



SUSTAINABLE PERFORMANCE INSTITUTE ORGANIZATIONAL CERTIFICATION

EVALUATION CRITERIA v2.1

DRAFT

Transforming practice, recognizing leadership
Helping you deliver on your sustainability promises

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INFO@SUSTAINABLE-PERFORMANCE.ORG

1.0 Leadership, Strategy & Policy

An organization's success implementing sustainability initiatives is based on the strength of leadership, the clarity of strategy and the implementation of policies throughout the organization. Clear metrics and feedback loops to monitor strategies provide indication to leaders about effectiveness over time.

1.1 Vision and Goals Y ? N

The organization has a clear and compelling vision for sustainability and SMART goals for organization-wide institutionalization of sustainability in all aspects of the business (management, operations and collaborations), at all levels, and all stakeholders (internal and external) know what they are.

(SMART=specific, measurable, attainable, realistic, time-bound)

Required **1.1.1 Organizational Goals** The organization has established SMART goals related to company performance overall (environmental footprint, scope of services, R&D, partnerships, etc - non-project specific) and has communicated them effectively internally and to partners. [][][]

Required **1.1.2 Project Goals** The organization has SMART goals for project performance and has communicated them effectively internally - and to partners. Adherence with 2030 Commitment is recognized within this category. [][][]

1.2 Strategy & Implementation Plan Y ? N

The organization has articulated clear strategies and an implementation plan to achieve its sustainability goals (both short and long-term) for both organization and project delivery. These strategies serve to translate sustainability goals into systems, practices and processes .

Required **1.2.1 Strategies** The organization has identified strategies to achieve its goals in both the short and long term. [][][]

Required **1.2.2 Implementation Plan** The organization has created a plan for implementing strategies over time. This plan includes the established SMART goals, how they are prioritized over time, what indicators will be tracked to measure effectiveness and responsible parties who will be accountable for overseeing the implementation of strategies and tracking success. [][][]

1.3 Policy Y ? N

The organization establishes, implements and maintains policies to support organizational goals, as appropriate.

Required **1.3.1 Policies Exist** The organization has written policies, where needed, supporting goals and strategies for institutional sustainability. [][][]

Required **1.3.2 Policies Communicated Effectively** These policies are documented in appropriate places (employee handbook, intranet, orientation materials, PM materials, etc). They are distributed effectively, and employees perceive them as relevant and implemented. [][][]

1.4 Leadership & Accountability Y ? N

There is a clear accountability structure to support sustainability ,with well articulated roles in leadership positions at different levels, as appropriate. Commitment to sustainability is integrated into communications (external and internal).

Required **1.4.1 Visible Commitment** There is public, written information about sustainability commitment (& leadership) that is visible to internal and external audiences. [][][]

Required **1.4.2 Accountability Structure** There is an accountability structure for sustainability with clearly articulated roles and responsibilities, which are included in job descriptions and performance reviews. All staff (and partners) understand the accountability structure and who to go to for information. If new positions are created, this information is shared effectively with all staff and external partners (email, memo, website, other). [][][]

1.5 Feedback Loops

Y	?	N
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There are systems in place to collect, monitor and evaluate progress based on the indicators and metrics of the stated SMART goals, strategies and tactics outlined above. This allows for mid-course corrections as needed.

Required

1.5.1 Indicators Key performance indicators are defined and feedback loops are established.

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Defined

Required

1.5.2 Feedback Those responsible for executing strategies track their metrics and communicate periodically, at the appropriate leadership levels, to share information and feedback and to coordinate.

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1.6 Leadership Support

Y	?	N
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Sustainability Leaders receive the support they need to be successful - both in terms of training and skill building as well as outside support, such as consulting or professional services.

Required

1.6.1 Internal Skills & Knowledge - key communication and leadership skills are nurtured (at various, appropriate Capacity levels), technical content (to the degree necessary) is supported (includes but is not limited to building science, energy modeling, sustainability business case preparation) - this is part of prof. development but specifically focused on the leadership functions that support sustainability.

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Optional

1.6.2 External Support Professional services provided by outside experts provide support functions for issues such as change management, strategic planning or meeting facilitation, which can be crucial to institutionalize sustainability.

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1.7 Innovation

Y	?	N
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Innovations in this category

Optional

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2.0 Project Delivery & Property Management

Project specific production integrates sustainability as a fundamental approach to design and construction excellence. Different stages of production address sustainability in different ways, from early goal setting and performance criteria, to ongoing integration and systems optimization and final execution and ongoing operation. Production stages are structured to reflect integrative design and construction processes and will be engaged differently by various stakeholders on the project team. Phases for building projects are based on the WSIP Integrative Design Standard (ANSI) and the AIA Roadmap.

2.1 Pre-Project Assessment Y ? N

Early project decisions related to project scope, location, program (build/no build/renovate), construction delivery method, budget, carbon, etc are considered integrally with sustainability considerations.

Required **2.1.1 Assessment** In early phase of project development, fundamental decisions that shape the project are consistent with achieving sustainability goals. This priority is clearly communicated to all responsible parties (permitting, programming, etc) influencing these decisions. [][]

Required **2.1.2 Pre-Construction Services** Preconstruction services (engagement relative to construction delivery method being used) are aligned with sustainability goals in all aspects of support - site review, budget, schedule, team formation, etc.) [][]

2.2 Building an Integrated Team Y ? N

Intentional efforts to build a team (as opposed to a collection of individuals working together) and optimize collaboration to create conditions conducive for success. This includes team composition, structure and capability. Scope and fee allocation are addressed early on and coordinated to achieve performance outcomes. Team ensures sustainability goals will be pursued regardless of contract structure, project delivery method or external constraints and critical tools (such as BIM) are decided upon and built into the workplan.

Required **2.2.1 Team Structure & Expectations** Identify, at earliest possible time, optimal team structure, delivery method and key stakeholder roles that are most important to the project performance. Plot out a clear and shared understanding of the decision-making process that the team will use to analyze and design for key performance targets. [][]

- Project Team Formation (who/quals)
- Roles, Responsibilities, Scope/Fee -aligned with project performance targets
- Team Structure (Construction delivery method: multi-prime, CM@Risk, D-B, D-B-B)
- Contracts
- Decision making (roadmap/workplan)
- Communications
- Critical Tools (BIM)
- Legal issues, liability, conflict resolution, perf. incentives.

Required **2.2.2 Team Building** Partnering approach or formal partnering process to build team culture. Intentionally building mutual respect and trust, mutual benefit and reward and openness for collaborative innovation. **(See 4.4.1 In Partnering)** [][]

2.3 Goals and Planning Y ? N

Project (performance) goals are established with buy in from owner and team. These should address performance, cost, decision-making process and indicators for success. Defining and measuring project outcomes.

Required **2.3.1 Project Performance Goals** Defining and measuring project outcomes [][]

- Performance goals (criteria) and Standards (LEED, BREEAM, Living Bldg., 2030, etc)
- Design Life of Building/Project
- Cost/Life cycle and ROI parameters
- Schedule
- Quality
- Operational Performance

Required

2.3.2 Process Design Team creation of decision-roadmap / workplan that identifies roles, responsibilities, scope and deliverables along the timeline of the project, based on project performance goals. Critical analysis mapped out with feedback loops and decision points. Qualitative and quantitative criteria assigned to deliverables. Type and frequency of interactions/meetings defined. See WSIP (ANSI) Integrative Design Standard.



2.4 Project Phases:



Projects evolve through a number of phases, regardless of project type, scale, location or size. All stakeholders (developers, real estate advisors, design and construction professionals and building operators) interact within a timeline, even if they engage at different points. Phases listed relate to the AIA Guide to Integrated Project Delivery. NOTE: If a particular phase is not applicable, even if the category is Required, it may be determined to be N/A. If your scope of services is not specific to building projects, criteria appropriate for your services will be used for evaluation.

Required

2.4.1 Conceptualization During this phase, every project spends time understanding scope and the performance goals set for the project in order to translate to implementation. Conceptualization begins to determine WHAT is to be done WHO will do it, and HOW it will be done. Outcomes can include:
- Performance goals (refinement from 2.3.2)
- Cost structure
- Schedule
- Communication methodologies
- Definition of Systems (bundles) to be analyzed
- BIM use, Level of detail dev. by phase
- Quality control process articulated for this project



Required

2.4.2 Criteria Design The project begins to take shape. Major (design) options are evaluated, tested and selected. Outcomes can include:
- Finalization of aspects of project such as: scope, form/adjacencies, major (building) systems, cost estimate, schedule, carbon accounting, scope of commissioning, etc.
- Prefab tolerances and other issues agreed upon
- Commissioning (advanced) engaged



Required





2.4.3 Detailed Design This phase concludes the 'what' phase of the project. At this point, all key design decisions are finalized. The intensity traditionally found in the CD phase is shifted to this phase. Outcomes can include:
- Project (Building) is fully and unambiguously defined, coordinated and validated
- Prescriptive Specifications are completed based on prescribed and agreed systems
- Cost is established to high level of precision
- Construction schedule established to a high level of precision
- Commissioning (basic)
- Quality Control



Required

2.4.4 Implementation In this phase, the efforts shift from WHAT is being created to documenting HOW it will be implemented. The goal of this phase is to complete the determination and documentation of how the design intent will be implemented, not to change or develop it. Quality Control is key here. Outcomes can include:
- Construction means, methods, schedule, cost are finalized and agreed upon.
- Costs are tied to model, as appropriate
- Specifications finalized and supplemented with narrative where necessary
- Implementation Documents define and visualize the project for all participants
- "Shop Drawing" phase that typically occurred after CD will be largely completed during this phase
- Prefab or packages that can be released to allow early purchasing



<i>Required</i>	<p>2.4.5 Agency Review Use of BIM and early involvement and validation by agencies shortens final permitting process. Agency review begins in criteria design and increases in intensity during final review period. Outcomes: all necessary permits and approvals.</p>	
<i>Required</i>	<p>2.4.6 Buyout IPD contract structure assumes early involvement of key stakeholders and vendors, so buyout of work packages occurs through different phases. Accelerated project definition allows early commitment and cost understanding especially for long lead, or prefab items. This phase is shorter than traditional since most work is already contracted for. Outcomes include: commitments are in place for all work, materials and equipment needed. Traditional contracts differ from IPD and have different ramifications.</p>	
<i>Required</i>	<p>2.4.7 Construction Administration Construction contract administration is primarily a quality control and cost monitoring function in an IPD project. If the prior phases are well managed, construction phase will be much more efficient. Outcomes include: substantial completion of the project with very few RFIs, less waste, fewer injuries. Building systems commissioning. Non-IPD projects that have been highly collaborative intend to minimize waste and problems also.</p>	
<i>Required</i>	<p>2.4.8 Closeout Closeout of an IPD depends on the business terms. Intelligent 3-D model can be delivered to the owner. If incentives or penalties are part of closeout, this is considered now. Otherwise, in a non-IPD project, typical issues are addressed: punch list correction, warranty obligations, occupancy and completion notification. Building systems commissioning.</p>	

2.5 Operations, Maintenance and Continuous Improvement

Ensure that building operations and maintenance are consistent with design intent and/or optimal operating efficiencies. Continuous optimization of systems and improvements is a priority. Preventative maintenance planning, commissioning, retro-commissioning and other activities are addressed as needed and appropriate.

Required **2.5.1 Long Term Carbon Reduction** Specific targets are set for carbon reduction (tied to energy savings redundant with above)

This includes, at a minimum:

- Setting targets i.e., 2030 challenge or other (50% reduction by 2020, 100% by 2030)
- Identifying fuel sources in establishment of energy consumption baseline to be tracked in 2.5.2

Required **2.5.2 Energy Reduction, Management & Data Tracking** Energy management plan and protocols are put in place to track consumption, analyze usage patterns to improve performance over time to meet targets. Commissioning of building or systems and retro-commissioning recommended as appropriate.

This includes, at a minimum:

- Initial baseline of consumption profile including assessment of physical infrastructure and utility bill analysis
- Establishment of annual benchmarks
- Annual review of energy reduction goals
- Annual audits and physical needs assessment
- Tracking and reporting systems and infrastructure developed and put in place
- Adherence to 3rd party Certifications such as LEED EBOM, Energy Star Portfolio as appropriate
- Training and certification of key staff in energy management
- Resident Training, awareness programs and incentive programs (nonfinancial)
- EPP (green) procurement policies, supported by necessary resources, for products and energy, including but not limited to energy Star, Water Sense appliances.
- Building systems commissioning or retro-commissioning recommended as appropriate

Required **2.5.3 Green O&M Plan** A plan is developed for ongoing maintenance, operations, preventative maintenance and possible improvements over time. This plan is vetted with all relevant stakeholders and reviewed on a regular basis. The plan should inform budgeting and human resource allocation decisions.

Plan will address (at a minimum):

- Integrated Pest Management
- IAQ, including on-toxic, resource efficient cleaning materials and methods
- Use of recycled products, or products meeting other green requirements (certifications)
- O&M protocols relating to energy management (above) and in line with industry standards (such as LEED EBOM)

Required **2.5.4 Remodeling and Repairs** Specific performance requirements are established for remodeling and repairs so that all work is done in compliance with over-arching sustainability goals and operational requirements.

At a minimum:

- Adopt energy efficient/green remodeling guidelines and/or 3rd party certifications as appropriate
- Institutionalize life cycle costing methodologies, analysis and evaluation
- Establish and institutionalize decision-making "tree" methodology

Required **2.5.5 New Construction or Gut Rehab.** Establish performance based guidelines for construction and follow integrative design process (aligned with preceding sections 2.1 - 2.4)

At a minimum:

- Adopt Enterprise green Communities, LEED for Homes or other suitable green building performance standard.
- Require Building Performance/Owners Manual to be provided for new construction/major systems renovation
- Require Tenant Guideline Handbook for O&M.

2.6 Innovation

Y	?	N
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Innovations in this category

Optional

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3.0 Infrastructure and Support Systems

Organizational infrastructure and support systems (processes and procedures) provide the institutional foundation to support implementation of sustainability goals throughout the company and enable consistent, high quality sustainability services on all projects.

3.1 Tools and resources Y ? N

The organization provides and maintains critical tools and resources to support its sustainability goals at all levels, from operations through project delivery.

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|-----------------|---|---|--|
| <i>Required</i> | 3.1.1 Project Management Tools & Templates | Tools that support consistent implementation of Integrative design and project delivery are included here, including internal tools (meeting agenda, design charrette templates, workplans) and external tools such as knowledge & project management and BIM. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <i>Required</i> | 3.1.2 Product Evaluation | Internal and external tools and resources to evaluate green products - online subscriptions, reference materials, internal documents, etc | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <i>Required</i> | 3.1.3 Reference & Sample Libraries | Library of essential sustainability information & product samples, if appropriate. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <i>Required</i> | 3.1.4 Analysis - Bldg & Env. Performance | Software tools to analyze (building) & environmental performance and cost (energy, daylight, etc) including BIM. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <i>Required</i> | 3.1.5 Design Standards | Internal design and/or construction standards represent best practices for energy efficiency, health and performance, include specific details for sustainable strategies (green roof, alternative site water management strategies, etc) and are maintained and used consistently across projects. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <i>Required</i> | 3.1.6 Specification Standards | Specification standards represent best practices for health, performance, resources efficiency and environmental impact. They are maintained and used consistently across projects. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <i>Required</i> | 3.1.7 LCC Templates | Life cycle costing templates are created and used consistently on projects. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <i>Required</i> | 3.1.8 IT Processes | IT processes support sustainable design . This includes internal communication, knowledge management and other IT functions. IT systems are audited and maintained to increase energy efficiency as much as possible. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <i>Required</i> | 3.1.9 Communication | Communication processes, systems, mechanisms, protocols support sustainability goals | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

3.2 Human Resources Y ? N

Formal HR policies, systems and processes support sustainability goals

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|-----------------|--|---|--|
| <i>Required</i> | 3.2.1 Performance Management | Employee performance relative to sustainability goals is addressed in job descriptions, performance reviews and incentives (financial or nonfinancial) reward commitment and success. Promotions include recognition of performance related to sustainability where appropriate. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <i>Required</i> | 3.2.2 Employee Manual and Orientation | HR Employee Manuals reflect organizational commitment to sustainability, accountability structure and expectations of staff at different levels. Manual documents policies and protocols in place to support sustainability. Orientation for new employees includes focus on sustainability as appropriate, from organizational commitment to project delivery expectations, tools and performance targets. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |
| <i>Required</i> | 3.2.3 Tracking Metrics | Systems exist (and are used) to track organizational and project sustainability metrics including tracking project profitability related to integrative, collaborative design processes. | <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> |

Formal education/professional development program supporting capability to deliver sustainable design exists (and is specifically aligned with the SMART goals that the organization has for project performance). Professional development plan supports continuous learning for interpersonal, management and technical skills, through various pedagogical models: passive, project-based, mentoring. Some or all of the plan elements may also fulfill AIA/GBCI and other CEU requirements.

<i>Required</i>	<p>3.3.1. Education Plan A plan exists and is maintained, which identifies skills and capabilities required at different levels, for different roles to implement sustainable design. This plan lays out different methodologies for continuous learning and sharing of information within the firm (and/or with partners). Plan will identify how learning will be achieved (individual learning, formal training programs, peer-to-peer, internal "clinics" / project reviews or crits, etc.)</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<i>Required</i>	<p>3.3.2 Interpersonal Skills Interpersonal skills improve the effectiveness of staff to champion sustainability, lead initiatives, overcome resistance to ideas and build effective collaborations. They include the following:</p> <ul style="list-style-type: none"> - Facilitation (internal & client meetings, design charrettes) - Communication and Presentation skills (oral & written) to effectively convey ideas - Conflict resolution & negotiation skills to overcome resistance - Leadership - Team Building & Partnering 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<i>Required</i>	<p>3.3.3 Management Skills Management skills and practices are the core mechanism to deliver integrative design and must be completely aligned with integrative design principals. This includes three critical aspects:</p> <ul style="list-style-type: none"> - Project Management - People Management - Time Management 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<i>Required</i>	<p>3.3.4 Technical Skills Technical skills must maintain capability in all aspects of sustainable project delivery that are appropriate to company's scope of services and goals. Technical capability applies to both content knowledge and ability to apply it using critical tools for analysis. Content knowledge would include subjects relevant to professional services. For building projects this would include areas such as:</p> <ul style="list-style-type: none"> - Building science - Energy and Net Zero Design - Water conservation, alternative management strategies - Sustainable site design - Green Products and life cycle assessment - Indoor Env. Quality - Life cycle costing - Construction best practices 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

3.4 Marketing

Y	?	N
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Firm's capability to deliver sustainability is portrayed accurately (using metrics and past performance) in all aspects of communications.

<i>Required</i>	3.4.1 Website Commitment and services related to sustainability are found on website	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<i>Required</i>	3.4.2 Collateral Brochures, other marketing material demonstrate commitment/approach	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<i>Required</i>	3.4.3 Proposals Proposals to clients address project performance and methodology (if not explicitly mentioning sustainability)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<i>Required</i>	3.4.4 Public Presence Company represents its commitment to sustainability (either explicitly or by focusing on performance and methodology) in public engagements where seen by the larger community. This includes conferences, trade shows, public speaking or through presence on a board of directors or local gov. task force, or other political participation.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

3.5 Quality Control Processes

Y	?	N
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Systems, processes and protocols in place to manage and maintain a consistent level of quality control across departments and on all projects.

<i>Required</i>	3.5.1 QC Systems Systems, processes and protocols are in place and implemented consistently by specific people who are responsible for their success.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<i>Required</i>	3.5.2 QC Effectiveness QC processes are regularly evaluated and tracked to ensure effectiveness.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

3.6 Research and Development

Y	?	N
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Ongoing commitment to and investment in research and development - related to organizational sustainability goals, as appropriate.

<i>Optional</i>	3.6.1 R&D Activities Company invests time and resources into research and development of new tools, processes, resources and best practices that advance the state of the art in sustainability.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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3.7 Innovation

Y	?	N
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Innovation in this category

<i>Optional</i>		<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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4.0 Partnering & Collaboration

Relationships with external partners support team building and are structured and managed to create conditions conducive for successful collaboration.

4.1 Proactive Team Building

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Company engages in ongoing pro-active team building with partners to build capability and effectiveness working together.

Optional **4.1.1 Ongoing team building** Company engages in ongoing activities to nurture effective, collaborative relationships with partners -

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Activities outside the specific context of a project. This can be focused on mutual use of tools (BIM) or on mutual respect and trust - team building - or other focus that enhances the team's ability to achieve high performance.

Optional **4.1.2 Repetitive Teaming** Company works repeatedly with specific partners in an effort to increase team capability and effectiveness on project work.

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4.2 Project Solicitation

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All aspects of project solicitation integrate explicit expectations for sustainability (project performance and methodology) and integrative process for project delivery.

Required **4.2.1 RFP** Owner/client publishes RFP that includes: sustainability performance goals and methodology/outcomes for project, integrative design process, sustainability qualifications and past performance. Solicitation for services from prime contract (architect) should also include similar requirements of the consultants.

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Required **4.2.2 Proposals** Service providers explicitly address project performance and processes to achieve performance targets. Proposed budgets should reflect teams understanding of how they will implement integrative project delivery within the project constraints.

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Required **4.2.3 Design Team Selection** At a minimum, selection process (owner requirements or team presentation) should include focus on **Process** performance targets and processes to achieve them. Owners may also use the "Mini-Charrette" process as an alternative design team selection approach *

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4.3 Contractual Agreements

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Contractual relationships support collaborative teamwork and integrative project delivery. When contracts or other external forces present challenges to ideal team structure, the team works together to design an approach to address collaboration and performance in the best way possible.

Required **4.3.1 Legal Contracts** Team structure and construction delivery method are addressed in earliest phase of project. Those decisions should (ideally) enable the project team to achieve sustainability goals. Legal contracts with team members align with project sustainability goals and create conditions conducive to success. Contracts also include language relating to performance criteria and rating system levels, where appropriate. Scope, fee and deliverables for each party reflect the work needed to effectively and efficiently achieve performance targets. If standard contracts, required by owner do not allow for integrated project delivery, please provide narrative describing how project performance goals are pursued.

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Required **4.3.2 Additional Consultants** Any additional expertise not included in prime contracts should have appropriate scope and fee to contribute to sustainability goals.

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4.4 Partner Performance & Team Communications

Y ? N

Kick off and ongoing meetings intentionally address trust and communications, either through a formal Partnering process, or by incorporating key elements of partnering methodology into communication activities.

Optional

4.4.1 Formal Projects use formal partnering (5 step methodology) to ensure effective team communications and addressing of sustainability issues and challenges. Company maintains agreements to do so as standard practice (policy).

Required

4.4.2 Partnering Methodology If formal partnering is not being pursued, specific activities are put in place at project kick-off to optimize team effectiveness.

Required

4.4.3 Collaboration Effectiveness Performance feedback communications - team members have a system and process in place to evaluate the effectiveness of their collaboration and performance between projects.

4.5 R&D Partnering

Y ? N

Specific efforts to establish partnerships for the explicit purpose of doing research or development

Optional

4.6 Innovation

Y ? N

Innovations in this category

Optional

5.0 Outcomes and Metrics

Companies who have institutionalized sustainability will be able to track metrics related to both their project portfolio and their overall corporate sustainability footprint. If the efforts to align systems, processes and capabilities with sustainability are effective, the measurable improvements in project performance and company operations are the outcome.

5.1 Project Portfolio

Y	?	N
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The performance of projects (across company's entire portfolio) is tracked over time and feedback loops are institutionalized to request information and track it.

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|-----------------|---|---|--|--|--|
| <i>Optional</i> | 5.1.1 Third Party Certifications LEED, BREEAM, Energy Star, Green Star, Living Building Challenge or other 3rd party certifications indicate some level of performance of design intent or actual performance (depending on the certification) . | <table border="1" style="float: right;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> | | | |
| | | | | | |
| <i>Required</i> | 5.1.2 Performance Tracking Request Templates exist for all responsible parties to use as communication with clients/partners, requesting project performance information. | <table border="1" style="float: right;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> | | | |
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| <i>Required</i> | 5.1.3 Performance Tracking Project Performance data is collected, and maintained somewhere accessible. Information is shared within the company (and with partners, as appropriate) | <table border="1" style="float: right;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> | | | |
| | | | | | |
| <i>Required</i> | 5.1.4 Performance Feedback Loop Evidence that project performance was used as feedback to inform ongoing projects | <table border="1" style="float: right;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> | | | |
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5.2 Company Sustainability Footprint

Y	?	N
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Organizational impacts are measured and tracked. A plan for continuous improvement is put in place, which responds to a baseline of information and sustainability goals of the company. If the corporation is engaged in other 3rd party corporate sustainability programs, they are recognized in this category.

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|-----------------|--|---|--|--|--|
| <i>Required</i> | 5.2.1 Environmental Impact Baseline Baseline established to understand impacts (where company 'is') and how to prioritize targets over time. These may relate to 2030 Commitment, which would be recognized here. Scope of elements should include (but not limited to): <ul style="list-style-type: none"> - Energy consumption/carbon impact - Water - Waste - Purchasing - Transportation | <table border="1" style="float: right;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> | | | |
| | | | | | |
| <i>Required</i> | 5.2.2 Social Impact Baseline Social impacts to assess and improve include (but are not limited to): <ul style="list-style-type: none"> - Diversity and hiring practices (governance, partner relationships) - Community engagement (community of practitioners, geographic, religious, etc) - Living wage / sustainable lifestyles of employees/ impacts on family life - "Fenceline" impacts | <table border="1" style="float: right;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> | | | |
| | | | | | |
| <i>Required</i> | 5.2.3 Goals, Priorities and Implementation plan Based on baseline and other factors (social, economic), SMART goals are set for the short and long term, priorities are established, appropriate strategies are devised and an implementation plan is put in place. | <table border="1" style="float: right;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> | | | |
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| <i>Required</i> | 5.2.4 Tracking Systems Tracking systems are established, maintained and monitored by responsible parties (internal and /or external) for indicators/data and feedback loops for each strategy and goal set in the plan. (See 3.2.3 - cross-reference w/ Infrastructure) | <table border="1" style="float: right;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> | | | |
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| <i>Optional</i> | 5.2.5 Corporate Certification Certifications provided by other organizations (ISO, B corp, GRI, CERES) | <table border="1" style="float: right;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> | | | |
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| <i>Required</i> | 5.2.6 Performance Feedback Loop Evidence of improvements over time in response to data collected | <table border="1" style="float: right;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> | | | |
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5.3 Innovation

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Innovations in this category

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| <i>Optional</i> | | <table border="1" style="float: right;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> <td style="width: 20px; height: 20px;"></td> </tr> </table> | | | |
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