

**User Guide**

**Consultant Performance Reporting  
Manual – Consultant for Engineering Projects**

**April 2019**

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## 1 General

Performance Reports – for the Preconstruction phase and the Post-Construction phase - are used in assessing the performance of consultants on engineering projects. Benefits of the performance reporting regime to the department include:

- knowing where consultants are engaged
- being assured projects are delivered in accordance with the offer documents
- clear understanding of impacts associated with the quality of TMR briefs and the consultant's design documentation

The completion of performance reports is essential to the effective administration of the prequalification system. Poor performance can result in a review of a consultant's prequalification status by the Prequalification Committee. Performance reports are used by category assessors when assessing applications and may also be made available to tender assessment panels, which need to take into account a consultant's performance history.

**Completed reports are forwarded electronically to [consultantprequal@tmr.qld.gov.au](mailto:consultantprequal@tmr.qld.gov.au) .**

Also use this email address for any questions about the engineering consultant performance reporting system.

## 2 Performance Report Formats

### 2.1 *Pre Construction*

The preconstruction reports consists of two forms:

- Initiation of Contract (form C7561).
- Preconstruction Evaluation (form C7562), for both milestone and finalisation of service reporting.

### 2.2 *Post-Construction*

Post-Construction is one form:

- Post Construction (form C7563), for use both during construction (to capture any issues) and after construction (to assess the constructability of the design).

## 3 Pre Construction

### 3.1 *Initiation of Contract (form C7561)*

This form is completed as a stand-alone document at the commencement of the consultancy, immediately after Award, and is usually completed by the TMR Project Manager. The form provides basic contract information, and for Prequalification & Contract Unit monitoring of due dates for subsequent reports during the life of the contract. It does not include any performance data.

### 3.2 *Preconstruction Performance Evaluation (form C7562)*

This form covers both milestone reporting and the finalisation of service reporting.

### Milestone reporting

Evaluations are undertaken at agreed milestones/hold points, which align with milestones/hold points in the Consultant's schedule of work submitted prior to commencement of services, i.e. at the offer stage. The evaluations are completed by the nominated TMR client representative (usually the Project Manager) in consultation with the consultant.

There are five standard performance criteria (these are the same standard selection criteria used at the offer stage):

- Technical Skills of Key Members
- Delivering the Service
- Relationship Management
- Local Benefits Test
- Quality of Deliverables

The TMR Project Manager scores each criterion. If the Consultant accepts the scoring, it becomes the agreed score. Otherwise, discussion is required to come to a moderated score.

If a moderated score cannot be reached/made, the scoring of the TMR Project Manager is used. However, if the consultant does not agree with the score, comments regarding the score can be provided in the 'Consultant's Comment' field.

The report can also be used to capture any issues of concern *at any stage* of the consultant contract.

### Finalisation of Service reporting

This report is a summary of the delivered contract, completed by the TMR project manager in consultation with the consultant. The five standard performance criteria are again scored, from the perspective of the completed contract. Final financial details (including any variations) are also given.

## **4 Post Construction**

### **4.1 Post Construction Evaluation (form C7563)**

This report is done at the completion of any construction contract which resulted from the consultant's design service. Delivery is assessed by the Administrator/Superintendent (of the construction contract) against the following engineering outputs:

- Assessment of the Design
- Cooperation

The consultant as well as the TMR project manager (of the design phase) also contribute their comments.

The report is completed within four (4) weeks of Practical Completion of the construction contract.

### Assessment of Design

The assessment of the design provides indication of the level of competency in the design. The design is assessed against design errors/omissions, constructability, requests for review of the design and rework requested by the construction contractor.

When assessing the design outputs, the Administrator should consider the following as discussion points:

- What was the root cause of the issue?
- Site complexity
- The survey – were there errors?
- A low priced construction tender
- Was sufficient time allowed (by the Consultant and/or the Administrator) to resolve a technical issue?

#### Cooperation

The level of liaison and cooperation between the Consultant and the Administrator (of the construction contract) is assessed and provides districts and the Prequalification Committee with relational information regarding the Consultant's ability to provide support during the construction of their design.

#### Design related issues during construction

The C7563 form can be used to capture any design-related issues identified *during* construction.

## 5 Frequency of reporting

**Table 1 – Frequency of performance reporting**

Report Type	Contract Size		
	Small (<\$250,000)	Medium (\$250,000 - \$500,000)	Large (>\$500,000)
Initiation of Contract (form C7561)	Complete once, at beginning of contract. Does not include performance data.		
Preconstruction Performance Evaluation (form C7562)	<u>For milestone reporting</u>  At agreed milestones/hold points ( <i>depending on the duration of the contract</i> – the contract may contain no milestones/hold points).  Also use to capture issues of concern at any stage.	<u>For milestone reporting</u>  At agreed milestones/hold points.  Also use to capture issues of concern at any stage.	<u>For milestone reporting</u>  Monthly or at agreed milestones/hold points.  Also use to capture issues of concern at any stage.
	<u>For Finalisation of Service reporting</u>  At completion of contract.	<u>For Finalisation of Service reporting</u>  At completion of contract.	<u>For Finalisation of Service reporting</u>  At completion of contract.
Post-Construction Evaluation (form C7563)	Complete within 4 weeks of PC of construction contract.  Also use to capture design-related issues <i>during</i> construction.		

## 6 Assessment

Performance Scores are defined in Table 2. The scores are recorded against each criterion by the TMR Project Manager, in the Milestone Performance Evaluation and Finalisation of Service reports. If the Consultant accepts the scoring, it becomes the agreed score for each criterion. Otherwise, discussion is required to come to an agreed score.

If an agreed score cannot be reached, the scoring of the TMR Project Manager is used.

**Table 2 – Performance Scores**

Definition	Score
Unsatisfactory performance. <i>Does not meet expectations of most characteristics</i>	1
Lower than expected performance. <i>Does not meet expectations of a number of characteristics.</i>	2
Good performance. <i>Meets expectations. Acceptable / adequate.</i>	3
Very good performance. <i>Exceeds expectations in a number of characteristics.</i>	4
Excellent performance. <i>Significantly exceeds expectations in regard to most characteristics.</i>	5

### 6.1.1 Performance Assessment Score

The Performance Assessment Score is calculated as the sum of the five weighted Agreed performance scores obtained for each criterion. Each of the criteria is weighted according to the weightings used in the assessment of offers.

For the Quality Based Selection (QBS) method, the default weightings for each criterion are:

- Technical Skills of Key Members – 40%
- Delivering the Service – 30%
- Relationship Management – 10%
- Local Benefits Test– 10%
- Quality of Deliverables – 10%

For the Value Based Selection (VBS) method, the default weightings for each criterion are:

- Technical Skills of Key Members – 40%
- Delivering the Service – 13%
- Relationship Management – 9%
- Local Benefits Test– 9%
- Quality of Deliverables – 9%
- Price – 20%

Note - when completing the Preconstruction Evaluation report (form C7562), the Performance Assessment Score formula is automatically calculated.

### 6.1.2 Interpretation of Results

A guide to issues that result from the delivery of services is attached in Table 3 – Suggested Actions Guide. The Guide provides a list of suggested actions for individual performance scores for each criterion. The Guide is designed to assist project managers in the delivery of the works.

It is at the Project Manager's discretion to take what they feel is the most appropriate action on any issues on their project.

**Table 3 – Suggested Actions Guide**

Criteria	For a Score of	Suggested Actions per Criterion
Technical Skills of Key Members	1	Review suitability of consultant for contract
	2	Plan to be measured in upcoming review
	3	No additional considerations required
	4	Make record of improved staffing skills.
	5	Make record of excellent staffing skills, advise Prequalification Committee through report
Delivering the Service	1	Review suitability of consultant for contract
	2	Have consultant develop an action plan to manage issues and monitor in forthcoming review
	3	No additional considerations required
	4	Make record of improved delivery
	5	Make note any innovation and/or efficient practices, advise Prequalification Committee through report.
Relationship Management	1	Review suitability of consultant for contract
	2	Agree to appropriate action to improve relationship and period to be achieved by
	3	No additional considerations required
	4	Note reasons for better than required relationship management
	5	Note the benefits to the business and the contract through strong relationships, advise Prequalification Committee through report.
Local Benefits Test	1	Review suitability of consultant for contract
	2	Agree to appropriate measurement in upcoming review of process
	3	No additional considerations required
	4	Make record of improved Local Benefits
	5	Note any benefits or efficient practices, advise Prequalification Committee through report.
Quality of Deliverables	1	Review suitability of consultant for contract
	2	Detail improvement and course of action and measure success in forthcoming reviews
	3	No additional considerations required
	4	Note type and benefit of better than required deliverables
	5	Note exceptional work produced and quality achieved, advise Prequalification Committee through report.



### 6.1.3 Key Assessment Characteristics

Each assessment criteria is measured against specific characteristics. Project managers can highlight, prior to commencement of the contract, characteristics relevant to their project. Location, complexity and traffic are some considerations that can influence which characteristics can be used in the assessment process. A list is supplied in Table 4 – Key Assessment Characteristics.

**Table 4 – Key Assessment Characteristics**

<b>Technical Skills of Team</b>	<p>How well did the Key Team Members apply their technical skills to suit the requirements of this project in relation to:</p>	
	<p><b>Road Design</b></p> <ul style="list-style-type: none"> <li>- Geometric Design, including channelised intersections and interchanges</li> <li>- Geotechnical &amp; Pavement Design e.g. use of local materials</li> <li>- Hydraulics e.g. characteristics of local flooding conditions, the design of floodways</li> <li>- Landscaping e.g. species suitable for local conditions and circumstances</li> <li>- Public Utility Plant</li> <li>- Type Cross Sections, including moisture control practices/techniques, e.g. stability of batter slopes, pavement protection</li> <li>- Traffic Analysis</li> <li>- Cultural Heritage management</li> <li>- Native Title management</li> <li>- Local Requirement</li> <li>- Risk management and assessment</li> </ul> <p><b>Understanding TMR design and construction standards and processes</b></p> <ul style="list-style-type: none"> <li>- Preconstruction Processes Manual</li> <li>- Project Cost Estimating Manual</li> <li>- Road Planning and Design Manual</li> <li>- Drafting and Design Presentation Standards Manual</li> <li>- The Road Drainage Manual</li> <li>- Manual of Uniform Traffic Control Devices</li> <li>- Standard Drawings Manual</li> <li>- Standard Specifications Manual</li> <li>- Transport Infrastructure Project Delivery System</li> <li>- Public Consultation Manual</li> <li>- Environmental Management Manuals</li> </ul>	<p><b>Delivering project outputs appropriate for their intended use</b></p> <ul style="list-style-type: none"> <li>- Application of design theory, including the integration of work package components to the project</li> <li>- Appropriate outputs:                             <ul style="list-style-type: none"> <li>- Drawings - design, resumptions, limited access, construction tables</li> <li>- Supplementary specifications</li> <li>- Schedules</li> <li>- Estimates</li> <li>- Electronic models</li> <li>- Tender Documents</li> <li>- Any other deliverables</li> </ul> </li> </ul> <p><b>Satisfying local requirements</b></p> <ul style="list-style-type: none"> <li>- Local construction expertise/techniques:                             <ul style="list-style-type: none"> <li>- Environmental protection, e.g. Erosion and sedimentation, flora and fauna, noise, etc.</li> <li>- Traffic sequencing during construction/provision for traffic</li> <li>- Availability and performance of local materials</li> </ul> </li> <li>- Application of local design requirements:                             <ul style="list-style-type: none"> <li>- Design practices, e.g. when using expansive black soils</li> <li>- Supplementary specifications, e.g. for use of non-standard materials</li> <li>- Standard design drawings, e.g. specific local design requirements</li> </ul> </li> </ul>
	<p>How satisfactory was the consultant’s application of project management in consideration of the following:</p>	

	<ul style="list-style-type: none"> <li>- Fully understanding the problem</li> <li>- Fully understanding and achieving the corporate objective (Strategic Fit)</li> <li>- Achieving the required function (operational) outcomes</li> <li>- Have a comprehensive understanding of project management methodology (including the use of the nine elements of project management)</li> <li>- Effectively apply the methodology to the project</li> <li>- Implement the project management methodology to realise a smooth, effective and fully integrated delivery process that delivered the required outcomes and outputs</li> <li>- Demonstrated an appropriate risk identification and management process</li> </ul>	<ul style="list-style-type: none"> <li>- Follow the agreed program (e.g. Gantt chart)</li> <li>- Deliver the consultant services on time</li> <li>- Deliver the consultant services to budget</li> <li>- Deliver the consultant services to the required quality</li> <li>- Provide value for money</li> <li>- Offer clearly and succinctly addresses the selection criteria</li> <li>- Provide appropriate project costing, including unit hourly rates for the various key personnel nominated in the Offer Documents</li> <li>- Meet the requirements of the consultant service to be performed in the office(s) designated in the Offer Documents</li> <li>- Achieve their overall performance</li> <li>- Achieve their health and safety awareness</li> </ul>
<b>Relationship Management</b>	How well did the consultant commit to working in a relational manner using appropriate relationship management behaviours including:	
	<ul style="list-style-type: none"> <li>- Working in a partnering approach to manage the Consultant Services</li> <li>- Working together with the Principal on the basis of the Principal playing an informed leadership role</li> <li>- Working in a relational way where the Principal was part of the decision making process on a progressive basis</li> <li>- Setting up and attending regular progress meetings together with relevant Key Team Members, as appropriate</li> <li>- Progressively identifying and resolving variations at the earliest opportunity at progress meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Providing timely notification of proposed project scope variations</li> <li>- Providing timely notification of significant differences in project cost estimates and the RIP amount</li> <li>- Doing business in a positive way, e.g. without 'creative variations'</li> </ul> <p>(as a Prequalified Consultant the nature of the work is understood and therefore a negotiated and agreed brief should include an 'in principal' approach not to seek variations for minor discrepancies in the documents)</p>
<b>Local Benefits Test</b>	How well did the consultant demonstrate that it provided a local benefit through its knowledge and understanding of local requirements? How well did the consultant demonstrate its approach to undertaking and managing the project team interface?	
	<ul style="list-style-type: none"> <li>- Local conditions</li> <li>- Local supply chains and materials</li> <li>- Local community requirements</li> <li>- Road user requirements</li> </ul>	<ul style="list-style-type: none"> <li>- District delivery capability</li> <li>- Availability of local personnel</li> <li>- Application of local design requirements</li> <li>- Face to face project reviews</li> <li>- Communication capability</li> </ul>
<b>Quality of Deliverables</b>	How well did the Consultant demonstrate its commitment to quality, including how this was put into practice in relation to:	
	<ul style="list-style-type: none"> <li>- General reputation for work quality</li> <li>- Design Quality</li> <li>- Engineering Drawing Quality</li> </ul>	<ul style="list-style-type: none"> <li>- Documentation Quality</li> <li>- Estimating (Work Scheduling and Costing)</li> </ul>

