

PART THREE

CONTRACTOR PERFORMANCE

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3.1 PRE QUALIFICATION POLICY

3.1.1 Expectation

The RCA's/TA's have established, in conjunction with the Principal Providers, performance criteria to be met by Contractors working in the road.

Principal Providers shall engage Contractors that met the Contractor performance criteria and this requirement will be introduced progressively in terms of an agreed implementation programme.

The implementation programme will include the training requirements set out in Part 4.

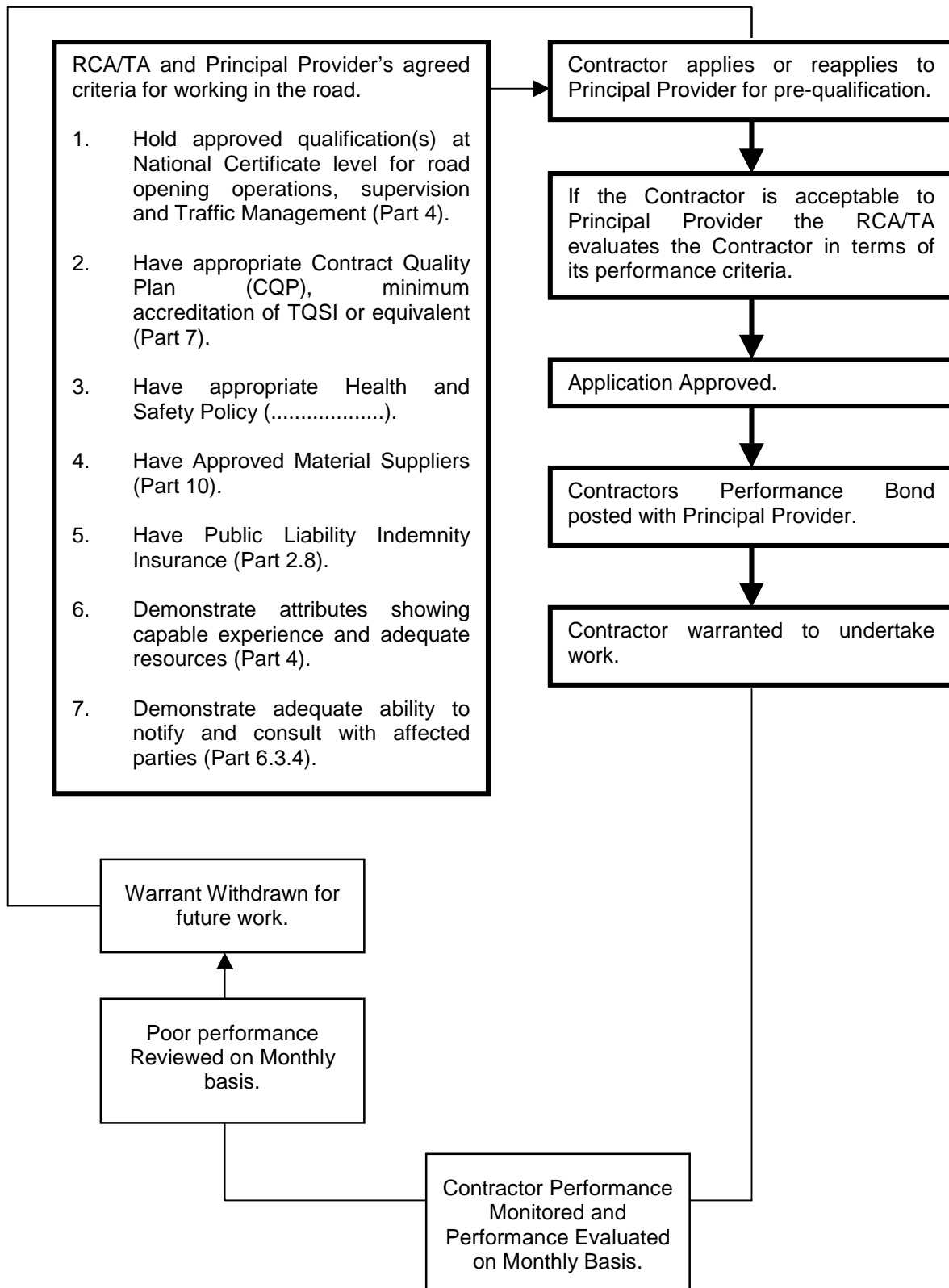
3.1.2 Goals

The goals of the combined pre-qualification and training requirements are:

- To ensure Contractor performance reaches and is maintained at an acceptable level.
- To encourage individuals to achieve a recognised road opening qualification as a career opportunity.
- To establish a means to reward good Contractor performance issuing an appropriate warrant that can be withdrawn if poor performance persists.
- To work towards a programme of industry self-management that applies to the Principal Providers and the RCA/TA Contractors performing work in the road.

3.1.3 Framework

The pre-qualification and performance criteria are as follows. (Note all other code and contractual compliance requirements override this part of the code).



3.2 PERFORMANCE MEASUREMENT

3.2.1 Key Performance Indicators

The measurement of Contractor performance will be related to three key result areas each with their relative importance shown as a percentage. An achievement of 80% on each attribute will be required to achieve a pass mark.

- Contractor Competence 15%
- Construction Performance 70%
- Stakeholder Satisfaction 15%

3.2.2 Performance Monitoring

Performance monitoring will take place at three levels.

- Day to day. At this level significant non performance will be reported and remedied as set out in the code.
- Monthly. The Principal Provider will supply the RCA/TA and the Contractor with a written monthly report on Contractor performance and any concerns will be addressed with a view to agreed improvements.
- End of Work. At the end of the work or contract the Contractor's performance will be reviewed jointly by the RCA/TA and the Principal Provider and if appropriate the Contractor will be advised if his warrant will be withdrawn for future work.

3.2.3 Performance Based Contracting Relationships

This code is based on a partnering relationship between the RCA/TA and the Principal Provider.

The Contractor Performance and Training parts of the code (3 and 4) are an extension of the partnering principles to include Contractors by building effective relationships.

- That align Contractor goals with RCA/TA and Principal Provider's desired outcomes.
- That reward the Contractor for good performance and quality.
- That develop effective communication during construction between representatives from the RCA/TA, the Principal Provider, other stakeholders and the Contractor.
- That build long term relationships based on trust, reliability and consistency.
- That involve Contractors in the ongoing development, implementation, revision and improvement of this code.

The use of this code as part of contact documentation can provide consistency and clarity of requirements, resulting in a "level playing field" and cost effective tendering.

3.3 CONTRACTOR COMPETENCE (15%)

3.3.1 Pre-Requisites

The pre-requisites for being accepted as a pre-qualified Contractor are related to the following criteria. RCA/TA and Principal Provider's agreed criteria for working in the road.

- Hold approved qualification(s) at National Certificate level for Road Opening operations, supervision and Traffic Management (Part 4).
- Have appropriate Contract Quality Plan (CQP), minimum accreditation of TQSI or equivalent (Part 7).
- Have appropriate Health and Safety Policy (.....).
- Have Approved Material Suppliers (Part 10).
- Have Public Liability Indemnity Insurance (Part 2.8).
- Demonstrate attributes showing capable experience and adequate resources (Part 4).
- Demonstrate adequate ability to notify and consult with affected parties (Part 6.3.4).

3.3.2 Performance Indicators

The performance indicators will measure the Contractors compliance with the pre-requisite criteria during construction.

In essence it is a regular review to show that the Contractor is maintaining agreed pre-requisite criteria. As an example, Quality Management accreditation is current at all times and all staff are trained or being trained.

The Principal Providers will carry out a monthly review of all their Contractors and advise the RCA/TA of any non-compliance along with proposed action to ensure future compliance.

3.4 CONSTRUCTION PERFORMANCE (70%)

3.4.1 Compliance Areas

The measurement of construction performance will cover compliance with the code, the approved design and RON conditions.

These areas are:

- Construction Methodology
- Traffic Management
- Site Management
- Approval for design and construction changes
- Reinstatement
- Testing
- Quality Control and Assurance
- Health and Safety

3.4.2 Performance Indicators

Performance indicators in the above areas will be evaluated in terms of regular and/or random site visits and monthly reports with notices to remedy as set out in Part 7 and other parts of the code.

The indicators will be measurable, the percentage passed/failed recorded.

The Principal Provider will provide a record of all non-compliance and the action taken, or to be taken to ensure compliance as set out in Part 7.

The RCA/TA will provide the Principal Provider with a record of non-compliance resulting from RCA/TA auditing and as set out in part 7.

3.5 STAKEHOLDER SATISFACTION (15%)

3.5.1 Results Areas and Performance Indicators

The result areas and performance indicators for stakeholder satisfaction are to some degree subjective and are an attempt to measure Contractor conduct and behaviour as evaluated by the public and others.

The following result areas will be used:

- Notification prior to and consultation during construction.
- Compliance with approved hours of operation.
- Response times related to complaints.
- Clean up and make good standards.

3.5.2 Principal Provider Service Agreements

Where appropriate performance indicators will align with and be consistent with Principal Provider Service Agreements.

3.6 IMPLEMENTATION

3.6.1 Framework

The overall framework (except the training element) will be jointly established and implemented by 1 April 2003.

3.6.2 Training

The training element will be implemented during 2003.

3.7 CROSS REFERENCE TO MAINTENANCE / WARRANTY

To be developed and cross-referenced to Parts 2.4 to 2.8.