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## **Introduction**

In order to streamline the tender evaluation process for routine capital works projects Capacity Infrastructure Services Ltd (Capacity) has commissioned a system where contractors can pre-register their non-price attributes. The information will be stored in a central database that is updated continuously.

### ***Initial Contractor Assessment***

This initial assessment will be conducted by a panel using relevant information submitted. Capacity will take into consideration past performance on projects managed by Capacity as well as any knowledge Capacity has or obtains regarding the submission. The database will be updated continuously using the assessment of projects completed. Contractors will receive their scores initially and annually if requested.

- 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 Capacity.

Example scoring can be seen in Appendix E.

### ***Individual Tender Assessments***

A project methodology and project specific Health & Safety statement will still be required for each tender submission (other attribute scores will come from the central database). The Methodology and Health & Safety statement will be evaluated and scored at the time of tender.

### ***Updated Pre-Qualification Assessments***

Capacity may at any time update its assessment of any Contractor either from information submitted by a Contractor with a tender (whether or not the Contractor wins the tender) and from any other information Capacity obtains about a Contractor.

## **Submission**

Request for Tender (RFT) documents issued by Capacity Infrastructure Services Ltd may use the Contractor Attribute Register. 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.

For queries relating to this process please contact Capacity Infrastructure Services Ltd on (04) 910 3800 or [info@capacity.net.nz](mailto:info@capacity.net.nz).

## Work Categories

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

**Table 1 Work Categories**

<b>Contract Value</b>	<b>Stormwater</b>	<b>Sewer</b>	<b>Water</b>
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 Capacity, at its sole discretion, may select the band contractors fall into. Capacity 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 Capacity under its existing procedures.
- The contractor must supply sufficient information to comply with the existing Capacity Health and Safety requirements.
- Insurance certificates and generic health and safety plans must be current.
- Compliance with any other pre-site occupation requirements of Capacity'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 Capacity.

## Health and Safety

One of Capacity's key areas of focus is excellence in Health and Safety performance. Capacity 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. Capacity will take into consideration relevant information held at Capacity 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 Capacity. Capacity will provide a copy of the investigation report to the contractor.

### ***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 Capacity'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. 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.
  - The name and relevant qualifications/work experience of the person they propose to appoint for the purpose of ensuring compliance, with all health and safety requirements.
  - Their personnel who have training in first aid, cardio-pulmonary resuscitation (CPR) and obstruction plan reading.

- Their accident and incident reporting and recording procedure in relation to significant events affecting the health and/or safety of any person under the tenderer's supervision.
- Their emergency programme for the handling of emergencies or imminent danger arising while providing services to the Principal.
- Summary of their health and safety 'credentials' covering:
  - awards received
  - prosecutions or complaints
  - other relevant information.

## 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 5 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

### ***What Contractors are to provide for this section***

Details for 5 example projects demonstrating relevant experience within the last 5 years for each work category applied for.

e.g.

- Name
- Client
- Value
- Summary of Works

Note that details for 5 different projects must be provided for each work category and value band being applied for.

## **Track Record**

Track Record is an assessment of the Contractors 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.

### ***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
- Asbuilt Plans (including timeliness and quality)

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

## **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.

### ***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.

## Management Skills

Under this attribute Capacity 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.

### ***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**

<b>Possible Score</b>	<b>Construction Works (65%)</b>	<b>Working in Private Property and Public Relations (35%)</b>
85 - 100	<b>Directly applicable, very related, same type of works:</b> -Stormwater Works -Other associated complex works <sup>1</sup> . -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	<b>Directly applicable, very related, same type of works:</b> - Stormwater Works -Other less complex associated works <sup>2</sup> . -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	<b>Applicable, similar works:</b> - Sewer & Stormwater works - Work on busy streets	Some projects involved works in private properties and/or extensive effective public relations
36 – 49	<b>Applicable, similar works:</b> -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**

<b>Possible Score</b>	<b>Construction Works (65%)</b>	<b>Working in Private Property and public relations (35%)</b>
85 - 100	<b>Directly applicable, very related, same type of works:</b> -Sewer Works -Other associated complex works <sup>1</sup> . -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	<b>Directly applicable, very related, same type of works:</b> - Sewer Works -Other less complex associated works <sup>2</sup> . -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	<b>Applicable, similar works:</b> - Sewer & Stormwater works - Work on busy streets	Some projects involved works in private properties and/or extensive effective public relations
36 – 49	<b>Applicable, similar works:</b> -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**

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

## 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	<b>Very high quality of performance:</b> -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	<b>Very high quality of performance:</b> -All reinstatement completed in a timely manner -Rarely direction and instruction required -No rework required	<b>Very high quality:</b> -All asbuilt plans completed to an excellent standard and in a timely manner -Rarely direction and instruction required -No rework required
75 – 84	<b>High quality of performance:</b> -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	<b>High quality of performance:</b> -All reinstatement completed in a timely manner -Limited direction and instruction required -Rarely rework required	<b>High quality:</b> -All asbuilt plans completed in a timely manner -Limited direction and instruction required -Rarely rework required
50 – 74	<b>Satisfactory quality of performance:</b> -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	<b>Satisfactory quality of performance:</b> -All reinstatement completed in a timely manner -Some direction and instruction required - sometimes rework required	<b>Satisfactory quality:</b> -All asbuilt plans completed in a timely manner -Some direction and instruction required -Sometimes rework required
36 – 49	<b>Below Average Performance:</b> -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	<b>Below Average Performance:</b> -Some reinstatement <b>NOT</b> completed in a timely manner -frequent direction and instruction required -frequent rework required	<b>Below Average Quality:</b> -Some asbuilt plans <b>NOT</b> completed in a timely manner -Frequent direction and instruction required -Frequent rework required
0 - 35	<b>Needs improvement:</b> 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	<b>Needs improvements:</b> Not acceptable	<b>Needs improvements:</b> Not acceptable

## Appendix C Technical Skills Marking Schedule

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

<b>Maximum Possible Score</b>	<b>Qualifications / Training (30%)</b>	<b>Construction Skills (50%)</b>	<b>Value Add Initiatives (20%)</b>
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**

<b>Maximum Possible Score</b>	<b>Qualifications / Training (30%)</b>	<b>Construction Skills (50%)</b>	<b>Value Add Initiatives (20%)</b>
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

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 programme 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 programme 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%**