

Vendor Performance evaluation – general guidance: Construction

	Overall Score (all questions combined)	Description
Greatly exceeds expectations	99-100	If all or nearly all of the deliverables exceed HRM expectations. Clarification: 80 to 100% of the deliverable's expectations have been exceeded.
Exceeds expectations	80-98.9	If some deliverables exceed expectations and all others meet expectations Clarification: 20% of deliverables exceed expectations and others consistently meet expectations
Meets expectations	60-79.9	If all deliverables meet quality expectations outlined in the contract, but no "extra-value" is added
Minor Concerns	40-59.9	If a minimal portion of deliverables are below expectations. Clarification: Less than 20% of deliverables below expectations
Major concerns	20-39.9	If more than a minimal portion of deliverables are below expectations. Clarification: More than 20% of deliverables below expectations and may or have jeopardized the project.
Unacceptable	0-19.9	Contract terminated for default or legal action taken
<p>Note: when the majority of the criteria are exceeding expectations, but there is 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>		

Criteria	Exceptional	Exceeds Expectations	Met Expectations	Minor Concerns	Major concerns	Unacceptable
<p>Deliverables are provided as required. Responds to noted deficiencies and corrections are made quickly. Work is completed to the standards outlined in the contract. Testing and Inspections allow for time to correct deficiencies</p>	<p>Work consistently exceeds the quality standards outlined in the contract. Proactively identifies deficiencies encountered in the course of work, whether in- or out-of-scope. All or most tests and inspections are done early, allowing more than enough time to correct deficiencies. There are no deficiencies. There are very few deficiencies. If there are deficiencies, they are immediately corrected.</p>	<p>Work often exceeds the quality standards outlined in the contract. Proactively communicates quality improvements that result in better project outcomes. Tests and inspections are done promptly, allowing more time to correct deficiencies. There are very few deficiencies. If there are deficiencies, there is more than enough time to correct them. Proactively identifies deficiencies encountered in the course of work, whether in- or out-of-scope.</p>	<p>Work is completed to the quality standards outlined in the contract. Communicates quality improvements with all stakeholders involved in the project. Tests and inspections allow for time to correct deficiencies. Deficiencies are corrected within a reasonable amount of time.</p>	<p>Sometimes provides inadequate response to noted deficiencies; corrections are not made when necessary. Resolving issues requires HRM intervention. Some 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.</p>	<p>Work consistently falls below the quality standards outlined in the contract and requires correction/resolution. Fails to communicate any improvements or implement quality. Multiple deficiencies are not corrected within a reasonable amount of time. Fails to respond to noted deficiencies. Resolving issues consistently requires HRM intervention. Inspection identifies items that were overlooked.</p>	<p>Legal counsel or Procurement intervention is required.</p>

<p>On-site during construction to review work for quality and to ensure all tests and inspections are completed as required</p>	<p>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.</p>	<p>Ensures that all or most required tests and inspections are completed early. Proactively advises HRM regarding work quality, tests, inspections, status updates, quality issues, and proposed solutions. Site Supervisor is always available on-site. Proactively provides progress updates, or provides inadequate progress updates beyond or outlined in the contract documents.</p>	<p>Ensures that all required tests and inspections are completed on time. Responds to Infrastructure's queries regarding work quality, tests, and inspections. Site Supervisor available on-site as per contract requirement. Provides progress updates, or provides inadequate progress updates beyond or outlined in the contract documents or required by Project Manager</p>	<p>Inadequately attends site as required during construction to review work for quality in accordance with the work. Provides inadequate progress updates as required by the work. Occasionally requires intervention and involvement from HRM staff to meet deliverables.</p>	<p>Fails to be on-site as required during construction to review work for quality in accordance with the work. Fails to provide progress updates as required by the work. Often requires intervention and involvement from HRM staff to meet deliverables.</p>	<p>Legal counsel or Procurement intervention is required.</p>
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<p>Accurate contract documents are submitted to HRM on time and as required.</p>	<p>Requests for Information (RFIs) are proactive and offer solutions. All shop drawings are stamped and reviewed for accuracy by General Contractor before sending to the HRM. Monthly progress invoices accurately reflect work completed in the field. Progress invoices are submitted with detailed break down of costs and are always accurate. 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 consistently exceed expectations.</p>	<p>All shop drawings are stamped and reviewed for accuracy by General Contractor before sending to the HRM. Monthly progress invoices accurately reflect work completed in the field. Progress invoices are submitted with detailed break down of costs and are always accurate. 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 throughout the project and exceed expectations</p>	<p>Submittals are consistently accurate and provided on time. Responds to Infrastructure's requests for Quality Assurance and Quality Control documents. Contractor-initiated RFIs seek to clarify aspects of the Work. Monthly progress invoices accurately reflect work completed in the field.</p>	<p>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.</p>	<p>Submittals regularly contain errors. Infrastructure has to regularly follow-up with the Contractor to seek submittals. Submittals are regularly not provided on time. Quality Assurance and Quality Control documents are not provided when requested and/or are regularly inadequate. Contractor-initiated RFIs are reactive, hastily issued, and/or ask for information that has already been provided. Monthly progress invoices regularly do not reflect work completed in the field and require revisions.</p>	<p>Legal counsel or Procurement intervention is required. Legal counsel or Procurement intervention is required.</p>
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<p>Builders Lien Act Claims are resolved and have minimal impact to the project schedule and/or cash flow. Payment to subcontractors is made promptly and Stat Dec is signed.</p>	<p>Do not use</p>	<p>There are no Builder's Lein Act claims. All Statutory Declarations signed and submitted.</p>	<p>Any Builder's Lein Act claims were resolved and notified to HRM with sufficient time for response or reasonable attempts were made to resolve them. Payments to sub-contractors were made promptly. All Statutory Declarations signed and submitted.</p>	<p>Contractor failed to notify HRM and/or adequately address Builder's Lien Act claims. Claims have substantive impact to the project schedule and/or cash flow. Payments to sub-contractors are regularly delayed and/or not made.</p>	<p>Subcontractors have had to rely on the Labour and Materials Bond held by HRM</p>	<p>Legal counsel or Procurement intervention is required.</p>
<p>Maintains qualified staff, tools and resources. Effectively manages and coordinates subcontractors and/or subconsultants</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. Provides qualified supplementary resources proactively and at no additional cost to Infrastructure as the need arises. When managing sub-contractors, proactively prevents and mitigates any issues that might occur. If issues arise with the sub-contractor, project delivery is not impacted. Contractor is able to shift staff, tools, and resources such as, but</p>	<p>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.</p>	<p>Ensures that all contract requirements relating to staff and resources are met and maintained. Project staff are available when requested. Provides qualified supplementary resources when required or requested. Effectively manages and coordinates sub-contractors as the need arises.</p>	<p>Inadequately provides resources as required to meet project work or meet schedule timelines. Staff are unavailable or not available enough to meet requirements. Contractor has issues with subcontractors or the worksite which impact performance of the work.</p>	<p>Fails to employ individuals who are competent and suitable to perform the work as required. Allows the quality and/or quantity of staff on the project team to diminish to the detriment of the work. Supplementary qualified resources are not provided when required. Contractor has issues with subcontractors or the worksite risk completion of the work.</p>	<p>Legal counsel or Procurement intervention is required.</p>

	not limited to: personnel, materials, tools, and part of equipment to facilitate/expedite contract progression.					
Addresses changes and communicates issues promptly with owner as required. Responds to requests and changes according to required timeframes and is accessible when contacted	HRM never needs to follow-up with the Contractor to clarify communications. Responses are accurate, immediate, and always follow the manner and format agreed-to. The Contractor proactively proposes improvements to communication processes and/or frequency to better meet project needs. Project staff are always available/responsive.	Infrastructure rarely needs to follow-up with the Contractor to clarify communications. Responses are accurate, immediate, and always follow the manner and format agreed-to. The Contractor proactively proposes improvements to communication processes and/or frequency to better meet project needs. Project staff are usually available/responsive.	Issues and activities are communicated promptly to relevant stakeholder(s). Few re-requests/prompts for responses needed from Infrastructure. Responses are accurate and provided according to required timeframe and Contractor is accessible when contacted. Identifies all stakeholders involved and ensures all communication is received by appropriate personnel that are responsible, accountable, consulted and informed. Project staff reasonably available	Inadequately addresses changes and communicates issues. Does not submit items in accordance with requirements and requires HRM intervention.	Issues and activities are not communicated to stakeholders. Requires HRM intervention to ensure items/issues/activities are clearly communicated. Late responses, containing excessive errors, and a lack of clarity (responses require multiple call-backs and exchanges with contractor stakeholders.)	Legal counsel or Procurement intervention is required.
Contractor is able to manage the commissioning process as required to complete the work (if applicable)	Adds value to the project where possible. Proactively communicates with stakeholders on project deliverables and activities.	Correct deficiencies on the commissioning report and Commissioning is completed ahead of required timeframe	Manages the project in accordance with all contract requirements. Communicates with stakeholders as required on project	Does not provide correct deficiencies on the commissioning report and fails to complete Commissioning in required timeframe	Fails to meet, or inadequately meets project requirements. Fails to communicate as required on project deliverables and activities.	Legal counsel or Procurement intervention is required.

	<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>deliverables and activities.</p> <p>Adequately manage stakeholder expectations.</p> <p>Provides sufficient facility training.</p> <p>Contractor's project management skills adequately meet contract requirements.</p>	<p>Fails to communicate with the Project Manager as required and update Infrastructure with critical process reviews and approvals.</p> <p>.</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>Manages the project in accordance with meeting all contract requirements</p>	<p>Exceeds requirements by adding value to the project where possible.</p>	<p>Ensures all the project requirements are met</p> <p>Proactive communication on all project deliverables and activities.</p>	<p>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>Inadequately meets project requirements or fails to meet some project requirements.</p> <p>Sometimes fails to communicate as required on project deliverables and activities.</p>	<p>Project is not successful - not delivering the contract on- time, on budget, and/or to quality.</p> <p>Frequently fails to communicate as required on project deliverables and activities.</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</p>	

<p>Submits a baseline schedule with clearly defined milestone dates</p>	<p>Not Applicable – the baseline schedule is either submitted accurately and on time or not.</p>	<p>Not Applicable – the baseline schedule is either submitted accurately and on time or not.</p>	<p>Submits a baseline schedule on time with clearly defined milestone dates.</p>	<p>A baseline schedule with clearly defined milestone dates is submitted after the deadline/target date.</p>	<p>Fails to submit a baseline schedule</p>	<p>Legal counsel or Procurement intervention is required.</p>
<p>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. Contractor is competent at daily work schedule. Look ahead schedule is accurate</p>	<p>Scheduled milestones and deliverables are regularly achieved early. Schedule is realistic and does not require changes, provided that no additional scope has been added by HRM. Proactively updates schedule to anticipate/accommodate project work needs. Communicates and justifies schedule changes ahead of time to HRM staff - "no surprises". Mitigates the effects of changes on the schedule with little or no impact to the overall progress. Contractor proactively shared schedule changes with the project team to ensure that all stakeholders always know project status</p>	<p>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 HRM staff - "no surprises". Demonstrates value-add in daily work planning. 'Look Ahead' schedule is accurate</p>	<p>Meets scheduled milestones and deliverables on time. 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. Updates schedule as required and on request. Communicates and justifies schedule changes to Infrastructure staff. Plans daily work competently.</p>	<p>Fails to complete work on time. Fails to provide schedule updates as required; 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</p>	<p>Schedule provided is not reliable and/or lacks sufficient details for adequate planning.</p>	

<p>Submitted Change Order requests are supported by factual evidence. (unsolicited change order requests are approved prior to submission)</p>	<p>Change order requests have thorough, detailed, itemized, and accurate factual support. Change order requests are submitted with ample time for HRM to review. The Contractor collaborates with project staff and sub-contractors/sub-consultants to ensure value for Infrastructure on costs. The work identified in Contractor-requested change orders clearly adds value to the project. Contractor submits innovative change order requests to expedite timeline, reduce costs, and contributes to overall contract progression.</p>	<p>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.</p>	<p>Submitted change order requests are supported by factual evidence. Change order requests provides back up including why the change order is required. Unsolicited change order requests are approved prior to submission. Change order requests are submitted in a timely manner.</p>	<p>Change order requests are not supported by evidence. Change order requests are not submitted on time as required</p>	<p>Change order requests are not supported by evidence. Change order requests are not submitted on time as required. Change order requests require clarification to understand why the request is being brought forward Requires intervention by HRM staff to receive or correct Change Orders.</p>	<p>Legal counsel or Procurement intervention is required.</p>
<p>Change order costs are based on reasonable additional services provided. Contractor requested change orders are accurate, detailed and comply with the contract requirements. Credits</p>	<p>Submission of changes orders is consistently (when possible) provided proactively to maintain project timelines</p>	<p>Change order pricing is consistently accurate, thorough, and detailed, providing a breakdown of labour/materials/equipment costs also indirect cost and mark ups. Identifies and delivers credits owed back to</p>	<p>Change order costs are based on reasonable additional services provided. Change order pricing is accurate and complies with contract requirements. Credits are identified and given.</p>	<p>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. HRM staff need to identify when/where credits</p>	<p>Pricing does not match cost-of-work plus mark-ups in comparison with typical market value for the industry. Extra fees are added, but there is no record of extra services approved or performed.</p>	<p>Legal counsel or Procurement intervention is required.</p>

are identified and given		the HRM, well ahead of time without prompt.		should be given back to the Province.	Lump sum pricing on change orders (unless allowed by contract). Prolonged negotiation over credits and/or inadequate credit value provided.	
Safety violations during the project	Not applicable – Contractors cannot exceed “meets requirements”	Not applicable – Contractors cannot exceed “meets requirements”	Safety concerns/violations, if any (including without limitation, WCB and OHS notices), are resolved promptly and appropriately.	Safety concerns/violations were reported by third parties. OHS investigation finds violations.	Safety concerns/violations were reported by third parties. OHS investigation finds violations and behaviours are not corrected	Legal counsel or Procurement intervention is required.
General housekeeping of the worksite	<p>Worksite is always organized, clean, and clear of debris.</p> <p>Worksite is organized with equipment and materials stored in a way that does not constitute a hazard to workers.</p> <p>Worksite is accessible.</p> <p>Slip, trip and fall hazards are absent over the entire site.</p> <p>No hazard concerns are identified by HRM</p> <p>Worksite is 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>Exceeds expectations in ensuring worksite is organized, clean, and clear of debris.</p> <p>Worksite is organized with equipment and materials stored in a way that does not constitute a hazard to workers.</p> <p>Worksite is accessible.</p> <p>Slip, trip and fall hazards are absent.</p> <p>Response to 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</p>	<p>Follows all contractual requirements.</p> <p>Worksite is organized, clean, and clear of debris. Worksite is accessible.</p> <p>Slip, trip, and fall hazards are absent.</p> <p>Worksite hazard concerns are dealt with promptly. 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.,</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>	<p>Worksite is not kept secure.</p> <p>Serious and/or excessive number of safety incidents on the worksite.</p> <p>Excessive complaints regarding crew conducts/site organization/housekeeping from stakeholders.</p>	<p>Legal counsel or Procurement intervention is required.</p>

		caution signs posted to inform workers.	wind/ice/water damages).			
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SAMPLE