

What You Need To Know About Consultants' Performance Appraisal System (CPAS)

What Is CPAS?

CPAS is an electronic platform for public sector agencies to submit and retrieve information on consultancy firms' performance i.e. CPAS scores

Key Features:

- Applies to the following consultancy services procured by public sector agencies



Architect



C&S
Engineer



M&E
Engineer



Project
Mgr



Qty
Surveyor

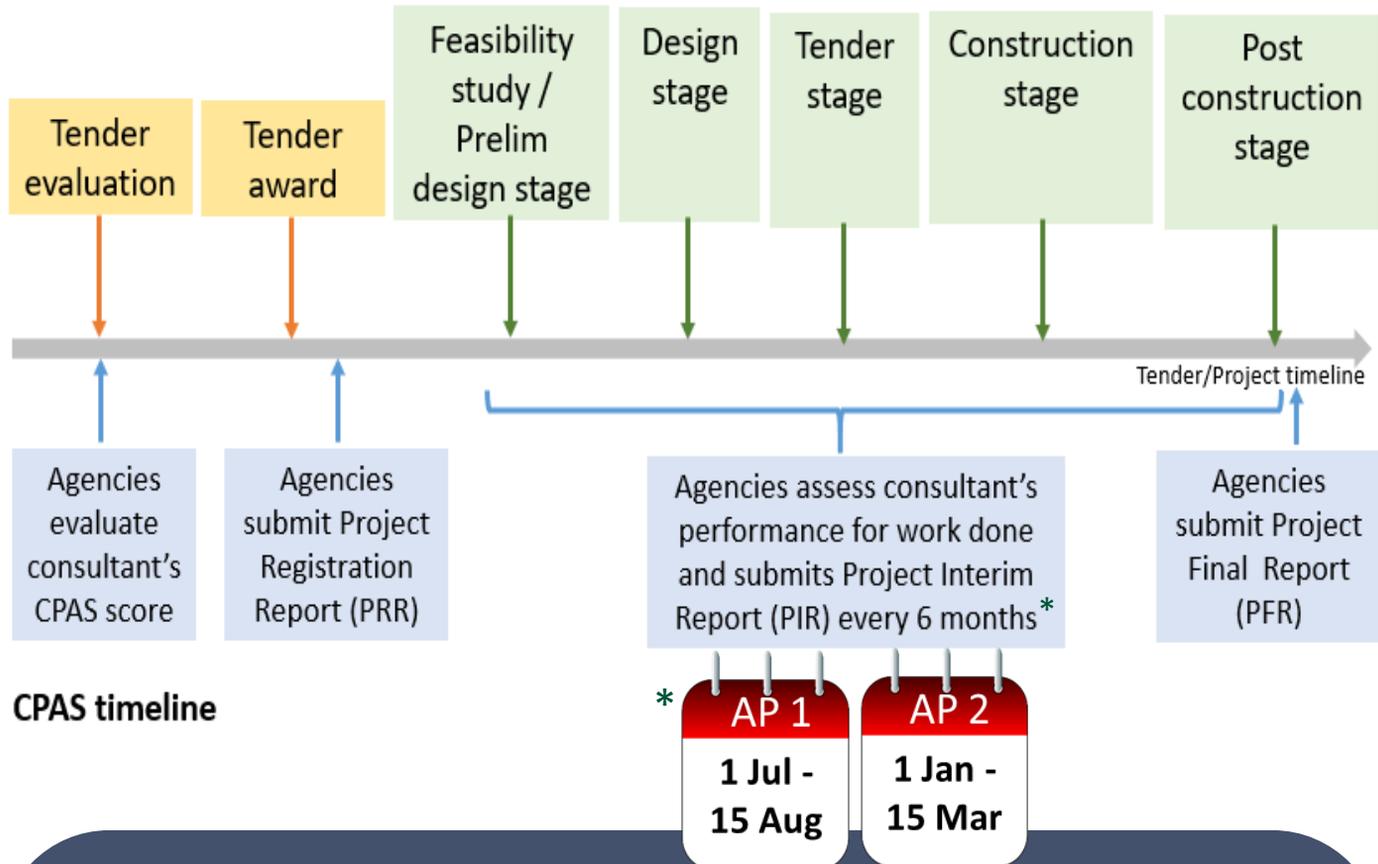
- Performance assessment is conducted on individual discipline and each discipline will have its own CPAS score
- Performance assessment is conducted 6-monthly throughout project duration
- The Assessment Period (AP) is from January to June (AP₁) and July to December (AP₂)
- Consultants' CPAS score would be used as part of tender evaluation



When And How Is My Firm Assessed On CPAS?

Overview of CPAS assessment methodology

Tender/Project stages



CPAS timeline

- **Firms are assessed across five main stages of the project**
- Agencies will establish the performance evaluation attributes and respective weightages, and submit through a Project Registration Report (PRR) after tender award
- Firms could approach agencies for information on the evaluation criteria for specific project

What Are the Assessment Criteria?

3 Broad Performance Assessment Criteria across 5 Main Stages

| | | | | |
|--|------------------------|------------------------|------------------------------|--------------------------------------|
| (1) Feasibility Studies / Prelim Design Stage | (2) Design Stage | (3) Tender Stage | (4) Construction Stage | (5) Post Construction Stage |
|--|------------------------|------------------------|------------------------------|--------------------------------------|



I. Technical Consideration/ Design Quality



II. Documentation



III. Service Quality

Under the 3 broad criteria, agencies will further specify the **evaluation attributes** and the respective **scoring weightage**

Examples of evaluation attributes

| BROAD ASSESSMENT CRITERIA | EVALUATION ATTRIBUTE |
|---------------------------|---|
| Technical Consideration | Quality of Study, Quality of recommendation, Tender Preparation, Tender assessment, Cost estimate Reliability (For QS only), Quality of Design (Arch, C&S, M&E), Buildability, Health and Safety etc. |
| Documentation | Quality of report, Quality of delivery, Quality of Tender documentation, Documentation required for TOP/CSC etc. |
| Service Quality | Responsiveness, Communication, Senior Management Commitment etc. |

How Is Individual Project being Scored?

- Each project will have its periodic scoring under the Project Interim Report (PIR) – i.e. the PIR score
- There are 6 performance grades for PIR scoring

| Performance Grade | Performance Factor |
|-------------------|--------------------|
| Excellent (E) | 1.0 |
| Very Good (VG) | 0.85 |
| Good (G) | 0.70 |
| Satisfactory (S) | 0.50 |
| Poor (P) | 0.30 |
| Very Poor (VP) | 0 |

- Each performance grade will be translated to a performance factor, which will be used to derive the PIR score by multiplying it with the weightage allocated to the evaluation attribute

Example of computation of PIR score

| | | | Weightage | E | VG | G | S | P | VP |
|--|----------------------------|------------------------------|--------------------|---|----|---|---|---|----|
| FEASIBILITY STUDIES AND PRELIMINARY DESIGN STAGE | 1. Technical Consideration | Quality of recommendation | 30 | | | X | | | |
| | 2. Documentation | Quality of report | 20 | | | | X | | |
| | 3. Service Quality | Responsiveness | 15 | X | | | | | |
| | | Senior Management Commitment | 15 | | | | X | | |
| | | Communication | 20 | | | X | | | |
| | | | Total : 100 | | | | | | |

In this instance, the consultant's total PIR score = 30×0.70 (G) + 20×0.50 (S) + 15×1.00 (E) + 15×0.50 (S) + 20×0.70 (G) = **67.5** (refer to table above).

How is CPAS score derived?



It is a weighted average score of the firm's performance assessment obtained from its PIR scores across all different projects for the past 6 APs from all the agencies



- CPAS score =
 $50\% \times (\text{PIR scores in the most recent 2 APs}) +$
 $30\% \times (\text{PIR scores in the next recent 2 APs}) +$
 $20\% \times (\text{PIR scores in the least recent 2 APs})$
- CPAS score will be normalised based on the total weightages applied if there are no PIRs and/or projects received over 2 consecutive APs within the same 1-year window

Example of computation of CPAS score

| Projects | Project Interim Report (PIR) score | | | | | |
|-----------|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2016 | 2016 | 2017 | 2017 | 2018 | 2018 |
| | AP1 Jan to Jun | AP2 Jul to Dec | AP1 Jan to Jun | AP2 Jul to Dec | AP1 Jan to Jun | AP2 Jul to Dec |
| Project 1 | 63 | 65 | - | 58 | 56 | 55 |
| Project 2 | 53 | 54 | 60 | 55 | 65 | 58 |
| Project 3 | - | - | 59 | 55 | 60 | 65 |

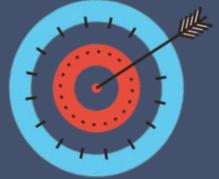
| Moving 3-year period | No. of performance reports | Average score from the PIRs | Weight to be used |
|--|----------------------------|---|-------------------|
| Project performance reports from the most recent 2 APs (i.e. AP1 & AP2 2018) | 6 | 59.8 $=(55 + 58 + 65 + 56 + 65 + 60)/6$ | 50% [0.5] |
| Project performance reports from the next 2 APs (i.e. AP1 & AP2 2017) | 5 | 57.4 $=(58 + 55 + 55 + 60 + 59)/5$ | 30% [0.3] |
| Project performance reports from the last 2 APs (i.e. AP1 & AP2 2016) | 4 | 58.8 $=(65 + 54 + 63 + 53)/4$ | 20% [0.2] |
| Consultant's Performance Score (CPAS score) to be published by BCA on 1st Mar 2019 (after AP2 2018) | | 58.9 $=(59.8 \times 0.5 + 57.4 \times 0.3 + 58.8 \times 0.2)$ | |

How Do CPAS and PIR scores Affect My Firm?

CPAS score and tender evaluation

Consultants' performance is a mandatory criterion under the Quality component in Quality Fee Method (QFM) framework

- CPAS score is used to derive Consultant's Performance Score (ie. CP-Score) under QFM
- Better CPAS score = higher tendering advantage



PIR score and PSPC listing

Firms with consistently "Very Poor" PIR scores (ie. <30 points) in the past 12 months will be temporary delisted from PSPC listing

| No. of "Very Poor" PIR Score (in recent 2 AP periods i.e. past 1 year) | Delisting Period in PSPC |
|---|--------------------------|
| 3 | 3 months |
| 4 | 6 months |

- For multi-disciplinary firms, temporary delisting will only be applied to the specific discipline of the firm which has performed very poorly
- Delisted firms will be unable to participate in public sector tenders
- For "very poor" PIR scores, agencies are required to feedback to consultants before confirming the score in CPAS

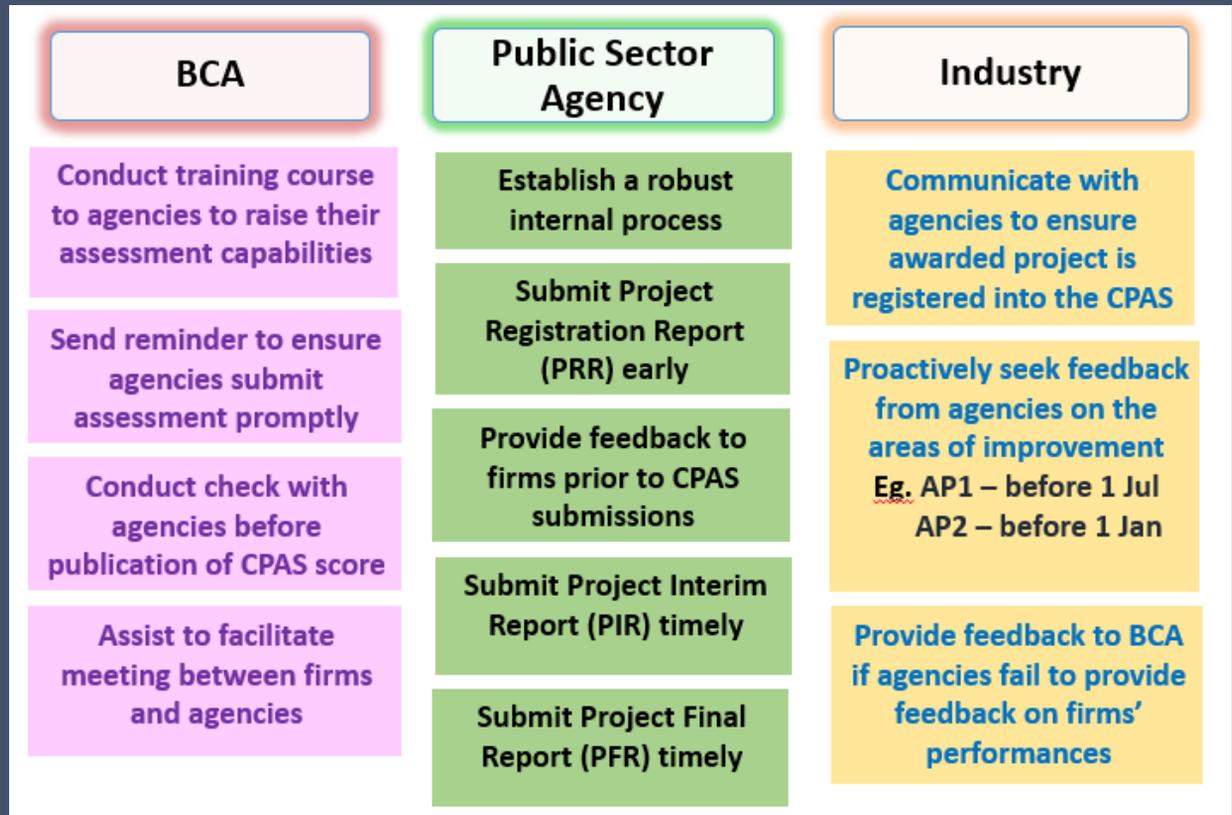
I want to improve on my PIR. Who can I approach?

- Firms should proactively seek regular feedback from agencies on their performance and areas of improvement



Ensuring the robustness of CPAS

All key stakeholders play a critical role in ensuring the robustness of CPAS



When will the CPAS score be published?

CPAS score will be updated and published twice a year, after each AP

| Assessment Period (AP) | Published on |
|---|--------------|
| AP1 (for work done from 1 Jan – 30 Jun) | 1 Sep |
| AP2 (for work done from 1 Jul – 31 Dec) | 1 Mar |

Coming Soon..

Firms would be able to view their list of projects contributing their CPAS score via PSPC login