

<b>CORPORATE AND FINANCIAL SERVICES POLICY SECTION 2</b>	<b>2.1.1. PERFORMANCE MANAGEMENT FOR CONTRACTED SERVICES</b> Page 1/2
Effective Date: Full Policy Review July 2/14 CM Res.14-07-12	Revised: December 15, 2020 CM Res.

## **PURPOSE**

To ensure that contractors are held accountable for services rendered and to assist employees in making effective purchasing decisions, performance evaluations serve the following purposes:

- To formally discuss the relationship between Wheatland County and the contractor
- To relate performance to roles, responsibilities, authority, and duties as defined within the project description and terms of reference
- To review contract objectives, accomplishments, and identify where performance can be improved for the benefit of the County
- To determine if the contractor is suitable to undertake future opportunities in Wheatland County
- To determine if corporate objectives were achieved
- To offer a record of interactions with contractors to benefit future procurement activities and decisions

## **POLICY**

All contracted services shall be reviewed using the performance management system described in this policy for contracted services annually, or in the case of shorter duration projects, at the conclusion of the project. Performance evaluation will consider the core competencies of accountability, customer focus, teamwork, communication, values, ethics, quality of work, and timeliness.

Performance evaluation forms will be kept on record in accordance with Wheatland County's Record Retention and Disposition Bylaw. If in alignment with trade agreements and included in bid documents, evaluation forms shall be accessible to employees for the purpose of reviewing service delivery history for a particular kind of service and reviewing the past performance of service providers seeking new contracts or contract renewal with Wheatland County.

This policy applies only in instances where a service is provided to the County requiring the work of a contractor. It does not apply to the purchase of goods from suppliers where no further work is required from the vendor aside from providing and/or physically delivering the good to the County.

## **DEFINITIONS**

**“Contracted Service”** refers to a service provided to Wheatland County by a third party where a commitment has been made by Wheatland County for procurement of deliverables from that third party by means of an agreement, whether the agreement is

verbal, written, contractual or otherwise and made in accordance with Wheatland County's Procurement Policy for Goods and Services.

**“Services”** refers to all intangible services provided by third parties, including construction.

## **RESPONSIBILITIES**

All employees responsible for the management of contracted services at Wheatland County shall review the performance of the contracted service provider annually, or at project completion for shorter-duration projects, using the Performance Evaluation Form in Schedule A or B. This requirement does not apply to contracted services valued at under five-thousand dollars (\$5,000) annually as per the Low-Value Procurement section of the Procurement Policy 2.1.

Employees responsible for purchasing decisions valued at over five-thousand dollars (\$5,000) annually shall review performance evaluation form records for any pertinent information prior to awarding a contract and consider the outcome of previous performance reviews of a contractor's work at Wheatland County in decision-making.

Prior to a purchasing decision, employees must ensure that consideration of the performance evaluation is in compliance with trade agreements, the RFx process and Procurement Policy 2.1.

Wheatland County employees responsible for records management will facilitate a process for ease of storage and retrieval of performance evaluation form records by employees undertaking procurement activities.

## **REFERENCES**

### **Policies**

- 2.1 Procurement Policy

### **Bylaws**

- 2018-23 Records Retention and Disposition Bylaw

## **2.1.1. PERFORMANCE MANAGEMENT FOR CONTRACTED SERVICES**

### **PROCEDURE FOR ADMINISTRATION**

#### **A. Performance Evaluation of Services**

The employee acting as main point of contact for a contracted service provider is the “primary evaluator,” and will evaluate the services provided at the end of each calendar year or at project completion for shorter term projects. This employee is responsible for notifying the contracted service provider of the evaluation process and providing a copy of the evaluation form to the main point of contact at the contracted company upon completion. The primary evaluator may decide whether to use the simple or complex project performance evaluation form included in Schedules A and B, depending on the nature of the project or service provided.

Where multiple Wheatland County employees have also had significant contact with a contracted service provider or been impacted by the outcome of their work, the primary evaluator is expected to create an “evaluation team” made up of these individuals for the purpose of arriving at collective review results. This could be accomplished by asking each member of the evaluation team to complete an evaluation form and averaging the results or discussing to arrive at consensus.

When the evaluation form is complete, a copy must be provided to the contracted service provider. If the provider receives a “Below Standard” rating on any of the rated criteria on the evaluation form, the primary evaluator is expected to offer to meet with or call the contracted service provider to discuss performance issues and determine the corrective action that will be taken to rectify and avoid recurrence of the performance issues identified. The outcome of this discussion must be summarized and included with the evaluation report. The primary evaluator may consider any comments or explanations provided by the contracted service provider in finalizing the performance evaluation. An evaluation team should be made aware of any changes. The primary evaluator will then sign the completed performance evaluation form and share with the department General Manager for their awareness.

To complete the process, the primary evaluator must submit the evaluation report to Wheatland County’s records management for filing.

#### **B. Procurement of Services**

Employees making a purchasing decision should request records management to provide performance evaluation forms that have been filed for each contracted service provider that submit a bid, quote, tender, or proposal. Any records of past performance with Wheatland County should be considered in the evaluation process, which could result in influence on scoring, or exclusion of a contracted service provider based on significant or persistent deficiencies in past performance is at the discretion of a department General Manager.

Prior to a purchasing decision, employees must ensure that consideration of the performance evaluation is in compliance with trade agreements, the RFX process and Procurement Policy 2.1.

**C. Records Management**

When performance evaluation forms are submitted, records management will ensure the records can be reproduced for future use by all employees upon request.

**D. Disclosure of Results to Others**

The content of any performance evaluation form may be disclosed internally across departments; however, permission must be obtained in writing from the contractor to send externally.

**DOCUMENT OWNER**

Chief Administrative Officer

**ADDENDUM TO 2.1.1 PERFORMANCE MANAGEMENT FOR CONTRACTED  
SERVICES**

**SCHEDULE A – SIMPLE PROJECT PERFORMANCE EVALUATION FORM**

<b>Wheatland County Contracted Service Performance Evaluation</b> <i>Simple Project or Service</i>		
Company Name		Evaluation Date
Primary Evaluator/Evaluation Team		
Start Date	Length of Term	Contract Amount
Description of Work		
Primary Contracted Service Provider Point of Contact		Address, Phone, Email
<b>Evaluation Criteria</b>	<b>Standard Expectation</b>	<b>Below, Met, or Above Standard</b>
<b>Scheduling</b>	Project was completed according to agreed-upon schedule with no significant or avoidable delays.	
<b>Budget</b>	Project was completed within agreed-upon budget with no unforeseen or unplanned costs.	

<b>Safety</b>	Contracted service provider upheld Wheatland County's safety standards through-out the duration of the project or service without incident.	
<b>Quality of Product</b>	The quality of the product or service provided met the expectations agreed-upon at contract initiation.	
<b>Communication</b>	Contracted service maintained contact with Wheatland County as necessary and was available and responsive to requests and inquiries.	
<b>Overall Project or Service</b>	<i>Overall rating granted with consideration of the five criteria ratings given above.</i>	

Wheatland County Comments

Is re-hire of the service provider recommended based on the overall rating?

Yes

No

**Primary Evaluator Confirmation**

I have evaluated the contracted service provider's performance and have provided a fair and objective rating to each of the evaluation criteria. I have notified the contracted service provider of the performance ratings and provided them with a copy of this performance evaluation report.

\_\_\_\_\_  
Primary Evaluator Signature

\_\_\_\_\_  
Date

Contracted Service Provider Comments

**Below Standard Rating Addendum**

*If a "below standard" rating was given and discussed with the contracted service provider, please summarize the content of the discussion and provide them with an updated copy of this form.*

**ADDENDUM TO 2.1.1. PERFORMANCE MANAGEMENT FOR CONTRACTED  
SERVICES**

**SCHEDULE B – COMPLEX PROJECT PERFORMANCE EVALUATION FORM**

<b>Wheatland County Contracted Service Performance Evaluation</b> <i>Complex Project or Service</i>			
Company Name		Evaluation Date	
Primary Evaluator/Evaluation Team			
Start Date	Length of Term	Contract Amount	
Description of Work			
Primary Contracted Service Provider Point of Contact		Address, Phone, Email	
<b>Section A. Contract Performance</b>	Below Expectations	Meets Expectations	Above Expectations
<b>Scheduling:</b> Deliverables were effectively scheduled and completed in accordance with agreed-upon project timelines. No unnecessary delays were experienced, and any necessary changes to project timelines were communicated and agreed upon between the County and service provider in a timely manner.			

<b>Budget:</b> Expected budgets for deliverables were adhered to with no unexpected expenses. Changes to budget, when necessary, were fully communicated and agreed upon between the County and service provider in a timely manner.			
<b>Adaptability:</b> Service provider was reasonably flexible to changes required by Wheatland County and effectively managed new or changing situations to ensure that deliverables would be completed within timeline, budget and/or quality parameters in communication with the County.			
<b>Final Product or Service Quality:</b> The overall product or service provided met the quality expectations of the contract and achieved the intended benefit to the County that was desired for the project or year.			
Overall Contract Performance			
Contract Performance Comments:			
<b>Section B. Work Performance</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Above Expectations</b>
<b>Quality of Day-to-Day Work:</b> The consistent quality of work and level of care shown towards deliverables remained high throughout the duration of the year or project. Quality was monitored to ensure alignment with project expectations.			
<b>Communication:</b> Service provider clearly, effectively, and consistently communicated with Wheatland County, keeping them well-informed of progress, setbacks, and any other necessary information. Service provider was available and responsive to questions and inquiries in a timely manner and demonstrated effective written and verbal communication skill.			



<b>Knowledge:</b> The service provider had the knowledge and expertise necessary to complete all deliverables to the standard expected. They demonstrated an accurate understanding of all requirements for effective completion of the work.			
<b>Time Management:</b> Workload and priorities were effectively managed with all deliverable deadlines being met. Where necessary, service provider was able to manage multiple priorities and keep all deliverables on track. Progress was monitored to ensure alignment with project schedules.			
Overall Work Performance			
Work Performance Comments:			
<b>Section C. Personnel Performance</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Above Expectations</b>
<b>Safety:</b> Service provider demonstrates strong adherence to health and safety principles and maintained Wheatland County's standard for safe work. Work was incident-free or any incidents were handled in accordance with all applicable regulations in close communication with Wheatland County and in accordance with our processes.			
<b>Attitude:</b> Service provider contract team all worked effectively with Wheatland County employees and other contractors to achieve deliverables. Behavior portrayed was respectful, positive, loyal, helpful, and cooperative. Service provider enthusiastically completed work towards deliverables as required.			

<b>Responsibility:</b> Service provider recognized duties required and accepted responsibility for their completion and accuracy. If mistakes were made or difficulties encountered, service provider accepted responsibility and acted immediately to correct problems.			
<b>Leadership:</b> Service provider lead contact established a strong contractor team and was able to keep all members on track towards meeting Wheatland County's objectives.			
<b>Reliability:</b> Service provider was dependable, instilling complete confidence that deliverables would be completed on time without need for Wheatland County to keep tabs on progress. Accurate billing records and timely invoicing were provided with no need for dispute.			
Overall Personnel Performance			
Personnel Performance Comments:			
<b>Overall Project or Service Summary</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Above Expectations</b>
This final overall rating is granted with consideration of the three overall section ratings given above.			
Wheatland County Overall Comments			
Is re-hire of the service provider recommended based on the overall rating?	Yes	No	

**Primary Evaluator Confirmation**

I have evaluated the contracted service provider's performance and have provided a fair and objective rating to each of the evaluation criteria. I have notified the contracted service provider of the performance ratings and provided them with a copy of this performance evaluation report.

\_\_\_\_\_  
Primary Evaluator Signature

\_\_\_\_\_  
Date

Contracted Service Provider Overall Comments

**Below Standard Rating Addendum**

*If a "below standard" rating was given and discussed with the contracted service provider, please summarize the content of the discussion and provide an updated copy of this form.*