



Ministry of Transportation

Contract Administration Appraisal Pilot Program 2022

Standards and Contracts Branch
Contract Management Office

April 2022

Table of Contents

Purpose of the Appraisal Pilot.....	3
Pilot Objective.....	3
Rating Categories	3
Scoring Criteria.....	4
Scoring System	4
“Main” Tab	4
Cover Page.....	4
Input Category Weights	5
Monthly Evaluation Report.....	6
Monthly Rating.....	7
Comments	8
Submission.....	9
Monthly Score Calculation	10
Monthly Summary Report	10
Ranking	11
Saving and Printing.....	11
Sharing the Report.....	12
Appendix A – Scoring Definitions.....	13

Purpose of the Appraisal Pilot

The CA Appraisal is being modernized in order to:

- Be more objective and simpler for users;
- Promote provincial consistency;
- Improve communication between MTO and Service Providers;
- Increase appraisal frequency to allow for ongoing feedback and ability to improve performance throughout the duration of the assignment;
- Reflect an accurate provincial average corporate performance rating (CPR).

To implement this new CA Appraisal system, a pilot is being conducted to test the new rating criteria and receive feedback from ministry staff managing the Construction Contract Administration Agreement (CCAA) as well as the external stakeholders.

An Excel workbook has been developed to facilitate monthly appraisal, recording of the scores for various activities, and calculate final score.

Pilot Objective

The pilot results should calibrate the scoring system for implementation of the new appraisal. The new rating activities should also effectively rate the *performance* of the Service Provider.

The pilot should also determine:

- Appropriateness of the rating Activities and Categories:
 - Are the new appraisal criteria objective?
 - Are the new appraisal criteria valid?
- What are examples of CA “Exceeded” tasks? What do field staff believe each task is worth (rating weight) and why?
- What are the impacts to field staff time? How does the new system compare with the existing process?
- Does the new process improve communication between field staff and Service Providers?
- Feedback on experiences including gaps in information and issues encountered.

Rating Categories

The proposed CA Appraisal system includes rating Categories and rating Activities. The seven (7) rating Categories include:

1. Project Management
2. Contractor Payment and Change Management
3. Quality Process Management
4. Communications Management
5. Management of Deliverables
6. Traffic and Environmental Issues Management
7. Health and Safety

All Categories shall be weighted within the recommended ranges.

Category 7 shall be rated as pass or fail. Monthly score will be zero when there is a “Fail” rating applied to Category 7.

Scoring Criteria

Exceeded - Exceeded CCAA requirements. The services provided by the Service Provider are proactive in nature and provide benefit to the MTO and/or to the project for any agreed-to value-added activities. The Service Provider provided performance above what is required by the rating Activity's definition. Criteria are provided for "Exceeded" scores in each of these Activities, however the examples are non-exhaustive.

The detailed definitions have been provided in the Appendix A – Scoring Definitions.

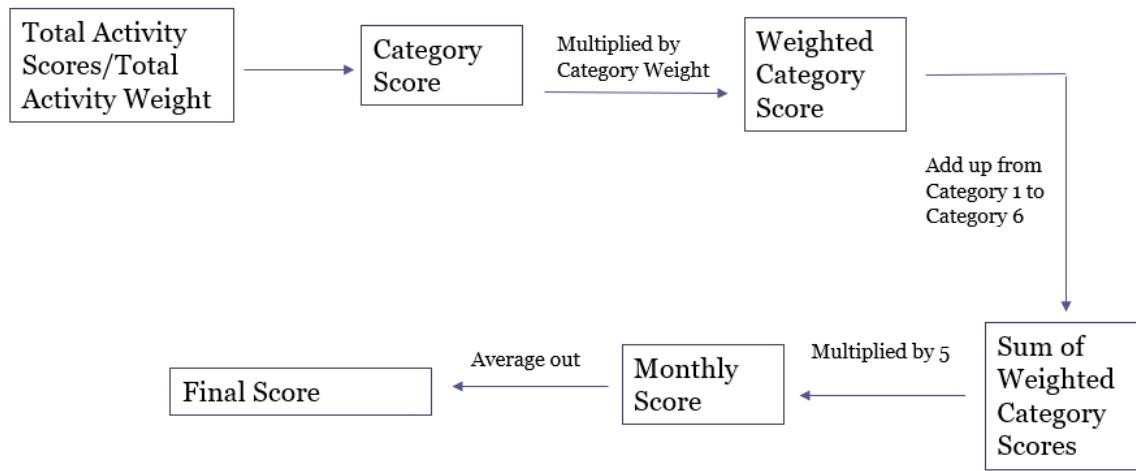
Substantially Met – Substantially met CCAA requirements. The Service provider met the requirements of the rating Activities definition.

Did not meet – Did not meet CCAA requirements. The Service provider did not meet the requirements of the rating Activities definition.

N/A – Not applicable. The Activity did not occur for the specified month. For example, infractions and change proposals are not common items whereas project management and communications tasks are on-going. Where an activity cannot be rated for a given month, N/A may be selected and no score will be attributed to the rating Activity.

Scoring System

The scoring system is similar to the existing CA appraisal system which is a weighted score. The below is the scoring path.



“Main” Tab

When the Pilot CA Appraisal Excel Workbook is opened, you may notice the “Main” tab which includes the cover page, input category weight button, monthly evaluation report generator, export file as PDF shortcut button, and the ranking section.

Cover Page

The cover page consists of three main areas: Project Information, Contract Administration Details, and Description of Construction Contract (Figure 1). Enter respective information in the yellow-highlighted cells.

CA Performance Appraisal Pilot 2022

Project Information

Project Description		Agreement Number
MTO Contract Services Administrator	MTO Area Manager, Construction	MTO Region

Contract Administration Details

Description of Services		
Prime Consultant(s)	Consultant Contact Email Address	Consultant Project Manager
Consultant Contract Administrator	Assignment End Date	Assignment Complexity

Description of Construction Contract

Construction Contract Number	General Construction Contractor	Construction Value
Construction Contract Description (Example: New Construction / Resurfacing / Structural etc.)		

Figure 1 Cover Page

Input Category Weights

Category weights will be entered by MTO regional staff as per the CCAA prior to filling out the monthly evaluation reports. All weights must be within the specified weight range for each Category and total weight must be equal to 100. A shortcut button for category weights can also be found in the monthly evaluation report tabs. Note that no weight is assigned to Category 7 – Health and Safety.

Figure 2 Category Weights

Monthly Evaluation Report

On the “Main” tab, you will find the “**Monthly Evaluations**” section. Clicking on the “Year” and “Month” boxes will generate a drop down list where the period of examination may be selected. Selecting the appropriate dates and then pressing the “Create Monthly Report” Button will generate a new tab labeled with the month and year selected. The new month evaluation tab may be selected at the bottom of the screen and can be generated as required.

Figure 3 Monthly Evaluations

It is expected that the monthly evaluation report is reviewed with the CA firm on monthly basis to ensure that the CA firm understands the results of the monthly evaluation and are given an opportunity to provide comments on the evaluation. This is intended to provide better opportunity for the Service Provider to improve the quality of their services.

When a Monthly Evaluation Report is generated, you will notice four buttons on the worksheet. To begin rating, click on the “Score Monthly Report” button and you will be directed to a new window. If a month was created in error use the “Delete Month” button to remove it. Note that data **cannot** be recovered once you confirm deletion so use only if necessary.



Figure 4 Four Buttons for Starting Rating

Monthly Rating

Monthly rating questions are to be evaluated each month of the contract duration. To evaluate a Category, click on the respective button to begin.

January 2022	
Category 1: Project Management	Status: <i>Completed</i>
Category 2: Contractor Payment and Change Management	Status: <i>Work in Progress</i>
Category 3: Quality Process Management	Status: <i>Not Yet Started</i>
Category 4: Communications Management	Status: <i>Not Yet Started</i>
Category 5: Management of Deliverables	Status: <i>Not Yet Started</i>
Category 6: Traffic and Environmental Issues Management	Status: <i>Not Yet Started</i>
Category 7: Health and Safety	Status: <i>Not Yet Started</i>

Completion status automatically updated

Figure 5 Monthly Rating

As the rating is completed for a given month, the completion status of each category will update to help users keep track of their input completion. Depending on the user inputs, completion status will display one of the following states:

- **Not Yet Started:** no Activities have been rated
- **Work in Progress:** at least one activity is rated
- **Completed:** all activities are rated and user may proceed to the next category

<p>2. Provided appropriate written alternatives, recommendations and solutions (based on factual information, analysis and all contract documents) when dealing with assignment and construction contract-related issues.</p> <p><input checked="" type="radio"/> Exceeded <input type="radio"/> Substantially met <input type="radio"/> Did not meet <input type="radio"/> N/A</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Definitions for Exceeded CCAA Requirements </div> <div style="width: 45%;"> Add/Edit Comment </div> </div>			
<p>3. Performed a comprehensive review of Contract Documents for the purpose of identifying errors and omissions and advised MTO. Reviews the Contract Documents to verify the Contractor is complying with all contract specification requirements. Ensures the quality of Contract Administration Assignment deliverables prior to MTO submission, including but not limited to invoices, meeting minutes, status reports, and compensation request review reports.</p> <p><input checked="" type="radio"/> Exceeded <input type="radio"/> Substantially met <input type="radio"/> Did not meet <input type="radio"/> N/A</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Definitions for Exceeded CCAA Requirements </div> <div style="width: 45%;"> Add/Edit Comment </div> </div>			
<p>4. Contractor submissions were evaluated, and appropriate action was taken within the timelines as defined by CCA requirements.</p> <p><input checked="" type="radio"/> Exceeded <input type="radio"/> Substantially met <input type="radio"/> Did not meet <input type="radio"/> N/A</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Definitions for Exceeded CCAA Requirements </div> <div style="width: 45%;"> Add/Edit Comment </div> </div>			

Figure 6 Rating Activities

Comments

Comments for each activity may be added by clicking the “Add/Edit Comment” button below the activity description (Figures 6 and 7). The CSA shall provide justification where “Did not meet” or “Exceeded” are selected. The justifications can be used as reference for discussions with the Service Provider as well as in the event of a scoring appeal. The CSA does not need to agree with the Service Provider on the score but may include the comments.

2. Provided appropriate written alternatives, recommendations and solutions (based on factual information, analysis and all contract documents) when dealing with assignment and construction contract-related issues.

Comment

MTO Comments - Required for all 'Exceeded' and 'Did not meet' ratings

3. Performed a comprehensive review of Contract Documents for the purpose of identifying errors and omissions and advised MTO. Reviews the Contract Documents to verify the Contractor is complying with all contract specification requirements. Ensures the quality of Contract Administration Assignment deliverables prior to MTO submission, including but not limited to invoices, meeting minutes, status reports, and compensation request review reports.

4. Contract requirements

Submit

Exceeded Substantially met Did not meet N/A

Definitions for Exceeded CCAA Requirements Add/Edit Comment



Figure 7 MTO Comment Box

Submission

Once all questions are completed, click the “x” in the top right corner of the window to close (Figure 8).

Category 1

2. Provided appropriate written alternatives, recommendations and solutions (based on factual information, analysis and all contract documents) when dealing with assignment and construction contract-related issues.

Exceeded Substantially met Did not meet N/A

Definitions for Exceeded CCAA Requirements Add/Edit Comment

3. Performed a comprehensive review of Contract Documents for the purpose of identifying errors and omissions and advised MTO. Reviews the Contract Documents to verify the Contractor is complying with all contract specification requirements. Ensures the quality of Contract Administration Assignment deliverables prior to MTO submission, including but not limited to invoices, meeting minutes, status reports, and compensation request review reports.

Exceeded Substantially met Did not meet N/A

Definitions for Exceeded CCAA Requirements Add/Edit Comment

Figure 8 Submission

Monthly Score Calculation

Refer to “Scoring System”, the rating criteria is presented below:

Exceeded – 5/5

Substantially Met – 3/5

Did not meet – 1/5

N/A – No score will be attributed to the rating Activity.

For each month's data tab, the calculation details (Figure 9) are shown below the scoring table (starting from Row 103):

FINAL SCORE - SUMPRODUCT TABLE			
#	Weight	Monthly Score	Final Score
Category 1	0.2	N/A	N/A
Category 2	0.1	100.00%	10.00%
Category 3	0.25	100.00%	25.00%
Category 4	0.15	100.00%	15.00%
Category 5	0.2	80.00%	16.00%
Category 6	0.1	100.00%	10.00%
Category 7	-	Pass	Pass

RADIO BUTTON CONTROL SOURCE			
CATEGORY 1			
	Q1		
Exceeded CCAA requirements	FALSE	0	
Substantially met CCAA requirements	FALSE	0	
Did not meet CCAA req.	FALSE	0	
N/A	TRUE	N/A	
	Score:	N/A	
	Maximum Score:	0	
	Completion Status:	TRUE	
	Q2		
Exceeded CCAA requirements	FALSE	0	
Substantially met CCAA requirements	FALSE	0	
Did not meet CCAA req.	FALSE	0	
N/A	TRUE	N/A	
	Score:	N/A	
	Maximum Score:	0	
	Completion Status:	TRUE	
	Q3		

Figure 9 Monthly Score Calculation

Monthly Summary Report

A PDF version of the monthly summary report can be created by clicking on “Create PDF Summary” within the month's rating tab (Figure 10).

Category 1 - Project Management		
Activity Description Measurement	MTO Comments	CA Comments
1 Deployed knowledgeable staff and assigned resources, including specialists, to resolve issues and administer the Contract to meet the requirements of the CA Agreement (includes CATTM, Contract Documents, WBCMS and MTO policies). Demonstrated the technical knowledge and analytical skills required to manage the Contract.	No Rating Selected	
2 Provided appropriate alternatives, recommendations and solutions (based on factual information, analysis and all contract documents) when dealing with project-related issues.	No Rating Selected	
3 Performed a comprehensive review of Contract Documents for the purpose of identifying errors and omissions and advised MTO. Reviews the Contract Documents to verify the Contractor is complying with all contract specification requirements.	No Rating Selected	
4 Contractor submissions were evaluated and appropriate action was taken in a timely manner.	No Rating Selected	

Figure 10 Monthly Summary Report

Ranking

The appraisal score will not be automatically updated in the main tab as ratings are completed. To update the appraisal score, click on the “Update Score” button found in the “Main” tab ranking section (Figure 11).

Ranking

Score **Not Yet Rated**

Update Score

Report Submission Type

Monthly Interim Final

Please note that the Report Type is for organizational purposes only, and does not impact scoring

Figure 11 Update Score

Saving and Printing

Due to the Macro running in the background, users may experience long wait times when printing the file or exporting the file as a PDF format. To accelerate the printing/exporting process, a user-friendly printing button disables the Macro while exporting or printing the Pilot CPR file.

Step 1: Go to the “Main” tab

Step 2: Click on “Update Score” button to update any changes you have made to the Monthly Evaluation Reports

Step 3: Click on “Save Entire Workbook as PDF”

Step 4: Choose a location to save the file

Step 5: Enter a name for the file

Step 6: Click "Save"

Figure 12 depicts the process.

Sharing the Report

Share a copy of the PDF report during the monthly meeting with the CA and obtain their feedback. Explain that this report is for information purposes only during the pilot program and it does not influence the current scoring.

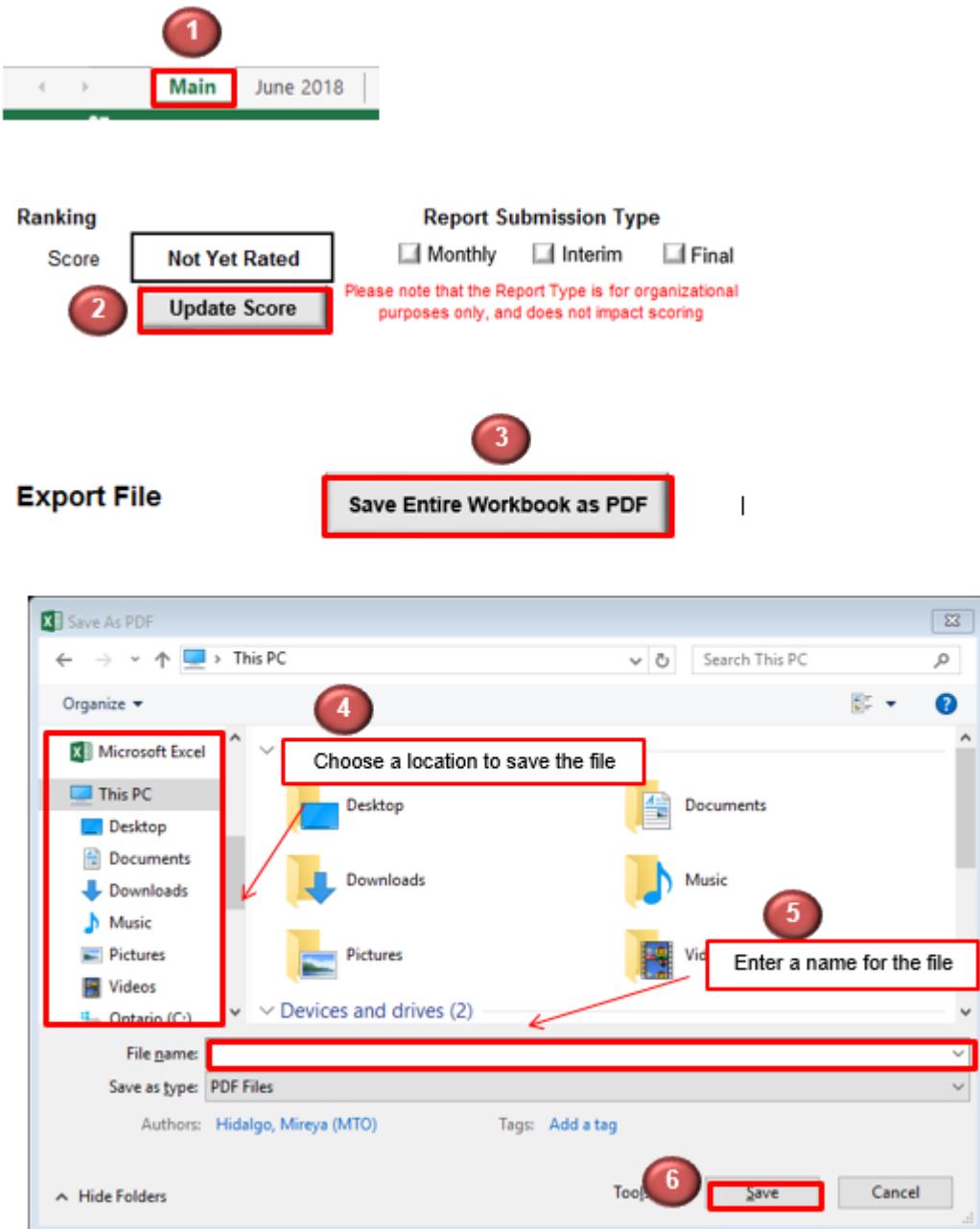


Figure 12 Export to a PDF

Appendix A – Scoring Definitions

Category 1: Project Management

<p>1- Deployed knowledgeable staff and assigned resources, including specialists, to meet the CCA requirements (includes CAITM, Contract Documents, WBCMS, and MTO policies and directives). Service Provider ensured availability and number of required staff for the duration of the assignment. Provided QC plans per CCA Agreement and adhered to the Quality Control Plan Procedures.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - Higher-level qualified personnel than was required. The service provider engaged specialists to ensure conformance at no additional cost to the Ministry. Proactively reviewed contractor's operations and supplied knowledgeable/ qualified staff to support additional operations at agreement pricing. Consistently adheres to QC plan, provides timely Milestone Quality Report(s), and quick actions corrective measures (where required).
	Substantially Met
	Did not meet
N/A	(May not be scored every month)
<p>2- Provided appropriate written alternatives, recommendations, and solutions (based on factual information, analysis, and all contract documents) when dealing with assignment and construction contract-related issues.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - Proactively provided recommendations that resulted in benefits to the Ministry including increased safety, durability/quality, and cost savings. Consistently resolves issues/provide quality deliverables in advance of required timelines (i.e. Compensation Requests, Information Requests, Change Orders, etc.) resulting in reduction or avoidance of delays and/or cost savings.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)
<p>3- Performed a comprehensive review of Contract Documents for the purpose of identifying errors and omissions and advised MTO. Reviewed the Contract Documents to verify the contractor is complying with all contract specification requirements.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - Proactively identified design/constructability errors/issues and provided extensive knowledge of policies, procedures, and directives that reduced impacts to the project (safety, environmental, quality, change orders, claims, delays).
	Substantially Met
	Did not meet
N/A	(May not be scored every month)
<p>4- Contractor submissions were evaluated, and appropriate action was taken within the timelines as defined by CCA requirements.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - Comprehensively assessed the contractor's effectiveness and potential schedule impacts. Took positive action that reduces impacts to schedule and/or improves end-

	product quality. Proactively identified design/constructability errors and issues on Contractor submissions. Provided alternatives and recommendations founded on experience and knowledge that provide benefit to the Ministry.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

	5- Demonstrated project management skills in scheduling and budget reviews, negotiations, communications, technical knowledge, and analytical skills required to oversee the Contract and maintain effective relationships with Ministry staff and all stakeholders
	Exceeded <ul style="list-style-type: none"> - Kept the Ministry informed of key issues (time-sensitive, contentious, quality, safety, environmental, cost, schedule) by e-mail and verbal communications, with proactive and timely information providing the opportunity for MTO consultation and feedback and avoiding delays.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

Category 2: Contractor Payment and Change Management

	1- Accurately forecasted fiscal year and total project expenditures monthly and initiated requests for funding adjustments, for both the construction contract and CCA Agreement, upon becoming aware of the need. Confirmed item postings and reconciliation processes are complete; quantified and documented item adjustments accordingly and ensured OPAs are justified properly; reviewed CO payments for accuracy; reviewed and confirmed the Contractor's invoices as per CAITM requirements, prior to submitting to MTO.
	Exceeded <ul style="list-style-type: none"> - Independently prepared the monthly payments and Expenditure Forecast with accurate supporting documentation maintained on file. Proactively initiates requests for funding adjustments immediately upon becoming aware of the need. Confirm and process: advance material payments; hold back releases; setoffs; LD calculations; Substantial Performance Application as per General Conditions with accurate documentation on file and no ministry direction required.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

	2- Reviewed and prepared detailed justification demonstrating the requirement for CO(s); generated an independent detailed CO estimate to obtain required DOA prior to starting the extra work; assessed impacts to the Contract requirements (i.e., EOT); ensured negotiation is completed within timelines outlined in the G.C.'s and the CO Manual; checked all aspects of the process for completeness.
	Exceeded <ul style="list-style-type: none"> - Ensures value for money. Provides a thorough review of the Contractor's estimate and identifies potential cost savings/value-added opportunities. Effectively and professionally represented the ministry during negotiations. Consistently achieves DOA approval prior to starting the Work. Reduced timelines minimized/avoided contract delays.

	Substantially Met
	Did not meet
N/A	(May not be scored every month)

3- Reviewed Change Proposals and provided recommendations to MTO. Ensured that detailed documentation for approvals, processing, and cost substantiation was included.	
	Exceeded <ul style="list-style-type: none"> - Independently provided detailed justification including a well-supported recommendation for CP. Utilized knowledge and experience to identify potential challenges, impacts, and alternate approaches in order to negotiate the best possible value and benefit to the schedule. Obtained required DOA prior to starting CP work. Reduced timelines minimized /avoided contract delay.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

4- Ensured Contractor's Compensation Request(s) submission is in conformance with the requirements and timelines for resolution are met. Provided accurate and detailed information in the Compensation Request Review Report and/or EOT to substantiate their recommendation. Consulted with the Ministry with respect to the recommendations.	
	Exceeded <ul style="list-style-type: none"> - Provided a well-supported Compensation Request Review Report, with minimal revisions and/or support required from ministry staff. Reduced timelines minimized/avoided contract delay.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

5- Ensured Dispute Resolution submissions are complete, and the process is followed within timelines. Provided any additional documentation/support as required. Participated in the review process with the ministry to establish a formal response.	
	Exceeded <ul style="list-style-type: none"> - Independently reviewed Dispute Resolution submissions. Provided valuable support during the review and negotiations. Reduced timelines minimized/avoided contract delay. Proactively protected the Ministry's interest ensuring detailed DWRs, diaries, INCs, photos, etc.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

Category 3: Quality Process Management

<p>1- Monitored the Contractor's operations as per inspection levels identified in the CCA Agreement to confirm contract requirements are met and the quality of the work is in accordance with MTO specifications, standards, drawings, policies, and procedures.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - Proactively worked with the Contractor to identify and correct non-conformances ahead of contract timelines and/or prior to a potential non-conformance impacting the quality of the work. The Service Provider submitted documentation to demonstrate reduced or increased inspection levels during the proactive review of potential issues. To exceed, CSA shall provide a factual example of the issue and proactive measures taken.
	<p>Substantially Met</p>
	<p>Did not meet</p>
N/A	<p>(May not be scored every month)</p>
<p>2- Received, confirmed, and verified that the Contractor Quality Control requirements were met and followed related contractual requirements and MTO Policies including but not limited to submission of a non-conformance report. Reviewed non-conformances to confirm contractor submissions are complete and meet contractual requirements. Ensured corrective actions are adequate for incidents and deviations.</p> <p>Accurately assessed the non-conformance as either an incident or a deviation and accurately assessed the classification of the deviation (major or minor or no deviation). CA ensured that MTO CSA and Quality Assurance sections are kept apprised of any quality issues.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - Provided additional detailed documentation and justification to support the assessment of the non-conformance. Additional documentation shall include information that is above and beyond what is expected/required under the NCR/Deviation process... i.e. future impacts as a result of corrective action (any precedent-setting issues?), potential claims or disputes as a result of non-conformance, the potential for similar nonconformance to occur again (i.e. equipment issues, labor issues), discussions at site meetings and results of discussions.
	<p>Substantially Met</p>
	<p>Did not meet</p>
N/A	<p>(May not be scored every month)</p>
<p>3- Verified all samples met the requirements of the Contract Documents. All samples were delivered in accordance with the Contract Documents and Agreement. All sample data and relevant information to facilitate testing and review of results were properly documented/recorded.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - The Service Provider submitted documentation to demonstrate reduced or increased field testing during the proactive review of potential issues. The Service Provider provided recommendations to MTO based on field testing to proactively identify future issues and potential disputes/claims. The Service Provider communicated to the contractor in a proactive manner where issues are observed

	and worked with the contractor to rectify and avoid future disputes. The Service Provider's actions reduced the exposure of MTO to claims and disputes
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

	4- Reviewed QC/QA test results and determined if materials met Contract Document requirements and completed the reporting process protocol in accordance with the CA Agreement.
	Exceeded "Where issues arise with the test results, the CA provides detailed recommendations to MTO to administer the issue including rationale and background to support recommendations; no Ministry direction, guidance required, independently determined. CA, without invalidating the contractor's ability to follow the process, proactively communicates with the contractor (where applicable) and MTO to avoid future disputes related to non-conforming QC/QA results."
	Substantially Met
	Did not meet
N/A	(May not be scored every month)
	5- Reviewed records and/or reports produced by any Specialist engaged in the inspection/verification of the work. CA confirmed that reports and deliverables produced by any specialist meet the requirements of the contract documents, CA Agreement, and other pertinent documentation. A review of Specialist deliverables was used to confirm any further action regarding the quality of work.
	Exceeded - CA proactively met with a specialist to review the work and deliverables. CA ensured that collaboration with specialists is carried out on any issues impacting the work involving the specialist. CA communicates with MTO/contractor proactively to advise/avoid potential future disputes/claims. CA maintains communication with MTO to advise of Specialist activities and results. Where required Specialist provides an increased level of review at no cost to the Ministry.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

Category 4: Communications Management

<p>1- Provided required and appropriate notices to external stakeholders such as property owners, businesses, and other regulatory agencies and maintained appropriate relationships with stakeholders. Provided accurate and timely Regional Roads Reports.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - When MTO intervention is required with external stakeholders, CA provides dependable materials to support MTO discussions without the Ministry prompting the Service Provider for such materials. The materials provided exceed CCA Agreement requirements. - Provides advance notice that communication will result in complaints to the Minister / MPP including a summary with additional details of the issue, background information, etc. - Proactive in providing summaries and briefing materials in advance for issues identified as contentious and keeping excellent records of these issues.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

<p>2- Issued notices to Contractor to communicate and document concerns; clarified requirements of the Contract and transmitted documentation.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - Proactive in identifying potential issues to the Contractor which mitigate the cost and/or schedule and/or quality impacts to the Contract. - Accurate Contract clarifications were communicated to the Contractor with no Ministry guidance while keeping the Ministry informed.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

<p>3- Followed the MTO's Procedures for Processing the Contractor's Infraction Report.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - Prepared an excellent report that addressed all issues with no Ministry guidance required. Detailed supporting documentation to benefit the Ministry in defending the Infraction. - Infraction Report(s) were complete, and the Infraction Process was followed with no guidance from the Ministry. - Proactive in working with the Contractor to mitigate any possible infractions prior to the infraction occurring and/or following a verbal or written Warning of Infraction.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

<p>4- Communicated issues, notified and provided recommendations to MTO.</p>	
	Exceeded

	<ul style="list-style-type: none"> - Proactive notification to the Ministry of contentious issues with relevant information. - Able to differentiate between contentious and non-contentious issues and the different communication methods for each. - Provided excellent recommendations which were not considered or identified by the Ministry.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

5- Prepared/reviewed and provided comments for accurate Meeting Minutes.	
	Exceeded <ul style="list-style-type: none"> - Effectively protected the Ministry's interests at all meetings. - Proactively and clearly communicated the Ministry's position on all issues at project meetings. - Ensure that any contentious issues are clearly discussed with outline of the issue and position of all parties. - Little to no input by MTO personnel required
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

Category 5: Management of Deliverables

	<p>1- Provided and maintained accurate documentation of all Contract activities in accordance with the current policies and procedures. Diaries were completed and submitted daily within the required platform with all required information according to the current policies and procedure, including supporting photos.</p>
	Exceeded <ul style="list-style-type: none"> - Documents were completed as per CAITM with exemplary detailed notes, details, and photos to support DWRs and/or CRs. i.e. Documents had extra details including time and date stamped photos to ensure a detailed review of daily operations that would create a great benefit in the event of a claim or late DWR. Daily documentation includes all tasks. Documentation clearly demonstrated a measurable benefit to the Ministry. Documentation reflects any unforeseen/changed conditions and/or change order work and includes statements regarding any potential/existing conflict with original contract work and/or critical path schedule.
	Substantially Met
	Did not meet

	<p>2- Prepared and submitted progress and/or final Contractor performance assessments (Form B's) to MTO in accordance with the latest approved guidelines and included supporting documentation and references. Completed the subsequent Contractor Performance Rating. Submissions were accurate and complete. Monthly summaries were completed and discussed at meetings.</p>
	Exceeded

	<ul style="list-style-type: none"> - Numerous Form B comments, beyond the minimum requirements in the CPR Guidelines, both positive and negative, are well supported with diary notes and photos as work occurs, to create a very detailed CPR and support NCRs. i.e.; comments on the majority of the work aspects including key elements such as traffic and environment that would benefit in the event of any NCRs or Warning of Infraction; NCRs and infractions covered in other sections.
	Substantially Met
	Did not meet

<p>3- Completed the Contract Closing Process including the Contract Closing Checklist, the Final Record Documents Checklist, Project Construction Report noting and documenting details through the duration of the assignment. The final report was complete and accurate and met all timeline requirements. ***EVALUATED ONLY ONCE***</p>	
	Exceeded <ul style="list-style-type: none"> - Upon request, monthly and at completion, there are numerous details noted for all applicable sections. Lessons learned are well detailed with valuable suggestions for a better design or changes to future contracts resulting in measurable benefit to Ministry in improving future similar projects.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

<p>4- Prepared and submitted Status Reports, Expenditure Forecasts, and Contractor QC Compliance monitoring reports with or in advance of invoices. Reports were complete and accurate.</p>	
	Exceeded <ul style="list-style-type: none"> - The monthly submissions were completed as per the CAITM, with additional supporting information and details to allow for a complete review of the monthly activities to date, forecast contractor patterns, etc.
	Substantially Met
	Did not meet

Category 6: Traffic and Environmental Issues Management

<p>1- Received, assessed, and enforced compliance with the Contract environmental submission requirements and with the project-specific environmental assessment process, project environmental measures, including management of excess materials. Followed the CA Agreement requirements (including issuing the “MTO Class EA Process Monitoring Questionnaire). Checked that these requirements continued to be enforced on a regular basis and deliverables were submitted within specified timelines.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - Proactively identified any significant missing information, standards, etc. in the Contract environmental submissions. Effectively communicated with the Contractor, Design Engineers to develop corresponding mitigation measures to prevent potential loss in the future. Proactively pursued relevant discussions with internal and external stakeholders related to errors or ambiguity in environmental requirements and commitments, which result in amendments that result in measurable benefit or risk avoidance for the Ministry.
	<p>Substantially Met</p>
	<p>Did not meet</p>
N/A	<p>(May not be scored every month)</p>
<p>2- Monitored the contractor’s operations for compliance with the contract environmental requirements and with the project-specific environmental assessment process, project environmental measures, including management of excess materials. Ensured that the environmental diary is completed as per the CCA Agreement and that all documentation is clear, accurate, complete, and reflective of the work undertaken.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - Proactively made sure the Contractors fully understand the environmental requirements and worked closely with the Contractors to make an analysis for the potential risks in the next step of work. Developed a backup work plan for the potential risks. Identified, pursued and documented situations where, without intervention, the contractor’s actions would cause measurable risk or negative impact to the Ministry. Documented, proactively monitored environmental measures, and consulted internal and external stakeholders to identify potential negative environmental impacts resulting from inclement weather and/or contractor operations.
	<p>Substantially Met</p>
	<p>Did not meet</p>
N/A	<p>(May not be scored every month)</p>
<p>3- Assessed traffic protection plan for compliance including any project-specific Traffic Protection requirements. Ensured compliance with the plan.</p>	
	<p>Exceeded</p> <ul style="list-style-type: none"> - Proactively identified any missing information from the Contractor's submitted traffic protection plan. Effectively communicated with the Contractors to develop an optimized plan resulting in cost and schedule savings. Identified scenarios where, without intervention by the CA firm, the Ministry would have been exposed to measurable negative impacts or risks.

	Substantially Met
	Did not meet
N/A	(May not be scored every month)

4-	Monitored the traffic control measures implemented by the contractor to ensure that they are consistent with the Traffic Control Plan and that they provide safety for workers and motorists. Notified the contractor of any deficiencies and ensured corrective measures were taken. Assessed compliance of the Contractor's Traffic Control Plan and Diary with Contract requirements, such as contract staging, signing, Protection of Public Traffic (100F08), and Ontario Traffic Manuals. Ensured that the traffic protection diary is completed as per the CCA Agreement and that all documentation is clear, accurate, complete, and reflective of the work undertaken.
	Exceeded <ul style="list-style-type: none"> - Proactively utilized the expertise to discuss with the Contractors and improved the traffic control measures to ensure safety and proceed with construction without any potential delays. Identified scenarios where, without intervention by the CA firm, the Ministry would have been exposed to measurable negative impacts or risks.
	Substantially Met
	Did not meet
N/A	(May not be scored every month)

Category 7: Health and Safety

- Follows Health and Safety plans in accordance with Occupational Health and Safety Act as specified in the CA Agreement.
- If MOL order is issued to related CA Services on Contract.
- If an Infraction is issued related to Health and Safety.
- Meets rules and regulations related to work with railway authorities when required by the project.

	Pass
	Fail