

# Contractor Performance Rating (CPR) Pilot Update

MTO-ACECO Contract Administration  
Subcommittee Meeting

November 12, 2024

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Transportation Infrastructure  
Management Division

# Overview

1. Purpose
2. Background
3. CPR pilot findings
4. Recommendations
5. Next steps

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The purpose of this presentation is to provide an update on the Contractor Performance Rating pilot (for rated contracts).

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# Background for new CPR

## Why is a new CPR system required

- ORBA concerns with MTO's existing CPR system: too subjective, includes double counting, and does not consider the scope and duration of contracts.
- MTO internal review noted that the existing CPR system was too cumbersome and time consuming to complete.
- MTO and ORBA worked on a new CPR workbook, piloted in 2017 to Spring 2024.
- **Goal of CPR pilot:** was to address ORBA and MTO's concerns and look at streamlining the CPR.

## New CPR workbook (pilot):

- Conversion from subjective to objective scoring.
- Form Bs have been eliminated and replaced with a simplified referencing system.
- Simplified evaluation questions: Yes/No, Check boxes, Lists.
- Deducting points rather than adding and all contracts will start with 100 points.
- Automation of processes in CPR pilot workbook

# About the new CPR workbook



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# Original Workbook

## General Contract Information

Contract #

Contractor

Consultant CA Company

Date Contract Completed

YYYY	MM	DD

Date Rating Completed

YYYY	MM	DD

Note:

the yellow  
boxes on  
the various  
forms.



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# CPR Forms

## Form 1.0 - Quality

Contract # : 0 Date Contract Completed : 0 0 0  
 Contractor : 0 Date Rating Compiled : 0 0 0  
 Yr. Mo. Day

"Dollar Weighted" Items	Rating (A)	Item \$ Value (in \$1000) (B)	(A) x (B)
Grading From Form 1.1	Not Rated		Not Rated
Drainage From Form 1.2	Not Rated		Not Rated
Granular From Form 1.3	Not Rated		Not Rated
Asphalt Paving From Form 1.4	Not Rated		Not Rated
Concrete Paving From Form 1.5	Not Rated		Not Rated
Concrete and Structures From Form 1.6	Not Rated		Not Rated
Structural Coating From Form 1.7	Not Rated		Not Rated
Electrical From Form 1.8	Not Rated		Not Rated
Microsurfacing From Form 1.12	Not Rated		Not Rated
Pavement With Warranty From Form 1.13	Not Rated		Not Rated
Cold In-Place Recycling From Form 1.14	Not Rated		Not Rated
Cold In-Place Recycled Expanded Asphalt Mix (CREAM) From Form 1.15	Not Rated		Not Rated
Pavement With Minimum Oversight From Form 1.16	Not Rated		Not Rated
See Note 1			
Total		0	0.00
		(C)	(D)

Performance Rating for Dollar Weighted Items  $\frac{35 \times D}{4XC} =$  Not Rated

### Non Dollar Weighted Items

QC Compliance From Form 1.9 (Maximum 15)	Not Rated
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Navigation: < > ≡ General Form 1.0 Form 1.1 Form 1.1.1 Form 1.1.2 Form 1.1.3

Performance Rating for Dollar Weighted Items  $\frac{35 \times D}{4XC} =$  Not Rated

### Non Dollar Weighted Items

QC Compliance From Form 1.9 (Maximum 15)	Not Rated
Environmental Performance & Compliance From Form 1.10 (Maximum 5)	Not Rated
Overall Workmanship From Form 1.11 (Maximum 5)	Not Rated

Total Non Dollar Weighted Items 0.00 0.00

### Note:

- Additional item(s) may be added, with the approval of the Regional Manager of Contracts, for contracts which include significant items or issues not normally included in typical "Highway" projects i.e. T.I.S., FTMS, Docks, etc.
- Dollar values are based on Final Progress Payment Certificate prior to Final Verification and exclusive of any unresolved claims or adjustments that arise out of Final Verification. Round to the Nearest \$1000.00
- The sum of the "Dollar Weighted" items will not equal the contract tender value

Total Performance Rating - Quality Not Rated  
 (Dollar Weighted Plus Non Dollar Weighted Items (Max. Score 60))

Form Completed by: \_\_\_\_\_

Print Name

Signature

Form Checked by: \_\_\_\_\_

Print Name

Signature

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# Form Bs

## Form 1.1.1 B - Quality - Grading (Earth and Granular) Subcriteria Rating

Contract #: 0  
 Contractor: 0

Date Contract Completed: 0 0 0  
 Date Rating Compiled: 0 0 0  
 Yr. Mo. Day

This form explains the rating on Form 1.1.1 - Quality - Grading (Earth and Granular)

Date of Observation	Brief Description of Observation	References	Date Reviewed With Contractor
	<u>Underfill Stripping</u>		
	<u>Cut Construction</u>		
	<u>Embankment Construction</u>		

<b>General</b>	Form 1.1.1 B	Form 1.1.2 B	Form 1.2 B	Form 1.4.3 B	Form 1.4.4 B	Form 1.6.2 B	Form 1.7 B	Form 1.8 B	...	+
...	Form 1.6.2 B	Form 1.7 B	Form 1.8 B	Form 1.9 B	Form 1.10 B	Form 1.11 B	Form 1.12 B	<b>Form 1.13.1 B</b>	Form 1.13.2 B	...
...	<b>Form 1.16.2.1 B</b>	Form 1.16.2.2 B	Form 1.16.3.1 B	Form 1.16.3.2 B	Form 1.16.3.3 B	Form 2.0 B	Form 3.0 B	Form 4.0 B	...	+



# CPR Pilot Workbook

## Contractor Performance Rating - Score Summary

[Final Score:](#)

Not Calculating for Pilot

Score Pilot CPR

[Export File](#)

Save Entire Workbook as PDF

[Summary:](#)

Section	Max Allowable Points for this Contract	Contractor's Current Score
Timeliness	10	Not Rated Yet
Contract Execution	15	Not Calculating for Pilot
Traffic & Safety	15	Not Calculating for Pilot
Environmental Performance & Compliance	5	Not Calculating for Pilot
QC Compliance	20	Not Rated Yet
Quality - "Dollar Weighted" Items	35	Not Rated Yet

[Monthly Scoring Summary:](#)

Year	Month	Section	Question #	Description	Supporting Documents
------	-------	---------	------------	-------------	----------------------

[Score Summary](#)

No data can be entered on this page. This is only a Contract Summary.

Print this tab for a complete summary of results.

Environmental Performance & Compliance is 5 Points for environmental class C and D. For classes A and B the weighting increases to 10. This adjusts the total points to be out of 105. The Score adjusts for the weighting giving a percent value out of 100.

Contract Execution, Traffic & Safety, Environmental Performance & Compliance, and Electrical data will be collected; however, scoring will not be shown as these sections are in a testing stage.

Show Quality Dollar Summary

Show Deviation Summary

The monthly reports are meant to replace Form B's and provide an on-going representation of contractor performance

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# CPR Pilot Workbook

August 2024  
Monthly Rating

Enter Monthly Report

Delete Month

Monthly Rating

**August 2024** ?

**QC Compliance**

Enter Number of Minor Deviations in August 2024

Enter Number of Major Deviations in August 2024

**Score Contract Execution** *Status: Not Yet Started*

**Score Environmental** *Status: Not Yet Started*

**Score Traffic & Safety** *Status: Not Yet Started*

Does this contract contain an electrical component this month?  
 Yes  No *Status: Not Yet Started*

Does this contract have structural coating this month?  
 Yes  No *Status: Not Yet Started*

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# CPR Pilot Workbook

Contract Execution

## Critical Path Schedule

1. For all critical path submissions this month, was the Contractor compliant with the contract requirements?

- The critical path schedule was submitted on time as per contract requirements. The information was accurate and there were no resubmissions required.
- There was one single instance where the critical path schedule was either late or required a resubmission due to information being inaccurate and not adhering to contract requirements.
- On a couple of occasions (2-3 instances) this month the critical path schedule required resubmissions. Submissions were late and/or inaccurate and did not adhere to contract requirements.
- On multiple occasions (more than 3 instances) this month the critical path schedule required resubmissions. Submissions were late and/or inaccurate and did not adhere to contract requirements.
- The critical path was not submitted when it was required.
- N/A - A critical path schedule submission was not required this month

## Payment

1. Was the Contractor's progress payment application compliant with the contract requirements?

- Yes
- No
- N/A

## Clarifications and Claims, Extensions of Time and Change Orders

1. For this month have there been any RFCs, Claims, EOTs, or DWRs?

- Yes
- No

a. Did the Contractor provide timely submissions and were they submitted as per the contract requirements for any RFCs, Claims, EOTs or DWRs?

- Yes
- No

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# CPR Scoring Comparison

Original CPR	
Attribute	Maximum Points
Quality	60
Safety	15
Timeliness	15
Contract Execution	10
<b>Total</b>	<b>100</b>

CPR Pilot	
Attribute	Maximum Points
Quality “Dollar Weighted” Items	35
QC Compliance	20
Environmental Performance & Compliance	5-10
Traffic and Safety	15
Timeliness	10
Contract Execution	15
<b>Total</b>	<b>100</b>

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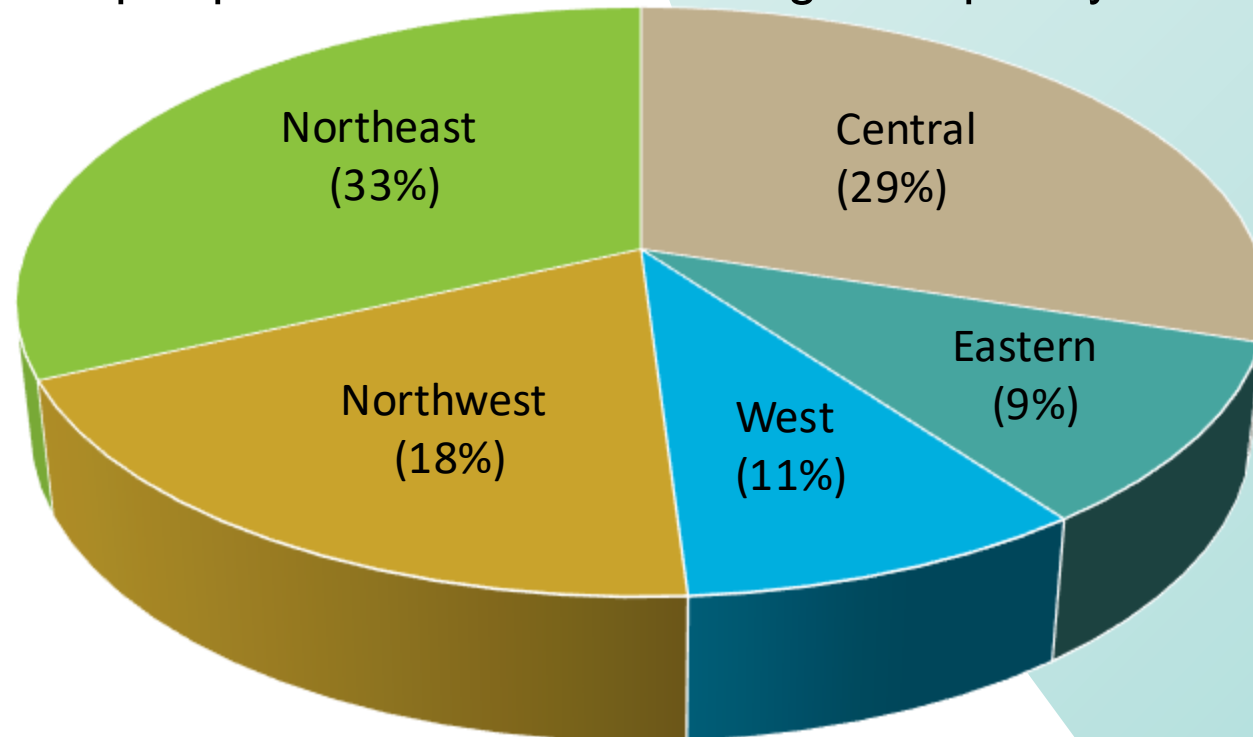
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# Pilot Results

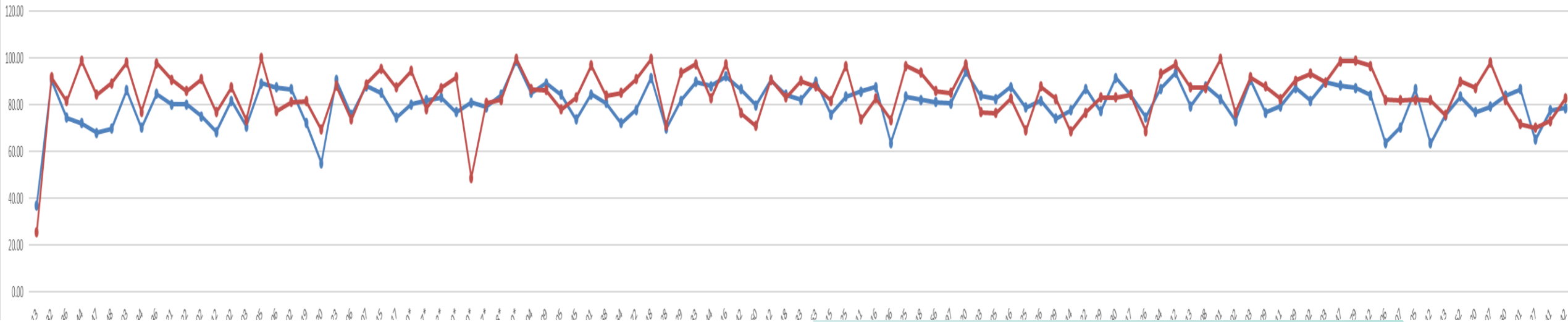


# CPR Pilot Files Received

- Over 150 Contracts
  - All types of contracts (structural rehab/replacement, resurfacing work, culvert replacements and rehab, expansions)
  - Contract values: \$500,000 to \$70M; \$11.4M average
  - 58 contractors
  - CA firms participated prequalified for medium to high complexity



# CPR Pilot Files Comparison by Year



● Original CPR
 ● Pilot CPR Score

Year	Total Files	CPR Score Average	CPR Pilot Score Average	Difference
<b>2018/2019</b>	93	81.53	84.89	3.36%
<b>2020/2021</b>	61	80.00	83.51	3.51%
<b>Total</b>	<b>154</b>	<b>81.02</b>	<b>84.41</b>	<b>3.39%</b>

- **Pilot Standard Deviation: 10.96**
- **CPR Standard Deviation: 8.80**

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# Observations and Summary of Analysis

Ratings with similar numbers (CPR versus CPR pilot)

- Quality Dollar Weighted: was already objective
- QC Compliance: was already objective

Ratings with higher gaps (CPR versus CPR pilot)

- Environmental, Contract Execution and Traffic & Safety, and Timeliness the pilot rating values are higher than the original CPR system.
  - Different scoring mechanism.
  - Avoids subjectivity (drop-down menu).

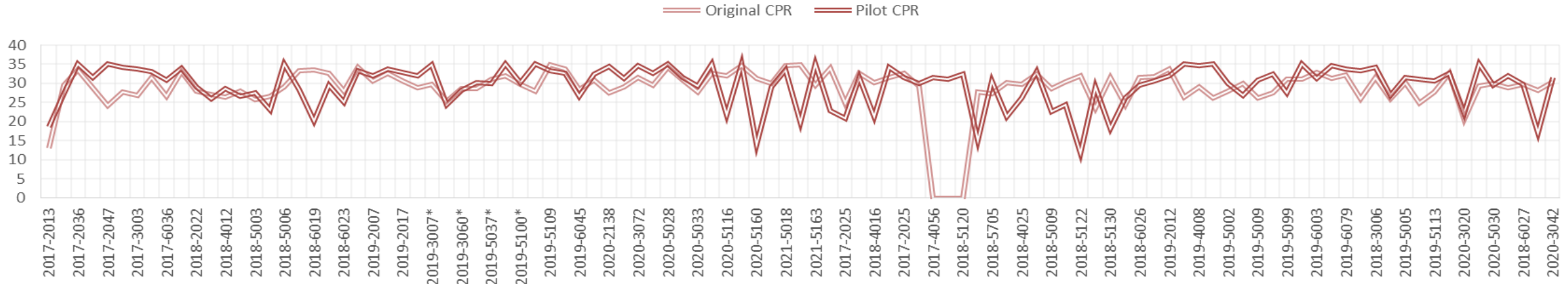
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# Quality – Dollar - Weighted

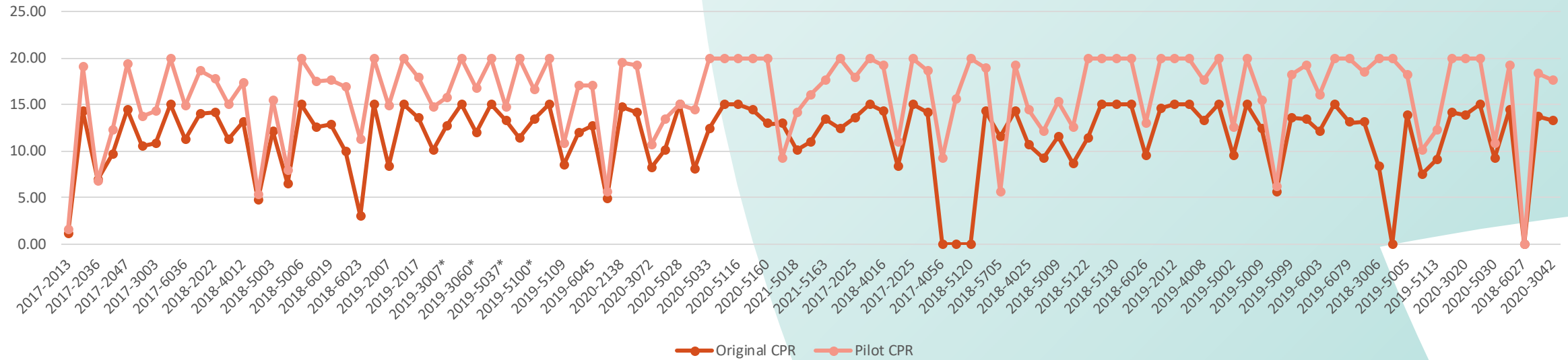


<b>AVERAGE - CPR</b>	85%
<b>AVERAGE - PILOT</b>	84%
<b>Standard Deviation - CPR</b>	3.30
<b>Standard Deviation - Pilot</b>	5.35
<b>Standard Deviation Comparison</b>	4.43
<b>MEDIAN - CPR</b>	85%
<b>MEDIAN - Pilot</b>	89%
<b>Times under 50% - CPR</b>	1
<b>Times between 50% - 80% - CPR</b>	29
<b>Times under 50% - Pilot</b>	4
<b>Times between 50% - 80% - Pilot</b>	25
<b>How many times CPR = 100%</b>	0
<b>How many times CPR = 100% Pilot</b>	12

## Observations:

- Generally similar

# QC Compliance

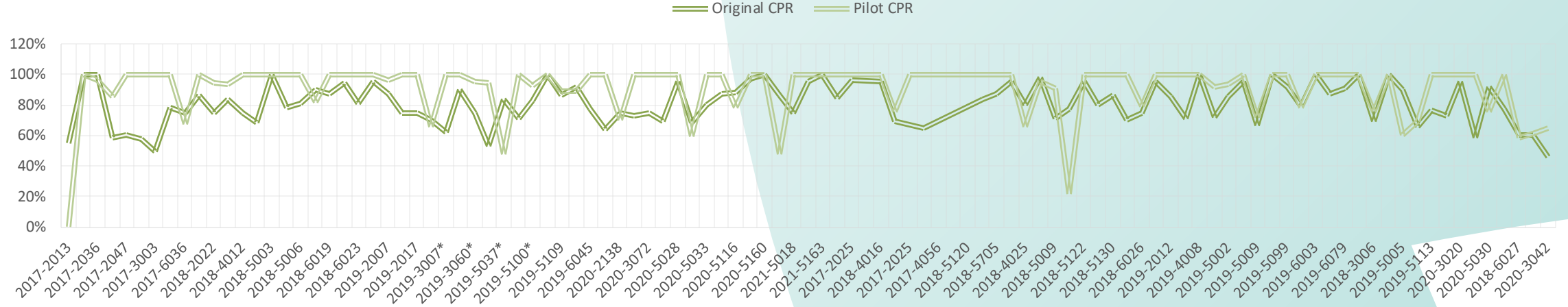


<b>AVERAGE - CPR</b>	79%
<b>AVERAGE - PILOT</b>	80%
<b>Standard Deviation - CPR</b>	0.22
<b>Standard Deviation - Pilot</b>	0.22
<b>Standard Deviation Comparison</b>	0.22
<b>MEDIAN - CPR</b>	85%
<b>MEDIAN - Pilot</b>	86%
<b>Times under 50% - CPR</b>	6
<b>Times between 50% - 80% - CPR</b>	15
<b>Times under 50% - Pilot</b>	6
<b>Times between 50% - 80% - Pilot</b>	18
<b>How many times CPR = 100%</b>	11
<b>How many times Pilot = 100%</b>	15
<b>Gaps over 10%</b>	12
<b>Gaps over 20%</b>	4

## Observations:

- Generally similar

# Environmental



<b>AVERAGE - CPR</b>	79%
<b>AVERAGE - PILOT</b>	92%
<b>Standard Deviation - CPR</b>	0.17
<b>Standard Deviation - Pilot</b>	0.18
<b>Standard Deviation Comparison</b>	0.18
<b>MEDIAN - CPR</b>	81%
<b>MEDIAN - Pilot</b>	100%
<b>Times under 50% - CPR</b>	1
<b>Times between 50% - 80% - CPR</b>	27
<b>Times under 50% - Pilot</b>	3
<b>Times between 50% - 80% - Pilot</b>	6
<b>How many times CPR = 100%</b>	6
<b>How many times Pilot = 100%</b>	6
<b>Gaps over 10%</b>	36
<b>Gaps over 20%</b>	25

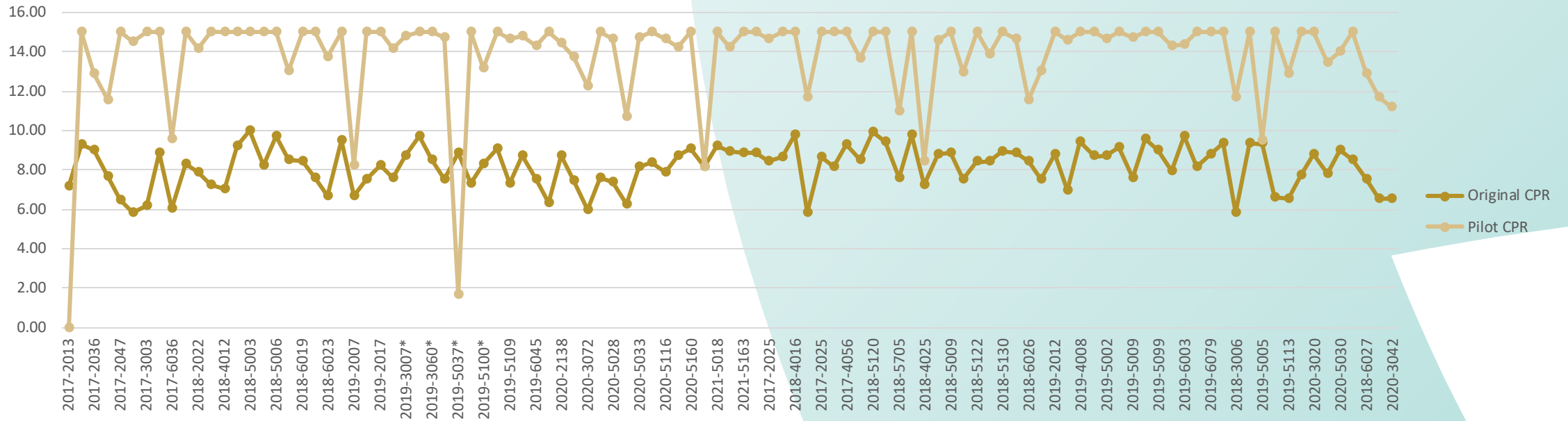
## Observations:

- Higher Values in Pilot

## Gaps:

- Current CPR system gives a rating of 2 for meeting the requirements

# Contract Execution



<b>AVERAGE - CPR</b>	77.79%
<b>AVERAGE - PILOT</b>	87.81%
<b>Standard Deviation - CPR</b>	18.18%
<b>Standard Deviation - Pilot</b>	18.18%
<b>Standard Deviation Comparison</b>	22.66%
<b>MEDIAN - CPR</b>	82.4%
<b>MEDIAN - Pilot</b>	98.8%
<b>Times under 50% - CPR</b>	2
<b>Times between 50% - 80% - CPR</b>	25
<b>Times under 50% - Pilot</b>	4
<b>Times between 50% - 80% - Pilot</b>	6
<b>How many times CPR = 100%</b>	1
<b>How many times Pilot = 100%</b>	29
<b>Gaps over 10%</b>	41
<b>Gaps over 20%</b>	21

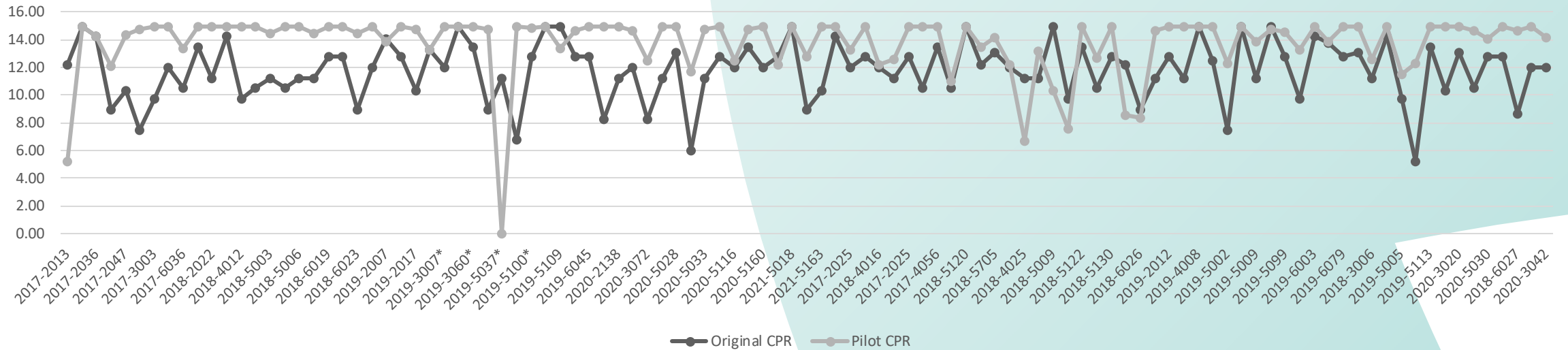
## Observations:

- Higher Values in Pilot

## Gaps:

- Current CPR system gives a rating of 2 for meeting the requirements
- Points deducted not gained, in the new system.
- No longer scoring the subjective rating categories in the new system.

# Traffic & Safety



<b>AVERAGE - CPR</b>	78%
<b>AVERAGE - PILOT</b>	95%
<b>Standard Deviation - CPR</b>	0.14
<b>Standard Deviation - Pilot</b>	0.10
<b>Standard Deviation Comparison</b>	0.15
<b>MEDIAN CPR</b>	80%
<b>MEDIAN - Pilot</b>	100%
<b>Times under 50% - CPR</b>	2
<b>Times between 50% - 80% - CPR</b>	22
<b>Times under 50% - Pilot</b>	1
<b>Times between 50% - 80% - Pilot</b>	1
<b>How many times CPR = 100%</b>	5
<b>How many times Pilot = 100%</b>	30
<b>Gaps over 10%</b>	0
<b>Gaps over 20%</b>	24

## Observations:

- Higher Values in Pilot

## Gaps:

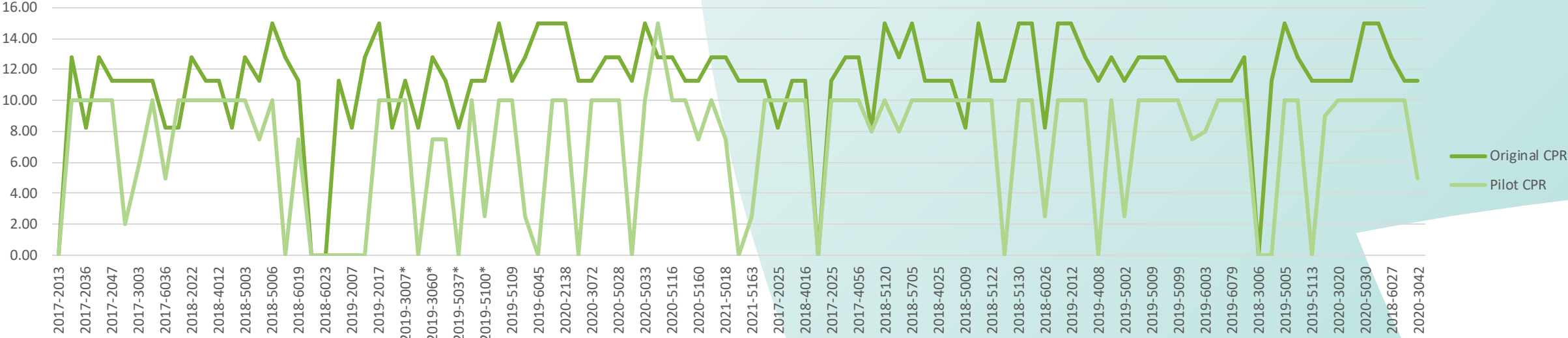
- Current CPR system gives a rating of 2 for meeting the requirements

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# Timeliness



<b>AVERAGE - CPR</b>	78.41%
<b>AVERAGE - PILOT</b>	88.75%
<b>Standard Deviation - CPR</b>	12.61
<b>Standard Deviation - Pilot</b>	12.61
<b>Standard Deviation Comparison</b>	20.69
<b>MEDIAN CPR</b>	75%
<b>MEDIAN - Pilot</b>	100%
<b>Times under 50% - CPR</b>	0
<b>Times between 50% - 80% - CPR</b>	26
<b>Times under 50% - Pilot</b>	4
<b>Times between 50% - 80% - Pilot</b>	7
<b>How many times CPR = 100%</b>	6
<b>How many times Pilot = 100%</b>	31
<b>Gaps over 10%</b>	31
<b>Gaps over 20%</b>	22

**Observations:**

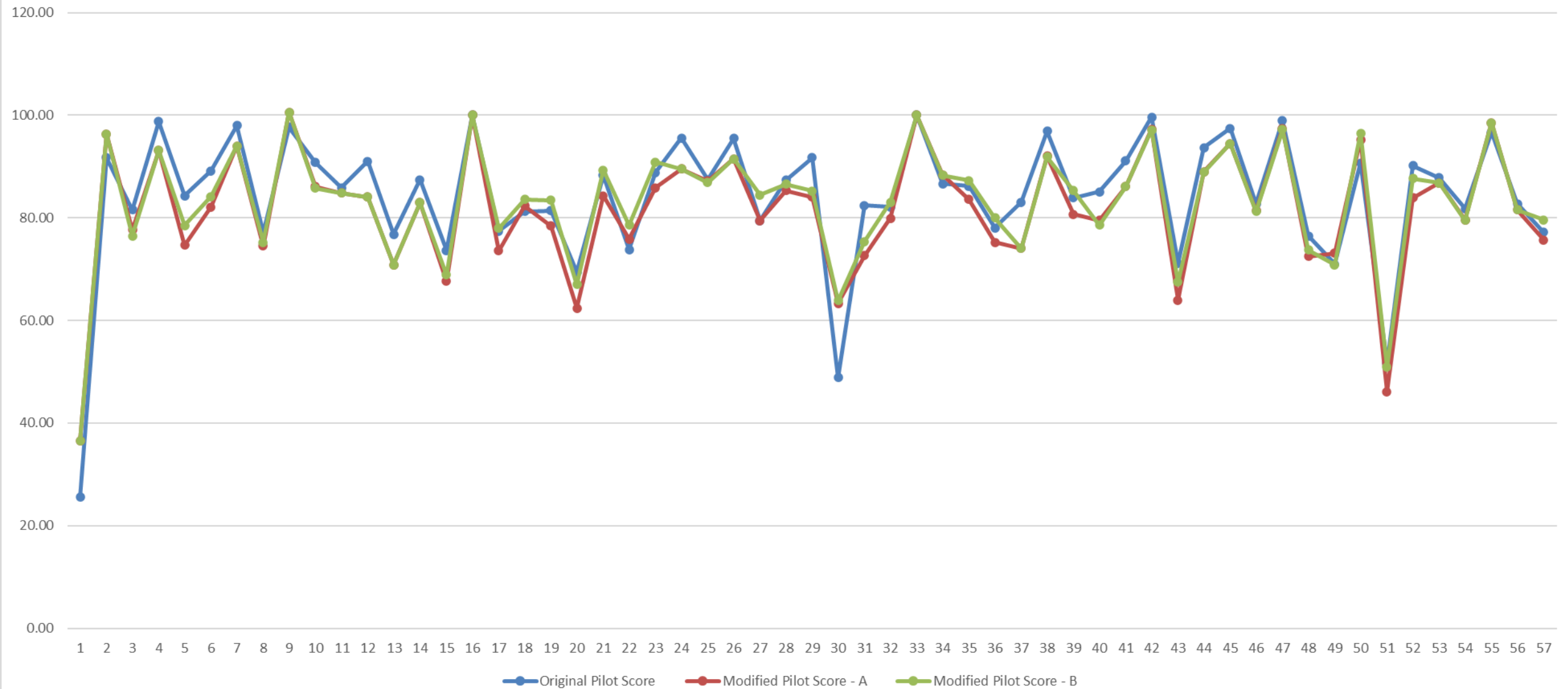
- Higher Values in Pilot

**Gaps:**

- Current CPR system gives a rating of 2 for meeting the requirements
- Points deducted not gained, in the new system.
- No longer scoring the subjective rating categories in the new system.



## Comparison from Weight Changes



- **Original Pilot Score:** (35 x Dollar-Weighted) + (20 x Quality Compliance) + (5 or 10 x Environmental) + (15 x Contract Execution) + (15 x Traffic and Safety) + (10 x Timeliness)
- **Modified Pilot Score – Option A:** (35 x Dollar-Weighted) + (20 x Quality Compliance) + (5 or 10 x Environmental) + (10 x Contract Execution) + (20 x Traffic and Safety) + (10 x Timeliness)
- **Modified Pilot Score – Option B:** (35 x Dollar-Weighted) + (20 x Quality Compliance) + (5 or 10 x Environmental) + (15 x Contract Execution) + (20 x Traffic and Safety) + (5 x Timeliness)

# CPR Pilot Feedback by CAs

Faster completion time when compared to original CPR.

Monthly questions were easy to understand and give a response.

67.5% of feedback rated as “Good” and “Excellent”

Straightforward rating system

Easy to use and compile information

Monthly reports require less input from on-site inspection staff

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## Wrap-up



# Recommendations

- Recommend continuing with the CPR pilot and phase out the existing CPR.
- Move away from Excel workbook and develop an app in CMS.

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# Next steps

- Update ORBA in December
- After consultation, develop an implementation plan
- Looking at developing a CPR for Design Build projects

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