Performance Evaluation

1 General

These notes are not to be included in the contract documents, they are provided as a guideline for the assistance of those involved in the Client’s performance assessments.

The main purpose of the performance evaluation is to provide a database of assimilated evaluations to assist in Track Record assessment in future tender evaluations. The system will also encourage desirable performance from the Consultant and Contractor, challenging them to meet the key objectives that the Client places on a contract.

These Z/11 notes are intended to provide guidance on how performance evaluation scores should be assessed, and provide information about the behaviors that the Client is encouraging under each sub attribute. From these notes a supplier completing a performance evaluation, or subject to performance evaluations can obtain an insight as to where their focus should be for the successful delivery of a project, and recording their performance at project completion.

These Z/11 notes identify the issues that should be considered in executing an evaluation. They do not provide quantitative values in terms of benchmarking “average performance”. Such benchmarking should be developed from discussion between the principal and consultant and in the case of physical works contracts should include the contractor to determine Business As Usual (BAU) for your particular contract, as well as identifying specific value added services (which may not necessarily incur additional cost to the supplier, but may offer the principal significant advantages). BAU will vary between contracts depending on size, complexity, and timeframe.

1.1 Performance Assessment by Coordinated Evaluation (PACE) Database

The Client’s database of supplier performance is known as PACE (Performance Assessment by Co-ordinated Evaluation). The PACE database records all supplier performance evaluations for the Client’s projects on a central register.

Access to the PACE database is limited to the Client’s project managers.

A supplier may request from the Client’s their company’s overall average score for all final evaluations undertaken.

The Client’s project managers have the ability to enter evaluations and view all performance evaluations in the database. The system administrator has the ability to view all performance evaluations and delete incorrect evaluations where requested by a project manager.

If any performance measure is not applicable to the contract, “N/A” should be selected on the sheet and entered into the database. For example, if “Health and Safety – OSH Performance”, is not applicable for the Consultant, circle “N/A” on the appropriate PACE form (PSF/9a, 9b, 9c, or 9d). When the evaluation is entered into the database, it automatically converts the overall total into a percentage based on applicable performance measures.
1.2 **Selection of Appropriate Performance Assessment Form**

There are four separate PACE forms used by NZTA (PSF/9a, 9b, 9c, or 9d) there are two maintenance forms, two capital forms, each has a separate form for physical works and professional services.

The sub-attribute weightings vary between the four PACE forms. The difference in weightings reflect the importance of each sub-attribute to each type of project under a capital or maintenance environment. Care must be taken in choosing the appropriate form for your project to ensure the weightings reflect the importance of each sub-attribute to your project.

1.3 **Use of PACE Information in Tender Evaluation**

Under the Client’s professional services and physical works proforma manuals (SM030, SM031, SM032). The Client evaluates a supplier’s performance under Track Record under one of either time or cost or performance. Whilst not grouped under these three headings, each of the PACE sub-attributes are able to be classified under either time or cost or performance requirements identified in the Client’s tender documents.

<table>
<thead>
<tr>
<th>PACE Element (Descriptions as PSF 9a-9d)</th>
<th>Supplier Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timely Outputs, ability to meet programme, Contractor’s Programmes.</td>
<td>Time</td>
</tr>
<tr>
<td>Financial, Handling of Variations.</td>
<td>Cost</td>
</tr>
<tr>
<td>Competency, creating &quot;no surprises&quot; environment, creating innovation, proactiveness, responsiveness, accurate outputs to required standard, defect management system, safe work practices, QA documentation, monthly report, skill level and competency, risk management, achieves the specified standard, defect management system, traffic management control, quality assurance, achievement, network condition, reporting, creating innovation, managing the network, accurate outputs to the required standard, safety performance measures.</td>
<td>Performance</td>
</tr>
</tbody>
</table>

Tenderers may include final performance evaluation (PACE) assessments for projects nominated under Track Record as additional pages in their non-price attribute submissions. The tender evaluation team (TET) shall use these final evaluations as an input into developing a track record score.

It is recommended that when tenderers submit projects for track record for which a final PACE evaluation is not available, that the TET utilise the appropriate PACE form (PSF/9a, 9b, 9c, or 9d) when contacting referees. This will ensure the same benchmark is used when determining track record for a project evaluated using a final PACE score, when considering projects outside the Client’s business or where no final PACE score exists the PACE forms provide useful as a referee check.
Interim evaluations may be considered when evaluating a supplier’s Track Record only with the project manager’s approval, and then it shall only be used as an input into the Track Record evaluation, not the sole means of measuring the Track Record for that contract.

In the absence of a final evaluation all interim evaluations should be viewed with caution until the project manager has been consulted. The project manager shall provide a reality check on the aggregated view compiled by the TET (on a PACE form).

1.4 Final Evaluations

The final score for a supplier for a particular contract will be assessed at the end of the contract not by averaging all scores during the contract, but by an assessment as to the overall performance by that supplier using the previous evaluations during the contract as the basis for the final decision. Then a score will be decided for the contract and that will then be the score carried forward as the Track Record Score for the Contractor or Consultant.

All final evaluations require a comment in the comments box, amplifying the supplier’s performance, and any significant issues that arose during the contract period. If a supplier's overall rating is less than 40 or more than 70 additional specific details are required to support the final evaluation score.

Final evaluations may be included as additional pages in a Contractor’s non-price attribute tender submission.

It is expected that the final evaluation shall be completed before the end of the defect liability period. Should any major incidents occur that could have a bearing on the final PACE score after the final evaluation is completed, the project manager shall advise the PACE administrator and amend the final evaluation.

1.5 Contract Extension Evaluations

For term maintenance contracts with an extendable duration, a Contract Extension performance evaluation should be carried out prior to awarding the contract extension, or terminating the contract. In addition to the performance evaluation, the contract file shall contain all back up material used in determining the contract extension evaluation score. If it is considered likely that the contract will be terminated, the contract extension performance evaluation shall be undertaken sufficiently before the extension date to enable the contract to be re-tendered, should it require re-tendering.

1.6 Interim Evaluations

Interim evaluations are undertaken to feedback a supplier’s performance during the contract period, with the objective of improving performance during the contract. As such, they may vary significantly month to month, depending on a suppliers performance in that period and represents only the performance of the supplier in the period since the last evaluation.
1.7 Quantification of Performance Grade

A supplier who is delivering what is specified to an adequate standard for each sub attribute would generally score in the “grey area” (ie 60%) on the performance assessment forms. A supplier who scores 60% for all sub attributes will in fact be “above average”, as it’s envisaged that the “average supplier” will suffer the occasional deficiency. An average supplier who is satisfactorily delivering what is specified would generally score between 48-57.

1.8 Determining Business As Usual (BAU)

One of the key issues surrounding PACE assessments is the quantification of the expected BAU score against the supplier’s performance for that project.

1. A score of 60% for any sub-attribute represents BAU.
2. A score of 80% for any sub-attribute represents Best Practice, and is better than the minimum specified standard.
3. A score of 100% for any sub-attribute implies the supplier has delivered perfection in that field.

Figure 1 - Determining Supplier performance

BAU is the benchmark from which all suppliers are measured. The expectation is that the average supplier will satisfy the minimum requirements specified in our documents in most areas, there will be some slippages or imperfections. If a supplier carries out the minimum necessary to achieve the specified requirements then an average result can be expected. Areas of weakness or sub-optimal performance in one or more sub attributes will result in a score at the lower end of average. A number of weaknesses, particularly in areas that are identified as critical will result in a below average, or unacceptable. Achieving an above average rating is only possible if the supplier is delivering better than the minimum specified standard, and doing so without Client/Consultant intervention.
Good, appropriate, company systems that consistently deliver the contractual requirements, without Client/Consultant intervention are seen as good performance to best practice. Excellence requires not only consistency, but value added features, such as proactiveness, flexibility, identifying and pursuing innovation, and other factors that would lead you to describe the supplier as being at the leading edge of the industry.

1.9 Example Performance Grades

The following examples of performance criteria include those developed between the Principal, Contractor and Consultant for a major construction project and used in SM031 appendix G1 (KPI Incentive scheme). They are provided as a best practice guideline, and for guidance in developing project specific performance benchmarks. They should not be the sole means for establishing BAU, but should supplement the Consultant’s qualitative assessment of BAU.

1.9.1 Management – Responsiveness

Response times to all external communication. All external correspondence will be logged in a communications database, including date received, action required, date action required and actual date of action, the difference between the date action required and the actual date of action will be determined (response lag). An average response lag for all completed actions to date will then be determined. A schedule of response times to different requests/issues will be established and used as the basis for determining the date action is required.

The reason response lag is being considered rather than average response time is that different types of issues, requests for information etc, will have different response times associated with them. Response lag allows assessment of whether a response was made on time, rather than how quickly the contractor responded.

<table>
<thead>
<tr>
<th></th>
<th>Fail</th>
<th>Poor</th>
<th>BAU</th>
<th>Best Practice</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response more than five days late</td>
<td></td>
<td>Response two to five days late</td>
<td>Response on time</td>
<td>Response between two days early and on time</td>
<td>Response more than two days early</td>
</tr>
</tbody>
</table>

The following table details the suggested Target Response Time Frame.

<table>
<thead>
<tr>
<th>Description of Action Required</th>
<th>Target Response Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of Contractual deliverables</td>
<td>To Contract Due date</td>
</tr>
<tr>
<td>Provision of general information already available (eg published newsletters, fliers etc)</td>
<td>Two working days</td>
</tr>
<tr>
<td>Provision of technical information already available (eg detailed drawings)</td>
<td>Two working days</td>
</tr>
<tr>
<td>Return response by Contractor required (eg phone call, e-mail)</td>
<td>Five working days</td>
</tr>
</tbody>
</table>
 Provision of technical information needing preparation (eg detailed drawings) | 10 working days  
 Provision of information not currently available but under preparation (eg fliers relating to specific issue) | Programmed Due date  

1.9.2 Production – Ability To Meet Programme

Comparison to approved base programme at time of tender. The target completion date is based on the project completion date at time of tender, with an allowance for risk. There will be no extensions to the Target completion date for any extensions of time awards or any other events such as storm events, wet weather delays or delays due to seeking additional design information from the consultant, and the like.

The % early or late should be converted to days, based on the contract period, eg outstanding for a 90-day project would be practical completion nine days early.

<table>
<thead>
<tr>
<th>Fail</th>
<th>Poor</th>
<th>BAU</th>
<th>Best Practice</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery significantly behind target completion date.</td>
<td>Delivery behind target completion date.</td>
<td>Delivery on target completion date.</td>
<td>Delivery ahead of target completion date.</td>
<td>Delivery significantly ahead of target completion date.</td>
</tr>
<tr>
<td>Delivery 20+% late</td>
<td>Delivery 10% late</td>
<td>Delivery on time</td>
<td>Delivery 5% early</td>
<td>Delivery 10% early</td>
</tr>
</tbody>
</table>

1.9.3 Production - Achieves the Specified Standard

Site inspection will consist of a visual inspection of random site areas against 12 attributes.

- Concrete finish;
- Asphalt finish;
- Protection of permanent storm water;
- Road marking and sign clarity;
- Installation quality of road furniture;
- Site-wide natural environment;
- Site-wide construction environment;
- Graffiti-free;
- Surface detritus,
- Appearance of construction plant;
- Health of living things; and
- Modified surfaces.
<table>
<thead>
<tr>
<th>Attribute</th>
<th>Fail</th>
<th>BAU</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concrete Finish</td>
<td>Many cracks, flakes and defects. Surface scraps or residue. Chips from impact. Large gaps between. Non-alignment between adjacent members.</td>
<td>Minor cracking, all defects repaired, foreign material cleaned off, regular gaps and good lines.</td>
<td>Defect-free and lines straight and true.</td>
</tr>
<tr>
<td>Asphalt Finish</td>
<td>Uneven mix, scaling, rutting and potholes. Uneven running. Bad alignment with kerb and other boundary conditions.</td>
<td>Minor defects, major defects repaired. Smooth running and reasonable alignment with boundary condition.</td>
<td>Defect-free and excellent abutment with all boundary conditions.</td>
</tr>
<tr>
<td>Protection of Permanent Stormwater Drainage</td>
<td>No protection or blocked.</td>
<td>Working but requires maintenance.</td>
<td>Fully functioning.</td>
</tr>
<tr>
<td>Road Markings and Sign Clarity</td>
<td>Worn/hard to read lines. Old lines showing. Signs hard to read or too old for purpose.</td>
<td>Average wear on lines. No old lines showing signs clear and all of relatively new age.</td>
<td>Lines complete and clear in all circumstances. Signs clear of dust, dirt etc and all of high quality.</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Installation of Road Furniture</td>
<td>Loose, wobbly and uneven of ground level.</td>
<td>Out of plumb, some movement ground surface acceptable.</td>
<td>Straight and robust. Excellent alignment with surrounding ground surface.</td>
</tr>
<tr>
<td>Vegetation Management</td>
<td>Most plants show disease or poor growth, weeds visible throughout, and many vegetation trimmings left on site.</td>
<td>Some plants show disease or poor growth, occasional weeds visible, and some vegetation trimmings left on site. Some restoration planting.</td>
<td>All vegetation shows healthy growth, weed free, and all fallen material removed. Restoration planting undertaken.</td>
</tr>
<tr>
<td>Construction Environment</td>
<td>Litter on ground, bins full, consumables lying around untidy site layout.</td>
<td>Occasional litter or consumable. Layout ordered</td>
<td>No litter or consumables, very ordered site. System in place to remove litter.</td>
</tr>
<tr>
<td>Graffiti Free</td>
<td>Graffiti.</td>
<td>None.</td>
<td></td>
</tr>
<tr>
<td>Surface Detritus on Road</td>
<td>Small patches on verges or in intersections.</td>
<td>Occasional stone, dust etc.</td>
<td>Clean.</td>
</tr>
<tr>
<td>Construction Plant Aesthetics</td>
<td>Unkempt, leaks, bald tyres, unregistered etc.</td>
<td>Odd example of poor maintenance.</td>
<td>Clean, well-kept, leak free. Look as though they have been well looked after.</td>
</tr>
<tr>
<td>Erosion and Sediment Control</td>
<td>Visible erosion on site, sediment controls not fully implemented and/or maintained.</td>
<td>Erosion and sediment control techniques implemented and functional.</td>
<td>Erosion and sediment control techniques implemented proactively and monitored.</td>
</tr>
</tbody>
</table>

1.9.4 Production - Defect Management System

Proportion of Non conformances outstanding more than one month. System must register internal and externally raised non conformances (eg through audit by consultant or Principal).

<table>
<thead>
<tr>
<th>Fail</th>
<th>Poor</th>
<th>BAU</th>
<th>Best Practice</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>30+% non conformances outstanding more than one month</td>
<td>20% non conformances outstanding more than one month</td>
<td>10% non conformances outstanding more than one month</td>
<td>5% non conformances outstanding more than one month</td>
<td>0% non conformances outstanding more than one month</td>
</tr>
</tbody>
</table>

1.9.5 Health and Safety - Safe Work Practices

The project will have been inspected by the Consultant, and evidence provided that the supplier is consistently delivering in excess of the consultant’s expectations for a score above “average”. Evidence of auditing a suppliers systems is required for an “Outstanding” score.

<table>
<thead>
<tr>
<th>Fail</th>
<th>Poor</th>
<th>BAU</th>
<th>Best Practice</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant deficiencies from BAU requirements.</td>
<td>A number of deficiencies from BAU requirements.</td>
<td>Evidence of Contractor’s OSH management information submitted with tender being implemented on site, namely:</td>
<td>A number of enhancements from BAU requirements</td>
<td>In addition to meeting all BAU requirements:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Written H&amp;S Management Plan. • Nominated person(el) responsible for site safety. • Formal safety Training given to all site staff. • Safety manual containing</td>
<td></td>
<td>• Site specific H&amp;S policy in place. • Compliance with all H&amp;S requirements and appropriate codes of practice and guidelines. • H&amp;S responsibilities assigned to competent and appropriately qualified personnel on-site. • Evidence of H&amp;S audit on</td>
</tr>
</tbody>
</table>
- Hazard identification and management strategy.
- Emergency plan that identifies emergency responsibilities and procedures.
- Register of accidents and incidents maintained.
- Investigation and notification procedures functioning.
- All practicable steps taken to ensure no employee of subcontractor is harmed.
- Regular health monitoring undertaken.

<table>
<thead>
<tr>
<th>work practices.</th>
<th>this site (e.g., see audit tool in SM031 App G1 KPI Incentive scheme).</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Evidence of contractor requested site inspection and assessment by local OSH inspector with site specific knowledge. OSH Client H&amp;S rating of one (Note: OSH H&amp;S Client rating scale one to five).</td>
</tr>
<tr>
<td></td>
<td>Evidence of staff H&amp;S training, including training in emergency procedures in last 12 months.</td>
</tr>
<tr>
<td></td>
<td>Evidence of H&amp;S Tool box talks, including Agenda and minutes evidencing H&amp;S discussed and minutes issued to senior H&amp;S staff on-site.</td>
</tr>
<tr>
<td></td>
<td>No OSH prosecutions or cautions in the region in last two years.</td>
</tr>
<tr>
<td></td>
<td>Exceeds the statutory levels of H&amp;S standards.</td>
</tr>
<tr>
<td></td>
<td>Annual H&amp;S goals set by management.</td>
</tr>
<tr>
<td></td>
<td>Evidence of employee involvement in H&amp;S procedures development at &quot;non managerial level&quot;.</td>
</tr>
<tr>
<td></td>
<td>Evidence of continual improvement in H&amp;S systems and their application on-site. Including accident trends identified and acted upon.</td>
</tr>
</tbody>
</table>
### 1.9.6 Health and Safety - Traffic Management Control

**Development of Site Specific Traffic Management Plans (TMP’s):**

Comparison with compliance with Traffic Management Plan development requirements in contract documents

<table>
<thead>
<tr>
<th>Fail</th>
<th>Poor</th>
<th>BAU</th>
<th>Best Practice</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>TMP’s completed and implemented without any prior consultation with outside parties.</td>
<td>TMP’s completed and implemented with minimal prior consultation with outside parties.</td>
<td>Majority of TMP’s completed and implemented with prior consultation with outside parties.</td>
<td>Majority of TMP’s completed and implemented with full and proper consultation with outside parties.</td>
<td>All TMP’s completed and implemented with full and proper consultation with outside parties and addressing any comments, STMS has copy of TMP.</td>
</tr>
</tbody>
</table>

**Implementation of Site Specific Traffic Management Plans (TMP):**

Compliance with TMP and traffic control set out. The set-out audit scores relate to the “Code of practice for Temporary Traffic Management”.

Points are allocated for non-conformance with the TMP set-out. The rating follows audit procedures and provides direct ranking for performance.

<table>
<thead>
<tr>
<th>Fail</th>
<th>Poor</th>
<th>BAU</th>
<th>Best Practice</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dangerous. Poor level of traffic control set-out. Average Audit score greater than or equal to 51.</td>
<td>Needs Improvement. Inadequate level of traffic control set-out. Average Audit score 26-50.</td>
<td>Majority of traffic control set-out to an acceptable level. Average Audit score 11-25.</td>
<td>Acceptable level of traffic control set-out on majority of sites, with some High Standard site. Average Audit score 0-10.</td>
<td>High Standard of traffic control set-out on all sites. Average Audit score 0.</td>
</tr>
</tbody>
</table>
1.9.7 Administration - QA Documentation

Evidence that the Site QA procedures are being monitored and applied at all levels.

<table>
<thead>
<tr>
<th>Fail</th>
<th>Poor</th>
<th>BAU</th>
<th>Best Practice</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant deficiencies from BAU requirements.</td>
<td>A number of deficiencies from BAU requirements.</td>
<td>Evidence of Contractor’s Quality Plan being implemented on site, namely:</td>
<td>A number of enhancements from BAU requirements</td>
<td>In addition to meeting all BAU requirements:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Access to Quality Plan by all staff.</td>
<td></td>
<td>• Comprehensive Project specific Quality Plan in place.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• QA testing being 100% completed in accordance with the contract requirements.</td>
<td></td>
<td>• Evidence of Internal Quality audit on this site.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Nominated person(el) responsible for site Quality Assurance.</td>
<td></td>
<td>• Evidence of External Quality audit on this site.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Formal QA Training provided to QA staff.</td>
<td></td>
<td>• Evidence of QA Training given to all staff in last 12 months.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• All QA certification available and current.</td>
<td></td>
<td>• Evidence of continual improvement in QA systems and their application on site.</td>
</tr>
</tbody>
</table>

1.9.8 Administration - Financial

Comparison to target Forecast Final Cost (FFC) at time of tender. The target Forecast Final Cost is based on the contract award value at time of tender, with an allowance for risk and contingency. There will be no increase to the Target Forecast Final Cost for any variations, extra-contractual claims or any other events such as scope change or development due to poor design and the like.

The % above or below FFC should be converted to dollars, based on the target FFC at time of tender, eg outstanding for a $1,000,000 project (comprising $850,000 tender, $150,000 risk and contingency) would be a final account of $900,000).
## Contractor's Performance Evaluation

The Contractor's Performance Evaluation is lead by the Consultant and in certain circumstances (see Table 1 in Z/11), the Client Project Manager should also participate in the evaluation.

The maximum frequency associated with completing the evaluations is set out in Table 1 of Z/11. The consultant must set the frequency of evaluation in the contract scope.

The evaluation is completed in conjunction with the Contractor. The Contractor shall initial each completed evaluation sheet to indicate that they have taken part in the assessment, and should be given a copy of each evaluation. The Contractor's initial is not necessarily a sign of approval, but that the Contractor has been made aware of the Client's, or the Client's representative's assessment of performance.

The evaluation, with accompanying comments, shall then be entered into the database.

<< Guidance Note: On the evaluation sheets, scores within the shaded area indicate satisfactory performance, agreeing with requirements according to contract documents, BAU and the Client's expectations, no more and no less. Performances below or above requirements and expectations are to be marked accordingly.>>

### 2.1 Contractor's Performance – Capital and Maintenance

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Skill Level and Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Competency of management team to effectively manage the project and its progress</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Technical skills</td>
</tr>
<tr>
<td></td>
<td>• Experience</td>
</tr>
<tr>
<td></td>
<td>• Inter personal skills and management skills</td>
</tr>
<tr>
<td></td>
<td>• Environmental Management</td>
</tr>
<tr>
<td>Sub Attribute</td>
<td>Management: Risk Management</td>
</tr>
<tr>
<td>---------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Measure:</td>
<td>Effort, focus and proactive management of risks on the project.</td>
</tr>
</tbody>
</table>
| Consider:     | • Number of new risks identified, quantified and planned for.  
                • Accurate identification of risk consequence and outcomes.  
                • Proactive risk management and mitigating measures.  
                • Speedy mitigation or management of high risks. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Responsiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Provides efficient and timely responses and reporting.</td>
</tr>
</tbody>
</table>
| Consider:     | • Turnaround of queries and completeness of responses.  
                • Achieving documentation and reporting deliverable dates. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Quality Assurance (Maintenance Contractor Only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Quality Assurance.</td>
</tr>
</tbody>
</table>
| Consider:     | **Level of proactive effort applied to the quality system:**  
                • Level of innovation and management of the system.  
                • Paper trail functional and accessible through the system.  
                • Availability of test results.  
                • Availability of material certificates.  

**Quality Plan:**  
• Development and Updating.  
• Implementation.  

**Maintenance Contract Standard Quality Performance Indicator:**  
• The number of non-complying tasks compared to the number of tasks programmed.  
• Contract quality plan compliance.  
• Other indicators developed during the contract period.
<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Production: Contractor’s Programmes <em>(Maintenance Contractor Only)</em></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure:</strong></td>
<td>Contractor’s Programmes.</td>
</tr>
<tr>
<td><strong>Consider:</strong></td>
<td>• Preparation and agreement.</td>
</tr>
<tr>
<td></td>
<td>• Completeness.</td>
</tr>
<tr>
<td></td>
<td>• Accuracy.</td>
</tr>
<tr>
<td></td>
<td>• Implementation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Production: Ability to meet Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure:</strong></td>
<td>Effort and Proactive management of the programme together with accuracy in relation to on site production.</td>
</tr>
<tr>
<td><strong>Consider:</strong></td>
<td>• Current completion date with that originally forecast.</td>
</tr>
<tr>
<td></td>
<td>• Resources made available as required.</td>
</tr>
<tr>
<td></td>
<td>• Flexibility in resourcing.</td>
</tr>
<tr>
<td></td>
<td>• Quantum and number of changes from last review.</td>
</tr>
<tr>
<td></td>
<td>• Progress in relation to programme.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Production: Achieves the Specified Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure:</strong></td>
<td>Standard and quality of output in relation to contractual requirements.</td>
</tr>
<tr>
<td><strong>Consider:</strong></td>
<td>• Quality of output in relation to requirements.</td>
</tr>
<tr>
<td></td>
<td>• Availability of test results to prove quality of outputs.</td>
</tr>
<tr>
<td></td>
<td>• Number of &quot;Notices to Contractor&quot; (NTC's) issued relating to quality of completed work not being of an acceptable standard.</td>
</tr>
<tr>
<td></td>
<td>• Supervision with emphasis on quality.</td>
</tr>
<tr>
<td></td>
<td>• Training of staff.</td>
</tr>
<tr>
<td></td>
<td>• Certification of materials corresponding with requirements.</td>
</tr>
<tr>
<td>Sub Attribute</td>
<td>Production: Defect Management System</td>
</tr>
<tr>
<td>---------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Measure:</td>
<td>Ability to identify and rectify non compliances.</td>
</tr>
</tbody>
</table>
| Consider:     | • Number of Non Conformances and number not rectified.  
                • Self monitoring and ability to identify non conformances.  
                • Early detection of non conformances.  
                • Number of non conformances originally identified externally.  
                • Speedy rectification of errors. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Production: Achievement <em>(Maintenance Contractor Only)</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Achievement.</td>
</tr>
</tbody>
</table>
| Consider:     | • The number of faults the Engineer identifies that were not rectified in the specified response times.  
                • The number of outstanding tasks each month compared to the number of tasks with a priority such that they were to be completed within that month.  
                • Timely identification and intervention on cyclic maintenance items resulting in the output criteria being met.  
                • Timely identification of unit rate work items and completion of these before safety is compromised, they develop into a more expensive repair or pavement integrity is affected. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Production: Network Condition <em>(Maintenance Contractor Only)</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Network Condition.</td>
</tr>
</tbody>
</table>
| Consider:     | The standard of work, effectiveness of the programme and innovative interventions being used is:  
                • Resulting in an avoidable deterioration of the general condition of the network and service level provided.  
                • Resulting in a noticeable improvement in the general condition of the network and service level provided which can be attributed to interventions executed under this contract. |
<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Health and Safety: Safe Work Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure:</strong></td>
<td>Effort focus and proactive management of safety on site.</td>
</tr>
</tbody>
</table>
| **Consider:** | • Reporting and action on incidents.  
|             | • Work practices agreeing with Health and Safety (OSH) requirements.  
|             | • Number of lost time Injuries (LTI's) during the month.  
|             | • Number of repeated near miss incidents or subsequent LTI's.  
|             | • Company Safety Plan.  
|             | • Site Safety Plan.  
|             | • Number of near misses identified.  
|             | • Maintenance contract standard Safety Performance indicator *(Maintenance Contractor Only).* |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Health and Safety: Traffic Management Control</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure:</strong></td>
<td>Effort and Proactive management of traffic flows and public safety.</td>
</tr>
</tbody>
</table>
| **Consider:** | • Disruption to traffic flows.  
|             | • Public safety.  
|             | • Public perception.  
|             | • Complaints.  
|             | • Traffic Management Plan: Development and updating.  
|             | • Traffic Management Plan: Implementation. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Administration: QA Documentation <em>(Capital Contractor Only)</em></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure:</strong></td>
<td>Level of proactive effort applied to the quality system.</td>
</tr>
</tbody>
</table>
| **Consider:** | • Level of innovation and management of the system.  
|             | • Paper trail functional and accessible through the system.  
|             | • Availability of test results.  
<p>|             | • Availability of material certificates. |</p>
<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Administration: Financial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure:</strong></td>
<td>Effort and proactive management of the project budget, cashflow and its accuracy.</td>
</tr>
</tbody>
</table>
| **Consider:** | • Change in final forecast cost from last month (*Capital Contractor Only*).  
• Variations between forecast for the month and financial year based on original forecast and current forecast.  
• Accuracy of invoicing.  
• Maintenance contract standard Financial Performance indicator (*Maintenance Contractor Only*).  
• Accrued value of work versus budget and updated forecast (*Maintenance Contractor Only*).  
• Value of monthly programmes versus budget, forecast and the value of certified for payment (*Maintenance Contractor Only*).  
• Value of outstanding work and work in progress (*Maintenance Contractor Only*). |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Administration: Handling of Variations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure:</strong></td>
<td>Necessary changes being incorporated effectively and managed satisfactorily.</td>
</tr>
</tbody>
</table>
| **Consider:** | • Keeping up with contract changes.  
• Awareness of current documents.  
• Documents and drawings kept up to date.  
• Time and cost effective solutions to variations giving the Client good value for money. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Administration: Reporting (<em>Maintenance Contractor Only</em>)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure:</strong></td>
<td>Reporting.</td>
</tr>
</tbody>
</table>
| **Consider:** | • Monthly claim.  
• Work summary report.  
• Financial forecast. |
3 Consultant's Performance Evaluation

The Consultant's performance evaluation is lead by the Client Project Manager, and may include input from the Contractor. The evaluation is made in conjunction with the Consultant.

The maximum frequency associated with completing the evaluations is set out in Table 2 of Z/11 and the project manager must set the frequency of evaluation in the contract scope.

The Consultant shall initial each completed evaluation sheet to indicate that they have taken part in the assessment, and should be given a copy of each evaluation. The Consultant's initial is not necessarily a sign of approval, but that the Consultant has been made aware of the Client's assessment of performance.

The result with accompanying comments shall then be entered into the database. The evaluation type is to be recorded on the evaluation form.

<<Guidance Note: On the evaluation sheets, scores within the shaded area indicate satisfactory performance, agreeing with requirements according to contract documents, Best Practices and the Client’s expectations, no more and no less. Performances below or above requirements and expectations are to be marked accordingly.>>

3.1 Consultant Performance - Capital and Maintenance

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Competency of management team to effectively manage the project and its progress on all necessary tasks.</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Technical skills.</td>
</tr>
<tr>
<td></td>
<td>• Experience.</td>
</tr>
<tr>
<td></td>
<td>• Inter personal skills and management skills.</td>
</tr>
<tr>
<td></td>
<td>• Ability to plan for forward works and make resources available.</td>
</tr>
<tr>
<td></td>
<td>• Environmental Management.</td>
</tr>
<tr>
<td></td>
<td>• Stakeholders’ view of consultant’s performance, including the Client and monitoring number of complaints received.</td>
</tr>
<tr>
<td></td>
<td>• Robustness of projects nominated in the annual plan (related to the number progressed to detailed design and number of change authorizations required to draft annual plan) (Maintenance Consultant Only).</td>
</tr>
<tr>
<td>Sub Attribute</td>
<td>Management: Creating “No Surprises” Environment</td>
</tr>
<tr>
<td>---------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Measure:</td>
<td>Ability to keep the Client informed on all relevant issues.</td>
</tr>
</tbody>
</table>
| Consider:     | - Flow of information and its accuracy and relevance.  
                  - Highlighting and informing on potential problems.  
                  - Highlighting and informing on potential costs. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Creating Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Innovative ideas turned into reality in design and management.</td>
</tr>
</tbody>
</table>
| Consider:     | - New methods.  
                  - New materials.  
                  - Value gained by the innovative ideas.  
                  - Time saved by innovative ideas. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Proactiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Effort, focus and proactive management of risks and future issues on the project.</td>
</tr>
</tbody>
</table>
| Consider:     | - Number of new risks identified, quantified and planned for.  
                  - Early detection of issues which may cause problems.  
                  - Accurate identification of issues, risk consequence and outcomes.  
                  - Proactive risk management and speedy identification of mitigating measures.  
                  - Identification of preventative maintenance sites (*Maintenance Consultant Only*).  
                  - Ensure contractor responds to incidents (*Maintenance Consultant Only*). |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Responsiveness (<em>Maintenance Consultant Only</em>)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Provides efficient and timely responses and exception reporting.</td>
</tr>
</tbody>
</table>
| Consider:     | - Turnaround of queries and completeness of responses.  
                  - Level of service provided to the Client.  
                  - Mitigate the effect of environmental issues. |
<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Managing the Network <em>(Maintenance Consultant Only)</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Effective execution of all network management functions.</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Public Relations.</td>
</tr>
<tr>
<td></td>
<td>• All miscellaneous reports required under the contract that are not specifically mentioned.</td>
</tr>
<tr>
<td></td>
<td>• Robust and credible Forward work programme and annual plan submission.</td>
</tr>
<tr>
<td></td>
<td>• Network Controls managed adequately.</td>
</tr>
<tr>
<td></td>
<td>• Inspections effective and identify all issues requiring attention.</td>
</tr>
<tr>
<td></td>
<td>• Preparation and administration of Contracts.</td>
</tr>
<tr>
<td></td>
<td>• Quality of Deliverables.</td>
</tr>
<tr>
<td></td>
<td>• Clear focus on delivery of required safety outputs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Production: Timely outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Effective management and resourcing to produce the required outputs on time.</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Current completion dates (outputs may be incremental) relating to those originally forecast.</td>
</tr>
<tr>
<td></td>
<td>• Resources made available as required.</td>
</tr>
<tr>
<td></td>
<td>• Flexibility in resourcing.</td>
</tr>
<tr>
<td></td>
<td>• Number of changes from last review.</td>
</tr>
<tr>
<td></td>
<td>• Progress in relation to programme.</td>
</tr>
<tr>
<td></td>
<td>• Planning and Service consents processed within required response time <em>(Maintenance Consultant Only)</em>.</td>
</tr>
<tr>
<td></td>
<td>• Timely production of the annual plan <em>(Maintenance Consultant Only)</em>.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Production: Accurate outputs to Required Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Standard and quality of output in relation to contractual obligations.</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Quality of output in relation to requirements in contract.</td>
</tr>
<tr>
<td></td>
<td>• Reports and documents agreeing with the scope.</td>
</tr>
<tr>
<td></td>
<td>• Management of outputs with emphasis on quality.</td>
</tr>
<tr>
<td></td>
<td>• Accurate RAMM updates.</td>
</tr>
<tr>
<td>Sub Attribute</td>
<td>Production: Defect Management System</td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------------------------------------------------------</td>
</tr>
<tr>
<td>Measure:</td>
<td>Ability to identify and rectify non compliances and errors.</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Self monitoring and ability to identify non conformances.</td>
</tr>
<tr>
<td></td>
<td>• Early detection of non conformances.</td>
</tr>
<tr>
<td></td>
<td>• Number of non conformances originally identified externally.</td>
</tr>
<tr>
<td></td>
<td>• Speedy rectification of errors.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Health and Safety: Safe Work Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Effort focus and proactive management of safety.</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Reporting and action on incidents.</td>
</tr>
<tr>
<td></td>
<td>• Work practices agreeing with OSH requirements.</td>
</tr>
<tr>
<td></td>
<td>• Company Safety Plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Health and Safety: Safety Performance Measures (Maintenance Consultant Only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Consultants achievement of their contractual performance measures.</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Response times interim fatal accident reports.</td>
</tr>
<tr>
<td></td>
<td>• Development of minor safety programme.</td>
</tr>
<tr>
<td></td>
<td>• Safety inspections completed as suppliers methodology.</td>
</tr>
<tr>
<td></td>
<td>• Crash database updated and provided as required.</td>
</tr>
<tr>
<td></td>
<td>• Response and management of incidents/emergency events.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Administration: Quality Assurance Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Level of proactive effort applied to the quality system.</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Level of innovation and management of the system.</td>
</tr>
<tr>
<td></td>
<td>• Paper trail functional and accessible through the system.</td>
</tr>
<tr>
<td></td>
<td>• Availability of self auditing and self monitoring documentation.</td>
</tr>
<tr>
<td></td>
<td>• Certification of personnel capabilities.</td>
</tr>
<tr>
<td></td>
<td>• Availability of relevant up to date approved quality plan (Maintenance Consultant Only).</td>
</tr>
<tr>
<td></td>
<td>• Evidence that the quality plan is being implemented and non-conformances are being managed appropriately. (Maintenance Consultant Only).</td>
</tr>
</tbody>
</table>
### Sub Attribute | Administration: Monthly Report
---|---
**Measure:** | Accuracy and relevance of Monthly Report.  
**Consider:** |  
• Quality of contents.  
• Relevance of contents with reference to the scope.  
• Timeliness of availability of report.

| Sub Attribute | Administration: Financial
---|---
**Measure:** | Effort and proactive management of the project budget, cashflow and its accuracy (professional services and physical works contrasts).  
**Consider:** |  
• Variations between forecast for the month and financial year based on original forecast and current forecast.  
• Accuracy of invoicing.  
• Update Proman on time.  
• Accuracy of forecasting physical works expenditure for the month and financial year.

| Sub Attribute | Administration: Handling of Variations
---|---
**Measure:** | Necessary changes being incorporated effectively and managed satisfactorily.
**Consider:** |  
• Keeping up with contract, and project changes.  
• Awareness of current documents.  
• Documents and drawings updated and distributed

# 4 Property Management Consultant's Performance Evaluation

The Property Consultant's performance evaluation is lead by the Client Project Manager, in conjunction with the Consultant.

The frequency associated with completing the evaluations is set by the Client Project Manager.

The Consultant shall initial each completed evaluation sheet to indicate that they have taken part in the assessment, and should be given a copy of each evaluation. The Consultant's initial is not necessarily a sign of approval, but that the Consultant has been made aware of the Client's assessment of performance.

The result with accompanying comments shall then be entered into the database.
The evaluation type is to be recorded on the evaluation form.

<<Guidance Note: On the evaluation sheets, scores within the shaded area indicate satisfactory performance, agreeing with requirements according to contract documents, Best Practices and the Client’s expectations, no more and no less. Performances below or above requirements and expectations are to be marked accordingly.>>

4.1 Property Management Consultant (PMC) Performance

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Competency of PMC team to effectively manage the contract and its progress on all necessary tasks.</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Effectiveness of Manager’s Representative – ie assumes responsibility and manages the contract and staff well.</td>
</tr>
<tr>
<td></td>
<td>• Ability to get things right first time.</td>
</tr>
<tr>
<td></td>
<td>• Ability to prioritise issues.</td>
</tr>
<tr>
<td></td>
<td>• Ability to forward plan.</td>
</tr>
<tr>
<td></td>
<td>• Whether PMC staff are familiar with and adhere to contract requirements.</td>
</tr>
<tr>
<td></td>
<td>• Whether professional property expertise is consistently applied to all aspects of the contract.</td>
</tr>
<tr>
<td></td>
<td>• Whether The Client audits indicate shortcomings in service delivery, systems and quality controls.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Creating “No surprises” environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Ability to keep The Client’s Representative informed on all relevant issues.</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Any instances of non-forewarned adverse publicity.</td>
</tr>
<tr>
<td></td>
<td>• Whether audits identified matters to which The Client should have been alerted.</td>
</tr>
<tr>
<td></td>
<td>• Whether information flows have been regular, relevant and accurate.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Creating Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Innovative ideas turned into reality.</td>
</tr>
<tr>
<td>Consider:</td>
<td>• Instances where constructive feedback/suggestions have been received.</td>
</tr>
<tr>
<td></td>
<td>• Value gained or time saved as a result of new initiatives of the Manager.</td>
</tr>
<tr>
<td>Sub Attribute</td>
<td>Management: Proactiveness</td>
</tr>
<tr>
<td>---------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Measure:</td>
<td>Effort, focus and proactive management of risks and future issues.</td>
</tr>
</tbody>
</table>
| Consider:     | • Whether foreseeable risks have been promptly identified, quantified and appropriately addressed.  
                  • Whether any foreseeable risks have been overlooked. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Management: Responsiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Provides efficient and timely responses and exception reporting.</td>
</tr>
</tbody>
</table>
| Consider:     | • Whether deadlines are met.  
                  • Whether requests are actioned competently and comprehensively without the need for follow-up requests.  
                  • Frequency of justifiable tenant complaints. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Production: Timely Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Effective management and resourcing to produce the required outputs on time.</td>
</tr>
</tbody>
</table>
| Consider:     | • Whether rent reviews and lease renewals have been completed on a timely basis and degree to which KPI for these has been met.  
                  • Whether APA’s have been completed on timely basis and degree to which KPI for APA’s has been met.  
                  • Whether recoveries have been completed on a timely basis.  
                  • Trend in vacant space and degree to which KPI for “Vacant Space” has been met. |
<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Production: Accurate Outputs to Required Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Standard and quality of output in relation to contractual obligations.</td>
</tr>
</tbody>
</table>
| Consider:     | • Quality of monthly report/s and degree to which “Information Delivery” KPI has been met.  
|               | • Accuracy and completeness of the OPM database and degree to which KPI for “Database” has been met.  
|               | • Whether budgets are provided in required format on timely basis  
|               | • Variance from Income and Expenditure budgets and degree to which KPI for “Income” and “Expenditure” have been met.  
|               | • Whether rent reviews have been completed in line with leases and “best” rent achieved.  
|               | • Whether legal matters and formal lease documentation have been managed effectively. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Production: Defect Management System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Ability to identify and rectify non compliances and errors.</td>
</tr>
</tbody>
</table>
| Consider:     | • Trend in quantum and age of debt and general debt management and degree to which "Debtors" KPI has been met.  
|               | • Quantum of debt write-offs.  
|               | • Whether adverse audit findings have been promptly and adequately addressed.  
|               | • Willingness to admit to errors and put them right. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Health and Safety: Safe Work Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Effort, focus and proactive management of safety.</td>
</tr>
</tbody>
</table>
| Consider:     | • Number of incidents.  
|               | • Reporting and action on incidents.  
|               | • Existence of corporate safety plan.  
<p>|               | • Management of building Warrants of Fitness. |</p>
<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Administration: Quality Assurance Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Level of proactive effort applied to the quality system.</td>
</tr>
</tbody>
</table>
| Consider:           | • Whether Manager has updated formal quality control documentation and systems applicable to the contract.  
|                     | • Whether Manager's staff familiar with and adhere to the Manager's quality control systems and/or any procedures/Manuals provided by The Client.  
|                     | • Whether internal training sessions are held for PMC staff. |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Administration: Monthly Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Accuracy and relevance of Monthly Report.</td>
</tr>
</tbody>
</table>
| Consider:           | • Whether Monthly Reports are received by the due date.  
|                     | • Whether content is accurate and report is in required format.  
|                     | • Explanations are relevant and informative.         |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Administration: Financial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Effort, accuracy and proactive management of the contract budgets.</td>
</tr>
</tbody>
</table>
| Consider:           | • Whether processing of supplier invoices is timely and coding accurate.  
|                     | • Whether starting and stopping of tenant charges is actioned promptly.  
|                     | • Whether tenant charges are accurate.                |

<table>
<thead>
<tr>
<th>Sub Attribute</th>
<th>Administration: Handling of Variations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure:</td>
<td>Necessary changes being incorporated effectively and managed satisfactorily.</td>
</tr>
</tbody>
</table>
| Consider:           | • Ability to cope with additions and deletions to the portfolio.  
|                     | • Whether open-minded, co-operative on contract variations. |