







**Performance Feedback Templates**

<b>REPORT 1</b>		<b>Element 4 Template - DOCUMENTATION</b>							
<b>Poor</b>		<b>Mediocre</b>		<b>Adequate</b>		<b>Good</b>		<b>Excellent</b>	
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Client Requirements</b> Failed to understand or clarify client requirements. No attempts made to influence original requirements.		Poor understanding of client requirements. Minimal attempts made to influence original requirements.		Processes in place that led to a reasonable understanding of and reduction in customer's original requirements.		Good liaison with client that achieved a full understanding and rationalisation of customer's original requirements.		Proactive liaison with client, ability to influence requirements, proposed mutually beneficial improvements that led to major reductions to original requirements.	
<b>Documentation Management</b> Lack of document management process. Unable to provide documentation without significant customer intervention. Lack of understanding of the importance of documentation to a contract.		Inefficient process for the management of documentation. Provided documentation only with customer intervention. Provision of documentation considered of little significance to the completion of a contract.		Adequate process for the management of documentation with minimal customer intervention. Documentation considered as being important to the completion of a contract.		Satisfactory document management process requiring no customer intervention. Documentation considered as a critical aspect of contract completion.		Proactive approach to document management with the ability to improve the efficiency and effectiveness of the process for both parties. Documentation considered of fundamental importance to all aspects of a contract.	
<b>Documentation Quality</b> Documentation was not always supplied or made available as agreed and contained many errors or serious omissions. Resulting remedial action was poor.		Documentation supplied or made available contained a number of errors requiring significant remedial action.		Documentation supplied or made available generally contained a small number of minor errors. Remedial action generally satisfactory.		Documentation supplied or made available was mostly complete and error free. Minimal or no remedial action required.		Documentation supplied or made available was complete and error free. Presentation excellent and extremely user friendly.	
<b>Timely Delivery</b> Major documentation delays. Needed an unacceptable level of support to achieve delivery schedules.		Documentation delays. Needed a high level of support to achieve delivery schedules.		Needed some purchaser support to achieve timely delivery schedules.		No significant delays requiring only minimal support to achieve delivery schedules.		Proactive approach resulting in all agreed documentation delivery schedules being met and improved wherever possible.	
<b>Support Documentation</b> Totally inadequate after sales supporting documentation for operations and maintenance.		Poor supporting documentation for operations and maintenance which is not user friendly.		Adequate supporting documentation for operations and maintenance but could be more user friendly.		Good quality supporting documentation for operations and maintenance which is user friendly.		Excellent supporting documentation for operations and maintenance which is totally user friendly.	
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<b>REPORT 1</b>		<b>Element 6 Template - SUPPLIER MANAGEMENT</b>							
<b>Poor</b>		<b>Mediocre</b>		<b>Adequate</b>		<b>Good</b>		<b>Excellent</b>	
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Supply Chain Management</b> Supply chain management was poor. Required significant customer intervention.		Supply chain management needs to be improved. Required customer intervention.		Supply chain management was considered adequate requiring minimal customer intervention.		Good supply chain management demonstrated without customer intervention.		Excellent supply chain management throughout.	
<b>Market Place Knowledge</b> Little or no market place knowledge demonstrated for sub-supplier/contractor selection.		Some market place knowledge demonstrated for sub-supplier/contractor selection.		Able to demonstrate adequate market place knowledge for sub-supplier/contractor selection.		Able to demonstrate good market place knowledge for sub-supplier/contractor selection.		Demonstrated excellent market place knowledge for optimum sub-supplier/contractor selection.	
<b>Selection</b> Inadequate basis for selection. Virtually no reference to sub-supplier/contractor performance records.		Selection criteria not always appropriate. Minimal reference to sub-supplier/contractor performance records.		Adequate selection of sub-supplier/contractor. Better use of sub-supplier/contractor performance records possible.		Effective selection of sub-supplier/contractor utilising comprehensive records of sub-supplier/contractor performance.		Maintains and makes maximum use of superior sub-supplier/contractor performance records or has access to comprehensive sub-supplier/contractor databases.	
<b>Progress Monitoring</b> Sub-supplier/contractors not effectively expedited and lack of appropriate verification activity.		Insufficient monitoring of progress or quality.		Adequate monitoring of progress and quality.		Progress and quality closely and effectively monitored and controlled.		Proactive in monitoring of progress or quality enables pre-emptive approach to potential problems.	
<b>Control and Co-operation</b> Supplier failed to intervene effectively when sub-supplier/contractor's performance seriously affected the work.		Intervention by supplier only partially effective sub-supplier/contractor's performance was seriously affecting the work.		Co-operation between the supplier and sub-supplier/contractor resulted in minimal need for intervention.		Supplier and sub-supplier/contractor worked well together to meet all requirements.		Professional cost-effective relationship developed with commitment from supplier and sub-supplier/contractor. Problems are addressed quickly and requirements all met or improved on where possible.	
<b>Improvement</b> No initiatives to actively promote improvements in sub-supplier/contractor performance.		Limited attempts to promote improvements in sub-supplier/contractor's overall performance. Minimal success.		Attempts to promote improvements sub-supplier/contractor's overall performance reasonably effective.		Success of initiatives to generate improvements in sub-supplier/contractor performance clearly demonstrable.		Proactive and comprehensive initiatives to stimulate improvements have resulted in enhanced sub-supplier/contractor performance.	
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<b>REPORT 1</b>		<b>Element 8 Template - HEALTH AND SAFETY</b>							
<b>Poor</b>		<b>Mediocre</b>		<b>Adequate</b>		<b>Good</b>		<b>Excellent</b>	
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Safety Culture</b> No evidence of commitment from senior management for developing and promoting a safety culture.		Limited commitment by senior management to develop and promote a safety culture throughout the organisation.		Senior management accept need to further develop a safety culture.		Positive commitment demonstrated by senior management with a Health and Safety culture in place.		Safety culture well developed with all levels of management demonstrating a positive commitment to Health and Safety issues.	
<b>Communication</b> No formal or informal communication processes for Health and Safety matters.		Limited communication processes for Health and Safety matters to a limited number of personnel.		Processes for communication of essential Health and Safety matters in place.		Actively communicates Health and Safety matters.		Proactively communicates and involves staff in Health and Safety matters.	
<b>Training</b> General lack of training and awareness.		Limited training and awareness.		Adequate training and awareness.		Safety training and awareness evident and integrated in the performance of work.		Proactive in identifying and delivering appropriate training and awareness programmes to all levels of staff.	
<b>Risk Assessment</b> No risk assessments undertaken.		Risk assessments not comprehensive or fully effective.		Effective and appropriate risk assessments for all tasks related to the work programme.		Effective risk management established. Comprehensive method statements produced.		Proactive in carrying out risk management with a workforce well versed and competent in applying the principles.	
<b>Sub-supplier/contractor Control</b> Little or no control over sub-supplier/contractor's Health and Safety impacts.		Limited control over sub-supplier/contractor's Health and Safety impacts.		Control over sub-supplier/contractor actions that have a potentially high Health and Safety impact considered adequate.		Effective involvement with sub-supplier/contractors to minimise the impact their actions may present to Health and Safety.		Proactive and continual involvement with sub-supplier/contractors in successfully controlling the impact their actions may present to Health and Safety.	
<b>Safety Performance</b> Poor performance. Accident levels significantly exceed industry levels. No performance monitoring.		Mediocre performance. Accident levels exceed industry levels. Some performance monitoring but data not used.		Performance acceptable. Accident levels at industry level. Performance monitoring used to identify improvement.		Good performance. Accident levels better than industry levels. Performance monitoring good and with performance improving as result of company initiatives.		Excellent performance. Accident levels significantly better than industry levels. Proactive monitoring identifying new initiatives to maintain performance levels.	
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<b>REPORT 1</b>		<b>Element 9 Template – ENVIRONMENT</b>							
<b>Poor</b>		<b>Mediocre</b>		<b>Adequate</b>		<b>Good</b>		<b>Excellent</b>	
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Environmental Culture</b> No evidence of commitment from senior management for developing and promoting an environmentally responsible culture.		Limited commitment by senior management to develop and promote an environmentally responsible culture throughout the organisation.		Senior management accept need to further develop an environmentally responsible culture.		Positive commitment demonstrated by senior management with environmentally responsible culture in place.		Environmental culture well developed with all levels of management demonstrating a positive commitment to environmental issues.	
<b>Control</b> No formal control in place to manage environmental matters, effects or compliance.		Limited controls in place to manage some environmental matters, effects or compliance e.g. discharges, emissions and waste.		The controls in place to manage environmental matters, effects and compliance considered adequate.		Effective controls in place to manage environmental matters, effects and compliance e.g. discharges, emissions and waste.		Well-developed controls over all environmental matters. Compliance requirements clearly exceeded.	
<b>Communication</b> No formal or informal communication processes for environmental matters.		Limited communication processes for environmental matters to a limited number of parties.		Processes for communication of essential environmental matters in place.		Actively communicates environmental matters.		Proactively communicates and involves staff in environmental matters.	
<b>Training</b> General lack of training and awareness.		Limited training and awareness.		Adequate training and awareness.		Environmental training and awareness evident and integrated in the performance of work.		Proactive in delivering appropriate training and awareness programmes.	
<b>Sub-supplier/contractor Control</b> Little or no control over sub-supplier/contractor's environmental impact.		Limited control over sub-supplier/contractor's environmental impact.		Control over sub-supplier/contractor actions that have a high potential for environmental impact considered adequate.		Effective in involving sub-supplier/contractors in the environmental impact their actions may have.		Proactive in involving sub-supplier/contractors in the environmental impact their actions may have.	
<b>Environmental Performance</b> Poor performances with no capture, recording or analysis of performance information.		Mediocre performance with some performance data logged but not used and ineffective measurement or improvement in performance.		Performance acceptable with performance information used to identify improvement.		Performance good and improving as result of company initiatives and use of recorded data.		Continued good performance, proactive in identifying new initiatives to maintain and improve performance using recorded data.	
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<b>REPORT 1</b>		<b>Element 12 Template - ORGANISATION</b>							
<b>Poor</b>		<b>Mediocre</b>		<b>Adequate</b>		<b>Good</b>		<b>Excellent</b>	
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Organisational Support</b> Inadequate project and corporate organisation and support.		Unsatisfactory level of project and corporate supports.		Adequate project and corporate support.		Good project and corporate support when needed.		Excellent corporate, functional and project support available and proactive at all times.	
<b>Resources</b> Too few resources lacking in defined authority, responsibility, and team spirit.		Resources stretched and lacking authority, responsibility, and team spirit.		Sufficient number of resources with defined authority, responsibility, and team spirit.		Focused resources with good team spirit and communication.		Professional, empowered and flexible organisation always proactive in matching work demands.	
<b>Motivation and Enthusiasm</b> Workforce has little motivation and enthusiasm in performing their tasks.		Workforce could be more motivated and enthusiastic in performing their tasks.		Workforce appears reasonably motivated and enthusiastic in performing their tasks.		Workforce is well motivated and enthusiastic in performing their tasks.		Workforce is highly motivated and enthusiastic in performing their tasks.	
<b>Guidance</b> No guidance resulting in personnel not being managed and/or supervised.		Limited guidance resulting in personnel being insufficiently managed and/or supervised.		Sufficient work instructions and supervision provided.		Good guidance and supervision to ensure requirements met.		Well-organised and excellent availability of supervision, guidance and information.	
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<b>REPORT 1</b>		<b>Element 14 Template - COMMERCIAL MANAGEMENT</b>							
<b>Poor</b>		<b>Mediocre</b>		<b>Adequate</b>		<b>Good</b>		<b>Excellent</b>	
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Cost Control</b> General lack of budget and cost controls.		Deficiencies in budget and cost controls.		Adequate budget and cost controls.		Efficient budget and cost controls.		Comprehensive and effective budget and cost controls.	
<b>Financial Management</b> Did not meet all cash calls or pay sub-supplier/contractors in a timely manner. Could not fund contract satisfactorily and required significant purchaser intervention.		Occasionally hard pressed to meet cash calls or pay sub-supplier/contractors in a timely manner. Needed some purchaser financial intervention.		Cash calls and payments to sub-supplier/contractors generally met on time with minimal purchaser intervention.		Cash calls and payments to sub-supplier/contractors forecast accurately and met on time.		Authorised funding and effective forecasting used to secure advantageous terms.	
<b>Billing and Payments</b> Billing and payments system frequently error prone and late.		Isolated errors and delays in billings and/or payments.		Adequate billings and payments made within agreed timescales.		Billings and payments accurate and prompt.		Excellent system for billings and payments.	
<b>Claim Handling</b> Unable to process changes and/or claims in a timely manner.		Slow in dealing with changes or claims.		Dealt with changes and claims so that work progress was not affected.		Promptly dealt with changes and claims.		Proactively dealt with all changes to mutual benefit and settled claims promptly.	
<b>Terms and Conditions</b> Major problems in considering terms and conditions.		Reluctant to consider terms and conditions already accepted by others.		Prepared to consider terms and conditions already accepted by others.		Accepts terms and conditions already acceptable to others.		Positive approach to accepting terms and conditions.	
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