		Vendor Performance evaluation – general guidance: Construction
	Overall Score	Description
	(all questions combined)	
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

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.

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

On-site during	Exceeds expectations	Ensures that all or most	Ensures that all	Inadequately attends	Fails to be on-site as	Legal counsel or
construction to review	for site review and	required tests and	required tests and	site as required during	required during	Procurement
work for quality and to	quality control. Ensures	inspections are	inspections are	construction to review	construction to review	intervention is required.
ensure all tests and	all required tests and	completed early.	completed on time.	work for quality in	work for quality in	
inspections are	inspections are	Proactively advises	Responds to	accordance with the	accordance with the	
completed as	completed on time and	HRM regarding work	Infrastructure's queries	work.	work.	
required	proactively	quality, tests,	regarding work quality,	Provides inadequate	Fails to provide	
	communicates with	inspections, status	tests, and inspections.	progress updates as	progress updates as	
	Infrastructure staff	updates, quality issues,	Site Supervisor	required by the work.	required by the work.	
	regarding status	and proposed	available on-site as per	Occasionally requires	Often requires	
	updates and issues.	solutions.	contract requirement.	intervention and	intervention and	
		Site Supervisor is	Provides progress	involvement from HRM	involvement from HRM	
		always available on-	updates, or provides	staff to meet	staff to meet	
		site.	inadequate progress	deliverables.	deliverables.	
		Proactively provides	updates beyond or			
		progress updates, or	outlined in the contract			
		provides inadequate	documents or required			
		progress updates	by Project Manager			
		beyond or outlined in				
		the contract				
		documents.				

Accurate contract documents are submitted to HRM on time and as required.

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/equip ment costs. Submittals are received earlier than required. Quality Assurance and **Quality Control** documents are provided proactively throughout the project and consistently exceed expectations.

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/equip ment costs.

Submittals are received

Quality Assurance and

earlier than required.

provided throughout

the project and exceed

Quality Control

documents are

expectations

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.

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.

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.

Legal counsel or Procurement intervention is required. Legal counsel or Procurement intervention is required.

Builders Lien Act Claims are resolved and have minimal impact to the project schedule and/or cash	Do not use	There are no Builder's Lein Act claims. All Statutory Declarations signed and submitted.	Any Builder's Lein Act claims were resolved and notified to HRM with sufficient time for response or reasonable	Contractor failed to notify HRM and/or adequately address Builder's Lien Act claims.	Subcontractors have had to rely on the Labour and Materials Bond held by HRM	Legal counsel or Procurement intervention is required.
flow. Payment to subcontractors is made promptly and Stat Dec is signed.			attempts were made to resolve them. Payments to subcontractors were made promptly. All Statutory Declarations signed and submitted.	Claims have substantive impact to the project schedule and/or cash flow. Payments to subcontractors are regularly delayed and/or not made.		
Maintains qualified staff, tools and resources. Effectively manages and coordinates subcontractors and/or subconsultants	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 subcontractors, 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	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.	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 subcontractors as the need arises.	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.	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.	Legal counsel or Procurement intervention is required.

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

	Regularly proactively acts on project	Thorough facility training is provided by	deliverables and activities.	Fails to communicate with the Project	Project is not successful - not	
	deliverables, critical	an experienced team	Adequately manage	Manager as required	delivering the contract	
	process reviews,	member involved in the	stakeholder	and update Infrastructure with	on-time, on budget,	
	approvals, and activities.	project for each discipline/trade.	expectations. Provides sufficient	critical process reviews	and/or to quality. Facility training is not	
	Proactively submits	uiscipilile/trade.	facility training.	and approvals.	provided as required.	
	pre-requisites for		Contractor's project	and approvats.	provided as required.	
	interim acceptance		management skills			
	after obtaining a pre-		adequately meet			
	occupancy permit, if		contract requirements.			
	applicable		oontrage requirements.			
Manages the project	Exceeds requirements	Ensures all the project	Manages the	Inadequately meets	Project is not	
in accordance with	by adding value to the	requirements are met	commissioning process	project requirements or	successful - not	
meeting all contract	project where possible.	Proactive	in accordance with all	fails to meet some	delivering the contract	
requirements		communication on all	contract requirements.	project requirements.	on- time, on budget,	
		project deliverables	Corrects deficiencies	Sometimes fails to	and/or to quality.	
		and activities.	identified on the	communicate as	Frequently fails to	
			commissioning report	required on project	communicate as	
			in a reasonable amount	deliverables and	required on project	
			of time.	activities.	deliverables and	
					activities.	
					Fails to complete	
					commissioning in required timeframe.	
					An excessive number of	
					deficiencies are	
					identified on the	
					commissioning report.	
					Does not correct	
					deficiencies identified	
					on the commissioning	
					report or does so	
					insufficiently such that	
					further rework is	
					required	

Submits a baseline	Not Applicable – the	Not Applicable – the	Submits a baseline	A baseline schedule	Fails to submit a	Legal counsel or
schedule with clearly	baseline schedule is	baseline schedule is	schedule on time with	with clearly defined	baseline schedule	Procurement
defined milestone	either submitted	either submitted	clearly defined	milestone dates is		intervention is required.
dates	accurately and on time	accurately and on time	milestone dates.	submitted after the		
	or not.	or not.		deadline/target date.		
Contract Work is	Scheduled milestones	Exceeds schedule	Meets scheduled	Fails to complete work	Schedule provided is	
completed on time	and deliverables are	requirements.	milestones and	on time.	not reliable and/or	
and contractor meets	regularly achieved	Provides schedule	deliverables on time.	Fails to provide	lacks sufficient details	
scheduled milestones	early.	updates as required	Activity sequencing in	schedule updates as	for adequate planning.	
and deliverables.	Schedule is realistic	and promptly responds	schedule is such that	required; inadequately		
Provides schedule	and does not require	to changes on the	small changes could be	mitigates the effects of		
updates as required	changes, provided that	schedule as required to	accommodated	changes on the		
and mitigates the	no additional scope	complete the work.	without impacting	schedule.		
effects of changes on	has been added by	Provides transparent	milestones and	Fails to provide daily		
the schedule.	HRM.	communication and	appropriate LEAD and	work planning as		
Contractor is	Proactively updates	justification regarding	Lag are incorporated in	required; Fails to		
competent at daily	schedule to	schedule changes	the schedule.	maintain an accurate		
work schedule. Look	anticipate/accommoda	ahead of time to HRM	Updates schedule as	"Look Ahead" schedule		
ahead schedule is	te project work needs.	staff - "no surprises".	required and on			
accurate	Communicates and	Demonstrates value-	request.			
	justifies schedule	add in daily work	Communicates and			
	changes ahead of time	planning.	justifies schedule			
	to HRM staff - "no	'Look Ahead' schedule	changes to			
	surprises".	is accurate	Infrastructure staff.			
	Mitigates the effects of		Plans daily work			
	changes on the		competently.			
	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					

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

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	Worksite is always 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 over the entire site. No hazard concerns are identified by HRM Worksite is well lit to allow for safe work. Hazardous materials are clearly identified with the appropriate caution signs posted to inform workers.	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	Follows all contractual requirements. Worksite is organized, clean, and clear of debris. Worksite is accessible. Slip, trip, and fall hazards are absent. 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 restored to order after incidents outside Contractor's control (e.g.,	Worksite is repeatedly disorganized and/or cluttered. Slip, trip and fall hazards are present. Slow, reluctant or otherwise inadequate response to worksite hazard concerns.	Worksite is not kept secure. Serious and/or excessive number of safety incidents on the worksite. Excessive complaints regarding crew conducts/site organization/housekee ping from stakeholders.	Legal counsel or Procurement intervention is required.

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

