

Construction SMART Goals for Field Office Positions

In addition to the mandatory six subjective performance evaluation items (DOT Values, Customer Service, etc.), field office construction employees will have the following SMART Goals. Descriptions of each SMART Goal and the associated rubric follow below. Understanding that most, but not all, construction field employees fit into the following categories, it is appropriate for the Cost Center Manager to mix and match these SMART goals for employees that fulfill multiple roles for the unit.

SMART Goal	OE	CE/RCA	CM	PO	PA	CSS	FES	RAS	Inspector	
Safety	Determined by Director	X	X	X	X	X	X	X	X	
Time & Money		X								
Hiring Results		X								
Training		X	X							
Final Acceptance					X	X				
Consultant Accountability				X	X					
SAs & WOs					X	X	X			
Final Estimates							X	X		
FE QC Reviews				X				X		
Asphalt Documentation									X	
Asphalt Quality									X	
DWR										X

Safety

Promotes safety practices and procedures. Ensures employees are reviewing and applying information from the Job Hazard Analysis (JHA) and are familiar with the Contractors proposed Maintenance of Traffic (MOT) in advance of performing tasks. Ensures employees are using appropriate Personal Protective Equipment (PPE) for their assigned task. Reports and encourages employees to report safety problems. Investigates thoroughly and reports incidents and accidents in accordance with FDOT procedures. Formulates and implements safety improvements to prevent similar incidents and accidents from reoccurring. Ensures all construction jobsite safety problems are/has been reported to the Contractors designated personnel. Demonstrates the Department's commitment to safety and health by correcting and/or reporting any identified hazards, which could result in injury or illness. Completes required safety training and ensures all personnel completes required safety training before performing those operations.

Rating	Criteria
5	<i>Meets the criteria for a 4, attends >90% of the unit safety meetings and either receives a safety award or makes a safety award nomination.</i>
4	<i>Meets the criteria for a 3, attends at least 75-90% of the unit or district office safety meetings and either serves on a safety committee/team or proposes and develops a safety initiative or makes a safety award nomination.</i>
3	<i>No chargeable incident or avoidable injuries and completes 100% of the required safety training during the rating period.</i>
2	<i>Has one chargeable incident or avoidable injury or completes less than 100% of the required safety training during the rating period</i>
1	<i>Has one or more chargeable incidents or avoidable injuries and completes less than 100% of the required safety training during the rating period</i>

Time & Money

Monitors time and cost performance on all contracts, proactively addresses time and cost issues and does not create avoidable CEI (avoidability code) cost or time overruns that affect performance measures.

Rating	Criteria
5	<i>Overall Time & Cost for Construction better than District's average performance measure and 0% avoidable CEI cost/time overruns</i>
4	<i>Overall Time & Cost for Construction within established performance measures and 0% avoidable CEI cost/time overruns</i>
3	<i>0% avoidable CEI cost/time overruns</i>
2	<i>5% - 10% avoidable CEI cost/time overruns</i>
1	<i>> 10% avoidable CEI cost/time overruns</i>

Hiring Results

Complete the hiring process from date of vacancy through appointment.

Rating	Criteria
5	<i>Complete hiring process within 60 days 98% of the time</i>
4	<i>Complete hiring process within 75 days 95% of the time</i>
3	<i>Complete hiring process within 90 days 95% of the time</i>
2	<i>Complete hiring process within 105 days 90% of the time</i>
1	<i>Complete hiring process within 105 days less than 90% of the time</i>

Training

Develop annual training plan for all employees. Monitor hours spent on training and completion of mandatory training for all employees.

Rating	Criteria
5	<i>100% of employees have annual training plan, unit averages more than 24 hours of training/employee/year, 95% of unit mandatory training completed.</i>
4	<i>100% of employees have annual training plan, unit averages 20-24 hours of training/employee/year, 95% of unit mandatory training completed.</i>
3	<i>100% of employees have annual training plan, unit averages 16-19 hours of training/employee/year, 95% of unit mandatory training completed.</i>
2	<i>100% of employees have annual training plan, unit averages 10-15 hours of training/employee/year, less than 95% of unit mandatory training completed.</i>
1	<i>100% of employees have annual training plan, unit averages less than 10 hours of training/employee/year, and less than 95% of unit mandatory training completed.</i>

Final Acceptance

All required processes and documents are completed and received prior to issuance of final acceptance. Final Estimates documentation is submitted within 15 days for streamline contracts and 30 days for non-streamline contracts from final acceptance.

Rating	Criteria
5	<i>No projects Final Accepted with incomplete required processes or documents. All Project Final Estimates were submitted greater than 3 days early.</i>
4	<i>No projects Final Accepted with incomplete required processes or documents. More than one project Final Estimates was submitted early.</i>
3	<i>No projects Final Accepted with incomplete required processes or documents. No Project Final Estimates were submitted late.</i>
2	<i>One project Final Accepted with incomplete required processes or documents or one Project Final Estimate was submitted late.</i>
1	<i>More than one project Final Accepted with incomplete required processes or documents OR more than one Project Final Estimate was submitted late.</i>

Consultant Accountability *Applicable to POs & CMs with assigned consultant contracts**

Perform quarterly consultant performance grades with written, meaningful comments. Perform periodic quality assurance activities to ensure consultant is performing services in accordance with the contract and adhering to the consultant’s established QC plan.

Rating	Criteria
5	<i>All quarterly grades performed, and held at least one face-to-face Executive Meeting, each quarter, to discuss performance and improvement opportunities.</i>
4	<i>All quarterly grades performed. Held at least one face-to-face meetings to discuss performance and improvement opportunities.</i>
3	<i>All quarterly grades performed.</i>
2	<i>One quarterly grade was missed.</i>
1	<i>More than one quarterly grade was missed.</i>

SAs & WOs

Ensure Supplemental Agreements and work orders prepared for assigned contracts are in compliance with CPAM requirements.

Rating	Criteria
5	No SAs or Work Order reviews by DOCO are deficient.
4	Less than 10% of SAs and Work Order reviews by DOCO are deficient.
3	Less than 25% of SAs and Work Order reviews by DOCO are deficient.
2	More than 25% of SAs and Work Order reviews by DOCO are deficient.
1	More than 50% of SAs and Work order reviews by DOCO are deficient.

Final Estimates

Ensures Final Estimates documentation for completeness, timeliness, and procedural accuracy for projects assigned.

Rating	Criteria
5	<i>Average absolute change on PARs is less that the District goal of .5% and no procedural errors</i>
4	<i>Average absolute change on PARs is .5% and no procedural errors</i>
3	<i>Average absolute change on PARs is .5%</i>
2	<i>Average absolute change on PARs is greater than .5%</i>
1	<i>Average absolute change on PARs is greater than .5% and procedural errors reported</i>

FE QC Reviews

Perform Quality Control Progress Field Reviews and provides feedback to project staff to ensure uniformity and best practices are followed.

Rating	Criteria
5	<i>Meets the FE QC Progress Field Reviews per the specified frequency and assists DFEM with Development and Delivery of District training material based on problem areas.</i>
4	<i>Meets the FE QC Progress Field Reviews per the specified frequency and provides feedback on findings at Staff meetings</i>
3	<i>Meets the FE QC Progress Field Reviews per the specified frequency based on the contract value.</i>
2	<i>Did not meet the FE QC Progress Field Reviews on frequency on no more than 2 projects.</i>
1	<i>Did not meet the FE QC Progress Field Reviews on frequency on more than two projects.</i>

Asphalt Quality

Performs field visits on all ongoing projects to minimize surface and quality deficiencies

Rating	Criteria
5	<i>Performs field visits on all ongoing projects and 80% of the projects have no deficiencies</i>
4	<i>Performs field visits on all ongoing projects and 65% of the projects have no deficiencies</i>
3	<i>Performs field visits on all ongoing projects and 50% of the projects have no deficiencies</i>
2	<i>Performs field visits on all ongoing projects and 40% of the projects have no deficiencies</i>
1	<i>Performs field visits on all ongoing projects and 30% of the projects have no deficiencies</i>

Asphalt Documentation

The Resident Asphalt Specialist reviews quality control and verification technicians asphalt documentation for accuracy and specification compliance, compiles the lot packages and assists Project Administrators with determining Asphalt related pay quantities and Adjustments.

Rating	Criteria
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5	<i>No more than 1 of project has asphalt related errors on the Resident Final Estimates Quality Control Reviews, and 100% of projects have no asphalt related errors on PARs</i>
4	<i>90% of projects have no asphalt related errors on the Resident Final Estimates Quality Control Reviews, and no more than one project has asphalt related errors on PARs</i>
3	<i>80% of projects have no asphalt related errors on the Resident Final Estimates Quality Control Reviews, and no more than one project has an asphalt related error on PARs</i>
2	<i>70% of projects have no asphalt related errors on the Resident Final Estimates Quality Control Reviews, and no more than two projects have asphalt related errors on PARs</i>
1	<i>60% of projects have no asphalt related errors on the Resident Final Estimates Quality Control Reviews, OR more than three projects have asphalt related errors on PARs</i>

Daily Work Reports

Prepares legible, accurate Daily Work Reports that cover all pertinent field activities and conditions.

Rating	Criteria
5	Each Quarterly review of DWRs has no significant deficiencies. DWRs are used for training purposes or identification of best practices.
4	Each Quarterly review of DWRs has no significant deficiencies.
3	Each Quarterly review of DWRs has no more than one significant deficiency.
2	A Quarterly review of DWRs has two or more significant deficiencies.
1	Each Quarterly review of DWRs has two or more significant deficiencies.