

TECHNICAL - Quality

Completion Readiness Assessment Framework (CRAF) Procedure

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Revision	Status / Description of Changes
2.0	General update and more detail added to CRAF activities

Learning Legacy Document

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1 Introduction

Completion Readiness Assessment Framework, CRAF Assessments, were developed from the previously known Performance Assurance Framework (PAF) Assessments carried out earlier in the Crossrail Programme. The main focus being to help support Tier 1 contractors and CRL Project Teams in completing all their Legal and Contractual and obligations contained with the Works Information to ensure they can be demobilized and certified as complete under the NEC3 Contract.

In addition it was also checking (by benchmarking) that they are collectively performing at a level ultimately enabling the Programme's objectives to be met – in delivering a world-class railway on time, within funding, setting new standards for major project delivery and leaving a legacy of improved supply-chain performance within the UK infrastructure sector.

2 Purpose

The purpose of running the assessments is to check status of planning and progress of each CRL Project (Tier 1 Contractor and CRL Project Team) and their readiness in achieving NEC3 Contract Completion in line with the Employer's Completion Process.

3 Scope

The administrative coordination of the Quality Assessments focuses on ensuring that all the necessary requirements are met between the CRL assessors and the Tier 1 contractors.

The aim of this support is to enable the contractors to prepare for their assessments, as well as ensuring that the CRL assessors have all the information and equipment required to successfully complete an assessment.

In addition, this revision includes more information on the respective assessment activities.

4 Terms & Definitions

4.1 Acronyms

Term	Definition	Term	Definition
QM	Quality Manager	QIP	Quality Improvement Plan
SQM	Sector Quality Manager	SSPT	Stations, Shafts, Portals, Tunnels
PM	Project Manager	PTR	Project Technical Request
PD	Project Director	WI	Works Information
PFE	Project Field Engineer	SR	Supervisors Representative
FE	Field Engineer	CQP	Contract Quality Plan
QE	Quality Engineer	KPI	Key Performance Indicator
DC	Document Control	EM	Engineering Manager
RFT	Right First Time	CRAF	Completion Readiness Assessment Framework
eB	Enterprise Bridge (Crossrail's Electronic Document Management System)	PAF	Performance Assurance Framework
CRL	Crossrail	ECP	Employers Completion Process
Ctr	Contractor		

4.2 Definitions

Completion Readiness Assessment Framework	Outlines the criteria for the contractor to gain 'High Performance' status. (Scores allocated may be 'Non-compliant', 'Compliant', Beyond expectations' and 'World Class'.
Quality Action Tracker	Each Contractor will use a unique eB reference Number which will correspond with their contract site. This document should be produced within 1 month of the assessment and include any performance actions that were suggested by the assessors.
CRAF Programme (Agenda)	To be customised by the assessor according to agreed times and staff availability on the contract site.
Standard Question Template	Structured questionnaire referenced to the framework for the assessors to use to guide them through evidence-based assessment.
Site Tour Template	Structured questionnaire for the assessors to use to guide them through evidence-based site tour assessment.
Assessment Report	A qualitative review of Inputs and a quantitative metric review of Outputs. This will also outline suggested performance actions for the contractor to increase their scores in future assessments.
Debrief Report	Produced at the end of the assessment and presented to all parties involved. This will be signed by the contractor and the assessor once all findings are agreed and then used to complete the final report. The contractor can then continue completing their CRAF Action Tracker with the information within the debrief report whilst the formal report and scoring is being prepared.
RFT Statistics	A statistical spreadsheet. Each category will have their own measures, however for Quality it will generally consist of ITPs, Certification Packages, NCRs & Observations, Cost of defects, etc
Executive Summary	A high-level brief outlining the findings following from the contractor assessment.
Good Practice Log	This will normally be produced once the final reports have been approved and will outline all verified best practices carried out on site together with the owner & contract number.
Scoring Spreadsheet	The scoring applied to each section of the assessment in accordance with the evidence provided. Scores are moderated prior to being added to the performance graph.

Performance Graph	The graph will show the final scores of each contract alongside the overall average performance. The graph will show the cumulative average score for previous rounds so that you can easily identify a rise or fall in overall performance between each round.
Contractor Response / Comments	The contractor will be granted 2 weeks once the first draft of the report is produced to review findings and provide any evidence that was not present on the day of the assessment.

5 Responsibilities

5.1 Admin Coordinator

The responsibilities of the admin coordinator include:

- Overall management and coordination of the quality assessment process ensuring all parties are aware of objectives & timeframes associated with the CRAF assessment,
- First point of contact and liaison between the assessors and the Tier 1 contractors,
- Obtaining up-to-date contact details of the parties involved within the assessment,
- Preparation of assessment work folders including previous reports, previous scores, assessment questionnaire, Site Tour questionnaire, attendee form, latest Quality Improvement Plan (QIP), statistical information on performance since last assessment, framework criteria and Works Information for reference,
- Coordinating appointments with the Tier 1 QMs and their teams,
- Assisting Tier 1 QM's to prepare for their scheduled assessment day,
- Producing CRAF reports in draft format ensuring that the findings and performance actions recommended are clearly outlined,
- Produce a world class / good practice log outlining positive output from the contractor.

5.2 Assessor

The responsibilities of the assessor:

- Communicate availability with Admin Coordinator,
- Ensure the contact details of their dedicated contact (for assessment) is correct,
- Meet with allocated contracts to provide a briefing on the framework criteria,
- Undertake CRAF assessment in accordance with the framework distributed to Tier 1 contractors,
- Complete an assessment programme to be distributed to the contractors 2 weeks prior to scheduled meeting,
- Ensure that completed attendee forms, debrief reports, and note files are handed back to the Admin Coordinator,
- Proof and finalise quality assessment reports.

5.3 Tier 1 Contractors

The responsibilities of the contractor:

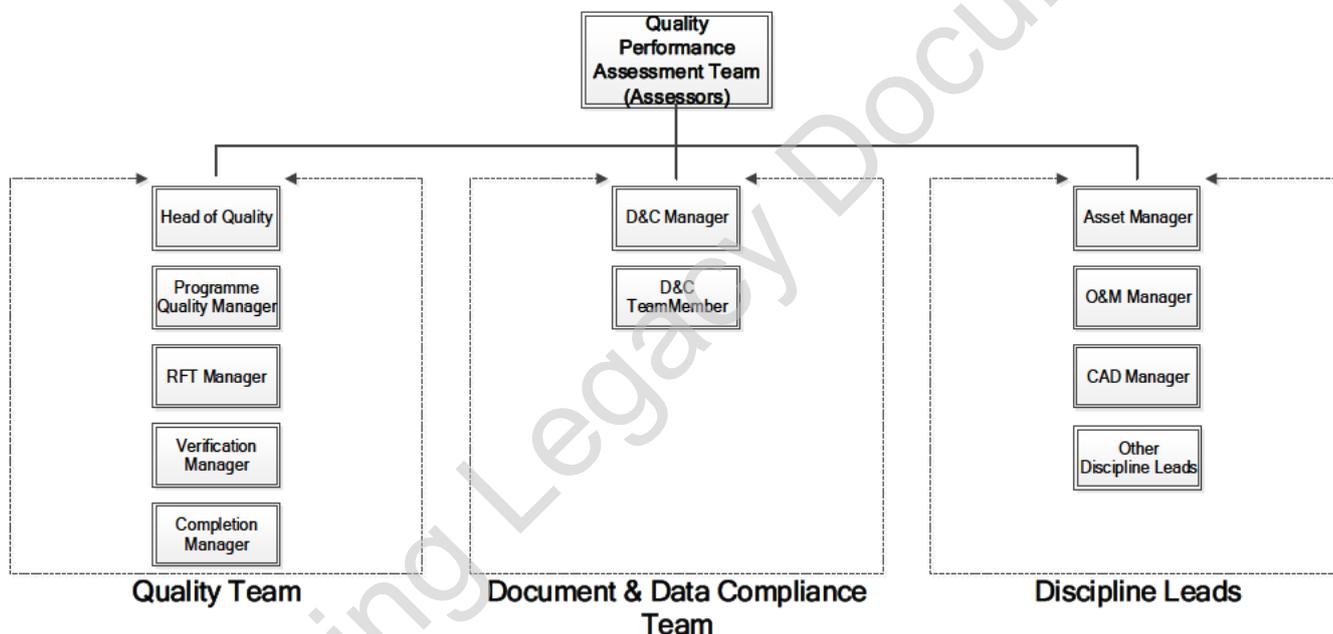
- Engaging with the Admin Coordinator to organise CRAF Assessment,
- For a site assessment - source meeting room with all necessary equipment required for assessment. For a remote assessment - ensure that Microsoft Teams can be accessed for discussion and provision of evidence.

- Communication with internal teams ensuring understanding of the assessment process and requirement of attendance,
- Ensuring all the required evidence is prepared in accordance with the Framework and any further guidance provided by the Admin Coordinator,
- Implementation of performance actions in form of a QIP (Quality Improvement Plan) or CRAF Action Tracker submitted within 1 month of the CRAF Assessment taking place which has been signed, approved and loaded into eB.

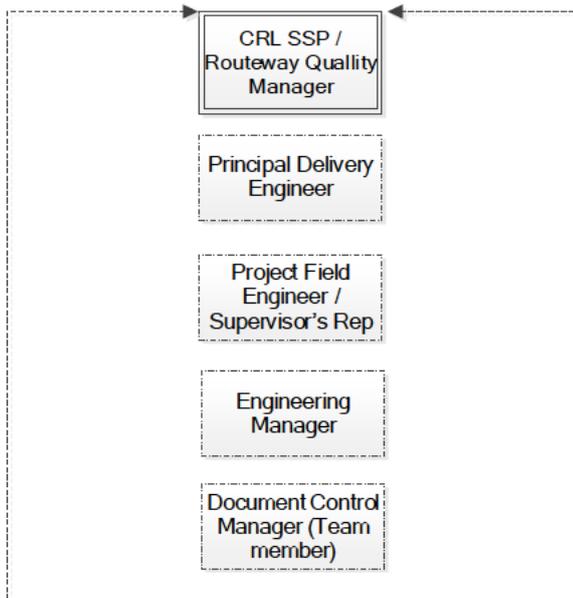
6 Organisation Chart

A snapshot of people involved within the assessments is outlined below. This shows both assessors, contractor teams and onsite CRL support who the Quality Admin Coordinator will be involved with during the initial stages of setting up the assessment and throughout the assessment.

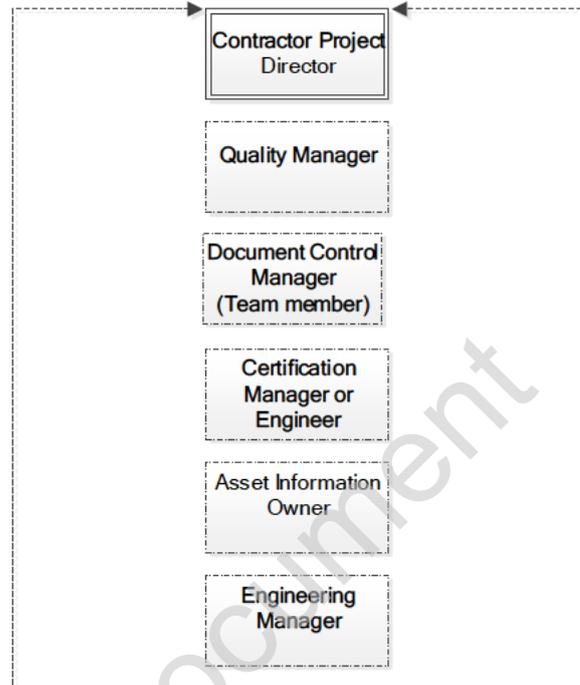
Quality Auditors present at all assessments



Crossrail onsite support



Onsite Contractor team



7 CRAF Activities

7.1 CRAF Planning

- The CRAF Schedule is maintained by the Quality Compliance & Systems Manager showing the respective Tier 1 Contractor, planned CRAF date and Lead assessor.
- Assessments shall be planned in line with the latest Delivery Control Schedule.
- CRL Contact List to be kept up to date showing the CRAF discipline with respective Leads and Subject Matter Experts.
- Prior to a CRAF the Contractor is requested to provide an updated Contractor Contacts List identifying who shall be responsible for each CRAF subject area.
- Quality Compliance & Systems Manager to produce an Assessment Programme for agreement with the Contractor and CRL participants. This shall be formally issued to all parties.
- Quality Compliance & Systems Manager to send invitations to all involved in the assessment.
- The CRAF process allows for both Physical on site assessments and virtual assessments using Microsoft Teams to ask questions and provide evidence.
- All CRAF information i.e. questionnaires, evidence, reports shall be maintained in the Quality Shared Drive

7.2 CRAF Commences

- Opening meeting carried out
- Carry out CRAF sessions to programme
- CRAF Actions Raised for significant findings generally not in compliance with the contract / contractor's obligations
- CRAF Observations raised for suggestions and less significant issues.
- Points of Good Practice may also be raised
- Discipline Reports to be prepared

- Debrief Report Produced (as early as possible after Discipline reports provided)
- Closing Meeting – presentation of Debrief Report with initial scoring
- Amendments to Debrief Report
- Debrief Report signed by all parties

7.3 Final Reports

- Write up draft reports taking note to separate any 'Performance Actions' and send through to assessors for approval
- Collate assessor scores and populate into score spreadsheet and then add to reports
- Collate Best Practice examples and add to best practice log for reference

7.4 Scoring and Moderation

- Arrange moderation exercise to go through final scoring
- Send reports out to contractors with the agreed scoring and provide 2 weeks for comments
- Distribute comments to assessors and make any final amendments required to the report
- Chase assessors to submit executive summaries
- Distribute final reports through to assessors to be sent onto PMs / PBMs
- Scan all hard copy evidence, hand written reports etc into SharePoint for electronic storage and also lever arch files for hard copy reference

8 Folder Requirements

Each assessor will require information packs, which will include all the information they need in order to conduct a productive assessment. The packs are generally standard; however, on occasions the assessor may request additional information to be included, depending on site requirements. The information shall be maintained in the Quality Performance Assessments shared drive area.

Folder 1: Reference Folder

- ✓ RFT statistics which are produced by the Quality Information Engineer
- ✓ Works Information: Part 13, 14, 20 and 29
- ✓ Timetable of assessments, assessors, and contact details
- ✓ Framework: Civil & Stations or Systemwide

Folder 2: Contractor Specific Folder

- ✓ Standard questionnaire
- ✓ Site Tour questionnaire
- ✓ Debrief report template
- ✓ Copy of previous assessment final report inclusive of scores
- ✓ Copy of previous assessment signed debrief report
- ✓ Copy of latest performance graph
- ✓ Spot-On Training attendance

9 Reference Documents

Ref:	Document Title	Document Number:
1.	Works Information – Volume 2B, General Requirements	CRL1-XRL-V3-XWI-CR001-50035 Version 2.0
2.	Performance Assurance Procedure	No Number
3.		

10 Standard Forms / Templates

Ref:	Document Title	Comments:
A.	Completion Readiness Assessment Framework	CRL1-XRL-O4-GUI-CR001-50020
B.	Completion Readiness Assessment (CRAF) Contact List Template	CRL1-XRL-O4-ZFM-CR001-50019
C.	Completion Readiness Assessment (CRAF) Programme Template	CRL1-XRL-O4-TSC-CR001-50006
D.	Completion Readiness Assessment (CRAF) Debrief Report Template	CRL1-XRL-O4-RGN-CR001-50148
E.	Completion Readiness Assessment Framework (CRAF) Final Report Template	CRL1-XRL-O4-RGN-CR001-50149