta Infrastructure's standards.</p>
<p>5. SAFETY</p> <p>Suggested methodology and examples of benchmarks:</p> <p>EXCEEDING EXPECTATIONS</p> <ul style="list-style-type: none"> Score 5: If all or nearly all of the time, safety and general housekeeping performance exceeds expectations (relevant to the project). Example: 90-100% of the time, expectations are exceeded. Score 4: If more than half of time, safety and general housekeeping performance exceeds expectations (relevant to the project). Example: 50-89% of the time, expectations are exceeded. <p>MEETS EXPECTATIONS</p> <ul style="list-style-type: none"> Score 3: If all management expectations are met as outlined in the contract. <p>NEEDS IMPROVEMENT</p> <ul style="list-style-type: none"> Score 2: If a minimal portion of safety and general housekeeping performance demonstrate the need for improvement. Example: If 1-2 instances demonstrate below expectations following corrective feedback from project team. Score 1: If more than a minimal portion of safety and general housekeeping performance demonstrate the need for improvement. Example: More than 2 instances demonstrate below expectation following 	<p>KPI (Pass/Fail):</p> <p><i>Meets the contract requirements of maintaining a valid Certificate of Recognition (COR), or equivalent, during the course of the project.</i></p> <p>Supplemental Clarification (What this means):</p> <p>Maintains a valid Certificate of Recognition or equivalent as required</p>	<p>Not Applicable. This is a pass/fail KPI, not scored on a scale of 1-5, expectations are met or not met, they can not be exceeded.</p>	<p>Supplemental guidance to support Pass:</p> <p>Maintains a valid Certificate of Recognition or equivalent as required.</p>	<p>Supplemental guidance to support Fail:</p> <p>Does not maintain a valid Certificate of Recognition or equivalent as required.</p>
	<p>KPI (Pass/Fail):</p> <p><i>Is not assessed any safety violations (including without limitation, WCB and OHS notices) during the course of the project.</i></p> <p>Supplemental Clarification (What this means):</p> <p>Are safety concerns/violations resolved promptly and appropriately?</p>	<p>Not Applicable. This is a pass/fail KPI, not scored on a scale of 1-5, expectations are met or not met, they can not be exceeded.</p>	<p>Supplemental guidance to support Pass:</p> <p>Safety concerns/violations, if any (including without limitation, WCB and OHS notices), are resolved promptly and appropriately.</p>	<p>Supplemental guidance to support Fail:</p> <p>Safety concerns/violations were reported by third parties. OHS investigation finds violations.</p>
	<p>KPI:</p> <p><i>General housekeeping of the worksite</i></p>	<p><i>Exceeds expectations in ensuring worksite is organized, clean, and clear of debris.</i></p> <p><i>Worksite is organized with equipment and materials stored in a way that does not constitute a hazard to workers.</i></p> <p><i>Worksite is accessible.</i></p> <p><i>Slip, trip and fall hazards are absent.</i></p> <p><i>Response to worksite hazard concerns are dealt with promptly.</i></p> <p><i>Worksite is generally well lit to allow for safe work.</i></p> <p><i>Hazardous materials are clearly identified with the appropriate caution signs posted to inform workers.</i></p>	<p>Supplemental guidance to support scoring:</p> <p>Follows all contractual requirements.</p> <p>Worksite is organized, clean, and clear of debris.</p> <p>Worksite is accessible.</p> <p>Slip, trip, and fall hazards are absent.</p> <p>Worksite hazard concerns are dealt with promptly.</p> <p>Worksite is generally well-lit to allow for safe work.</p> <p>Hazardous materials are clearly identified with the appropriate caution signs posted to inform workers.</p> <p>Worksite restored to order after incidents outside Contractor's control (e.g., wind/ice/water damages).</p>	<p><i>Worksite is disorganized and cluttered.</i></p> <p><i>Site is not safely accessible.</i></p> <p><i>Slip, trip and fall hazards are present. Inadequate response to worksite hazard concerns.</i></p> <p><i>Inadequate lighting for workers.</i></p> <p><i>Hazardous materials not properly identified.</i></p> <p>Supplemental guidance to support scoring:</p> <p>Worksite is repeatedly disorganized and/or cluttered.</p> <p>Slip, trip and fall hazards are present.</p> <p>Slow, reluctant or otherwise inadequate response to worksite hazard concerns.</p>

corrective feedback from project team

Supplementary Clarification:
When considering benchmarks they should allow for the evaluation to take a holistic approach to the assessment of criteria, where it may be important for some deliverables to be weighted slightly heavier due to importance or impacts to the contract deliverables. For example if the majority are exceeding expectations, but there are a minimal amount that also fall below expectations the project manager has the flexibility to look at this holistically and apply judgement in scoring.

Supplemental guidance to support scoring:

Worksite is left better organized and cleaner than the state in which it was found.

Cleaning (and, if applicable, restoration) is done to an exceptional level.

Proactively identifies and resolves location-specific challenges.

Worksite proactively restored to order after incidents outside vendor's control (e.g., wind/ice/water damages) as soon as possible and with efforts made to maintain scheduled work.

Crew conduct/site organization/housekeeping exceeded stakeholder expectations. Positive feedback from client or facility management staff.

Pre-emptively addressing safety issues or concerns. If any are brought forward, they are addressed immediately and no further action is required.

Diligent in following all contractual requirements as well as accommodative of requests made by Project Managers to improve project deliverables.

Worksite is not kept secure.

Serious and/or excessive number of safety incidents on the worksite.

Excessive complaints regarding crew conducts/site organization/housekeeping from stakeholders.