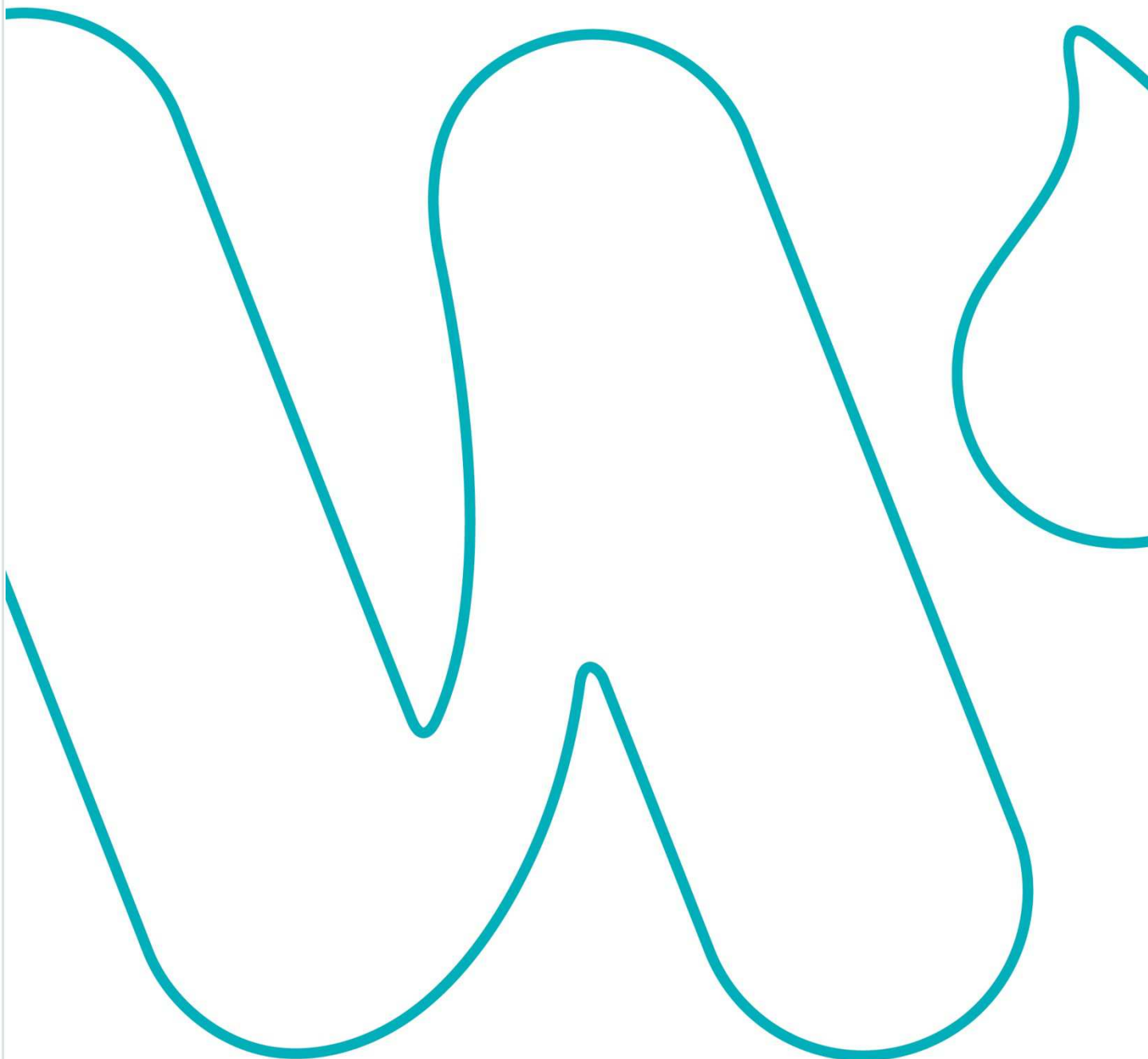


Contractor Attribute Register

Applicant Information

September 2015



Contents

1.	Introduction/Background	3
1.1.	Initial Contractor non-price attribute assessment.....	3
1.2.	Periodic Contractor non-price attribute assessment updates	3
1.3.	Contractor Attribute Register scores.....	4
1.3.1.	Register score maintenance.....	4
1.3.2.	Register score expiry.....	4
1.4.	Routine capital works tender submissions.....	4
2.	Work Categories	6
3.	Health and Safety	7
3.1.	What Contractors are to provide for this section	7
4.	Relevant Experience	9
4.1.	What Contractors are to provide for this section	9
5.	Track Record	10
5.1.	What Contractors are to provide for this section	10
6.	Technical Skills	11
6.1.	What Contractors are to provide for this section	11
7.	Management Skills.....	12
7.1.	What Contractors are to provide for this section	12
	Appendix A – Relevant Experience Marking Schedule.....	13
	Appendix B – Track Record Marking Schedule.....	16
	Appendix C – Technical Skills Marking Schedule.....	17
	Appendix D – Management Skills Marking Schedule.....	19
	Appendix E – Example scoring for a stormwater submission for the management skills attribute only	20

1. Introduction/Background

In order to streamline the Tender Evaluation process for routine water and drainage capital works projects, Wellington Water Ltd (Wellington Water) has commissioned a system where Contractors can prequalify/register their non-price attributes. This Applicant Information document outlines how the Contractor Attribute Register system works and details the Work Categories included, the Non-Price Attributes evaluated and the information required to be submitted by the Contractor for registration in the Contractor Attribute Register database. The Marking Schedules used to assess the Contractors non-price attributes against the different work categories are also included in this document.

The non-price attribute information is stored in a central database and can be updated, as detailed below. Contractors will receive their 'Register Scores' initially, at the time of any reassessment and annually if requested.

Note to Applicants: This Contractor Attribute Register system is currently only being used for works in the Wellington City Council area.

1.1. Initial Contractor non-price attribute assessment

The initial assessment will be conducted by a panel using the non-price attribute information submitted in accordance with the requirements of this Applicant Information document and the Tender Documents where relevant. Wellington Water will take into consideration past performance on projects managed by Wellington Water as well as any knowledge Wellington Water has or obtains regarding the submission.

- Contractors will initially be asked to submit their attribute information for the following:
 - Relevant Experience
 - Track Record
 - Technical Skills
 - Management Skills
- The submitted attributes will be scored according to the scoring schedules relative to each attribute as contained in the schedules to this document
- Contractors may, under exceptional circumstances, request to be reassessed. Circumstances such as ISO accreditation will be considered at the sole discretion of the evaluation panel at Wellington Water

Example scoring can be seen in Appendix E.

1.2. Periodic Contractor non-price attribute assessment updates

Wellington Water may, at any time, convene a panel to update its assessment of any Contractor either from information submitted by the Contractor with a tender (whether or not the Contractor wins the tender) or outside of a Tender process, or from any other information Wellington Water obtains about a Contractor.

Any additional information submitted in accordance with this Applicant Information document and the Tender Documents (where relevant) by a Contractor with registered non-price attributes will only be assessed if the Contractor provides a cover letter with their submission that identifies how the additional information varies that previously assessed.

A Contractor with registered non-price attributes must advise of any detrimental changes to their non-price attribute information, as held by Wellington Water at that time. Failure to do this will disqualify

the Contactor from Tendering until such a time as they resubmit their non-price attributes in their entirety for re-evaluation.

Additionally a project completion evaluation will be carried out by the Wellington Water Project Manager within 10 days of the issue of the certificate of Practical Completion for all relevant capital works projects. The peer reviewed Project Completion Contractor Attribute Evaluation will be provided to the Contractor, and the database updated accordingly no more than 10 days after the date of provision of the evaluation to the Contractor. Where the project includes Contract Works that fall under two Work Categories (for example a combined sewer and stormwater contract), a project completion evaluation will be carried out for each Work Category. Irrespective of the relative value of the individual component Work Categories, the final Contract value will be used to determine the price band. See Section 3 below for definition of the Work Categories and price bands.

1.3. Contractor Attribute Register scores

1.3.1. Register score maintenance

For Project Completion assessments the “New Register Score” is calculated as an average of the “Evaluation Score” and the pre-existing “Register Score” for all sub-attributes, except for the Qualifications/Training and Construction Skills sub-attributes of the Technical Skills non-price attribute, and Quality Management Systems sub-attribute of the Management Skills non-price attribute, where the Evaluation Score, and therefore the New Register Score, is a 100% replacement of the pre-existing Register Score.

For all other assessments the Evaluation Score, and therefore the New Register Score, is a 100% replacement of the pre-existing Register Score.

1.3.2. Register score expiry

The non-price attribute scores held in the Contractor Attribute Register database are valid for five years. It is the Contractor’s responsibility to monitor the validity of their scores in the Contractor Attribute Register. Wellington Water will endeavour to advise the Contractor that their scores have expired, once this has occurred, however Wellington Water accept no liability as a result of a failure to do so. Any Contractor with expired scores for a particular Category, that wishes to Tender for work in that Category, will be required to resubmit their non-price attribute information for the relevant category in accordance with this Applicant Information document and the Tender Documents where relevant.

1.4. Routine capital works tender submissions

Request for Tender (RFT) documents issued by Wellington Water may use the Contractor Attribute Register.

Contractors with pre-qualified/registered non-price attribute scores are required to submit a project methodology and project specific Health & Safety statement along with the other information required by the Tender Documents for each Tender (the other attribute scores will come from the central database). The Methodology will be evaluated and scored at the time of tender.

Contractors not registered or without a relevant category score will be required to register their non-price attributes. The submission is to address the non-price attributes described in this document. The submission shall accompany the tender in accordance with the RFT documents.

Should the Contract Works specified in a Tender fall under two Work Categories (for example a combined sewer and stormwater contract), a weighted average by relative price of each Work Category will be used to combine the separate Work Category non-price attribute scores into one for the Tender evaluation. For example, the value of the sewer proportion of works and the value of the stormwater proportion of works will be used to determine each Work Categories respective weighted proportion of the Tender Sum, which will then be multiplied by each respective Work Category non-price attribute score to obtain a combined

non-price attribute score for the Tender evaluation. Irrespective of the relative value of the individual component Work Categories, the Contract Sum will be used to determine the price band. See Section 3 below for definition of the Work Categories and price bands.

For queries relating to this process, please contact Wellington Water on 04 912 4400 or info@wellingtonwater.co.nz.

2. Work Categories

Pre-registration is for the following six Work Categories as set out in Table 1 below.

Table 1- Work Categories

Contract Value	Stormwater	Sewer	Water
0 - \$500,000	1) SW1	2) SS1	3) W1
\$500,000 - \$1,500,000	4) SW2	5) SS2	6) W2

A contractor may apply for all or any of the above categories. Each Work Category will be assessed independently.

The Work Categories are guidelines only and Wellington Water, at its sole discretion, may select the band contractors fall into. Wellington Water will only use the scores for pre-registered tenderers where:

- The lead contractor must be doing at least 80% of the work by value
- For a contractor to be used on water works (Work Categories W1 and W2) the contractors must be fully compliant with the inoculation and medical testing of staff as required by Wellington Water under its existing procedures
- The contractor must supply sufficient information to comply with the existing Wellington Water Health and Safety requirements
- Insurance certificates and generic health and safety plans must be current
- Compliance with any other pre-site occupation requirements of Wellington Water’s policies

Contracts in excess of \$1,500,000 or those requiring specialist technical expertise e.g. directional drilling may not be covered by this pre-registration process. Note however, the contractor evaluation system may still be used in these situations at the sole discretion of Wellington Water.

3. Health and Safety

One of Wellington Water's key areas of focus is excellence in Health and Safety performance. Wellington Water will continue to maintain its existing health and safety procedures. Site specific plans will be required upon award of a contract and must be approved prior to possession of the site being given and any physical works commencing.

Health and safety management and performance is evaluated as a sub category under the following sections: Track Record, Management Skill and Methodology. Wellington Water will take into consideration relevant information held at Wellington Water on file as well as information submitted or received from contractor referees.

If during a financial year (July to July) poor health and safety performance is observed, a contractor's health and safety scores will be revised within the database on an ad hoc basis following an investigation by Wellington Water. Wellington Water will provide a copy of the investigation report to the contractor.

3.1. What Contractors are to provide for this section

Contractors are expected to supply:

- A copy of their corporate health and safety policy
- A statement demonstrating their commitment to health and safety practice and how they will comply with or exceed Wellington Water's existing health and safety procedures and requirements
- An outline of their health and safety plan relevant to the provision of the services requested by this pre-registration process and the way in which obligations under the Health and Safety in Employment Act 1992 will be fulfilled. As a minimum, the outline should cover:
 - The extent to which they will accept responsibility for those risks and to which the Contractor expects other persons (including the Principal) to accept responsibility for those risks
 - The way they will manage risks and health and safety obligations that will be their responsibility both as allocated under the Contract and under the Health and Safety in Employment Act 1992, and under any recognised codes of practice or industry guidelines regarding health and safety
 - Their personnel training and competency register including first aid
 - Their procedures for the management of safety on the Site with regards to the allocation of responsibilities both within the Contractor's employees and as between the Contractor and the Contractor's subcontractors and workers on temporary hire
 - Their accident and incident reporting and recording procedure in relation to events that do or could affect the health and/or safety of any person under their supervision
 - Their emergency programme for the handling of emergencies or imminent danger arising while providing services to the Principal
- The name and relevant qualifications/work experience of the person whom the Tenderer proposes to appoint for the purpose of ensuring compliance, with all site health and safety requirements (Site H&S Supervisor)

- A summary of their health and safety “credentials” covering:
 - awards received
 - prosecutions or complaints
 - other relevant information

4. Relevant Experience

The attribute “Relevant Experience” refers to the contracting entity as opposed to the individuals within that company, i.e. corporate experience. It is measured by whether the Contractor has done the type of work before and how recently. An equally important component of relevant experience is the exposure and experience working on private property and/or involving public relations.

The marking schedule for this attribute can be found in Appendix A. Note that different relevant experience is required for each category being applied for. Also, relevant experience is assessed differently between sewer, stormwater and water projects.

Recent experience is considered more valuable than historic experience. As such, experience from the previous five years only is considered and the more recent experience gains a higher score relative to past experience. All projects provided must be complete at the time of submission.

Note: Where a Project Completion Contractor Attribute Evaluation is carried out, Wellington Water reserve the right to consider previous Relevant Experience in evaluating the project completion Relevant Experience non-price attribute.

4.1. What Contractors are to provide for this section

Details for five example projects demonstrating relevant experience within the last five years for each work category applied for. For example:

- Name
- Client
- Value
- Summary of Works

Note that details for five different projects must be provided for **each work category and value band being applied for.**

5. Track Record

Track Record is an assessment of the Contractor's performance record for all aspects of previous projects within specific work categories. This attribute relates to the level of client (or an agent for the client) satisfaction with the Contractor's performance on specific projects so involves the contractor providing relevant referees for each work stream.

For more information on what will be asked of the referees refer to the questionnaire in Appendix B.

5.1. What Contractors are to provide for this section

Contractors are to nominate three referees for whom the contractor has completed a project within the last five years within each work category being applied for. The referee must be contactable during normal working hours – Contractors to provide main contact number as well as alternative contact.

The referee will be queried on the Contractor's performance in the following areas:

- Quality of performance
- Health and Safety performance
- Work on private property & public communications
- Timeliness – adherence to project programme
- Budget
- Variations
- Reinstatement
- As built plans (including timeliness and quality)

Wellington Water may also make enquires with parties who are not nominated by the Contractor in respect of the Contractor's track record.

6. Technical Skills

Technical skills refers to the competency of the personnel within the Contractor's organisation, as opposed to the contracting entity itself, with particular regard to their skills and experience in technical areas, relative to sewer, stormwater or water, and for each value bracket. The marking schedule for this attribute can be found in Appendix C.

It will be necessary to assess the Contractor's skills in a general context keeping in mind the skill sets required to adequately complete specific works, in this case being sewer, stormwater and water for each of the value brackets.

6.1. What Contractors are to provide for this section

Contractors are to provide CVs of all key staff who will typically be involved in projects under each category, demonstrating the technical skills of that staff.

Training certificates, licences and the like should be attached to CV's.

7. Management Skills

Under this attribute Wellington Water will evaluate the management systems used by the Contractor and the implication of those systems to the benefit of particular projects. General project management as well as programme management and cost management are assessed in this category. It is necessary to determine that the Contractor is capable in all these areas and maintains a proactive approach highlighting appropriate information to the client in a timely manner to facilitate informed decision making.

Both general project updates as well as H&S incident reporting are very important on any project, to provide the engineer and the client with the Contractor's perspective of the status of the project.

The Contractor's affiliation or quality management systems are part of the assessment in this category. ISO, TQS2, TQS1 or internal QA systems are the assessment criteria that will benefit the Contractor in this category.

Environmental management and the implementation of environmental management plans will be assessed under this category.

An important aspect of the management skills section is the implementation of both a Contractor's methodology, and their site specific health and safety plan.

The marking schedule for this attribute can be found in Appendix D.

7.1. What Contractors are to provide for this section

Contractors are to provide details for each of the sub-categories of management skills as noted in Appendix D. Information is provided in the marking schedule on what attributes will gain high scores under each sub-category which also provides a guide for the type of information required under this section.

Where appropriate, details of qualifications, compliance certificates and licences should be referenced under this section, with copies provided.

Appendix A – Relevant Experience Marking Schedule

Applicable to Stormwater **SW1** and **SW2**

Possible score	Construction Works (65%)	Working in Private Property and Public Relations (35%)
85 - 100	Directly applicable, very related, same type of works: <ul style="list-style-type: none"> - Stormwater works - Other associated complex works¹. - In Wellington: steep terrain limited difficult access - Works in tidal zones - Work in CBD/suburban shopping areas 	Extensive works in private properties and/or extensive effective public relations
75 – 84	Directly applicable, very related, same type of works: <ul style="list-style-type: none"> - Stormwater works - Other less complex associated works² - In Wellington: steep terrain limited difficult access - Works in tidal zones - Work in CBD/suburban shopping areas 	Most projects involved works in private properties and/or effective public relations
50 – 74	Applicable, similar works: <ul style="list-style-type: none"> - Sewer & stormwater works - Work on busy streets 	Some projects involved works in private properties and/or extensive effective public relations
36 – 49	Applicable, similar works: <ul style="list-style-type: none"> - Either some sewer or stormwater works 	Rarely have projects involved works in private properties and/or effective public relations
0 - 35	No related works	No work in private property. No public relations

1. Complex works including: the construction of energy dissipaters, under pinning of building foundations; removal and reinstatement of small buildings such as garages, green houses; aerial services construction such as aerial stormwater; large retaining wall construction etc,

2. Major concrete works; small retaining wall construction; stormwater intakes other associated structures.

Applicable to Sewer Works **SS1** and **SS2**

Possible score	Construction Works (65%)	Working in Private Property and Public Relations (35%)
85 - 100	<p>Directly applicable, very related, same type of works:</p> <ul style="list-style-type: none"> - Sewer works - Other associated complex works¹ - In Wellington: steep terrain limited difficult access - Works in tidal zones - Work in CBD/suburban shopping areas 	Extensive works in private properties and/or extensive effective public relations
75 – 84	<p>Directly applicable, very related, same type of works:</p> <ul style="list-style-type: none"> - Sewer Works - Other less complex associated works². - In Wellington: steep terrain limited difficult access. - Works in tidal zones - Work in CBD / suburban shopping areas 	Most projects involved works in private properties and/or effective public relations
50 – 74	<p>Applicable, similar works:</p> <ul style="list-style-type: none"> - Sewer & stormwater works - Work on busy streets 	Some projects involved works in private properties and/or extensive effective public relations
36 – 49	<p>Applicable, similar works:</p> <ul style="list-style-type: none"> - Either some sewer or stormwater works 	Rarely have projects involved works in private properties and/or effective public relations
0 - 35	No related works	No work in private property. No public relations

1. Complex works including: pump station construction, under pinning of building foundations, removal and reinstatement of small buildings such as garages, green houses, aerial services construction such as aerial sewer, large retaining wall construction etc,

2. Major concrete works, small retaining wall construction, stormwater intakes other associated structures.

Applicable to Water Works **W1** and **W2**

Possible score	Construction Works (60%)	Network Understanding (15%)	Public Relations (25%)
85 - 100	<p>Directly applicable, very related, same type of works:</p> <ul style="list-style-type: none"> - Potable water works - Large diameter pipelines - In Wellington: in congested, tight corridor areas - Works in highly (service) congested areas - Work in CBD / suburban shopping areas 	<ul style="list-style-type: none"> - Demonstrates a high level of attention to detail when planning network interaction - Proactively researches the network prior to every shut down - Meets the shut down area and timeframe for 95% of shut downs - 100% rate of resident reconnection as part of every shut down 	<ul style="list-style-type: none"> - Meets resident notification requirements 100% of the time - Complaints on not more than 5% of jobs - Advanced, proactive communication with business/home owners
75 – 84	<p>Directly applicable, very related, same type of works:</p> <ul style="list-style-type: none"> - Potable water works - In Wellington: in congested, tight corridor areas - Works in highly (service) congested areas - Work in CBD/suburban shopping areas 	<ul style="list-style-type: none"> - Proactively researches the network prior to every shut down - Meets the shut down area and timeframe for 90% of shut downs - 95% rate of resident reconnection as part of every shut down 	<ul style="list-style-type: none"> - Meets resident notification requirements 90% of the time - Complaints on not more than 10% of jobs - Advanced, proactive communication with business/home owners
50 – 74	<p>Applicable, similar works:</p> <ul style="list-style-type: none"> - Potable water works and other trenching works - Work on busy streets 	<ul style="list-style-type: none"> - Plans most shut downs prior to shutdowns - Meets the shut down area and timeframe for 80% of shut downs - 90% rate of resident reconnection as part of every shut down 	<ul style="list-style-type: none"> - Meets resident notification requirements 80% of the time - Complaints on not more than 25% of jobs
36 – 49	<p>Applicable, similar works:</p> <ul style="list-style-type: none"> - Small amounts of potable water works i.e. rider mains and fire mains only 	<ul style="list-style-type: none"> - Prepares a plan only with little thought prior to a shutdown - Repeatedly goes over the planned shut down times, areas and frequently fails to reconnect homes 	<ul style="list-style-type: none"> - Requires assistance/prompting for resident notification - Complaints on most jobs - Reactive instead of proactive notification
0 - 35	No related works	No history of planning shutdowns	No history of effective communication/ notification to residents/ businesses

Appendix B – Track Record Marking Schedule

Applicable to all work categories

Possible score	Quality of Performance (20%)	Health and Safety Performance (20%)	Work in Private Property & Public Communications (15%)	Timeliness (10%)	Budget (15%)	Variations (10%)	Reinstatement (5%)	Asbuilt Plans (5%)
85 - 100	Very high quality of performance: - Instruction and direction rarely required - No rework required	- No Site Health and Safety issues	No issues in private property as a result of the contractors performance	Consistently completed before end of contract period and always within the contract period	Consistently completed under budget	All variations reasonable in the context of the contract works. Variation prices at acceptable value and approved without negotiation	Very high quality of performance: - All reinstatement completed in a timely manner - Rarely direction and instruction required - No rework required	Very high quality: - All asbuilt plans completed to an excellent standard and in a timely manner - Rarely direction and instruction required - No rework required
75 – 84	High quality of performance: - Limited direction and instruction required - Rarely rework required	- Rarely any Site Health and Safety issues - No warnings required	Rarely issues in private property as a result of the contractors performance	Always completed within contract period	Always completed within contract budget	Majority of variations reasonable in the context of the contract works. Most variation prices at acceptable value and approved without negotiation	High quality of performance: - All reinstatement completed in a timely manner - Limited direction and instruction required - Rarely rework required	High quality: - All asbuilt plans completed in a timely manner - Limited direction and instruction required - Rarely rework required
50 – 74	Satisfactory quality of performance: - Some direction and instruction required - sometimes rework required	- Rarely any Site Health and Safety issues - some warnings issued	Some minor issues in private property as a result of the contractors performance	Consistently completed within contract period	Consistently completed within contract budget	Some time spent negotiating variation costs	Satisfactory quality of performance: - All reinstatement completed in a timely manner - Some direction and instruction required - sometimes rework required	Satisfactory quality: - All asbuilt plans completed in a timely manner - Some direction and instruction required - Sometimes rework required
36 – 49	Below average performance: - Frequent direction and instruction required - Frequent rework required	- Some minor breaches of Health and Safety - some stop work orders required	Some major issues in private property as a result of the contractors performance	Consistently completed outside of contract period	Consistently completed over contract budget	Some unacceptable variations	Below Average Performance: - Some reinstatement NOT completed in a timely manner - frequent direction and instruction required - frequent rework required	Below Average Quality: - Some asbuilt plans NOT completed in a timely manner - Frequent direction and instruction required - Frequent rework required
0 - 35	Needs improvement: Not acceptable	- Numerous minor breaches of Health and Safety - Serious breaches of Health and Safety - Stop work order required	Frequent issues in private property as a result of the contractors performance	Hardly ever completed within contract period	Hardly ever completed within contract budget	Many unnecessary, unacceptable variations submitted	Needs improvements: Not acceptable	Needs improvements: Not acceptable

Appendix C – Technical Skills Marking Schedule

Applicable to Sewer and Stormwater Works **SS1, SS2, SW1** and **SW2**

Maximum possible score	Qualifications/Training (30%)	Construction Skills (50%)	Value Add Initiatives (20%)
85 - 100	Has professionally qualified engineer on staff or engaged on contract with relevant qualification, e.g. civil engineering. As well as registered drainlayer(s). Staff with current relevant certificates e.g. pipe welding	Has extensive relevant construction experience and as a result is known for exemplary workmanship. Staff with 20 years plus experience	Contractor utilises a combination of experience, practical know how and local knowledge to provide value add initiatives on all projects, including H&S, design changes, material selection. Demonstrates proactive problem solving on all jobs. Taking ownership and working with the engineer to overcome hurdles
75 – 84	NZCE on staff or Relevant Technical Qualifications on staff or engaged on contract e.g. diploma in civil engineering construction. As well as registered drainlayer(s). Staff have current relevant certificates e.g. pipe welding	Extensive skills, is able to demonstrate staff with up to 15 years experience and as a result is known for excellent workmanship	Contractor utilises a combination of experience, practical know how and local knowledge to provide value add initiatives on all projects, including H&S, design changes, material selection. Deals with issues as they arise. Takes ownership of roadblocks
50 – 74	Multiple registered drainlayer(s). Staff with current relevant certificates e.g. pipe welding	Extensive skills, is able to demonstrate staff with at least 10 years experience, is known for very good workmanship	Contractor utilises a combination of experience and practical know how to provide value add initiatives on all projects, including H&S, design changes, material selection. Deals with issues as they arise
36 – 49	One registered drainlayer. Staff have current relevant certificates e.g. pipe welding	Limited experience, staff have relevant certificates e.g. pipe welding	Contractor seldom demonstrates value add initiatives. Will, at times recommend initiatives to overcome problems in a last resort
0 - 35	No qualifications and limited certification	Limited experiences and certificates	None

Applicable to Water Works **W1** and **W2**

Maximum possible score	Qualifications/Training (30%)	Construction Skills (50%)	Value Add Initiatives (20%)
85 - 100	Has professionally qualified engineer on staff or engaged on contract with relevant qualification, e.g. civil engineering. As well as suitably qualified staff(s). Staff with current relevant certificates e.g. pipe welding	Has extensive relevant construction experience and as a result is known for extemporary workmanship. Staff with 20 years plus experience	Contractor utilises a combination of experience, practical know how and local knowledge to provide value add initiatives on all projects, including H&S, design changes, material selection. Demonstrates proactive problem solving on all jobs. Taking ownership and working with the engineer to overcome hurdles
75 – 84	NZCE on staff or engaged on contract, or Relevant Technical Qualifications e.g. diploma in civil engineering construction. As well as suitably qualified staff(s). Staff have current relevant certificates e.g. pipe welding	Extensive skills, is able to demonstrate staff with up to 15 years experience and as a result is known for excellent workmanship	Contractor utilises a combination of experience, practical know how and local knowledge to provide value add initiatives on all projects, including H&S, design changes, material selection. Deals with issues as they arise. Takes ownership of roadblocks
50 – 74	Multiple suitably qualified staff. Staff with current relevant certificates e.g. pipe welding	Extensive skills, is able to demonstrate staff with at least 10 years experience, is known for very good workmanship	Contractor utilises a combination of experience and practical know how to provide value add initiatives on all projects, including H&S, design changes, material selection. Deals with issues as they arise
36 – 49	One suitably qualified staff member. Staff have current relevant certificates e.g. pipe welding	Limited experience	Contractor seldom demonstrates value add initiatives. Will, at times recommend initiatives to overcome problems in a last resort
0 - 35	No Qualifications and limited current certification	Limited experience	None

Appendix D – Management Skills Marking Schedule

Applicable to all work categories

Maximum possible score	Contractor Project Management (20%)	Contractor Programme Management (10%)	Contractor Cost Management (10%)	Quality Management Systems (10%)	Implementation of Waste Management and Environmental Management Plan (20%)	Implementation of Methodology and Site Specific H&S Plan (20%)	Reporting – Regular Reports to Engineer, H&S Incidents (10%)
85 - 100	Convincingly demonstrates projects will be managed in proactive, systematic manner. Generally appoints dedicated project manager to project teams with high level of appropriate experience and qualifications	Provides appropriate baseline programme that achieves required milestones. Provides value add suggestions to improve on programme. Convincingly demonstrates that programme will be proactively managed during construction	Proactive cost management highlighting all costs to client in a timely manner	Appropriate ISO accreditation	Evidence of separating waste on site and recycling 100% of what can be recycled in Wellington. 100% of all spoil clean filled. Strong evidence that waste management principles considered throughout supply chain. Proactive and appropriate environmental management plan covering such areas as sediment control etc. Exceed all RMA requirements. Environmental management plan successfully implemented to high standard	Evidence that plans known to site staff. Evidence that copy of plans on site. Proven effective implementation completely as outlined in plans	Agree reporting structure and frequency and achieve them. Includes specific H&S incident report
75 – 84	Less convincingly demonstrates projects will be managed in proactive, systematic manner. Generally appoints dedicated project manager to project teams with medium level of appropriate experience and qualifications	Provides appropriate baseline programme that achieves required milestones. Convincingly demonstrates that programme will be proactively managed during construction	Proactive cost management highlighting all costs to client	TQS1 accreditation	Evidence of separating waste on site and recycling 75% of what can be recycled in Wellington. 75% of all spoil clean filled. Some evidence that waste management principles considered in supply chain. Proactive and appropriate environmental management plan covering such areas as settlement control etc. Meet all RMA requirements. Environmental management plan successfully implemented to high standard	Evidence that plans known to site staff. Evidence that copy of plans on site. Proven implementation with all principles of plans effectively applied	Agree reporting structure and frequency and achieve them regularly. Includes specific H&S incident report
50 – 74	No demonstration that projects will be managed in proactive, systematic manner. Dedicated project manager appointed to project teams but experience and qualifications questionable or no information provided	Provides appropriate baseline programmed that achieves required milestones. Less convincingly demonstrates that programme will be proactively managed during construction	Somewhat reactive cost management however generally fair and reasonable approach	TQS2 accreditation	Evidence of separating waste on site and recycling 75% of what can be recycled in Wellington. 75% of all spoil clean filled. Appropriate environmental management plan covering such areas as settlement control etc. Meet all RMA requirements. Environmental management plan successfully implemented to medium standard	Evidence that plans known to site staff. Evidence that copy of plans on site. Principles of plans somewhat applied	Agree reporting structure and frequency and achieve them regularly. No specific H&S incident report
36 – 49	Does not demonstrate that projects will be managed in proactive, systematic manner. No dedicated project manager appointed to project teams	Provides appropriate baseline programme that achieves required milestones. Does not demonstrate that programme will be proactively managed during construction	Attempts some unreasonable variation claims	Evidence of company developed QA system	Little or no spoil clean filled. Appropriate environmental management plan, meet all RMA requirements, however plan not implemented well	Some site staff aware of plans. Little to know implementation of plans	Some reporting
0 - 35	No demonstration that projects will be managed in proactive, systematic manner. No dedicated project manager appointed to project teams	Does not provide appropriate baseline programme that achieves required milestones. Does not demonstrate that programmed will be proactively managed during construction	Aggressive cost management and generally attempts unreasonable variation claims	No evidence of any QA system	None of the above	Methodology and H&S plans unknown to site staff	No reporting

Appendix E – Example scoring for a stormwater submission for the management skills attribute only

Maximum possible score	Contractor Project Management (20%)	Contractor Programme Management (10%)	Contractor Cost Management (10%)	Quality Management Systems (10%)	Implementation of Waste Management and Environmental Management Plan (20%)	Implementation of Methodology and Site Specific H&S Plan (20%)	Reporting – Regular Reports to Engineer, H&S Incidents (10%)
85 - 100		Provides appropriate baseline programme that achieves required milestones. Provides value add suggestions to improve on programme. Convincingly demonstrates that programme will be proactively managed during construction				Evidence that plans known to site staff. Evidence that copy of plans on site. Proven effective implementation completely as outlined in plans	
75 – 84	Less convincingly demonstrates projects will be managed in proactive, systematic manner. Generally appoints dedicated project manager to project teams with medium level of appropriate experience and qualifications		Proactive cost management highlighting all costs to client	TQS1 accreditation			Agree reporting structure and frequency and achieve them regularly. Includes specific H&S incident report
50 – 74					Evidence of separating waste on site and recycling 75% of what can be recycled in Wellington. 75% of all spoil clean filled. Appropriate environmental management plan covering such areas as settlement control etc. Meet all RMA requirements. Environmental management plan successfully implemented to medium standard		
36 – 49							
0 - 35							

As an example if the contractor were able to demonstrate the above their scoring for Management Skills would be:

	Contractor Project Management	Contractor Programme Management	Contractor Cost Management	Quality Management Systems	Implementation of Waste Management and Environmental Management Plan	Implementation of Methodology and Site Specific H&S Plan	Reporting – Regular Reports to Engineer, H&S Incidents
Weighting	20%	10%	10%	10%	20%	20%	10%
Contractors Score	80%	100%	80%	80%	65%	100%	80%
Weighted Contractor Score	16%	10%	8%	8%	13%	20%	8%

Total Management Skills Score 83%