

# SPI Organizational Certification DRAFT Quick Guide to Evaluation Criteria v3.0, Summer 2013

<b>1.0 Leadership, Goals &amp; Implementation</b>	
<p>An organization's success implementing sustainability initiatives is based on the strength of its leadership, the clarity of its strategy and the implementation of its policies and programs throughout the organization. Clear metrics and feedback loops to monitor strategies are a clear indicator to leaders about effectiveness over time.</p>	
<b>1.1 Mission/Vision</b>	
<i>Requirement</i>	<i>Evidence</i>
<p>Top management has articulated a corporate vision with respect to sustainability and made it known throughout the organization. The vision statement shall be recorded in the SPI template or provided in another format, such as a sustainability action plan, O&amp;M plan or similar.</p>	<p>Statement of corporate mission/vision related to sustainability, and Public statement or management meeting notes or other evidence that the statement has been endorsed by top management, and Evidence that the statement of commitment has been well publicized within the organization</p>
<b>1.2 SMART Goals</b>	
<i>Requirement</i>	<i>Evidence</i>
<p>The organization has established SMART* goals related to both internal company performance and external project performance, and has communicated them effectively internally and to partners. Internal performance relates to operational decisions, environmental footprint, R&amp;D, partnerships, etc. (minimum 1 goal required). Project performance relates to how projects are delivered and the health and resource consumption of the projects themselves (minimum 2 goals, including at least 1 related to energy).</p>	<p>SPI Goals template <i>or</i> copy of sustainability action plan <i>or</i> other plan, as applicable</p> <p>*SMART = Specific, Measurable, Attainable, Results-Oriented, and Time-Bound</p>

<b>1.3 Leadership &amp; Accountability</b>	
<i>Requirement</i>	<i>Evidence</i>
<p>There is a clear accountability structure to support sustainability, with clearly articulated roles and responsibilities at different levels across the organization. All staff (and partners) understand the accountability structure and who to go to for information. At a minimum, a responsible party has been identified and for each goal.</p>	<p>Show who, if anyone, is responsible for sustainability overall (may be spread across multiple people), who is responsible for each goal and how progress will be tracked. May be contained in Sustainability Plan, if one exists and/or demonstrated through an org chart, a narrative, job descriptions and performance reviews, etc.</p>
<b>1.4 Sustainability Plan</b>	
<i>Requirement</i>	<i>Evidence</i>
<p>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, who will be accountable for overseeing the implementation of strategies and tracking success, and what the feedback loops will be.</p>	<p>Copy of Sustainability Plan, containing all of the required elements, <i>or</i>                      Commitment to create a Sustainability Plan within 12 months</p>

<b>2.0 Project Delivery</b>	
Project-specific production integrates sustainability as a fundamental approach to design and construction excellence.	
<i>Requirement</i>	<i>Evidence</i>
Demonstrate that sustainability is being considered and implemented across the full range of the company's projects.	Grant SPI access to project files <i>or</i> provide sample information for selected projects. For a single office, provide information on at least 5 projects that reflect the range of work performed by the office, with varying sizes, budgets, building type and project teams For multiple offices, provide information on at least 3 projects per office, of similar variety For each project, select 3 pieces of information from the list provided by SPI
<b>3.0 Infrastructure</b>	
Organizational infrastructure and support systems (resources, 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.	
<b>3.1 Tools and Resources</b>	
<i>Requirement</i>	<i>Evidence</i>
The organization provides and maintains the tools and resources necessary to support consistent sustainability services. These may include workplan templates, checklists, BIM or other building analysis tools, life cycle costing methodologies, product evaluation resources, specification and design standards, IT processes, LEED resources, subscriptions, etc., as appropriate for the services you provide	List of tools and resources, showing for each Name of tool Screen shot or other depiction Purpose When/how it is used Who uses it (role) Minimum 3 examples, including at least 1 project management/ knowledge management and 1 content/technical tool

<b>3.2 Education and Training</b>	
<i>Requirement</i>	<i>Evidence</i>
<p>Organization has an education/professional development program supporting capability to deliver sustainable design/construction. Professional development plans support continuous learning for interpersonal, management and technical skills, through various pedagogical models: passive, project-based, mentoring.</p>	<p>Matrix showing training by job description and/or                      "Company University" course listing and attendance records, and/or                      Description of mentoring program, and/or                      Other evidence of formal and/or informal education programs</p>
<b>3.3 Human Resources</b>	
<i>Requirement</i>	<i>Evidence</i>
<p>HR policies, systems and processes support sustainability goals</p>	<p>Excerpts from any 2 of the following, highlighting sustainability elements:                      On-boarding/orientation materials                      Employee manual                      Job descriptions                      Performance review forms                      Incentive program metrics                      Profitability and performance tracking</p>
<b>3.4 Quality Control</b>	
<i>Requirement</i>	<i>Evidence</i>
<p>Systems, processes and protocols--aligned with project sustainability SMART goals-- are in place to manage and maintain a consistent level of quality control across departments and on all projects</p>	<p>Copies of QC protocols, highlighting elements related to sustainability and                      Copies of meeting minutes, checklists or other documentation showing that QC protocols are used on projects.</p>

<b>3.5 Internal Communications</b>	
<i>Requirement</i>	<i>Evidence</i>
There is effective internal communication including such areas as: sharing lessons learned from projects, general knowledge sharing, how subject matter experts (SMEs) are identified and contacted by staff, internal team communications related to project management and coordination, and reporting to management.	Describe protocols for internal communication. Evidence may include screen shots of knowledge management system, company calendar showing in-house peer reviews or internal project charrettes that include general knowledge sharing, internal newsletters, new employee orientation or handbook description of communication protocols, workplan templates which include communication expectations, etc.
<b>3.6 Marketing</b>	
<i>Requirement</i>	<i>Evidence</i>
Marketing materials (website, brochures, proposals, etc) fully and accurately reflect the company's sustainability approach and accomplishments	Links or excerpts from marketing materials highlighting qualifications, accomplishments and project data.
<b>3.7 Research &amp; Development (optional)</b>	
<i>Requirement</i>	<i>Evidence</i>
Time and resources are devoted to research and development of new tools, processes, resources and best practices that advance the "state of the art" in sustainability	Published reports, conference proceedings, screen shots from company or partner websites, partnership agreements, final products or other

<b>4.0 Collaboration &amp; Partnering</b>	
Relationships with external partners are aligned with company sustainability goals, support team building and are structured and managed to create conditions conducive for successful collaboration.	
<b>4.1 Collaboration Effectiveness</b>	
<i>Requirement</i>	<i>Evidence</i>
Both owners and service providers work together to explicitly address project performance and processes—including integrative project delivery (IDP)--to achieve performance targets. Performance feedback loops are in place to evaluate effectiveness of collaboration.	Any of: Copies of RFPs (for clients) and/or proposals (for subcontractors) explaining how you expect to work with partners to deliver efficient best practices. This may show up in scope of work, flow and/or budget Meeting agendas, minutes, workplans or other documentations that intentionally addresses trust, communications & other aspects of team effectiveness
<b>4.2 Team-building/ Collaboration (optional)</b>	
<i>Optional</i>	<i>Evidence</i>
Organization explicitly nurtures collaborative relationships outside projects	Announcements, invitations, agendas, slides, registration lists, photos or other materials that show what has been happening
<b>4.3 Formal Partnering (optional)</b>	
<i>Optional</i>	<i>Evidence</i>
Projects use formal partnering (5 step methodology) to ensure effective team communications and address sustainability issues and challenges. Company maintains agreements to do so as standard practice.	Contracts Meeting notes Workplans or schedules

<b>5.0 Outcomes</b>	
<p>Companies that have institutionalized sustainability will track metrics related to both project portfolio and corporate sustainability footprint. If the efforts to align systems, processes and capabilities with sustainability are effective, measurable improvements in projects and company operations are the outcome.</p>	
<b>5.1 Project Performance Metrics</b>	
<i>Requirement</i>	<i>Evidence</i>
<p>Collect (or at least formalize a request for) performance data on all projects. Track the data, compare to SMART goals and modify future action/goals based on the results 2030 Commitment can fulfill this requirement. Percent of LEED projects can supplement but not replace this requirement</p>	<p>2030 summary results for most recent year submitted <i>or</i> Other spreadsheet showing at least the following: % of projects reported What metric is used Overall and average results, including comparison to previous year, if available <i>or</i> Data request letter and evidence that it is regularly sent to clients <i>Any of the above, and</i> Meeting notes or other evidence of mechanism whereby results are discussed and future actions determined</p>
<b>5.2 Corporate Footprint</b>	
<i>Requirement</i>	<i>Evidence</i>
<p>Collect data and establish a baseline on the company's environmental footprint and social/economic impacts Track the data, compare to SMART goals and modify future action/goals based on the results If the company participates in GRI, Ceres, B-Corp or other Corporate Sustainability Reporting (CSR), relevant aspects of that effort will be recognized here.</p>	<p>2030 summary results for most recent year submitted <i>or</i> Other spreadsheet showing at least:                     <ul style="list-style-type: none"> <li>• What is tracked</li> <li>• What metric is used</li> <li>• Results, including comparison to previous year, if available</li> </ul> <i>or</i> Baseline data and a commitment to track the above in the future <i>and</i> Meeting notes or other evidence of mechanism whereby results are discussed and future actions determined</p>

<b>5.3 Social Impact Baseline (optional)</b>	
<i>Optional</i>	<i>Evidence</i>
<p>Set, track and act on goals to improve social impacts, such as (but not limited to):</p> <ul style="list-style-type: none"> <li>- Diversity and hiring practices (governance, partner relationships)</li> <li>- Community engagement (community of practitioners, geographic, religious, etc)</li> <li>- Living wage / sustainable lifestyles of employees/ impacts on family life</li> <li>- "Fenceline" impacts</li> </ul> <p>If the company participates in GRI, Ceres, B-Corp or other Corporate Sustainability Reporting (CSR), relevant aspects of that effort will be recognized here.</p>	<p>Spreadsheet or other mechanism showing what is being tracked, what metric is being used, current results, and comparison to previous year, if available, and to baseline year</p>
<b>6.0 Innovation (optional)</b>	
<i>Optional</i>	<i>Evidence</i>
<p>Anything else you would like to share</p>	<p>Determined on a case-by-case basis</p>

<b>Surveys</b>	
<p>As part of the Certification process, SPI conducts confidential internal &amp; external surveys. The internal survey reveals the perceptions of staff related to the company's commitment and capabilities. The external survey reveals the perceptions of clients and partners about the company's strengths and weaknesses. Together, the surveys provide the basis for continual improvement.</p>	
<b>Internal Survey</b>	
<i>Requirement</i>	<i>Evidence</i>
<p>At least 60% of staff complete the SPI Internal Survey, <a href="http://www.surveymonkey.com/s/HoWGreen3">http://www.surveymonkey.com/s/HoWGreen3</a>                      Firm incorporates into the plan corrective actions in response to any issues surfaced by the survey results</p>	<p># of responses                      Action plan for any corrective actions</p>
<b>External Survey</b>	
<i>Requirement</i>	<i>Evidence</i>
<p>The survey is sent to a representative sampling of clients                      A critical mass of clients respond to the external survey (minimum 10 responses for firms with up to 10 active projects per year, plus one additional response for every additional project; firms with multiple offices must meet these requirements for each office)                      At least 75% of respondents rate the firm as above average overall                      Firm incorporates into the plan corrective actions in response to any issues surfaced by the survey results</p>	<ul style="list-style-type: none"> <li>• list of individuals invited to the survey</li> <li>• # of Survey responses</li> <li>• % responses to overall rating question</li> <li>• Action plan for any corrective actions</li> </ul>