




**LOWER CHURCHILL PROJECT  
 BID EVALUATION PLAN  
 CH0009 – CONSTRUCTION OF NORTH AND SOUTH DAMS**

	TITLE	NAME	SIGNATURE	DATE
PREPARED BY:	Contract Administrator	Roy Lewis	<i>Roy Lewis</i>	21-10-2014
REVIEWED BY:	Package Leader/Area Manager	Mark Turpin	<i>Mark Turpin</i>	21-10-2014
REVIEWED BY:	Project Manager	Scott O'Brien	<i>Scott O'Brien</i>	22-OCT-2014
REVIEWED BY:	Deputy Project General Manager	Jason Kean	<i>Jason Kean</i>	24-OCT-2014
REVIEWED BY:	Project General Manager	Ron Power	<i>Ron Power</i>	25-OCT-2014
APPROVED BY:	Supply Chain Manager	Pat Hussey	<i>Pat Hussey</i>	27 OCT 2014



**LOWER CHURCHILL PROJECT  
 BID EVALUATION PLAN  
 CH0009 – CONSTRUCTION OF NORTH AND SOUTH DAMS**

		<u>SIGNATURE</u>  (For appropriate Review Tables only)	<u>DATE</u>  Day-Month-Year
AGREED BY:	Technical		16-Oct-2014
AGREED BY:	Health & Safety		9-Oct-2014
AGREED BY:	Environment		9 Oct. 2014
AGREED BY:	Quality	PSnook for P. Fraser 	9-Oct-2014
AGREED BY::	Risk Assessment		9-Oct-2014
AGREED BY:	Benefits		10-Oct-2014

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**1.0 PURPOSE**

This document describes the process for receiving, reviewing, and evaluating Proposals including the approach for a Recommendation for Award.

**2.0 BIDDER LIST**

Request for Proposals (RFPs) were issued to the following **3** Approved Bidders:

- Astaldi Canada Inc.
- Barnard-Pennecon JV
- H.J. O’Connell-Dragados JV


**3.0 SCHEDULE**

<u>Activity</u>	<u>Due Date</u>
RFP Closing Date	22-October-2014
Bid Opening / Distribute RFP	24-October-2014
Complete Evaluation Process	21-November-2014
Issue Recommendation for Award for Approval	10-December-2014
Receive Approval of Award	17-December-2014
Conform Award Agreement and Route for Approval	17-December-2014
Receive Approval of Award Agreement Document	22-December-2014
Execute Award Agreement to Successful Bidder	23-December-2014

**4.0 PROPOSAL SECURITY**

Proposals (including priced copies) submitted to the **Contract Administrator** on or before the Bid Closing Date of **22-Oct-2014** will be locked in a secure cabinet/room until the Bid Opening Meeting. Post Bid Opening Meeting the Contract administrator shall be the custodian of the secure cabinet/room(s) and permit access only to authorized Bid Evaluation Team Members by means of a formal sign-out process. All signed-out documents shall be secured by the Bid Valuation Team Member when in the Member’s possession and shall be returned to the Contract Administrator for storage in the secure cabinet at close of business each day.

The Commercial Review Team shall be the only Bid Evaluation Team Members with read access to all of the Bidder Proposal documents. The Package Scope Lead and the

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Technical Lead and support team shall have access to the Technical Documents and Tables.

The Technical Lead and Contract Administrator shall advise the Package Scope Lead when all Technical and Commercial Evaluation Tables are complete and rated scores have been determined. At this stage the Package Scope Lead shall direct the Contract Administrator to complete the final Bid Total Value determination and summary worksheets. The Bid Evaluation Team Leads (Package Scope Lead; Contract Administrator; Technical Lead) shall have access to all Bid Evaluation Documents, Tables and Working Papers **only** when final consolidation of each Bid Total Value is determined.

Each Member of the Bid Evaluation Team and his or her designate shall respect the confidentiality of the bid submissions and working papers.

The Commercial Team Lead (Contract Administrator) shall have the right to share bid evaluation information with the Commercial Steering Committee but in a secure and responsible manner. The Commercial Steering Committee will consist of:

Business Services Manager – Lance Clarke


Supply Chain Manager - Pat Hussey

The Package Scope Lead shall have the right to share bid evaluation information with the Technical Steering Committee but in a secure and responsible manner. The Steering Committee will consist of:

**Muskrat Falls Corporation**

General Project Manager - Ron Power

Project Manager Muskrat Falls Generation - Scott O'Brien

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**5.0 EVALUATION TEAM**

The team responsible for evaluating each Proposal is as follows:

**Integrated Evaluation Team (Core)**

**Representative**

Package Scope Lead (Area Manager – CH0009)	Mark Turpin
Commercial	Roy Lewis (Lead); John Mulcahy (Support)
Technical	Abdellah El-Bensi (Lead); Todd Smith (Support)
Quality	Paul Fraser
Risk Management	Carlos Fernandez
Benefits	Maria Moran
Health & Safety	Sean Lee
Environmental	David Haley


**6.0 EVALUATION PROCESS**

An Overall Scoring Matrix will be used to rank each Bidder’s Proposal. The following criteria will be used to assess each Bidder’s Proposal. Further details of the breakdown of these items can be found in the relevant sections detailed below:

**Criteria**

Commercial	
Technical	
Quality	Pass/Fail *
Risk Management	Pass/Fail *
Benefits	In Commercial
Health & Safety	Pass/Fail *
Environmental	Pass/Fail *

\* Bidders must obtain a score of 70% or greater to pass, however a score of less than 70% is not considered a fatal flaw but shall be used for guidance purposes in the overall Proposal evaluation.

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**7.0 COMMERCIAL EVALUATION**

The Contract Administrator will be responsible for:

- All communications to Bidders during the evaluation process
- Reviewing Proposals to ensure the Bidders have completed all pertinent Appendices (A1 to A17), where applicable
- Distributing the Proposals to the evaluation team
- Issuing and receiving all clarifications
- Arranging Proposal clarification Meetings with Bidders (if required)
- Preparing the Commercial Bid Tabulation
- Managing the Overall Scoring Matrix
- Coordinating the Bidder Execution Plan Review Meeting with each Bidder.


Compliance and/or acceptance with commercial and financial requirements will form an integral part of the commercial evaluation. Commercial acceptance will also be influenced by any exceptions/deviations from the RFP. Any proposed change(s) to the Agreement Articles and/or other Exhibits/Appendices will be negotiated with the Bidders prior to formal review and subsequent acceptance by Legal Counsel.

Each Bidder Total Contract Price (as determined from Appendix A2.1 Schedule of Price Breakdown) will be normalized to a base equivalent bid for each Bidder. Normalising is intended to bring each Bidder Proposal to a common base in the event of Bidder identified deviations and exceptions.

Compliance and/or acceptance with commercial and financial requirements will form an integral part of the commercial evaluation. Commercial acceptance will also be influenced by compliance with the Agreement Articles. Any proposed change(s) to the Agreement Articles will be negotiated with the Bidders prior to formal review and subsequent acceptance by Legal Counsel.

The normalized Proposal Price will be assigned a rating according to differences to the lowest normalized Proposal Price as per the scoring chart shown below:

<b>Score (Rating)</b>	<b>Criteria</b>
10	Low Bidder
9.5	0-5% > Low Bidder
9	6-10% > Low Bidder
8.5	11-15% > Low Bidder
8	16-20% > Low Bidder

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7.5	21-25% > Low Bidder
7	26-30% > Low Bidder
6.5	31-35% > Low Bidder
6	36-40% > Low Bidder
5.5	41-45% > Low Bidder
5	46% > Low Bidder

The resulting price will be identified as the Conditioned Contract Price.

The weighted score from the Commercial Evaluation for each Bidder will be applied to the Conditioned Bidder Price to determine the Final Conditioned Contract Price.

Details of the Commercial Evaluation criteria are identified on the appropriate Commercial Evaluation Tables attached in Attachment 1.

## 8.0 TECHNICAL EVALUATION


The technical evaluation will be carried out by the Technical Representative Team. Technical acceptance will be based on meeting the minimum specified requirements needed to complete the Work. The technical evaluation will be done separately from the commercial evaluation using un-priced copies of the bids.

Following completion of the preliminary evaluation of Proposals, if a Proposal is determined to be significantly non-compliant with the RFP technical documents and/or Technical Specifications, the technical evaluation team will make a recommendation to end the evaluation at this stage and focus all their resources on the evaluation of a technically acceptable Proposal.

During the Bid evaluation process there will be a full day meeting with each Bidder to allow Bidder the opportunity to articulate, in detail, Bidder's Execution Plan and Proposal Methodology. This meeting will be held at each Bidder's office and will be attended by the Company Proposal Evaluation Team consisting of the Package Scope Lead; Commercial Lead; Technical Lead and Company Construction Advisor. The Bidder will be expected to have its Proposal team plus the critical nominated construction staff who will be assigned to the work.

Following completion of the preliminary evaluation of Proposals, if a Proposal is determined to be significantly non-compliant with the RFP technical documents and/or Technical Specifications, the technical evaluation team will make a recommendation to end the evaluation at this stage and focus all their resources on the evaluation of a



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technically acceptable Proposal.

A summary of the technical evaluation including a statement advising if 1) the Proposal is technically compliant with negotiated and approved deviations or 2) technically non-compliant will be recorded on the Technical Evaluation Report. A technical score will be determined and detailed on the Overall Scoring Matrix for the Proposal. Evaluation of bids which are determined to be non-compliant will be discontinued with the rationale noted in the evaluation.

The Technical submission of each Bidder Proposal will be evaluated based on the pre-established criteria identified in the appropriate Technical Evaluation Tables attached. Refer to the Attachment 1 for the Technical Evaluation Report; Technical Evaluation Summary and the Technical Scoring Matrices.

The weighted Technical score for each Bidder will be given to the Contract Administrator and applied against the Final Conditioned Contract Price.

## **9.0 QUALITY EVALUATION**

The Quality Representative will be responsible for reviewing each Bidder's response to the Quality Questionnaire which was included in the RFP. Refer to the Attachment 1 for the Quality Evaluation Report and Scoring Matrix.

## **10.0 PROVINCIAL BENEFITS EVALUATION**

The Provincial Benefits Representative will be responsible for reviewing each Bidder's response to the Provincial Benefits Questionnaire which was included in the RFP. Refer to the Attachment 1 for the Provincial Benefits Evaluation Report and Scoring Matrix.


## **11.0 RISK MANAGEMENT EVALUATION**

The Risk Management Representative will be responsible for reviewing each Bidder's response to the Risk Management Questionnaire which was included in the RFP. Refer to the Attachment 1 for the Risk Management Evaluation Report and Scoring Matrix.

## **12.0 HEALTH AND SAFETY EVALUATION**

The Health and Safety Representative will be responsible for reviewing each Bidder's response to the Health and Safety Questionnaire which was included in the RFP. Refer to the Attachment 1 for the Health and Safety Evaluation Report and Scoring Matrix.

## **13.0 ENVIRONMENTAL EVALUATION**

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The Environment Representative will be responsible for reviewing each Bidder's response to the Environmental Questionnaire which was included in the RFP. Refer to the Attachment 1 for the Environmental Evaluation Report and Scoring Matrix.

#### **14.0 FINAL ESTIMATED CONTRACT VALUE**

The Contract Administrator will determine the Final Total Estimated Contract Value for each Bidder resulting from the application of the final Technical weight ratings of each Bidder Proposal against the Final Conditioned Contract Price.

#### **15.0 AWARD PROCESS**

An internal meeting will be arranged to review the completed Evaluation Reports including the priced Commercial Bid Tabulation. If necessary, further negotiation will take place with Bidder(s) to optimize Bidder(s) Proposal(s) to suit Company strategic needs. The successful Bidder will be nominated and will be included in the Team's Bid Evaluation and Award Recommendation. The Bid Evaluation and Award Recommendation will be prepared by the Contract Administrator for sign off and approval by the Bid Evaluation Team. This report will identify the Bidder recommended for Agreement Award including the final negotiated Agreement price(s).


The Bid Evaluation and Award Recommendation, along with all supporting Evaluation Reports, will be routed for review and approval. At the same time, the Bid Evaluation Team will commence preparation of the Agreement documentation including revision of all Commercial and Technical sections, where applicable. The Agreement, comprising of the Articles and Exhibits 1 to 14 inclusive, will be prepared by the Contract Administrator for review and approval. Upon receipt of the approved Bid Evaluation and Award Recommendation and the approved final Agreement, the Agreement will be issued to the preferred Bidder for execution. Authority to commence the Work will be issued after the Agreement has been signed and dated by both Contracting Parties.

#### **16.0 NOTIFICATION OF UNSUCCESSFUL BIDDERS**

The Contract Administrator will notify the unsuccessful bidders after the Agreement has been signed by both Parties.

#### **17.0 ATTACHMENTS**

Attachment 1 – Evaluation Summary and Consolidated Score Sheets

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**ATTACHMENT 1**

Evaluation Summary and Consolidated Score Sheets



Lower Churchill Project Muskat Falls Hydroelectric Development		<b>MAIN SUMMARY NORMALISED</b>		
CH0009				
<b>CONSTRUCTION OF NORTH AND SOUTH DAMS</b>		<b>BIDDER'S NAME</b>		
		<b>SUMMARY</b>		
<b>Item No.</b>	<b>Description</b>	<b>Bidder 1</b>	<b>Bidder 2</b>	<b>Bidder 3</b>
	<b>TOTAL Contract Price (C/F from Appendix A2.1 Schedule of Price Breakdown)</b>			
1	<b>NORMALISATION</b> Deviations not identified by Bidder			
2	Exceptions by Bidder			
3	Other (Define)			
	<b>TOTAL ESTIMATED VALUE AFTER NORMALISATION</b>			
	Adjustment to Low Bid			
	<b>Conditioned Contract Price</b>			
	Commercial Weighting	-	-	-
	<b>Final Conditioned Contract Price</b>			
	Technical Weighting	-	-	-
	<b>FINAL ESTIMATED CONTRACT VALUE</b>			

Health & Safety \*  
Quality\*  
Risk Management\*  
Environmental\*

\* Pass/Fail Threshold is 70%

A score of less than 70% is not considered a fatal flaw but shall be used for guidance purposes in the overall Proposal evaluation.

Questionnaire Weightings have been agreed by the following Package Team:

Package Scope Lead	Mark Turpin
Commercial Rep.	Roy Lewis
Technical Rep.	Abdellah El-Bensi
H&S Rep.	Sean Lee
QA Rep.	Paul Fraser
Env. Rep.	David Haley
Risk Management Rep.	Carlos Fernandez
Benefits Rep.	Maria Moran

**BID EVALUATION PLAN  
COMMENT SHEETS**

**Bidder Name:** Bidder 1                      Percentage                      Grade

**Comments:**

**Technical - Execution Plan**

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**Prepared By:** Abdellah El-Bensi

**Technical - Schedule**

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**Prepared By:** Abdellah El-Bensi

**H&S**

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**Prepared By:** Sean Lee

**QA**

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**Prepared By:** Paul Fraser

**Environmental**

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**Prepared By:** David Haley

**Risk Management**

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**Prepared By:** Carlos Fernandez

**BID EVALUATION PLAN  
COMMENT SHEETS**

**Labour Relations**

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**Prepared By:** Roy Lewis

**Commercial - Provincial  
Benefits**

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**Prepared By:** Maria Moran

**Commercial - Performance  
Security**

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**Prepared By:** Roy Lewis

**Commercial - Insurances**

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**Prepared By:** Roy Lewis

**Commercial - Coordination  
Procedures**

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**Prepared By:** Ed Bush

**Commercial - Financial Data**

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**Prepared By:** Roy Lewis

**BID EVALUATION PLAN  
COMMENT SHEETS**

**Bidder Name:** Bidder 2                      **Percentage**                      **Grade**

**Comments:**  

**Technical - Execution Plan**  
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**Prepared By:** Abdellah El-Bensi

**Technical - Schedule**  

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**Prepared By:** Abdellah El-Bensi

**H&S**  

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**Prepared By:** Sean Lee

**QA**  

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**Prepared By:** Paul Fraser

**Environmental**  

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**Prepared By:** David Haley

**Risk Management**  

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**Prepared By:** Carlos Fernandez

**BID EVALUATION PLAN  
COMMENT SHEETS**

**Labour Relations**

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**Prepared By:** Roy Lewis

**Commercial - Provincial  
Benefits**

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**Prepared By:** Maria Moran

**Commercial - Performance  
Security**

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**Prepared By:** Roy Lewis

**Commercial - Insurances**

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**Prepared By:** Roy Lewis

**Commercial - Coordination  
Procedures**

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**Prepared By:** Ed Bush

**Commercial - Financial Data**

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**Prepared By:** Roy Lewis



**BID EVALUATION PLAN  
COMMENT SHEETS**

**Bidder Name:** Bidder 3 **Percentage** **Grade**

**Comments:**

**Technical - Execution Plan**

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**Prepared By:** Abdellah El-Bensi

**Technical - Schedule**

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**Prepared By:** Abdellah El-Bensi

**H&S**

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**Prepared By:** Sean Lee

**QA**

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**Prepared By:** Paul Fraser

**Environmental**

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**Prepared By:** David Haley

**Risk Management**

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**Prepared By:** Carlos Fernandez

**BID EVALUATION PLAN  
COMMENT SHEETS**

**Labour Relations**

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**Prepared By:** Roy Lewis

**Commercial - Provincial  
Benefits**

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**Prepared By:** Maria Moran

**Commercial - Performance  
Security**

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**Prepared By:** Roy Lewis

**Commercial - Insurances**

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**Prepared By:** Roy Lewis

**Commercial - Coordination  
Procedures**

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**Prepared By:** Ed Bush

**Commercial - Financial Data**

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**Prepared By:** Roy Lewis



BID EVALUATION  
DISCIPLINE SCORE SHEETS

**RFP - Technical - Execution Plan Evaluation**

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:  
0 - Question not answered or no relevant information provided in response  
1 - Response does not meet key Criteria  
2 - Response only meets a few of the key criteria  
3 - Response meets a majority of the key criteria  
4 - Response meets all key criteria  
5 - Response meets and exceeds key criteria

Item	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3	
		Answer	Score	Answer	Score	Answer	Score
<b>TECHNICAL - EXECUTION PLAN</b>							
1	Mobilization/Demobilization Plan	5	0	0	0	0	0
2	List of Sub-Contractors	3	0	0	0	0	0
3	List of Resources	3	0	0	0	0	0
4	Organization Charts/Key Personnel	3	0	0	0	0	0
5	List of Equipment	2	0	0	0	0	0
6	Equipment Maintenance Program	2	0	0	0	0	0
7	Survey Control Methodology	5	0	0	0	0	0
8	Contractor's Temporary Facilities Layout	2	0	0	0	0	0
9	Batch Plants, Crushers and Conveyors Layouts	5	0	0	0	0	0
10	Crane Strategy and Layout	3	0	0	0	0	0
11	Upstream Temporary Bridge Layout	3	0	0	0	0	0
12	Temporary Access Roads and Bridges Layout	3	0	0	0	0	0
13	Method Statement for River Closure	10	0	0	0	0	0
14	Method Statement for Jet Grouting	5	0	0	0	0	0
15	Method Statement for RCC Construction	10	0	0	0	0	0
16	Method Statement for CVC Concrete Placement	5	0	0	0	0	0
17	Method Statement for Embankment Construction	5	0	0	0	0	0
18	Method Statement for Rock Plug Excavation	5	0	0	0	0	0
19	Method Statement for Dewatering	3	0	0	0	0	0
20	Cementitious Material Sources	2	0	0	0	0	0
21	Aggregate Production, Stockpiles and Delivery	3	0	0	0	0	0
22	Cold Weather Protection and Strategy	2	0	0	0	0	0
23	Explosives & Blasting Techniques	3	0	0	0	0	0
24	Bulk Explosives Source, Transport & Storage	3	0	0	0	0	0
25	Engineering and Shop Drawing Production	3	0	0	0	0	0
26	Construction Power Monthly Load Requirements	2	0	0	0	0	0
27			0	0	0	0	0
28			0	0	0	0	0
29			0	0	0	0	0
30			0	0	0	0	0
			0	0	0	0	0
<b>Score - transfer to Technical Summary</b>		100	0.00	0.00	0.00	0.00	0.00
<b>Percentage</b>			0.00%	0.00%	0.00%	0.00%	0.00%

Scored By: \_\_\_\_\_  
Date: \_\_\_\_\_

BID EVALUATION  
DISCIPLINE SCORE SHEETS

**RFP - Technical - Schedule Evaluation**

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

Item	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3			
		Answer	Score	Answer	Score	Answer	Score	Answer	Score
<b>TECHNICAL - SCHEDULE</b>									
1	Effective Detailed Schedule with Proposal	20	0	0	0	0	0	0	0
2	Ability to Meet Key Milestones	30	0	0	0	0	0	0	0
3	Planning/Scheduling Methods and Resources identified in Execution Plan	10	0	0	0	0	0	0	0
4	Labour Histogram - Completeness & Logic	20	0	0	0	0	0	0	0
5	Equipment Histogram - Completeness & Logic	20	0	0	0	0	0	0	0
			0	0	0	0	0	0	0
			0	0	0	0	0	0	0
			0	0	0	0	0	0	0
<b>Score - transfer to Technical Summary</b>		100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		<b>Percentage</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>

Scored By:

Date:

BID EVALUATION  
DISCIPLINE SCORE SHEETS

**RFP - Labour Relations Evaluation**

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

Item	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3			
		Answer	Score	Answer	Score	Answer	Score	Answer	Score
<b>Labour Relations</b>									
1	Labour Union Relationship	20			0		0		0
2	Strike/Lock-out History	10			0		0		0
3	Knowledge of existing local workforce	20			0		0		0
4	Labour Relations Key Personnel	20							
5	Current experience with existing SPO.	30	0		0		0		0
			0		0		0		0
			0		0		0		0
<b>Score Part B</b>		100	0.00		0.00		0.00		0.00
<b>Total Percentage</b>			0.00%		0.00%		0.00%		0.00%

Scored By:

Date:

BID EVALUATION  
DISCIPLINE SCORE SHEET

**RFP - Health and Safety Evaluation**

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
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Question	Weight (%)	Bidder 1		Bidder 2		Bidder 3		Answer	Score
		Answer	Score	Answer	Score	Answer	Score		
<b>Health and Safety</b>									
<b>1.0 HEALTH AND SAFETY MANAGEMENT PERFORMANCE</b> - Please provide the following safety statistics, referencing the attached incident definitions and frequency calculation.	10		0		0		0		0
<b>2.0 WORKER'S COMPENSATION RATES</b> - Indicate the jurisdiction where you are registered. List your overall Worker's Compensation industry rating for the current year and past three (3) years. Attach a WCB clearance letter and experience rating statements for the past three years.	3		0		0		0		0
<b>3. H&amp;S MANAGEMENT SYSTEM CERTIFICATION</b> - Do you have a certificate of recognition or is your health and safety management system certified by an outside agency? (OHSAS 18001, CSA Z-1000 etc.) If yes, provide a copy of the certificate.	2		0		0		0		0
<b>4. H&amp;S POLICY STATEMENT</b> - Does your health and safety program have a policy statement that clearly outlines the Company's commitment to health and safety?	3		0		0		0		0
<b>5. REGULATORY COMPLIANCE PERFORMANCE</b> - Has your company received an occupational health and safety stop work order, charges or equivalent from any regulator in the last three (3) years? If yes, provide details.	3		0		0		0		0
<b>6. SAFETY PROFESSIONALS</b> - Please list the highest ranking safety professional in your organization: (attach résumé). Do you plan to have a safety representative(s) for this Work full time or part time (Y or N)? If "Yes", provide a résumé(s).	3		0		0		0		0
<b>7. KEY PROGRAM ELEMENTS</b> - Does your health and safety management system address the following key elements? Management leadership and commitment; hazard/risk identification, evaluation and control; risk assessments on all critical and non-routine jobs/job functions; a permit to work system; ongoing inspection. If yes to any of these, reference appropriate Health and Safety manual section(s).	8		0		0		0		0

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	Answer	Score	Answer	Score	Answer	Score			
<b>Health and Safety</b>									
8. <b>KEY PROGRAM ELEMENTS</b> - Does your health and safety management system include work practices and procedures, such as: Lockout and tagout; traffic control; excavation and trenching; confined space entry; hoisting and rigging; working near power lines; handling and transporting hazardous substances; unloading large/long materials (such as piles); vehicle recovery. If yes to any of these, reference appropriate Health and Safety manual section(s).	8	0	0	0	0	0		0	
9. <b>WRITTEN PROGRAM ELEMENTS</b> - Do you have written programs for the following? Duty to refuse work; fall protection; noise management; workplace violence; working alone; personal protective equipment (PPE); WHMIS (Workplace Hazardous Materials Information System); respiratory protection. If yes to any of these, reference appropriate Health and Safety manual section(s). In regards to respiratory protection, have your employees been: trained? fit tested? medically	8	0	0	0	0	0		0	
10. <b>MEDICAL EXAMINATIONS</b> - Do you conduct medical exams for the following? Pre-employment; replacement job capacity; pulmonary; respiratory. If yes to any of these, reference appropriate Health and Safety manual section(s).	2	0	0	0	0	0		0	
11. <b>DRUG AND ALCOHOL PROGRAM</b> - Do you have a drug and alcohol program? If "Yes", does it include the following? Pre-employment testing; testing for cause; post incident testing; formalized arrangements with a collection and testing agency (if "Yes", provide testing agency information); does your drug and alcohol policy follow the guidelines as laid out in The Canadian Model for Providing A Safe Workplace – Alcohol and Drug Guidelines and Work Rule Version 2 – Effective October 1, 2010? If yes to any of these, reference appropriate Health and Safety manual section(s).	3	0	0	0	0	0		0	



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	Answer	Score	Answer	Score	Answer	Score			
<b>Health and Safety</b>									
12. TOOL AND EQUIPMENT PREVENTATIVE MAINTENANCE, USAGE AND INSPECTIONS : Do you have a written list of equipment requiring pre-use inspections? Do you have a documented list of equipment requiring scheduled servicing in accordance with manufacturer's recommendations, legislated requirements, and industry standards? Is frequency of equipment inspections and maintenance identified? Are corrections of deficiencies documented? Do you have follow-up mechanism for corrective actions? If yes to any of these, reference appropriate Health and Safety manual section(s).	4		0		0		0		0
13. ORIENTATION PROGRAM - Do you have a health and safety orientation program? Does the program include new, transferred and temporary workers? Does the program provide instruction on the following: employer health and safety responsibilities; employee health and safety responsibilities; obligation to refuse imminent danger work; progressive discipline policies and procedures; safe work practices and/or procedures; emergency response procedures; first-aid procedures; incident/near miss reporting; does your orientation program include a quiz? If yes to any of these, reference appropriate Health and Safety manual section(s).	5		0		0		0		0
14. INCIDENT REPORTING AND INVESTIGATION - Do you have a written procedure for incident reporting and investigation? Do you utilize a root cause determination process such as "Tap-Root"? If yes to any of these, reference appropriate Health and Safety manual section(s).	5		0		0		0		0
15. EMERGENCY RESPONSE PROGRAM - Do you have an emergency response plan related to activities and specific locations? If yes reference appropriate Health and Safety manual section(s).	4		0		0		0		0

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	Answer	Score	Answer	Score	Answer	Score	Answer	Score	
<b>Health and Safety</b>									
<b>16. FIREARM AND WEAPON POLICY</b> - Do you have a policy pertaining to prohibited items on (e.g. knives, firearms)? Are all employees made aware of the prohibited items policy and is it enforced? If yes to any of these, reference appropriate Health and Safety manual section(s).	1	0		0		0		0	
<b>17. LEGISLATIVE AND REGULATORY COMPLIANCE PROGRAM</b> - Do you make reference to following legislative requirements where work is being performed?; violence policies and procedures; harassment policies and procedures. If yes to any of these, reference appropriate Health and Safety manual section(s).	1	0		0		0		0	
<b>18. PERSONAL PROTECTIVE EQUIPMENT PROGRAM</b> - Do you have a policy or specific rules with respect to the use of personnel protective equipment (PPE)? Do you have a formal process in place for determining PPE requirements? If yes to any of these, reference appropriate Health and Safety manual section(s).	3	0		0		0		0	
<b>19. CONTRACTOR MANAGEMENT</b> - Do you pre-qualify subcontractors?; Do you include subcontractors in: orientations, health and safety meetings, inspections, audits. If yes to any of these, reference appropriate Health and Safety manual section(s).	5	0		0		0		0	
<b>20. COMMUNICATIONS</b> - Do you inform employees and subcontractors on Health and Safety alerts, programs, practices, procedures, rules, revisions and related information? Do you have a joint Health and Safety committee? Do you hold scheduled safety meetings, such as weekly general safety meetings for all crew and weekly departmental meetings for each department at all worksites? Are Health and Safety meeting minutes and attendance recorded? If yes to any of these, reference appropriate Health and Safety manual section(s).	5	0		0		0		0	

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<b>Health and Safety</b>									
21. SUPERVISOR SAFETY INSPECTIONS - Does your Health and Safety program outline the requirements for supervisors and employees to conduct regular Health and Safety inspections of equipment and work conditions at all worksite(s)? If yes reference appropriate Health and Safety manual section(s).	3		0		0		0		0
22. HAZARD REPORTING - Does your Health and Safety program require the prompt reporting of hazardous conditions at all worksite(s)? If yes reference appropriate Health and Safety manual section(s).	5		0		0		0		0
23. HEALTH AND SAFETY TRAINING Have your employees received the required Health and Safety training and retraining? Do you have a specific Health and Safety training program for supervisors? If yes to any of these, reference appropriate Health and Safety manual section(s).	3		0		0		0		0
24. TRAINING RECORDS - Do you have Health and Safety training records for your employees? How do you verify competency of the training (job monitoring? written test? competency check? oral test? other?). Are all training records available upon request? If yes to any of these, reference appropriate Health and Safety manual section(s).	3		0		0		0		0
<b>Score</b>	<b>100</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>		<b>0.00</b>
<b>Percentage</b>			<b>0.00%</b>		<b>0.00%</b>		<b>0.00%</b>		<b>0.00%</b>
<b>Pass/Fail</b>									

Minimum Pass Mark is 70%

Evaluated By

Reviewed By

Date:


BID EVALUATION  
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RFP - Environmental Evaluation

RFP #: CH0009

RFP Name: Construction of North and South Dams

Bid Evaluation Plan Appendix 7	Weight	Max Score	Bidder 1		Bidder 2		Bidder 3		Scoring Instructions
			Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	
<b>(Pass Mark 70%)</b>									
<b>1. MANAGEMENT INVOLEMENT, LEADERSHIP AND ADMINISTRATION</b>									
1.1 Environmental Management System (ISO or Not)?	3	5	0	0	0	0	0	0	If ISO Score 5, If not ISO Score 3, If No System score 0
1.1a Adequacy of TOC (if provided)	3	5	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
1.1b Adequacy of Environmental Policy (if provided)	3	5	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
1.3 Are environmental targets developed and reviewed on a regular basis?	3	5	0	0	0	0	0	0	Yes = 5; No = 0
1.3a Adequacy of Environmental targets	3	5	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
1.4 Has a formal system, including the use of audits and inspections, been developed to define responsibilities for verifying that environmental performance objectives are met?	1.5	5	0	0	0	0	0	0	Yes = 5; No = 0
1.4a Adequacy of audit and inspection information	1.5	5	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
<b>2. ENVIRONMENTAL HAZARD IDENTIFICATION AND RISK MANAGEMENT</b>									
2.1 Does the Bidder conduct formal risk assessments when planning and implementing operations and activities?	2	5	0	0	0	0	0	0	Yes = 5; No = 0
2.2 If "Yes", does that risk assessment include environmental risks?	1.5	5	0	0	0	0	0	0	Yes = 5; No = 0
2.2a adequacy of risk management system	1.5	5	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
2.3 Has a formal hazard observation program been implemented at the Bidder's worksites?	0.5	5	0	0	0	0	0	0	Yes = 5; No = 0
2.3a Adequacy of hazard observation program	0.5	5	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0

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			Score	Weighted Score	Score	Weighted Score	Score	Weighted Score		
<b>3. ORGANIZATIONAL RULES AND WORK PROCEDURES</b>										
3.1 Does the Bidder have documented environmental protection plans for all jobs/work activities?	1.5	5	0	0	0	0	0	0	0	Yes = 5; No = 0
3.1a adequacy of EPP	2.5	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
3.2 Does the Bidder have environmental contingency plans?	1.5	5	0	0	0	0	0	0	0	Yes = 5; No = 0
3.2a adequacy of contingency plans/Does the plan outline responsibilities, available resources and actions to be taken in the event of an environmental incident?	2.5	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
<b>4. EMPLOYEE KNOWLEDGE, TRAINING AND AWARENESS</b>										
4.1 Does the Bidder have an environmental awareness program?	1.5	5	0	0	0	0	0	0	0	Yes = 5; No = 0
4.1a Adequacy of Program?	2	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
4.2 Does the Bidder provide environmental awareness training to supervisory staff?	2	5	0	0	0	0	0	0	0	Yes = 5; No = 0
4.3 What is frequency of environmental awareness training?	2	5	0	0	0	0	0	0	0	Score 1-5. If monthly score 5; if bimonthly score 4; if quarterly score 3; if biannually score 2; if annually score 1
4.3a Adequacy of content environmental awareness training	2	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0

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			Score	Weighted Score	Score	Weighted Score	Score	Weighted Score		
<b>5. PERSONAL COMMUNICATIONS AND ENVIRONMENTAL MEETINGS</b>										
5.1 Are personal communications conducted to impart environmental awareness with other workers and thereby reducing the likelihood of non compliances or environmental incidents?	1.5	5	0	0	0	0	0	0	0	Yes = 5; No = 0
5.2 Is there a system for sharing best practices and procedures, incidents and other information across the Bidder's organization?	1	5	0	0	0	0	0	0	0	Yes = 5; No = 0
5.3 Is there an environment committee in place?	1	5	0	0	0	0	0	0	0	Yes = 5; No = 0
5.4 Are regular (minimum monthly) environmental meetings held at all facilities to maintain effective communication of environmental information throughout the organization and with Bidder's contractors?	2	5	0	0	0	0	0	0	0	Yes = 5; No = 0
5.4a Adequacy of content and frequency of environmental meetings?	1.5	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
5.5 Are minutes and records of attendance of these meetings maintained?	0.5	5	0	0	0	0	0	0	0	Yes = 5; No = 0
5.5a Adequacy of meeting minutes	0.5	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
5.6 Does the Bidder respond in writing to environmental concerns raised at environmental meetings?	1	5	0	0	0	0	0	0	0	Yes = 5; No = 0
<b>6. ENVIRONMENTAL MONITORING AND REPORTING</b>										
6.1 Has the Bidder developed specific procedures for environmental monitoring and reporting on incidents that occur at its worksites?	2	5	0	0	0	0	0	0	0	Yes = 5; No = 0
6.1a Adequacy of monitoring and incident procedure	1.5	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
6.2 Does the Bidder use an EMS system to establish standards, reporting and follow up and corrective action?	1.5	5	0	0	0	0	0	0	0	Yes = 5; No = 0
6.2a Adequacy of this process	1	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
6.3 Does the Bidder have dedicated environmental personnel?	2	5	0	0	0	0	0	0	0	Yes = 5; No = 0
6.3a Adequacy of personnel and responsibilities	0.5	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
6.4 Are supervisors formally trained in accident/investigations?	1	5	0	0	0	0	0	0	0	Yes = 5; No = 0
6.4a Adequacy of training program and frequency	0.5	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0

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			Score	Weighted Score	Score	Weighted Score	Score	Weighted Score		
<b>7. ENVIRONMENTAL INCIDENT ANALYSIS</b>										
7.1 Does the Bidder have in place a formal system for the collection, analysis, trending and evaluation of environmental incident data and statistical analysis?	1.5	5	0	0	0	0	0	0	0	Yes = 5; No = 0
7.2 Does the Bidder develop monthly environmental incident analysis reports, which are reviewed during management review meetings?	1.5	5	0	0	0	0	0	0	0	Yes = 5; No = 0
7.3 Does senior management review and comment on serious and significant environmental incidents?	1.5	5	0	0	0	0	0	0	0	Yes = 5; No = 0
7.4 Are all incident reports followed through from recommendations to completion and closure?	1.5	5	0	0	0	0	0	0	0	Yes = 5; No = 0
<b>8. LEADERSHIP TRAINING</b>										
8.1 Does Bidder's management receive formal environmental management training which provides a thorough understanding of the philosophies and principles behind environmental management?	2	5	0	0	0	0	0	0	0	Yes = 5; No = 0
8.1a Adequacy of environmental management training	2	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
8.2 Does the Bidder's management receive an orientation to the Bidder's Environmental Management System that includes an introduction to individual accountabilities and responsibilities?	2	5	0	0	0	0	0	0	0	Yes = 5; No = 0
8.2a Adequacy of orientation	2	5	0	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0

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			Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	
<b>9. ENVIRONMENTAL AUDITS, INSPECTIONS AND PREVENTATIVE MAINTENANCE</b>									
9.1 Is there a documented process for performing environmental audits?	2.5	5	0	0	0	0	0	0	Yes = 5; No = 0
9.2 Has a formal process been developed to ensure routine environmental monitoring?	2	5	0	0	0	0	0	0	Yes = 5; No = 0
9.3 Does the Bidder have planned preventative measures in place to prevent environmental incidents?	2	5	0	0	0	0	0	0	Yes = 5; No = 0
<b>10. CRITICAL OPERATION AND TASK ANALYSIS</b>									
10.1 Has a systematic approach been developed to identify and inventory all tasks based on mandatory rules, regulations and applicable codes, guidelines and standards?	2	5	0	0	0	0	0	0	Yes = 5; No = 0
10.2 Is there a formal process to assess the environmental requirements associated with the tasks and to mitigate the risk to ensure compliance with the requirements?	2	5	0	0	0	0	0	0	Yes = 5; No = 0
<b>11. SYSTEM REVIEW AND EVALUATION</b>									
11.1 Do the Bidder's senior management conduct regular reviews of the Environmental Management System, at least annually or at more frequent intervals, as the organization may deem necessary?	1.5	5	0	0	0	0	0	0	Yes = 5; No = 0
11.1a Adequacy of reviews	1.5	5	0	0	0	0	0	0	Rank adequacy 1 - 5; If not provided Score 0
11.2 Do these reviews include environmental management policies and procedures and other inputs such as the results and recommendations from environmental audits, monitoring and surveys and analysis of incident investigations?	1	5	0	0	0	0	0	0	Yes = 5; No = 0



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			Score	Weighted Score	Score	Weighted Score	Score	Weighted Score		
<b>12. STATISTICS</b>										
12.1 Number and type of directives from clients or regulators	1	5	0	0	0	0	0	0	0	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.2 Oil spill incidents;	1.5	5	0	0	0	0	0	0	0	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.3 Waste management incidents;	1.5	5		0		0			0	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.4 Hazardous materials incidents;	1.5	5		0		0			0	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.5 Water degradation incidents;	1.5	5		0		0			0	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.6 Air degradation incidents; and	1.5	5		0		0			0	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.7 Soil degradation incidents.	1.5	5	0	0	0	0	0	0	0	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5
12.8 Total Environmental Incidents	1	5	0	0	0	0	0	0	0	For 3 yr period: >= 5 score 0; 4 score 1; 3 score 2; 2 score 3; 1 score 4; 0 score 5

<b>Total Weighed Scores</b>	100	0	-	0	0	0	0	0	0
Percentage			0%		0%		0%		0%

Comments:

Environmental Manager:

Date:

RFP - Quality Assurance Evaluation								
RFP #: CH0009			RFP Name: Construction of North and South Dams					
	Weight	Max Score	Bidder 1		Bidder 2		Bidder 3	
			Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
1i) Bidder's quality policy statement and list of current quality objectives.	0.2	5	0	0	0	0	0	0
1ii) Bidder's Master Documents List or the Table of Contents of your policy and procedures manual.	0.5	5	0	0	0	0	0	0
1iii) Bidder's current Internal / External Audit Schedules.	1	5	0	0	0	0	0	0
1iv) Bidder's third party ISO 9000 registration, if available.	0.5	5	0	0	0	0	0	0
1v) Most Recent Management Review Minutes of Meeting.	1	5	0	0	0	0	0	0
1vi) If ISO 9001:2008 registration is held, a copy of last third party surveillance report.	0.3	5	0	0	0	0	0	0
2) Briefly describe any processes employed to plan the activities related to the requested products / services. If available, provide typical examples of Quality Plans and / or Inspection and Test Plans.	0.4	5	0	0	0	0	0	0
3) Describe how this work relates to the total annual productive capacity of Bidder's company and that of Bidder's main suppliers.	0.5	5	0	0	0	0	0	0
4) Briefly describe the processes used to control the design of the products / services to be supplied. Include references to the following processes:  <ul style="list-style-type: none"> <li>• Design Planning</li> <li>• Design Review</li> <li>• Design Verification</li> <li>• Design Validation</li> <li>• Design Changes</li> </ul>	1	5	0	0	0	0	0	0
5) Briefly describe the Bidder's Supplier / Sub-contractor selection process and any processes employed to monitor continued performance against contract requirements. In Bidder's response include a list of any services associated with the scope of work that would be sub-contracted out and where appropriate, the contract details for that Sub-Contractor.	1	5	0	0	0	0	0	0
6) What techniques does the Bidder employ to verify that the product / service have been delivered appropriately and in accordance with the contract requirements? What verification records are generated?	0.4	5	0	0	0	0	0	0
7) Briefly describe the Bidder's records retention system and the normal records retained (or supplied to the client) as part of this product / service delivery. Bidder's response should make reference to records such as Material Test Reports, Non-destructive examination records, in process inspections and Factory Acceptance tests.	0.2	5	0	0	0	0	0	0
8) What processes does the Bidder employ to ensure that Inspection is performed and Measuring and Test Equipment is fully calibrated and functioning appropriately?	0.5	5	0	0	0	0	0	0

RFP - Quality Assurance Evaluation								
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	Weight	Max Score	Bidder 1		Bidder 2		Bidder 3	
			Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
9) When products / services do not meet requirements, what processes are employed to ensure timely resolution of the problem? If so, what records of the problem and solution are generated?	0.2	5	0	0	0	0	0	0
10) Does the Bidder employ any continuous improvement processes or other methods to monitor evaluate and improve the quality of products / services provided? If so, briefly describe them. Include in your response details on the following:  <ul style="list-style-type: none"> <li>Processes to monitor and measure effects of continuous improvement changes.</li> <li>Processes for the evaluation and implementation of innovative and cost reduction ideas.</li> </ul>	0.5	5	0	0	0	0	0	0
11) Does the Bidder employ any processes to monitor internal / external activities to ensure conformance to procedures? If so, briefly describe them.	0.5	5	0	0	0	0	0	0
12) Briefly describe the Bidder's Training Policy and any controls used to ensure personnel are competent to perform their defined functions and responsibilities.	0.5	5	0	0	0	0	0	0
13) Briefly describe any servicing and / or product support required / recommended as part of the delivery of this equipment / service.	0.5	5	0	0	0	0	0	0
14) Briefly describe any processes employed to monitor Customer Satisfaction and how these processes will be applied to the proposed scope of work.	0.2	5	0	0	0	0	0	0
15) The Bidder shall confirm that it has reviewed and can comply with any Quality Assurance requirements outlined in the contract agreement and that the responses to this questionnaire are true and accurate.	0.1	5	0	0	0	0	0	0
<b>Total Weighed Score</b>	10			0		0		0
<b>Total Weighted Score as % of Max Weighted Score**</b>				0%		0%		0%
<b>Score-Based Conclusion**</b>								

\*\*Proponent must achieve a minimum Total Weighted Score of 60 percent to be considered acceptable.

Quality Representative: \_\_\_\_\_

Date: \_\_\_\_\_

Scoring Guide:
0 - Question not answered or no relevant information provided in response
1 - Response does not meet key criteria
2 - Response only meets a few of the key criteria
3 - Response meets a majority of the key criteria
4 - Response meets all key criteria
5 - Response meets and exceeds key criteria

Comments: \_\_\_\_\_

Green	Recommended
Yellow	Clarification
Red	Not Recommended

BID EVALUATION  
DISCIPLINE SCORE SHEETS

**RFP - Risk Management Questionnaire Evaluation**

<b>Package Number:</b> CH0009	<b>Package Name:</b> Construction of North and South Dams
----------------------------------	--

<b>Scoring Guide:</b>
0 - Question not answered or no relevant information provided in response
1 - Response does not meet key Criteria
2 - Response only meets a few of the key criteria
3 - Response meets a majority of the key criteria
4 - Response meets all key criteria
5 - Response meets and exceeds key criteria

Risk Management Questionnaire	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3	
		Answer	Score	Answer	Score	Answer	Score
Risk Management system in place.	5	0	0	0	0	0	0
Risk Management Plan - Risk Register sample.	3	0	0	0	0	0	0
Top 5 Risks - Identification.	7	0	0	0	0	0	0
Loss Control Program.	3	0	0	0	0	0	0
Records of Successful on-time construction completion (last 05 years).	3	0	0	0	0	0	0
Root Causes of late construction completion (last 05 years).	3	0	0	0	0	0	0
Measures implemented to improve performance (last 03 years).	3	0	0	0	0	0	0
Discussion on Schedule Critical Path.	5	0	0	0	0	0	0
Examples of on-time and late mobilization & deployment of crews & equipment.	4	0	0	0	0	0	0
Materials sourcing strategy (cement & fly-ash) Suppliers planned capacity utilization.	7	0	0	0	0	0	0
Mitigation measures for contamination of water LC river - regular activities.	7	0	0	0	0	0	0
Mitigation measures for increased water seepage and inflow in work areas.	5	0	0	0	0	0	0
Mitigation of lower productivity due to adverse weather.	5	0	0	0	0	0	0
Batch Plant, Crusher, major equipment production plan. Back-up and redundancies.	7	0	0	0	0	0	0
Description HSE Risk Management system.	3	0	0	0	0	0	0
Control for Tower cranes not used outside of manufacturer's operating limitations.	4	0	0	0	0	0	0
Processes and procedure to manage Change.	3	0	0	0	0	0	0
Familiarity with Canadian standards specified throughout the Agreement.	4	0	0	0	0	0	0
Measure to be implemented if English is not the first language.	3	0	0	0	0	0	0
Skills critical to the success of the project and number of people.	5	0	0	0	0	0	0
Lessons learned to retain skilled labor to comply with contractor's cost & schedule.	3	0	0	0	0	0	0
Statement concerning Strikes and Labour Agreements.	5	0	0	0	0	0	0
Responsibility statement	3	0	0	0	0	0	0
<b>Score</b>	100	0.00		0.00		0.00	
<b>Total Percentage</b>		0.00%		0.00%		0.00%	

Scored By: C. Fernandez - Deputy Project Control Manager  
Date:

BID EVALUATION  
DISCIPLINE SCORE SHEETS

**RFP - Commercial - Summary Evaluation**

RFP #: CH0009

RFP Name: Construction of North and South Dams

Item	Commercial Summary	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3		Answer	Score
			Answer	Score	Answer	Score	Answer	Score		
1	Warranties	10		0		0		0		0
2	Limit of Liability	15		0		0		0		0
3	LD Value & Cap	10		0		0		0		0
4	Proposal Validity	10		0		0		0		0
9	Rate(s) for extra work & OH&P identified	10		0		0		0		0
10	Provincial Benefits (BF from table)	5	-	-	-	-	-	-	-	0
11	Performance Security (BF from table)	10	-	-	-	-	-	-	-	0
12	Insurances (BF from table)	10	-	-	-	-	-	-	-	-
13	Co-ordination Procedures (BF from table)	10	-	-	-	-	-	-	-	-
14	Financial Data, Staus etc. (BF from table)	10	-	-	-	-	-	-	-	-
15	Escalation (if included - normalise in total tender price exercise)									
	<b>Score</b>	100		0.00		0.00		0.00		0.00
	<b>Percentage</b>		0.00%		0.00%		0.00%			0.00%

Scored By:

Date:

Scoring Guide:

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

BID EVALUATION  
DISCIPLINE SCORE SHEETS

Provincial Benefits (Including INNU Content) - Labour RFP Evaluations  
(for use on Civil, Supply & Install, and Services RFPs)

RFP #: CH0009 Title: Construction of North and South Dams

Section	Description / Expectation	Weighting Assigned	Score Given	Weighted Score	Comments	Score Given	Weighted Score	Comments	Score Given	Weighted Score	Comments	Score Given	Weighted Score	Comments	Bidder 6			Bidder 7		
															Score Given	Weighted Score	Comments	Score Given	Weighted Score	Comments
<b>2.1 Contracting and Procurement (7.5%)</b>																				
2.1 a)	Describe Bidder's experience with implementing local benefits strategies and agreements, including Aboriginal agreements	2.5		0		0	0			0	0				0	0			0	0
2.1 b)	Describe Bidder's procurement policies and procedures that will ensure reasonable advance notice to NL supply community of all procurement opportunities	2.5		0		0	0			0	0				0	0			0	0
2.1 c)	Describe Bidder's familiarity with NL contractor/supply capabilities. If Bidder is not currently familiar with these capabilities, describe proposed steps to ensure familiarity	2.5		0		0	0			0	0				0	0			0	0
<b>2.2 Employment (5%)</b>																				
2.2 a)	Describe Bidder's familiarity with Newfoundland & Labrador workforce	2.5		0		0	0			0	0				0	0			0	0
2.2 b)	Describe Bidder's human resource policies that will optimize Newfoundland and Labrador employment benefits	1.5		0		0	0			0	0				0	0			0	0
2.2 c)	Describe Bidder's human resource policies that will optimize Innu employment benefits	1.0		0		0	0			0	0				0	0			0	0
<b>2.3 Gender Equity and Diversity (5%)</b>																				
2.3 a)	Does Bidder have gender equity and diversity plans? If so, describe Bidder's policies, including harassment and discrimination policies that support gender equity and diversity	1.5		0		0	0			0	0				0	0			0	0
2.3 b)	Does Bidder's human resource policies enable the voluntary identification of members of	1.5		0		0	0			0	0				0	0			0	0
2.3 c)	Is the Bidder a woman-owned business?	1.0				0	0													
2.3 d)	List any intended subcontractors / suppliers that are woman-owned business	1.0				0	0													
<b>2.4 NL Benefits Reporting (3%)</b>																				
2.4 a)	Indicate Bidder's previous experience at capturing employment and expenditure data as	2.5		0		0	0			0	0				0	0			0	0
2.4 b)	Indicate who, within Bidders organization, will be responsible for benefits monitoring and	2.5		0		0	0			0	0				0	0			0	0
<b>Scoring Grid</b>																				
5		Scoring Guidance for Section 2 (above)																		
4		Response meets and exceeds all key criteria																		
3		Response meets all key criteria																		
2		Response meets a majority of all key criteria																		
1		Response meets only a few of the key criteria																		
0		Response meets none of the key criteria																		
<b>3.0 Provincial and Innu Content</b>																				
3.0 a)	Is Bidder a registered Innu Company with IBDC?	5.0		0		0	0			0	0				0	0			0	0
3.0 b)	Use of registered Innu subcontractors?	2.5		0		0	0			0	0				0	0			0	0
3.0 c)	Is Bidder an NL Company	5		0		0	0			0	0				0	0			0	0
3.0 d)	Use of NL Subcontractors	2.5		0		0	0			0	0				0	0			0	0
3.0 e)	Bidder has experience working with aboriginal IBAs	2.5		0		0	0			0	0				0	0			0	0
<b>4.0 a) NL BENEFITS CONTENT - PERSON HOUR ESTIMATE by Residency (25.0)</b>		25		0		0	0			0	0				0	0			0	0
Score = 5		If NL percentage of total hours is > 80%																		
Score = 4		If NL percentage of total hours is 60 to 80 %								0%	0%				0%	0%			0%	0%
Score = 3		If NL percentage of total hours is 40 to 60 %																		
Score = 2		If NL percentage of total hours is 20 to 40 %																		
Score = 1		If NL percentage of total hours is < 20%																		
<b>4.0 b) NL BENEFITS CONTENT - PERSON HOUR ESTIMATE by Location of Work (10.0)</b>		10		0		0	0			0	0				0	0			0	0
Score = 5		If NL percentage of total hours is > 80%																		
Score = 4		If NL percentage of total hours is 60 to 80 %								0%	0%				0%	0%			0%	0%
Score = 3		If NL percentage of total hours is 40 to 60 %																		
Score = 2		If NL percentage of total hours is 20 to 40 %																		
Score = 1		If NL percentage of total hours is < 20%																		
<b>5.0 NL BENEFITS CONTENT - EXPENDITURE ESTIMATE (25%)</b>		25		0		0	0			0	0				0	0			0	0
Score = 5		If NL percentage of total expenditures is > 80%																		
Score = 4		If NL percentage of total expenditures is 60 to 80 %								0%	0%				0%	0%			0%	0%
Score = 3		If NL percentage of total expenditures is 40 to 60 %																		
Score = 2		If NL percentage of total expenditures is 20 to 40 %																		
Score = 1		If NL percentage of total expenditures is < 20%																		

Scored By: Maria Moran Total 100  
 Date: Sectional Weighting 2.5% 0  
 Ranking

**BID EVALUATION  
DISCIPLINE SCORE SHEETS**

**RFP - Commercial - Performance Security**

**RFP #:** CH0009

**RFP Name:** Construction of North and South Dams

**Scoring Guide:**

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

Item	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3		Answer	Score
		Answer	Score	Answer	Score	Answer	Score		
<b>Commercial - Performance Security</b>									
1	Performance Bond	40	0	0	0	0	0	0	0
2	Labour & Material Payment Bond	40	0	0	0	0	0	0	0
3	Letter of Credit	10	0	0	0	0	0	0	0
4	Parental Guarantee	10	0	0	0	0	0	0	0
<b>Score - transfer to Commercial Summary</b>		100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Percentage</b>			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

**Scored By:** \_\_\_\_\_  
**Date:** \_\_\_\_\_

BID EVALUATION  
DISCIPLINE SCORE SHEETS

**RFP - Commercial - Insurances**

RFP #: CH0009

RFP Name: Construction of North and South Dams

**Scoring Guide:**  
 0 - Question not answered or no relevant information provided in response  
 1 - Response does not meet key Criteria  
 2 - Response only meets a few of the key criteria  
 3 - Response meets a majority of the key criteria  
 4 - Response meets all key criteria  
 5 - Response meets and exceeds key criteria

Item	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3		Answer	Score
		Answer	Score	Answer	Score	Answer	Score		
<b>Commercial - Insurances</b>									
1	Workers Compensation	20	0	0	0	0	0	0	0
2	Employers Liability	20	0	0	0	0	0	0	0
3	Comprehensive General Liability	20	0	0	0	0	0	0	0
4	Automobile Liability	5	0	0	0	0	0	0	0
5	Owned & Non-Owned Aircraft	5	0	0	0	0	0	0	0
6	Property	15	0	0	0	0	0	0	0
7	Property in Transit	15	0	0	0	0	0	0	0
<b>Score - transfer to Commercial Summary</b>		100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Percentage</b>			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Scored By:   
 Date:



BID EVALUATION  
DISCIPLINE SCORE SHEETS

**RFP - Commercial - Coordination Procedures**

RFP #: CH0009

RFP Name: Construction of North and South Dams

Scoring Guide:  
 0 - Question not answered or no relevant information provided in response  
 1 - Response does not meet key Criteria  
 2 - Response only meets a few of the key criteria  
 3 - Response meets a majority of the key criteria  
 4 - Response meets all key criteria  
 5 - Response meets and exceeds key criteria

Item	Commercial - Coordination Procedures	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3		Answer	Score
			Answer	Score	Answer	Score	Answer	Score		
1	Key Personnel	12		0		0		0		0
2	Schedule Development and Control Plan	2		0		0		0		0
3	Control Schedule	2		0		0		0		0
4	Control Schedule Baseline Document	2		0		0		0		0
5	Scheduling and Progress Requirements	2		0		0		0		0
6	Project execution Plan	2		0		0		0		0
7	Earned Value Measurement	2		0		0		0		0
8	Recovery Plan Development	2		0		0		0		0
9	Progress Reporting	2		0		0		0		0
10	Company access to data.	2		0		0		0		0
11	Bi-weekly Progress Report	10		0		0		0		0
12	Monthly Progress Report	5		0		0		0		0
13	Cost Report	15		0		0		0		0
14	Change Management - Identification	4		0		0		0		0
15	Change Management - Pricing	4		0		0		0		0
16	Change Management - Schedule Impact	4		0		0		0		0
17	Change Management - Register	3		0		0		0		0
18	Invoicing Summary Report	5		0		0		0		0
19	Cash Forecast	5		0		0		0		0
20	Information Systems/Technology	5		0		0		0		0
21	Data Transfer	5		0		0		0		0
22	Document Control	5		0		0		0		0
<b>Score - transfer to Commercial Summary</b>		100		0.00		0.00		0.00		0.00
		<b>Percentage</b>		<b>0.00%</b>		<b>0.00%</b>		<b>0.00%</b>		<b>0.00%</b>

Scored By:   
 Date:

BID EVALUATION  
DISCIPLINE SCORE SHEETS

**RFP - Commercial - Financial Data**

RFP #: CH0009

RFP Name: Construction of North and South Dams

**Scoring Guide:**

- 0 - Question not answered or no relevant information provided in response
- 1 - Response does not meet key Criteria
- 2 - Response only meets a few of the key criteria
- 3 - Response meets a majority of the key criteria
- 4 - Response meets all key criteria
- 5 - Response meets and exceeds key criteria

Item	Question Weight (%)	Bidder 1		Bidder 2		Bidder 3			
		Answer	Score	Answer	Score	Answer	Score	Answer	Score
<b>Commercial - Financial Data</b>									
<b>A</b>	<b>Organisation</b>		0		0		0		0
1	Business Organisation	10	0		0		0		0
2	Joint Venture/Partnership	5	0		0		0		0
3	Business Registration	5	0		0		0		0
4	Ownership %	10	0		0		0		0
5	Company/Bidder Relationship	5	0		0		0		0
<b>B</b>	<b>Financial Data</b>		0		0		0		0
1	Financial Responsibility	5	0		0		0		0
2	Willingness to Guarantee	5	0		0		0		0
3	LOC Maximum Value	5	0		0		0		0
4	Credit References	5	0		0		0		0
5	Claims & Judgements	5	0		0		0		0
6	Bankruptcy	5	0		0		0		0
7	Contract Cancellation	5	0		0		0		0
8	Litigation History	5	0		0		0		0
<b>C</b>	<b>Legal Status</b>		0		0		0		0
1	LLC/Corporation	5	0		0		0		0
2	Partnership	5	0		0		0		0
3	Bank References	5	0		0		0		0
4	Work Experience Table	Technical							
5	Signing Authority	5	0		0		0		0
6	Bank Clearance Letter	5	0		0		0		0
<b>Score - transfer to Commercial Summary</b>		100	0.00		0.00		0.00		0.00
<b>Percentage</b>			0.00%		0.00%		0.00%		0.00%

Scored By:

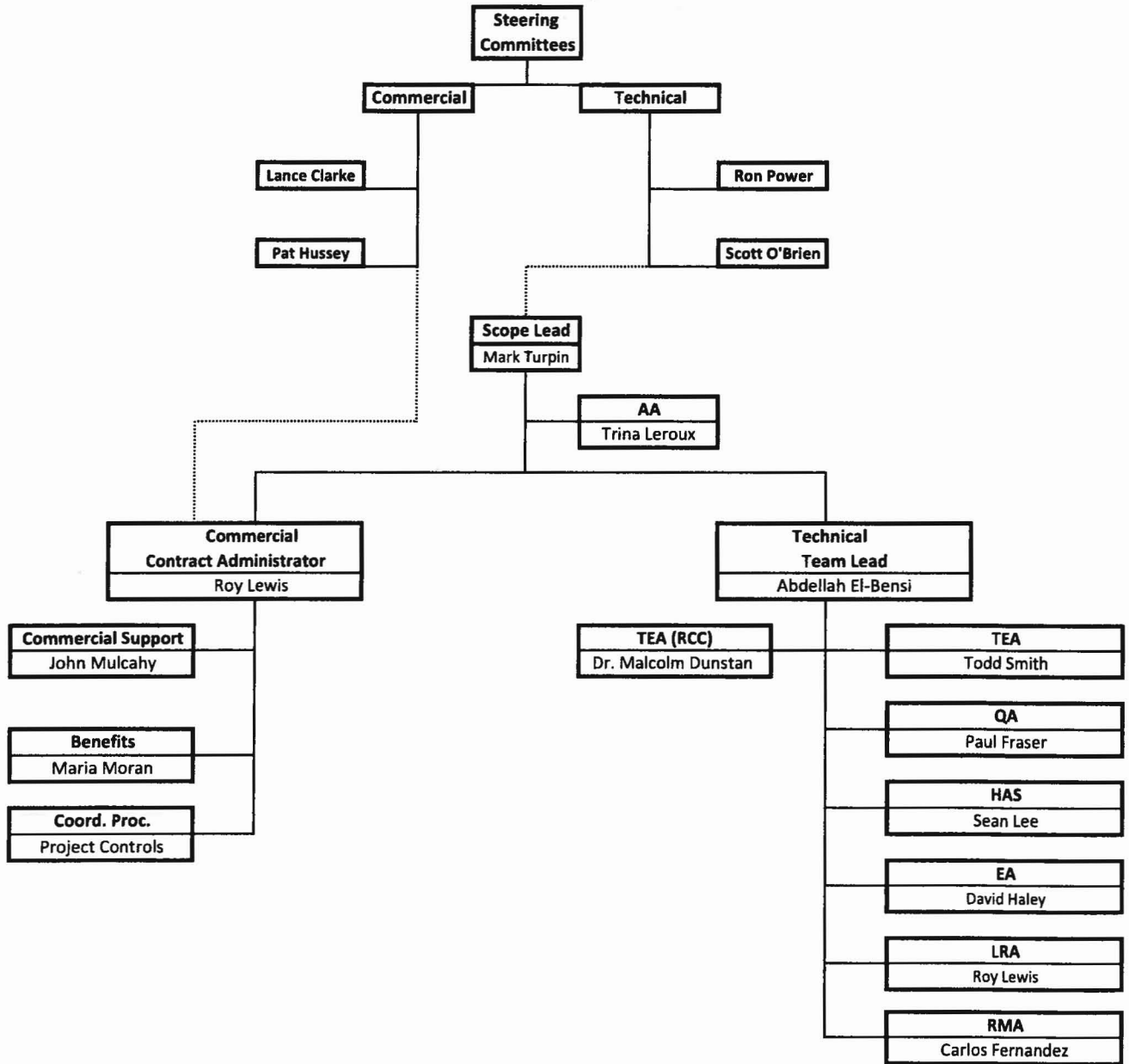
Date:



**Bid Evaluation Organisation Chart**

**Index**

- |            |                               |            |                           |
|------------|-------------------------------|------------|---------------------------|
| <b>PSL</b> | Package Scope Lead            | <b>HAS</b> | Health and Safety Advisor |
| <b>CA</b>  | Contract Administrator        | <b>QA</b>  | Quality Advisor           |
| <b>AA</b>  | Admin Assistant               | <b>EA</b>  | Environmental Advisor     |
| <b>TL</b>  | Technical Lead                | <b>LRA</b> | Labour Relations Advisor  |
| <b>TEA</b> | Technical Engineering Advisor | <b>RMA</b> | Risk Management Advisor   |



**BID EVALUATION  
DISCIPLINE SCORE SHEETS**

**Index**

**PSL** Package Scope Lead  
**CA** Contract Administrator  
**AA** Admin Assistant  
**TL** Technical Lead  
**TEA** Technical Engineering Advisor

**HAS** Health and Safety Advisor  
**QA** Quality Advisor  
**EA** Environmental Advisor  
**LRA** Labour Relations Advisor  
**RMA** Risk Management Advisor

**Bid Evaluation Responsibility Matrix**

Item	Description	Dur. Days	Responsible											
			PSL	CA	AA	TL	TEA	QA	HAS	EA	LRA	RMA		
1	RFP Closing													
2	Opening	1	PSL	CA	AA									
3	Clarifications/Bidder Meetings	10	PSL	CA	TL	TEA	QA	HAS	EA	LRA	RMA			
4	Technical Review	21	PSL	TL	TEA	QA	HAS	EA	LRA	RMA	RMA			
5	Technical Evaluation Complete	1	PSL	TL										
6	Commercial Review	21	PSL	CA										
7	Commercial Review Complete	1	CA											
8	Commercial - Apply Technical weighting	1	CA											
9	Short List	1	PSL	CA	TL									
10	Short List Approval	1	NE											
11	Short List Negotiation	7	PSL	CA	TL									
12	Final Review	5	PSL	CA	TL									
13	Award Recommendation	1	PSL											
14	Endorsement & Approval	3	NE											
15	Award	1	PSL	CA	TL									
16	Contract - Preparation	2	CA											
17	Contract - Approval	3	NE											
18	Contract - Execution	1	CA											