

PSA PERFORMANCE ASSESSMENT SYSTEM (PSAPAS)
(Revision 8 dated September 2018)

OVERVIEW

1. PSAPAS is a scoring system purposely developed for assessing the performance of PSAs in executing property services (PS) contracts.
2. Quarterly Estate Score (QES) is a score representing the overall performance of a PSA under a PS contract in a specific estate for a 3-month period.
3. QES comprises the following four components-

<u>Components</u>	<u>Weighting</u>
HD Assessment Score (HDAS)	40%
EMAC Assessment Score (EMACAS)	10%
Tenant Assessment Score (TAS)	30%
Management Assessment Score (MAS)	20%

In an assessment quarter with all four aspects of assessment scores available, QES should be as follow:

$$\text{QES} = \text{HDAS} \times 40\% + \text{EMACAS} \times 10\% + \text{TAS} \times 30\% + \text{MAS} \times 20\%$$

In an assessment quarter without all four aspects of assessment scores available, the unavailable assessment score(s) will not be taken into consideration and weighted in computing QES. Instead of assigning any score to the aspect(s) without assessment, the remaining aspects of assessment scores will be normalized to 100 proportionally as follows:

If EMACAS is unavailable-

$$\text{QES} = \text{HDAS} \times 44.45\% + \text{TAS} \times 33.33\% + \text{MAS} \times 22.22\%$$

If TAS is unavailable-

$$\text{QES} = \text{HDAS} \times 57.14\% + \text{EMACAS} \times 14.29\% + \text{MAS} \times 28.57\%$$

If both EMACAS and TAS are unavailable-

$$\text{QES} = \text{HDAS} \times 66.67\% + \text{MAS} \times 33.33\%$$

PSA PERFORMANCE ASSESSMENT SYSTEM (PSAPAS)
(Revision 8 dated September 2018)

HD ASSESSMENT

4. The assessment is conducted by PSAU and DTMO on three aspects; namely, estate management, building works and building services.

5. The associated weightings and responsible parties are as follows:

(I) For estates without commercial properties

- (a) Estate management
 - (i) By PSAU 40%
 - (ii) By DTMO 15%
- (b) Building works by PSAU 25%
- (c) Building services by PSAU 20%

(II) For estates with commercial properties

- (a) Estate management
 - (i) By PSAU 40%
 - (ii) By DTMO 12%
- (b) Building works by PSAU 26%
- (c) Building services by PSAU 22%

6. Assessment frequency

- (a) Monthly, consisting of routine monthly audit & surprise checks.
- (b) Assessments are required for a PS contract that covers the whole 3-month period of the assessment quarter at contract commencement,
- (c) Subsequent monthly assessments are required until contract completion.
- (d) The principles for adopting HDAS for the computation of QES under special circumstances are detailed in paragraphs 14 to 16.

EMAC ASSESSMENT

7. Opinion of EMAC members on the PSA performance is collected by means of questionnaire surveys.

PSA PERFORMANCE ASSESSMENT SYSTEM (PSAPAS)
(Revision 8 dated September 2018)

8. Assessment frequency

- (a) Bimonthly;
- (b) Assessments are required upon the formation of EMAC.
- (c) If EMAC is not formed, then there will be no EMACAS for the month(s) concerned. No other scores will be adopted as EMACAS for the month(s) concerned.
- (d) If the EMAC is dissolved, scores from joint MAC-Liaison Meeting will be taken.
- (e) If OC is formed, scores from OC Members will be taken.
- (f) If the available EMACAS is for one month or two months in an assessment quarter, that score will be treated as the EMACAS for that quarter.
- (g) The principles for adopting EMACAS for the computation of QES under special circumstances are detailed in paragraphs 14 to 16.

TENANT ASSESSMENT

9. Tenants are randomly selected for telephone surveys on PSA performance.

10. Assessment frequency

- (a) Quarterly.
- (b) Assessments are required immediately after the occupation of the estate, provided that tenant survey will not be conducted for estates not under PSA service for the whole quarter.
- (c) If no assessment is conducted, then there will be no TAS for the quarter concerned. No other scores will be adopted as TAS for the quarter concerned.
- (d) The principles for adopting TAS for the computation of QES under special circumstances are detailed in paragraphs 14 to 16.

PSA PERFORMANCE ASSESSMENT SYSTEM (PSAPAS)
(Revision 8 dated September 2018)

MANAGEMENT ASSESSMENT

11. The assessment is conducted by the Contract Administrator on four aspects, namely, surprise check, overall competence, crisis management and head office support.

12. The associated weightings are as follows:
 - (a) Surprise check 50%
 - (b) Overall competence 20%
 - (c) Crisis management 20%
 - (d) Head office support 10%

13. Assessment frequency
 - (a) Quarterly
 - (b) Assessments are required immediately once a PS contract commences.

PRINCIPLES FOR ADOPTING ASSESSMENT SCORES FOR THE COMPUTATION OF QES UNDER SPECIAL CIRCUMSTANCES

14. Assessment arrangement for PS Contract **at contract commencement**

At contract commencement, only performance scores for PS contracts which cover a Full Assessment Quarter (i.e. THREE (3) months) will be considered for the computation of the QES.

15. Assessment arrangement for PS Contract **with not more than 2 months' service** in the quarter **at expiry of contracts**

- (a) HDAS

Adopt the score(s) for the month(s) and take the average of the available scores as quarterly scores.

- (b) EMACAS

(i) Adopt the score for the month(s) and take the average of the available scores as quarterly scores; OR

PSA PERFORMANCE ASSESSMENT SYSTEM (PSAPAS)
(Revision 8 dated September 2018)

(ii) If no assessment is made in the month(s), then there will be no EMACAS for the month(s) concerned. No other scores will be adopted as EMACAS for the month(s) concerned.

(c) TAS

See para. 10(c).

16. Assessment for **residual service**

(a) For the purpose of this paragraph, residual service include:

(i) Services remained in Tenants' Purchase Scheme (TPS) estates upon taking over by the management agent employed by the Owners' Committee.

(ii) Services in divested properties.

(b) Assessment is not required.

(c) Exception reports on PSA's performance should be submitted to CRC/PS for discussion if necessary.

DEFINITION OF FIRST QUARTER OF CONTRACT FOR CONTRACT EXTENSION

17. For the purpose of contract extension, the First Quarter in which the PS contract commences remains the First Quarter of the contract despite the fact that this is not a full quarter with no performance scores submitted for the computation of the QES.

COMPOSITION AND USE OF THE PROPERTY SERVICES CONTRACTOR SCORES

18. Contractor Score will be the average of a newly defined "Quarterly Contract Score" (QCS), which is the rolling average of QES of all the estates under the same contract in the past four quarters until contract expiry. After contract expiry, the last QCS will still be used for a total of two years for calculation of the Contractor Scores.

19. PSC Contractor Scores will be used for the allocation of tender opportunities and tender evaluation for PS contracts.

**PSA PERFORMANCE ASSESSMENT SYSTEM (PSAPAS)
(Revision 8 dated September 2018)**

VALIDITY OF PROPERTY SERVICES CONTRACT SCORES AFTER A SPECIFIC CONTRACTOR COMPLETES ALL PROPERTY SERVICES CONTRACTS IN HAND

20. As mentioned in paragraph 18 above, after adoption of the last QCS for two years and the PSA does not have new QCS generated from new contracts, the PSA will be assigned a Wildcard Score. The assigned Quartiles and Scores for Wildcard PSAs are as follow:

	Last Position Just Before Becoming Wildcard	Current Tendering Arrangement		
		Assigned Quartile for PTO	Assigned Wildcard Score	Remarks
Wildcard PSAs With Previous HA Contracts	Q1	Q1	Lowest of Q1	HD assessment to be made once every three years in order to be maintained in Q1. If considered appropriate, will be downgraded to Q2 with lowest Q2 score or, in worst case, downgraded to Q3 with median score
	Q2	Q2	Lowest of Q2	HD assessment to be made once every three years in order to be maintained in Q2. If considered appropriate, will be downgraded to Q3 with median score
	Q3	Q3	Lowest of Q3	18 months after expiry of last contract, HD assessment to be made for consideration of upgrading to median score
	Q4	Q4	Lowest of Q4	24 months after expiry of last contract, HD assessment to be made for consideration of upgrading to Q3 with median score
Wildcard PSAs Without Previous HA Contracts	N/A	Q3	Median	

THRESHOLDS FOR TRIGGERING DISCUSSION BY THE CONTRACTORS REVIEW COMMITTEE (PROPERTY SERVICES) (CRC/PS)

21. Assessment reports will be triggered for discussion if any of the assessment scores (i.e. QES, HDAS, EMACAS, TAS or MAS) is
- (a) below a threshold score of 60; **OR**
 - (b) within the lowest 3 of its kind in a specific assessment period.

PSA PERFORMANCE ASSESSMENT SYSTEM (PSAPAS)
(Revision 8 dated September 2018)

OBJECTIONS AGAINST PERFORMANCE SCORES / REPORTS / ADVERSE RATING

22. Objections against “Adverse” rating to the performance reports and the subsequent regulatory action(s) imposed shall be forwarded to the Secretary of CRC/PS in writing with substantiation within 14 days from the date of issue of the warning letter/notification by the CRC/PS.
23. Objections against performance scores of different aspects of individual PS contract should be dealt with as stipulated below-
 - (a) Objections against assessment scores should first be sent to the Contract Administrator (CA) in writing within 7 days upon the knowledge of the scores for early verification and rectification prior to the CRC/PS regular meeting.
 - (b) Should the concerned disputes remain unresolved or should the assessment scores have never been disclosed for one reason or another, the PSA may then lodge an objection to the CRC/PS in accordance with the above procedures upon notification of the scores by the CRC/PS.
 - (c) If the PSA has never lodged his objection to the CA beforehand, his objection against assessment scores shall only be considered if and only if he can fully justify by deferring his objection. On the other hand, CA may have to furnish justification for not disclosing assessment scores to the PSA at source or once available for his early improvement.
24. The Contract Administrator shall forward to the Secretary his comments in response to the Objection.
25. The Secretary shall include the issue in the Agenda of the CRC/PS meeting for Members’ consideration.