

Plan No.:

Project ID:

<p>NOTE: All evaluations and scoring guide references within are based in accordance with the the governing contract; applicable Alberta Infrastructure specifications and guidelines; vendor submissions and project plans.</p>	<p>LEGEND: "As Required" = performed in accordance with contract requirements. "Exceeds" = fulfills and surpasses contract requirements in the opinion of Alberta Infrastructure. "Inadequate" = not performed in accordance with contract requirements. "Performance Scale" = score of 1 to 5.</p>
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INDICES	KEY PERFORMANCE INDICATORS	TYPE OF SCORING	SCORING GUIDE: EXCEEDS/SURPASSED	SCORING GUIDE: NEEDS IMPROVEMENT
QUALITY	Deliverables are provided as required. Responds to noted deficiencies, corrections are made quickly. Work is completed to the quality standards outlined in the contract. Testing and inspections allow for time to correct deficiencies.	Performance Scale	Work is completed and exceeds the quality standards outlined in the contract. Testing and inspections are done early and allow sufficient time to correct deficiencies.	Fails to respond to, or provides inadequate response to noted deficiencies; corrections are not made when necessary. Resolving issues requires Infrastructure 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 as required by the work.
	On-site during construction to review work for quality and to ensure all tests and inspections are completed as required.	Performance Scale	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.	Fails to be on-site, or inadequately attends site as required during construction to review work for quality in accordance with the work. Fails to provide progress updates, or provides inadequate progress updates as required by the work. Requires intervention and involvement from Infrastructure staff to meet deliverables.
	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.	Performance Scale	All shop drawings are stamped and reviewed for accuracy by General Contractor before sending to the Province. Requests for Information (RFIs) are proactive and offer solutions. Monthly progress invoices accurately reflect work completed in the field. Progress invoices are submitted with detailed break down of costs. Change orders are submitted with all required back-up. Change order pricing provides a break out of labour/materials/equipment costs. Submittals are received earlier than required. Quality Assurance and Quality Control documents are provided proactively throughout the project and exceed expectations.	Submitted shop drawings are inadequate, and/or do not meet requirements of specifications. Invoices are overbilled and require revisions. Change orders are missing information. Lump sum pricing on change orders (unless allowed by contract). Submittals are inadequate or are not provided on time.
MANAGEMENT	Liens and <i>Public Works Act</i> claims are resolved, and have minimal impact to the project schedule and/or cash flow. Payment to subcontractors is made promptly, and Statutory Declaration is signed.	Pass/Fail		
	Maintains qualified staff, tools and resources. Effectively manages and coordinates subcontractors and/or subconsultants.	Performance Scale	Ensures all contract requirements relating to staff and resources are met and exceeds expectations for deliverables. Staff are available when required and provide qualified supplementary resources when required. Access to firm's upper management is provided as required. Proposes workable solutions when issues arise and changes occur; proactively mitigates issues; subcontractor issues do not impact project delivery.	Fails to, or inadequately provides resources as required to meet project work or meet schedule timelines. Fails to employ individuals who are competent and suitable to perform the work as required. Staff are unavailable or not available enough to meet requirements and do not provide supplementary qualified resources when required. Contractor has issues with subcontractors or the worksite which impact performance of the work.

INDICES	KEY PERFORMANCE INDICATORS	TYPE OF SCORING	SCORING GUIDE: EXCEEDS/SURPASSED	SCORING GUIDE: NEEDS IMPROVEMENT
MANAGEMENT	Addresses changes and communicates issues promptly with the owner as required. 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).	Performance Scale	Items are proactively submitted where appropriate. Requires little to no requests or re-requests for items from Infrastructure. Responses are immediate and accurate.	Inadequately addresses changes and communicates issues. Does not submit items in accordance with requirements and requires Infrastructure intervention. Late responses, containing excessive errors, and a lack of clarity (responses require multiple callbacks and exchanges with contractor stakeholders.)
	Milestones and Deliverables are completed and submitted/issued pursuant to required timelines. 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).	Performance Scale	Submittals exceed expectations, are early, in the required format, without errors, and offer value-added content. Value-added components for submittals such as electronic repository for sharing of submission items are included for expedited reviews and approvals. Close-out/handover procedures are promptly initiated and follow the contract. Proactively submits pre-requisites for interim acceptance after obtaining a pre-occupancy permit, if applicable. Facility training is provided as required by an experienced team member involved in the project for each discipline/trade.	Submittals are late or inadequate, and/or are in the wrong format, and/or include material errors. Close-out / handover procedures are delayed. Deficiencies are not remedied as required. Processes are delayed and/or require Infrastructure staff intervention to resolve. Inspection identifies items that were overlooked. Facility training is not provided as required.
	Contractor is able to manage the commissioning process as required to complete the work.	Performance Scale	Correct deficiencies on the commissioning report and Commissioning is completed ahead of required timeframe.	Does not provide correct deficiencies on the commissioning report and fails to complete Commissioning in required timeframe.
	Manages the project in accordance with meeting all contract requirements.	Performance Scale	Ensures all the project requirements are met, and exceeds requirements by adding value to the project where possible. Proactive communication on all project deliverables and activities. Keeps Infrastructure staff updated with critical process reviews and approvals as required.	Fails to meet, or inadequately meets project requirements. Fails to communicate as required on project deliverables and activities. Fails to communicate with the Project Manager as required and update Infrastructure with critical process reviews and approvals. Project is not successful - not delivering the contract on-time, on budget, and/or to quality.
SCHEDULE	Submits a baseline schedule with clearly defined milestone dates.	Pass/Fail		
	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.	Performance Scale	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 Infrastructure staff - "no surprises". Demonstrates value-add in daily work planning. "Look Ahead" schedule is accurate.	Fails to complete work on time. Fails to provide schedule updates as required; fails to or inadequately mitigates the effects of changes on the schedule. Fails to provide daily work planning as required; Fails to maintain an accurate "Look Ahead" schedule.
COST	Submitted change order requests are supported by factual evidence (unsolicited change order requests are approved prior to submission).	Performance Scale	Change order requests are supported by evidence, well ahead of time. Change order requests are expected and/or adds value to the project with all required information.	Change order requests are not supported by evidence. Change order requests are not submitted on time as required. Requires intervention by Infrastructure staff to receive or correct Change Orders.

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COST	Change order costs are based on reasonable additional services provided. Contractor-requested change orders are accurate, detailed, and comply with contract requirements. Credits are identified and given.	Performance Scale	Submits pricing that accurately reflects the cost of work plus mark-ups. Change orders are accurate, detailed, and submitted in accordance with requirements. Identifies when credits are owed back to the Province, well ahead of time.	Pricing does not match cost-of-work plus mark-ups. Extra fees are added, but no record of extra services approved or performed. Change orders are not accurate, detailed, or justified. Infrastructure staff need to identify when/where credits should be given back to the Province.
SAFETY	Meets the contract requirements of maintaining a valid Certificate of Recognition (COR), or equivalent, during the course of the project.	Pass/Fail		
	Is not assessed any safety violations (including without limitation, WCB and OHS notices) during the course of the project.	Pass/Fail		
	General housekeeping of the worksite.	Performance Scale	Exceeds expectations in ensuring worksite is organized, clean, and clear of debris. Worksite is organized with equipment and materials stored in a way that does not constitute a hazard to workers. Worksite is accessible. Slip, trip and fall hazards are absent. Response to worksite hazard concerns are dealt with promptly. Worksite is generally well lit to allow for safe work. Hazardous materials are clearly identified with the appropriate caution signs posted to inform workers.	Worksite is disorganized and cluttered. Site is not safely accessible. Slip, trip and fall hazards are present. Inadequate response to worksite hazard concerns. Inadequate lighting for workers. Hazardous materials not properly identified.
TOTAL SCORE				

OVERALL EVALUATION COMMENTS

End of Appendix A