



## Performance Management Starter Pack

**Page 1**, FAQs

**Pages 2-3**, Mandatory questions for all Performance Reviews

**Page 4**, Additional questions for Main Contractors & Professional Services



# Supplier Performance Management: Frequently asked questions

## ***Why does the Ministry of Education undertake performance assessments?***

We regularly receive feedback from our suppliers that they would like performance routinely undertaken and formally recorded.

We value the work that our suppliers provide to help us deliver our programme of work. Part of being a good customer is supporting our suppliers in their efforts to continuously improve the services they provide us in an open, transparent and collaborative way. It also allows us to reward our high-performing suppliers with increased work opportunities and direct negotiations where appropriate.

## ***Who completes the performance assessment?***

The performance assessment will be completed by the Ministry's Delivery Manager on the project with the most appropriate person from the suppliers side, usually the Project Manager. They may also include feedback from the Engineer to Contract. These are the people most appropriate to complete the assessment as they work closely during a project, and will have the best understanding of the work undertaken, what went well, and any challenges.

## ***How does the Ministry use the performance results?***

Your performance review will provide a score which will assist us to create with an overall profile of your company, including previous success and challenges. Each subsequent performance assessment will build your performance profile and will enable both parties to identify any areas that performance is high, challenges, trends and opportunities.

## ***Can I request a performance assessment?***

Performance reviews will be arranged based on the current construction stage, with a minimum of one review per year. If you think that an out of cycle review is justified, please discuss this with the Delivery Manager assigned to your project(s).

## ***What happens if I do not agree with the comments provided?***

This is intended to be a structured two-way conversation between the Ministry and the supplier. We understand the challenges and know that sometimes there is a difference of view. If you are unable to agree, we will ensure this is recorded and escalated.

## ***We have a number of projects with the Ministry, will there be a performance assessment on each?***

Performance reviews will be completed on an individual project basis, therefore, a Performance Review meeting will be required per project with the Ministry. However, we may have the opportunity to complete multiple performance reviews in one session, should the projects have both the same Ministry Delivery Manager and Supplier representative it makes sense to do this.

## ***Can I see a copy of the assessment?***

Once a performance review has been completed and submitted, you will receive a copy of the assessment to the email you provide us during the meeting. This will include the review, accompanying notes and overall score.

## ***How long will each Performance Review take?***

A performance review may take up to an hour, however, this may differ between projects. You should allow for additional time that may be required.

## ***Where can I go if I have further questions?***

Please email any questions to our Commercial Procurement team at [EIS.Commercial@education.govt.nz](mailto:EIS.Commercial@education.govt.nz)



## Mandatory criteria for all performance assessments

Ratings				
N/A	Unsatisfactory	Needs Improvement	Requirements fully met	Exceeds Requirements
<i>This rating will be applied if a question is not relevant to the services you have provided to the Ministry</i>	<i>Significant change required for future projects. Project has experienced significant adversity.</i>	<i>Some dedicated effort required to improve future projects or more support could be provided by the Ministry. Project has been adversely effected in some areas.</i>	<i>No changes required for future projects. Has delivered works to the agreed standard and scope.</i>	<i>Excellent performance. Has exceeded the Ministry's standards and delivered works to a high quality, with no rectifications needed.</i>
Questions Asked		Points to Consider		
<b>Key personnel</b> <i>Project personnel are suitable for the project</i>		<ul style="list-style-type: none"> <li>Staffing level maintained throughout the project.</li> <li>Proactive changes made if staff were not suited to project.</li> <li>Open communication with the Engineer to contract &amp; or DM regarding staff requests and capabilities.</li> <li>Transparency in staff workload.</li> </ul>		
<b>Collaboration</b> <i>(remove question for Modular &amp; Learning Support Modification assessments)</i>		<ul style="list-style-type: none"> <li>Attitude towards teamwork and collaboration with the Ministry, other consultants and the School has enabled project to track positively and build a good working relationship.</li> </ul>		
<b>Proactiveness in Engagement and Transparency</b>		<ul style="list-style-type: none"> <li>The contractor's proactive nature in raising issues with the Engineer to contract, DM &amp; Project Manager have created a good working relationship.</li> <li>They have shown transparency in their actions and communications.</li> </ul>		
<b>Risk management</b> <i>Effort, focus and proactive identification and management of risks and future issues on the project.</i>		<ul style="list-style-type: none"> <li>Highlighting and informing the Engineer to contract &amp; DM of risks; identified, quantified and communicated in advance.</li> <li>Proactive risk and issues management.</li> </ul>		
<b>Responsiveness and ability to communicate</b> <i>Provides efficient and timely responses in an open and clear manner, ensuring the Ministry remains informed at all stages</i>		<ul style="list-style-type: none"> <li>Committed to response deadlines set by the Engineer to contract/representative and DM.</li> <li>Open and clear communication.</li> <li>Good written and verbal communication.</li> </ul>		



<p><b>Timely and accurate deliverables</b> <i>Effective management and resourcing to produce the required deliverables on time. Deliverables are completed to the required scope</i></p>	<ul style="list-style-type: none"> <li>• Flexibility in resourcing.</li> <li>• Progress in tasks and agreements are delivered.</li> <li>• Current timelines and milestones are forecast and remained relevant.</li> </ul>
<p><b>Safe work practices</b> <i>Attitude, effort, focus and proactive management of health and safety including Safety in Design.</i></p>	<ul style="list-style-type: none"> <li>• Clear approach to identifying and managing health and safety risks.</li> <li>• Attitude towards promoting good health and safety practices.</li> </ul>
<p><b>Reporting</b> <i>Accuracy and relevance of monthly/progress report (remove question for modular &amp; Learning Support Modification assessments)</i></p>	<ul style="list-style-type: none"> <li>• Timeliness of report in line with agreed frequency (e.g. monthly) to Engineer to contract &amp; DM.</li> <li>• Clear and easy to read content.</li> <li>• Relevant to the scope.</li> </ul>
<p><b>Financial management and scope compliance</b> <i>Financials of the project well managed and documented. Necessary changes being incorporated effectively. Variations notified in a timely manner and clearly priced/assessed fairly.</i></p>	<ul style="list-style-type: none"> <li>• Accurate reporting on costs.</li> <li>• Accurate cost allocation and budget transparency.</li> <li>• Adheres to what is agreed in the contract.</li> </ul>



## Main Contractor additional questions

<p><b>Handling of Variations</b> <i>Necessary changes being incorporated effectively and managed satisfactorily</i></p>	<ul style="list-style-type: none"> <li>• Keeping up with contract changes and awareness of current documents.</li> <li>• Time and cost effective solutions to variations, giving the Ministry good value for money.</li> </ul>
<p><b>Site and Works Management</b> <i>Clean and tidy site, with disruption to school and neighbours minimised.</i></p>	<ul style="list-style-type: none"> <li>• Site cleanliness and tidiness is maintained throughout the life of the project.</li> <li>• School and neighbour disruption is minimised, within the control of the Main Contractor</li> </ul>

## Lead Design additional questions

<p><b>Team Management</b> <i>Leadership and management of sub consultants and contractors</i></p>	<ul style="list-style-type: none"> <li>• Effective team performance and management of deliverables.</li> <li>• Drive to promote good work ethic amongst team to aid performance.</li> </ul>
<p><b>Coordination</b> <i>Tasks are well coordinated, completed in a timely manner and have the right level of detail.</i></p>	<ul style="list-style-type: none"> <li>• Nomination of design coordinator.</li> <li>• Chair and lead all design meetings.</li> <li>• Primary responsibility for building set out drawings.</li> <li>• Coordinate CAD standards.</li> </ul>

## Architect and Engineer to Contract additional questions

<p><b>Adherence to respective guidelines</b> <i>Must comply with all relevant guidelines (NZCIC, DSNZ, DRP) as outlined in the scope.</i></p>	<ul style="list-style-type: none"> <li>• Provide relevant NZCIC checklist at the end of each design stage.</li> <li>• Submission of Design Review Checklist to the Ministry.</li> </ul>
<p><b>Coordination</b> <i>Tasks are well coordinated, completed in a timely manner and have the right level of detail.</i></p>	<ul style="list-style-type: none"> <li>• Nomination of design coordinator.</li> <li>• Chair and lead all design meetings.</li> <li>• Primary responsibility for building set out drawings.</li> <li>• Coordinate CAD standards.</li> </ul>

## Modular and Learning Support Modifications additional questions

<p><b>Handling of Variations</b> <i>Necessary changes being incorporated effectively and managed satisfactorily</i></p>	<ul style="list-style-type: none"> <li>• Keeping up with contract changes and awareness of current documents.</li> <li>• Time and cost effective solutions to variations, giving the Ministry good value for money.</li> </ul>
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