

**Design, Construction, and
Operations Guideline**

GU.FAC.028 - Version 2.3

**For Design Coordinators,
Project Supervisors, and
Team Leaders**

**Approved by FS Leadership
Team: June 5, 2013,
Dec 3, 2014**

Capital Project Performance Evaluation

Every year, the TDSB invests in capital projects to enhance our facilities, such as constructing new buildings, renovating, and replacing old systems (e.g., boilers and roofs). Facility Services is committed to evaluating the quality of the work that goes into capital projects, from the design stage through to construction and completion.

Capital project performance evaluation will help staff to identify the causes of problems proactively when they arise and take steps to correct them.

Representatives from Design, Construction, and Operations will work together to assess and document job performance to ensure that our projects meet Facility Services' high standards at every stage.

When to Evaluate Capital Project Performance

Problems may arise at any time during a capital project. To address these problems in a timely manner, staff is given the opportunity to evaluate capital project performance at any time, regardless of the size or complexity of the project.

Capital Project Performance Evaluation Process

When addressing a problem with a capital project, Project Supervisors (PS), Team Leaders (TL), and Design Coordinators should always begin by working collaboratively with their peers, communicating clearly, and using problem-solving skills.

When a problem continues or escalates despite every effort to find a reasonable resolution, Team Leaders and Project Supervisors should consult with their supervisors as follows:

Team Leaders:

1. Consult their Regional Manager.
2. If the Regional Manager believes that the issue should be formally reviewed, he or she will request that the TL fill out the [Operations Review of Capital Projects](#) form.

The Capital Project Review Committee consists of the Senior Managers of Design, Construction, and Operations (or their designates). The Senior Manager of Sustainability will support the evaluation process, from managing the forms, to setting meetings, facilitating meetings, recording outcomes, and tracking the implementation of action items. Staff directly involved in the projects under review will be invited to meetings as needed. When appropriate, the Assistant Manager of Purchasing will also attend and provide support.

The Capital Project Review Committee meeting minutes must confirm that Design, Construction and Operations have all reviewed the evaluation and support the action the committee is recommending. Parties who have chosen not to fill out their portion of the evaluation form should sign the "completed by" section to indicate that they have reviewed the form.

2. The Regional Manager will review the form and submit it to the Sustainability Office.
3. The Sustainability Office will alert staff from the Design and Construction divisions that the project is under review and forward the completed Operations Review of Capital Projects form to them.
4. Senior Management from both Design and Construction will investigate with their staff to determine the nature of the problem. If required, they will fill out the [Architectural and Engineering Services Performance Evaluation](#) form and/or [Contractors Performance Evaluation](#) form and submit them to the Sustainability Office.
5. The Sustainability Office will organize a review meeting with the Capital Project Review Committee. Pre-set meetings times have been scheduled for these reviews, but if the issues are urgent, an emergency meeting will be called.
6. The Sustainability Office will record meeting outcomes and track the implementation of action items.
7. The Sustainability Office will also ensure that the Assistant Manager of Purchasing is engaged in the process if formal sanctions need to be taken against a consultant or contractor.

Project Supervisors:

Design Issues

1. Consult with the Manager, In House and Contract Construction.
2. If the problem involves design, and cannot be resolved through the normal problem-solving methods, then the Manager, In House and Contract Construction (or designate) will complete and submit the [Architectural and Engineering Services Performance Evaluation](#) form to the Sustainability Office.
3. The Sustainability Office will alert staff from Design that the project is under review and forward to them the completed Architectural and Engineering Services Performance Evaluation Form.

3. The Design division will complete its section of the same form that will then be shared with the Manager of In-house and Contract Construction.
4. The Sustainability Office will organize a review meeting with the Capital Project Review Committee. Pre-set meeting times have been scheduled for these reviews, but if the issues are urgent, an emergency meeting will be called. If sanctions against a vendor are under consideration, the Sustainability Office will ensure that the Assistant Manager of Purchasing is involved in the meeting.
5. The Sustainability Office will record meeting outcomes and track the implementation of action items.

Contractor Issues

1. Consult with the Manager, In House and Contract Construction.
2. If the problem involving the vendor cannot be resolved through the normal problem-solving methods, and the Manager would like to pursue formal sanctions against the vendor, then the Manager or designate will complete and submit the [Contractor Performance Evaluation](#) form to the Sustainability Office.
3. The Sustainability Office will organize a review meeting with the Capital Project Review Committee. Pre-set meetings times have been scheduled for these reviews, but if the issues are urgent, an emergency meeting will be called.
4. The Manager, In House and Contract Construction and the Assistant Manager of Purchasing will determine the exact nature of the sanctions and steps required to implement them.
5. The Sustainability Office will record meeting outcomes and track the implementation of action items.

Outcomes of the Capital Project Performance Evaluation Process

In case of serious non-performance, the TDSB reserves the right to issue a suspension at any time.

Evaluations that trigger either a written warning or suspension are to be completed and submitted by staff at the Senior Manager level.

Bidders who are shortlisted on a project but have received a written warning on a previous project may be requested to meet with the evaluation committee to discuss how they will address the issues in the upcoming project. The outcome of this discussion will be considered in the past performance criteria of the bid evaluation.

1. A **verbal warning** may be issued at the discretion of the Project Supervisor or Design Coordinator at any time. Verbal warnings should be documented.
2. A **written warning** is triggered when
 - the vendor receives a rating of Unacceptable for one or more items
 - the vendor receives a rating of Needs Improvement on two or more items
3. A **suspension** is issued when
 - the vendor has received two warning letters for the same issue
 - the vendor's performance has received an overall rating of less than 60%
 - either Design or Construction has rated the vendor at less than 50%

A standard suspension is a minimum of two years. However, the review committee has the discretion to set a longer term. After a suspension period, the vendor may request to have the suspension lifted. The vendor will be expected to demonstrate how the issues have been addressed. The TDSB reserves the right to either lift or extend the duration of the suspension.

Capital Projects Over \$5 Million

All capital projects over \$5 million (total project costs) must be extensively reviewed upon completion during the project hand-over meeting. Representatives from all departments (Design, Construction, and Operations) must attend the project hand-over meeting.

Prior to the hand-over meeting, representatives should complete the following evaluation forms in draft:

- [Contractor Performance Evaluation](#) form (PS)
- [Architectural and Engineering Services Performance Evaluation](#) form (PS & Design Coordinator)
- [Operations Review of Capital Projects](#) (TL)

The Project Supervisor, Team Leader, or Design Coordinator may flag his or her evaluation independently for further review.

The completed evaluation forms will be directed to the Sustainability Office. Those that require further review will be placed on the agenda of an upcoming pre-set meeting.

Review of Capital Projects by Operations Staff and Possible Outcomes

Operations can request a review at any time, based on issues that may have arisen after the building has opened (e.g., to assess seasonal building systems, such as heating, or when issues on the deficiency list has not been resolved within a reasonable amount of time).

There may be many possible outcomes to the capital projects performance evaluation process, from meetings with a vendor, verbal or written warnings, or suspension. The Capital Project Review Committee will determine what actions should be taken.

Related Document

- [Form.FAC.028A Architectural and Engineering Services Performance Evaluation](#)
- [Form.FAC.028B Operation Review of Capital Projects](#)
- [Form.FAC.028C Contractors Performance Evaluation Report](#)