

PR04-503c KRAs KPIs and performance ratings

KRA	KPI	Definition	Considerations	0 - Met No Requirements	1 - Met Few Requirements	2 - Met Most Requirements	3 - Met Requirements (BAU)	4 - Exceeded Requirements
HEALTH, SAFETY & WELLBEING Commitment to positive health, safety and wellbeing outcomes for workers and others on site by focusing on hazard identification and risk assessment, implementation of appropriate control measures.	Health, Safety & Wellbeing	A risk-based approach to managing health, safety and wellbeing through reporting and continuous improvement	<ul style="list-style-type: none"> Health, Safety and Wellbeing Event reporting in AT's centralised system (EcoPortal) within required timeframes Implementation of Health, Safety and Wellbeing actions resulting from audits, inspections and incidents within allocated timeframes Compliance with AT's Health, Safety and Wellbeing Contractor Expectations. Implementation of appropriate lead indicators 	Deficient approach to managing health, safety and wellbeing leading to little to no reporting, a lack of continuous improvement 'and/or' serious incidents involving harm to employees or members of the public.	Significant deficiencies in meeting AT health and safety expectations, including: <ul style="list-style-type: none"> High rated events often not reported in required timeframe of as soon as practically possible. All events often not reported in AT centralised system by 9th of the following calendar month. Response to incidents is often poor with limited or no evidence of corrective actions being implemented within allocated timeframes. Poor compliance with general AT Health and Safety Contractor Expectations including risk management, resourcing and monitoring. 	Generally compliant with AT health and safety expectations, but have some areas for improvement, including: <ul style="list-style-type: none"> High rated events sometimes not reported in required timeframe of as soon as practically possible. All events sometimes not reported in AT centralised system by 9th of the following calendar month. Response to incidents is inconsistent with some evidence of corrective actions being implemented within allocated timeframes. Inconsistent compliance with general AT Health and Safety Contractor Expectations including risk management, resourcing and monitoring. 	Consistently meets AT's health and safety expectations, including: <ul style="list-style-type: none"> High rated events reported in required timeframe of as soon as practically possible. All events reported in AT centralised system by 9th of the following calendar month. Response to incidents shows a focus on learning and there was consistent evidence of corrective actions being implemented within allocated timeframes. Consistent compliance with general AT Health and Safety Contractor Expectations including risk management, resourcing and monitoring. 	Exceptional performance in health and safety that goes beyond regulatory requirements and AT health and safety expectations, including: <ul style="list-style-type: none"> High rated events reported in required timeframe of as soon as practically possible. All events reported in AT centralised system by 9th of the following calendar month. Response to incidents shows a focus on learning and evidence of corrective actions being implemented and monitored for effectiveness. Demonstrable evidence of technology and innovation being used to deliver improved HSW outcomes for workers and other people impacted by the work. Demonstrated performance that exceeded the requirements of AT Health and Safety Contractor Expectations including risk management, resourcing and monitoring.
	Safety in Design	Integrating control measures early in the design process to eliminate or minimise risks to health and safety throughout the lifecycle of the project	Adherence to AT Transport Design Manual	Zero integration of control measures to eliminate or minimise risks to health and safety throughout the lifecycle of the project.	Does not adhere to AT Transport Design Manuals, including: <ul style="list-style-type: none"> Reviews were often not undertaken at key project stages to inform design, constructability, operability, maintenance and / or decommissioning. Actions from reviews were often not implemented within allocated timeframes. Documentation from reviews was often not made available or often not used to inform design, constructability, operability, maintenance and / or decommissioning. 	Generally compliant with the AT Transport Design Manual but have some areas for improvement, including: <ul style="list-style-type: none"> Reviews were sometimes not undertaken at project stages to inform design, constructability, operability, maintenance and / or decommissioning. Actions from reviews were sometimes not implemented within allocated timeframes. Documentation from reviews was sometimes not made available or -sometimes not used to inform design, constructability, operability, maintenance and / or decommissioning. 	Consistently meets the requirements of the AT Transport Design Manual, including: <ul style="list-style-type: none"> Reviews were consistently undertaken at key project stages to inform design, constructability, operability, maintenance and / or decommissioning. Actions from reviews were consistently implemented within allocated timeframes. Documentation from reviews was made available and used to inform design, constructability, operability, maintenance and / or decommissioning. 	Goes beyond the requirements in the AT Transport Design Manual, including: <ul style="list-style-type: none"> Reviews were undertaken at the key project stages to inform design, constructability, operability, maintenance and / or decommissioning and consistently exceeded standards outlined in the AT Transport Design Manual. Actions from reviews were implemented within allocated timeframes and monitored for effectiveness. Documentation from reviews was made available and used to inform design, constructability, operability, maintenance and / or decommissioning with documented evidence of significant design changes to support improved outcomes for constructors, maintainers and road users. Demonstrable evidence of innovation being used to deliver improved design outcomes for constructors, maintainers and road users.
VALUE FOR MONEY Providing value for money project outcomes by delivering within agreed scope, time, cost and quality parameters.	Delivery to Agreeed Cost	Proactive management of the project budget	<ul style="list-style-type: none"> Accuracy of invoicing Change in final forecast cost from last month of invoicing Value of outstanding work and work in progress Age of cashflow updates and forecasts Management of estimated cost to complete 	Did not deliver project to agreed cost and the did not provide timely forecast updates, cost drivers, or credible recovery/mitigation actions.	Significant variance from agreed budget 'and/or' Financial reporting inadequate 'and/or' Spend at evaluation date higher than expected	Slight variance from agreed budget 'and/or' Financial reporting ok but some improvement needed 'and/or' Spend at evaluation date lower than expected	Minimal variance to agreed budget 'and/or' Financial reporting meets all requirements 'and/or' Spend at evaluation date as expected	No variance to agreed budget 'and/or' Financial reporting beyond all required concepts 'and/or' Spend at evaluation date exactly as expected
	On Time Delivery	Effective management to produce the required outputs on time	<ul style="list-style-type: none"> Progress delivery of project to the agreed timeline Develop solutions that aligns with priorities Delays flagged at the time they occur Identification of critical path and providing future view of the timeframe 	Delivery was not on time, with no reasonable explanation or effective management to meet agreed timelines.	Evaluation period milestone dates are being missed 'and/or' Project requires re-planning of target completion date 'and/or' Delivery significantly behind current schedule	Most agreed evaluation period milestone dates are being achieved 'and/or' Project requires milestone replanning to meet target completion date 'and/or' Delivery slightly behind current schedule	All agreed evaluation period milestone dates are being achieved 'and/or' Project is progressing as planned to meet target completion date 'and/or' Delivery on track to current schedule	All agreed evaluation period milestone dates have been delivered early 'and/or' Project is progressing to deliver early against target completion date
	Quality work	Standard and quality of output in relation to contractual requirements	<ul style="list-style-type: none"> Quality of output in relation to requirements in contract Time taken to identify, report and remediate defects or non-conformance Feedback and summary of audits (including Supplier audits, Safe System audits, Client audits and any independent audits) are responded to and any remediation work undertaken appropriately and within an acceptable timeframe. Time taken to close work packs after work is completed Design errors/omissions leading to changes in design Completeness of design Demonstrate proactive consideration of environmental impacts in project design and implementation. 	Quality of output in relation to contractual requirements was not as specified with little to no effort to remedy.	Outputs delivered have not met the required standards for the type of work undertaken 'and/or' Volume of quality exceptions noted within evaluation period deemed unacceptable and immediate remediation is required	Outputs delivered meet most of the required standards for the type of work undertaken 'and/or' Volume of quality exceptions noted within evaluation period is acceptable but some improvement is required	Outputs delivered meet all required standards for the type of work undertaken 'and/or' Volume of quality exceptions noted within evaluation period is acceptable and no corrective actions required	Outputs delivered go beyond the required standards for the type of work undertaken without increasing Time or Cost
	Scope and Risk Management	Risk management and any necessary changes being incorporated effectively and managed satisfactorily.	<ul style="list-style-type: none"> Variations flagged and resolved in a timely fashion Time and cost effective solutions to variations giving the Client good value for money Variations that occur in a contract in the last months Risks identified and proactively managed. Environmental and social risk identified and managed. 	Failure to identify risks sufficiently or mitigate known risks adequately, leading to issues that could have been prevented.	Insufficient identification and management of Risks leading to issue manifestation and impacts to project 'and/or' Unapproved changes to Scope have occurred that are impacting the project	Average identification and management of Risks with mitigations being incorporated 'and/or' Unapproved changes to Scope may have occurred but they have had no impact to project	Sufficient identification and management of Risks with mitigations being incorporated effectively and in a timely fashion 'and/or' No unapproved changes to Scope	Comprehensive and proactive identification, analysis and management of Risks with effective mitigations being built into project planning AND No unapproved changes to Scope
	Digital Engineering & Information Management	Leveraging technology to enhance collaboration and efficiency in project delivery and providing quality asset information.	<ul style="list-style-type: none"> Conformance with AT's requirements on the management and handover presentation requirements of information, documentation, and records, as well as methods of transition and handover. Improvements in project delivery attributed to digital engineering practices Documentation of cost data for Elemental Cost Database 	No use of technology across the project 'and/or' Does not meet information management requirements at all.	Inadequate use of technology across the project 'and/or' Does not meet information management requirements in a timely fashion	Some use of technology across the project that enabled efficiencies 'and/or' Generally meets information management requirements with some exceptions noted	Sufficient use of technology across the project to enable more efficient and effective outcomes 'and/or' Meets information management requirements in a timely fashion	Excellent use of technology across the project which enabled significant efficiencies and very effective outcomes 'and/or' Exceeded information management requirements
COLLABORATIVE BEHAVIOUR Demonstrating and reinforcing a collaborative working culture between suppliers, subcontractors and the client.	Collaborative Behaviour	Demonstrating and reinforcing a collaborative working culture between suppliers, subcontractors and the client.	<ul style="list-style-type: none"> Effort, focus and proactive management of risks, future issues and opportunities on the project Provides efficient and timely responses and exception reporting Documentation of lessons learned Facilitating and maintaining an open, constructive, trusting relationship Effective management of subcontractor relationships 	No collaborative efforts 'and/or' response to requests that materially impact the success of the project.	Lack of support in collaboration efforts 'and/or' Responses to requests unacceptable 'and/or' Sub-contractor relationships and performance requires immediate improvement	Some support of collaboration efforts 'and/or' Responses to requests require improvement 'and/or' Sub-contractor relationships and performance requires some improvement	Clear effort in supporting collaboration efforts 'and/or' Responding to requests in an acceptable and timely manner 'and/or' Effective management of sub-contract relationships and performance	Supplier driving collaboration efforts and proactive considerations outside of the contract 'and/or' Responding to requests in an acceptable and timely manner 'and/or' Effective management of sub-contract relationships and performance
COMMUNITY IN MIND Proactive consideration of impacts on neighbours, the travelling public, other stakeholders and Mana Whenua throughout the course of the project.	Local Community Mind	Proactive consideration of impacts on neighbours, other stakeholders and Mana Whenua throughout the course of the project.	<ul style="list-style-type: none"> How quickly complaints are managed % satisfaction with engagement, performance, collaboration and participation Demonstrate proactive consideration of community impacts in project design and implementation All timeframes in Comms and Stakeholder Engagement Plan achieved or exceeded 	Neither proactive nor reactive considerations of impacts affecting neighbours, stakeholders or Mana Whenua leading to client intervention to placate those stakeholders mentioned above.	Not adequately considering impacts on neighbours, other stakeholders and Mana Whenua 'and/or' Poor community satisfaction levels	Generally considering impacts on neighbours, other stakeholders and Mana Whenua 'and/or' Reasonable community satisfaction levels with some areas to be improved	Considering and responding to impacts on neighbours, other stakeholders and Mana Whenua effectively 'and/or' Acceptable community satisfaction levels	Exceptional neighbour, other stakeholder and Mana Whenua centric delivery 'and/or' Proactively addressing Community requirements 'and/or' High community satisfaction levels
	Travelling Public in Mind	Proactive consideration of impacts on the travelling public (including freight, emergency services and public transport) throughout the course of the project.	<ul style="list-style-type: none"> Demonstrate proactive consideration of community impacts in project design and implementation, including TTM How quickly complaints are managed % satisfaction with engagement, performance, collaboration and participation 	Travelling Public (including freight, emergency services and public transport) are severely impacted by the supplier's lack of consideration or mitigation when issues arise.	Not adequately considering impacts on Travelling Public (including freight, emergency services and public transport) 'and/or' Poor Travelling Public satisfaction levels	Generally considering impacts on Travelling Public (including freight, emergency services and public transport) 'and/or' Reasonable satisfaction levels for Travelling Public with some areas to be improved	Considering and responding to the impacts on Travelling Public (including freight, emergency services and public transport) effectively 'and/or' Acceptable satisfaction levels for Travelling Public	Exceptional management of impacts on Travelling Public (including freight, emergency services and public transport) 'and/or' Proactively addressing Travelling Public requirements 'and/or' High Travelling Public satisfaction levels
SUSTAINABILITY Making a lasting contribution to lifting sustainable performance.	Emissions & Waste Reduction	Commitment to sustainability by minimising environmental footprint and maximising construction efficiency	<ul style="list-style-type: none"> Determine baseline and measure progress against resource efficiency (emissions) and waste minimisation (consider the project tiers in the resource efficiency policy) Document sustainability initiatives and innovations 	No sustainability initiatives or innovation taking place 'and/or' complete lack of measurement of required variables.	Baseline not determined 'and/or' Unacceptable measurement of emission and waste reduction occurring 'and/or' Limited sustainability initiatives an innovation taking place	Baseline inaccurately determined 'and/or' Limited measurement of emission and waste reduction occurring 'and/or' Some sustainability initiatives an innovation taking place	Baseline effectively determined 'and/or' measurement of emission and waste reduction occurring 'and/or' Good sustainability initiatives an innovation taking place	Exceptional effort made to address emissions and waste reduction 'and/or' Excellent progress made across emissions & waste reduction efforts 'and/or' Innovation utilised to address emissions & waste reduction
	Sustainable Design	Embedding value for money environmentally friendly practices into the design process	<ul style="list-style-type: none"> Documented sustainability of materials and design Energy efficiency of designed products 	No consideration for sustainability in the design process.	Limited consideration for sustainability in the design process	Shows moderate progress in implementing sustainable (materials and energy efficiency) design practices however there are areas for improvement	Consistently incorporates sustainable (materials and energy efficiency) design practices into process and meets design standards	Goes above and beyond in its implementation of sustainable (materials and energy efficiency) design practices achieving outstanding results in reducing environmental impacts
	Supplier Diversity & Māori spend	Meaningful creation of environment for businesses to grow their expertise and experience and to thrive	<ul style="list-style-type: none"> Demonstrated meaningful and respectful engagement and support of local and smaller sub-contractors % of costs going to Local / Māori / Pasifika businesses % of costs going to Māori, Pasifika and/or local business 	No engagement / support of Local / Māori / Pasifika businesses, 'and/or' no costs going to Local / Māori / Pasifika businesses (with no reasonable explanation as to why).	Inadequate engagement / support of Local / Māori / Pasifika businesses, 'and/or' Limited costs going to Local / Māori / Pasifika businesses	Some engagement / support of Local / Māori / Pasifika businesses, 'and/or' Some costs going to Local / Māori / Pasifika businesses	Effective and respectful engagement / support of Local / Māori / Pasifika businesses, 'and/or' Reasonable costs going to Local / Māori / Pasifika businesses	Exceptional, meaningful and respectful engagement / support of Local / Māori / Pasifika businesses, 'and/or' Great costs going to Local / Māori / Pasifika businesses
	Quality Employment	Workforce development with a focus on training, equity, diversity and inclusion	<ul style="list-style-type: none"> Frequency and effectiveness of training and development Equity, Diversity & Inclusion (EDI) embedded in process and systems 	No delivery against planned workforce training and development 'and/or' Equity, Diversity & Inclusion (EDI) non-existent.	Limited delivery against planned workforce training and development 'and/or' Equity, Diversity & Inclusion (EDI) ineffective and not considered	Some delivery against planned workforce training and development 'and/or' Equity, Diversity & Inclusion (EDI) considered in processes and systems	Effective delivery against planned workforce training and development 'and/or' Equity, Diversity & Inclusion (EDI) embedded in processes and systems	Exceptional workforce development and EDI promoted through all process and systems
Sustainability Implementation Planning	Innovative ideas turned into reality in design and delivery; demonstrated culture of continuous improvement	<ul style="list-style-type: none"> Demonstrated culture of seeking and adopting of continuous improvement, including new methodologies, business practices and technologies Value gained and time saved by innovative ideas, methods and materials Adoption of industry best practice, including international and transfer from other projects and related industries 	No identification of continuous improvement across methodologies, practices and technology 'and/or' no time savings through innovation and adoption of best practice.	Limited identification of continuous improvement across methodologies, practices and technology 'and/or' Minor time savings through innovation and adoption of best practice	Some identification of continuous improvement across methodologies, practices and technology 'and/or' Some time savings through innovation and adoption of best practice and lessons learned	Effectively identifying and seeking continuous improvement across methodologies, practices and technology 'and/or' Demonstrated time savings through innovation and adoption of best practice and lessons learned	Exceptional effort identifying and implementing continuous improvement across methodologies, practices and technology 'and/or' Demonstrated time savings through innovation and adoption of best practice and lessons learned internationally	