



## **360 DEGREES PERFORMANCE APPRAISAL AND FEEDBACK MECHANISM SYSTEM**

### **Background**

The current Vendor Rating System (VRS) which was developed in January 2013 by the Road Development Agency only involves assessing the performance of vendors (Contractors and Consultants) by the client. However, the present Vendor Rating System is incomplete as long as our vendors are not accorded an opportunity to assess our performance in service delivery, which ultimately results in a 360 degrees appraisal and feedback mechanism. In this regard, the questionnaire was developed in order to give an opportunity to vendors to give views regarding RDA's own performance on its projects related to project and contract management. It is also intended to balance and complete the project performance appraisal by allowing vendors to appraise RDA's own performance in project management. Additionally, this process will give vendors an additional opportunity to also rate RDA's key personnel in the project cycle implementation. With this initiative, it is expected to enhance the quality of service given by the client to the vendors.

Finally, it will give RDA management insights on the behavior of its personnel on various projects and further opportunity for management to take corrective measures, where necessary. The key aspect of the questionnaire is also based on the perceived failures by the Agency to perform and fulfil its' contractual obligations associated with a particular project. Mostly such obligations are not done with the required efficiency either by the Agency or sometimes by the Project Engineer. The results of such actions has always negatively impacted on the performance of projects. With this questionnaire, Vendors will now be able to appraise the performance of the Project Engineers and the Client at large. The Management of the Agency will further take corrective measures from the appraisals and ensure that the vendors are given the desired support for effective performance on the projects.

### **General Information**

#### **(a) Contents of the Questionnaire**

The vendors will assess the Agency based on similar but slightly modified aspects of measurements in the VRS. These include: Scope Management, Time Management, Cost Management, Quality Management, Contract Management, Human Resource Management, Communication Management, Environmental, Health and Safety Management, Risk Management and General Assessment.

## **(b) Evaluation Procedure**

Vendors will be able to give feedback on the performance of the Agency and its staff involved in the administration of projects. This will be done either during the Vendor Rating Exercises carried out by the Agency or at any other time whenever it is desirable to get feedback from vendors. During the Vendor Rating exercise, once the evaluators from the Agency have assessed the vendors on a particular project, the vendors will similarly be given the applicable questionnaires to rate the Agency on its service delivery on various aspects of project management . On other times, the Agency will send by mail or other appropriate means of communication, the evaluation forms to selected vendors who will be required to respond within two (2) weeks after receipt of the request. The two assessments done by both the Agency and the vendors on any project will give a balanced insight on how the key personnel for both parties associated with the project are performing.

## **(c) Assessment Procedure**

Vendors will assess the performance of the client on the project by inserting X or ticking in an appropriate box using the following description: SA=Strongly Agree (5), A=Agree (4), Barely Agree=BA (3), Disagree=DA (2), Strongly Disagree=SD (0), NA=Not Applicable. By ticking or crossing in the adjacent box they will state their level of agreement or disagreement pertaining to a respect question under the aspects of measurement.

If they **disagree** (DA) or **Strongly Disagree** (SD) vendors will be required to:

- Provide comments for each respective question they are not in agreement with or they have lowly scored the Agency.
- Provide documentary evidence to avoid subjectivity and prejudice.

Finally, the questionnaire will be signed by the respondent in order to provide some degrees of authenticity

The Project Appraisal and 360 Degrees Feedback Mechanism of the RDA by Vendors Questionnaire is attached as Appendix A for reference.

**Approved by RDA Board on 18<sup>th</sup> November, 2016.**

**Appendix A: Questionnaire for Project Appraisal and 360 Degrees Feedback Mechanism of the RDA by Vendors.**



ROAD DEVELOPMENT AGENCY	
360 DEGREES PROJECT APPRAISAL AND FEEDBACK MECHANISM	
Name of the Firm:	Notes
Project/Contract Name:	
Date of Assessment:	
Scope of Works:	
Assessed by:	Indicate Name
Signature:	Sign after Assessing

Assess the performance of the client on the project ticking : SA=Strongly Agree (5), A=Agree (4), Barely Agree=BA(3), Disagree=DA(2), Strongly Disagree=SD(0), NA=Not Applicable. Ticking in the adjacent box kindly state your level of agreement or disagreement.

1.0 Scope Management		SA	A	BA	DA	SD	NA
<b>Item</b>	<b>Aspects of Performance</b>						
1.1	The client's identified scope of works for the project are appropriately and accurately defined to guarantee the benefits of the completed product.						
1.2	The client clearly communicates the scope of works at the beginning of the project, exactly defining what is required without creating different perceptions.						
1.3	The clients' ability and commitment to avoid scope creep for the successful completion of the project. The client sticks to the original scope as much as possible.						
1.4	The client's developed objectives on the project are clear identifying the work to be completed and creating a tracking and reporting system to gauge work progress by vendors.						
<b>Sub Total 1</b>							
<i>If you <b>Disagree</b> or <b>Strongly Agreed</b> provide comments below for each respective question you are not in agreement with or you have lowly scored the agency</i>							
2.0 Time Management							
<b>Item</b>	<b>Aspects of Performance</b>	<b>SA</b>	<b>A</b>	<b>BA</b>	<b>DA</b>	<b>SD</b>	<b>NA</b>
2.1	The client ensures strict adherence to deadlines when answering to claims. Provides constructive feedback early and as much often as possible.						
2.2	The clients' payments are made within the contract agreement period						
2.3	The client adequately facilitates, assists and addresses all requirements pertaining to vendor mobilization for the flow of the project. Such assistance may include work permits, entry & exit visas and any other documents or assistance appropriate for the project.						
2.4	The client emphasizes on improving the meetings and reduce the number of status meetings in addition to reducing their scheduled time. Decisions are reached without additional delays.						
<b>Sub Total 2</b>							
<i>If you <b>Disagree</b> or <b>Strongly Agreed</b> provide comments below for each respective question you are not in agreement with or you have lowly scored the agency</i>							
3.0 Cost Management							
<b>Item</b>	<b>Aspects of Performance</b>	<b>SA</b>	<b>A</b>	<b>BA</b>	<b>DA</b>	<b>SD</b>	<b>NA</b>
3.1	The client's BOQs were adequate and appropriate to minimize cost escalations						
3.2	The clients' budget and financial resource allocations and commitments are sufficient to minimize unnecessary interest claims on the project.						
3.3	The certificates are certified within time and the clients' payments are made (early) in accordance with contract clauses without affecting the cash flow problems for the other part.						
<b>Sub Total 3</b>							
<i>If you <b>Disagree</b> or <b>Strongly Agreed</b> provide comments below for each respective question you are not in agreement with or you have lowly scored the agency</i>							



4.0 Quality Management							
Item	Aspects of Performance	SA	A	BA	DA	SD	NA
4.1	The general specifications in the contract documents are clear and applicable to the project						
4.2	The specifications of Particular Application in the contract documents are clear without any ambiguities with the BOQs						
4.3	The client clarified on quality of works expected on the project and continues to provide continuous advice for improvements						
4.4	The client welcomes comments and suggestions from project stakeholders for process improvement and recognizes best performers while punishing bad performers.						
4.5	The absence of the clients' organization barriers that remove effectiveness, efficiency and continuous improvement of work related processes.						
4.6	Quality of provided project documents and files from the client is adequate and does not provide any room for ambiguities in achieving the best quality on the project.						
4.7	The client welcomes comments and suggestions from project stakeholders for process improvement and recognizes best performers while punishing bad performers.						
4.8	The client allows for alternative solutions to solve quality related problems on the project						
<b>Sub Total 4</b>							
<i>If you <b>Disagree</b> or <b>Strongly Agreed</b> provide comments below for each respective question you are not in agreement with or you have lowly scored the agency</i>							
5.0 Contract Administration							
Item	Aspects of Performance	SA	A	BA	DA	SD	NA
5.1	The contract documentations are clear and understandable without any ambiguities or sources of conflict between the parties.						
5.2	The client fully surrenders project controls to the supervisor reducing bottlenecks in management of the project.						
5.3	The client actions do not create surprises on the project. Surprises that can lead to bad news: canceled projects, late delivery, cost overruns, dissatisfied customers, outsourcing, termination, and unemployment.						
5.4	The client has created a positive environment on the project with team members to achieve expectations on the performance of the project. Decision-making and problem resolution is all-inclusive.						
5.5	The client has provided mechanisms to insulate the project team from unnecessary interference while ensuring that the project team receives the prominence and support that it requires for the successful performance of the project.						
5.6	The client focuses on the goal of the project stimulating creativity in pursuit of a successful project solution, and allows processes to flow freely at the hands of project teams.						
5.7	The client regularly provides contractual parameters, processes and support for the project to succeed in a win-win situation.						
5.8	The client's handling and management of subcontractors/consultants is appropriate practical and effective in an efficient manner for the success of the project						
<b>Sub Total 5</b>							
<i>If you <b>Disagree</b> or <b>Strongly Agreed</b> provide comments below for each respective question you are not in agreement with or you have lowly scored the agency</i>							



6.0 Clients' Project Key Personnel							
Item	Aspects of Performance	SA	A	BA	DA	SD	NA
6.1	Is able to address and solve problems within the team, as well as those that occur outside the team and within his jurisdiction						
6.2	Is Determined to Drive the project by leading by example, and motivating all concerned team members to accomplish the goals of the project						
6.3	The desk officer is honest, direct, straight forward, and knowledgeable in all dealings with people and with the project team members. Does not conceal or avoid problems but escalate those beyond the project team to the highest level without delay. Does not make commitments he can not be delivered.						
6.4	Has a positive attitude, even when there are substantial difficulties, problems, or project obstacles.						
6.5	Manage relationships among project teams by using an adequate, direct yet complete and formal way that compliments a respected and productive relationship						
6.6	Project Engineer is very effective and has clearly defined what is expected of team members to successfully perform the project. Definitions done and confirmed in writing and agreement from team members done leaving no room for problems later.						
6.7	Demonstrate leadership through work ethics, integrity, and motivation						
6.8	The client's project engineer works with project team to set requirements and schedules						
6.9	The client's project Engineer is proactive in the preparation of the project work schedules and updating the schedules, providing guidance with clients' needs.						
6.10	Manage the project staff by creating an environment conducive to the delivery of the project.						
6.11	Technical Skills & Competence: The client's personnel on the project have the technical knowledge and skills needed to do their jobs. They need less technical skills empowerment or training than they already						
6.12	The client's Project Engineer, analyzes test results and compares with the products, makes sound recommendations, understands and recognizes the needs of the client , can communicate the fundamental requirements to others, and uses technical team resources to resolve or avoid any quality related problems.						
<b>Sub Total 6</b>							
<i>If you <b>Disagree</b> or <b>Strongly Agreed</b> provide comments below for each respective question you are not in agreement with or you have lowly scored the agency</i>							
7.0 Communications Management							
Item	Aspects of Performance	SA	A	BA	DA	SD	NA
7.1	The client attends to major milestone meetings and encourages the team to frequently connect with other project team participants.						
7.2	The clients' communications is mainly focused on the relevance of the project to achieve its goals. It is focused on properly crafted and appropriate high-level and clear message on salient issues .						
7.3	The client's documentations (contract documents) clarify the respective roles and accountabilities of each party with minimal ambiguities.						
7.4	The client guides the project teams to define communication needs and to evaluate and improve towards effective communication over the course of the project.						
7.5	The client adequately partners with end users (work with project sponsors and other stakeholders) to communicate progress and direction of the project by achieving goals, reaching targets, solving problems, mitigating risks.						
<b>Sub Total 7</b>							
<i>If you <b>Disagree</b> or <b>Strongly Agreed</b> provide comments below for each respective question you are not in agreement with or you have lowly scored the agency</i>							



8.0 Environmental, Health and Safety Management							
Item	Aspects of Performance	SA	A	BA	DA	SD	NA
8.1	The client provides adequate assistance on environmental management on the project.						
8.2	The client provides clear and accurate information on environmental management and the contract documentations are clear on environmental management issues.						
8.3	The clients efforts on development and promotion of a green environment on the project.						
8.4	The clients' stipulated environmental procedures/systems are not difficult to implement and follow standard and acceptable environmental management systems.						
8.5	The client has clearly stated specific environmental performance criteria to achieve with defined goals and commitments and allows vendors to determine what Environmental Management Systems is right for their organization.						
8.6	Clients personnel wear PPEs as an example to vendors						
<b>Sub Total 8</b>							
<i>If you <b>Disagree</b> or <b>Strongly Agreed</b> provide comments below for each respective question you are not in agreement with or you have lowly scored the agency</i>							
9.0 Risk Management							
Item	Aspects of Performance	SA	A	BA	DA	SD	NA
9.1	The clients' documentations and actions on the project lowers the possibility of creating risks to either part on the project.						
9.2	The client's ability to make informed decisions regarding management of potential negative effects of risks and take advantage of potential opportunities.						
9.3	The clients' ability to direct resources to mitigate risks of greatest significance or impact						
9.4	The client appropriately and timely involves stakeholders in risk management to get diverse views.						
9.5	The clients' organizational efficiencies through avoiding 'surprises'						
<b>Sub Total 9</b>							
<i>If you <b>Disagree</b> or <b>Strongly Agreed</b> provide comments below for each respective question you are not in agreement with or you have lowly scored the agency</i>							
10.0 General Assessment							
Item	Aspects of Performance	SA	A	BA	DA	SD	NA
10.1	Problem Resolution and Customer Focus—The Agency delivers constructive qualitative feedback to customers, meets deadlines.						
10.2	The client's creation of a positive organizational culture in which all stakeholders understand their role in contributing to the achievement of the project objectives.						
10.3	The client provides clear guidelines on Public/Stakeholders Relations and management						
10.4	Integrity and ethical conduct of the client is appropriate. Clients ability to operate professionally						
10.5	The general assistance and directives from the client has been helpful						
<b>Sub Total 10</b>							
<i>If you <b>Disagree</b> or <b>Strongly Agreed</b> provide comments below for each respective question you are not in agreement with or you have lowly scored the agency</i>							