



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

AIBC Practice Consultation Service (PCS)
Practice Self-Assessment Rating Form (PSARF)

Section/Subsection:

1: PROCUREMENT MANAGEMENT		
1.1 Marketing and Promotion	YES	NO
1. Is there a written marketing & promotion strategy (overall plan and objectives: strategy, tactics, implementation, review)?		
2. Has the strategy been formalized (e.g., prepared by a marketing consultant)?		
3. Has the practice ensured the marketing and promotion materials represent the practice accurately?		
4. Has market research been conducted by the practice (e.g. does the practice monitor relevant sources e.g., MERX, BC Bid, media and other potential client websites)?		
5. Does the practice create business opportunities (e.g. suggest projects to potential clients, identify potential sources of financing)?		
6. Does your practice use promotional brochures to create new business?		
7. Does your practice use a practice website to create new business?		

	YES	NO
8. Does your practice use a contact list or database to create new business?		
9. Does your practice use signage to promote the business?		
10. Does your practice use print advertising to promote the business?		
11. Does your practice use community service to promote the business?		
12. Does your practice use event sponsorship to promote the business?		
1.2 - Go/No Go		
1. Does the practice use a decision tool (e.g., a checklist) to assess potential projects?		
2. Does the practice use the "go/no go" checklist (i.e., from the Canadian Handbook of Practice "CHOP")?		
1.3 - Proposal Development		
1. Does the practice use a standardized process for responding to Expression of Interest (EOI) or Request for Proposal (RFP) documents?		

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	YES	NO
2. Are proposals customized (tailored) to the RFP/EOI (e.g., project specific format and content)?		
3. Is there a proposal review process within the practice (does someone in authority provide a final sign off)?		
4. Does the practice follow-up on submitted proposals to find out why the practice was awarded the job?		
5. Does the practice follow-up on submitted proposals to find out why the practice was NOT awarded the job?		
1.4 - Development and Negotiation of Services and Fees		
1. Does the practice use a decision-making tool (e.g., a checklist) to develop a scope of services and fee structure?		
2. Does the practice use a work breakdown structure checklist?		
3. Does the practice have a process for calculating hourly rates?		
4. Does the practice consider task duration in determining fees and services?		
5. Has the practice clearly defined its scope of services?		

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	YES	NO
6. Has the practice developed a structured strategy for Negotiation?		
7. Does the practice monitor competitor's fees (e.g., minutes of municipal council meetings where architectural work is awarded)?		
1.5 - Agreements/Contracts		
1. Does the practice consistently use written client/architect agreements?		
2. Does the practice always use written client/architect agreements?		
3. Is the written agreement signed by both parties?		
4. Does the practice retain a signed copy of the written agreement?		
5. Are client/architect agreements compatible with client/ contractor or client/owner agreements that require the architect to provide specific services (e.g., where architect is engaged by a design builder)?		
6. Where the Canadian Standard Form of Agreement (Document 6) is amended or not used, is there a process for reviewing the written agreement prior to signing?		
7. Are there consultant agreements?		

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	YES	NO
8. Does the practice consistently use written consultant agreements?		
9. Is the written consultant agreement signed by both parties?		
10. Does the practice retain a signed copy of the written consultant agreement?		
11. Do the agreements reflect terms of payment to the consultants (e.g., pay when paid)?		
12. Does the practice obtain confirmation of consultant insurance?		
2: FINANCIAL MANAGEMENT		
2.1 - Business Plan		
1. Has the practice developed a written business plan?		
2. Is there a process for regular review, evaluation and refinement of the business plan?		
2.2 - Insurance		
1. Has the practice obtained professional liability insurance above the industry minimum of \$250,000?		

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	YES	NO
2. Has the practice obtained Directors and Officers insurance (wrongful acts)?		
3. Has the practice obtained office insurance (e.g., contents, valuable documents)?		
4. Has the practice obtained office overhead insurance?		
5. Has the practice obtained key 'person' insurance?		
6. Has the practice obtained CGL (comprehensive general liability)?		
7. Has the practice obtained insurance for business-use automobiles?		
8. Has the practice obtained Fidelity bond (employee honesty)?		
9. Has the practice obtained business interruption insurance?		
10. Has the practice obtained insurance to cover non-traditional activities (e.g., manufacturing furniture)?		
11. Has the practice obtained life insurance for partners?		
2.3 - Bookkeeping		

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	YES	NO
1. Does the practice maintain books of account?		
2. Has the practice ensured that there is no co-mingling of books of account (personal with business; within business: project fees, expenses, GST)?		
3. Are the books of account updated on a regular basis?		
4. Are there payroll processes in place (source deductions, etc.)?		
5. Are staff timesheets used?		
6. Are staff timesheets retained?		
7. Are staff timesheets analyzed?		
8. Are the books of account kept for a minimum of 7 years?		
9. Are cash-flow analyses conducted?		
10. Is GST collected and remitted?		
2.4 - Invoicing		

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	YES	NO
1. Are invoicing procedures in place?		
2. Do invoicing procedures follow the client/consultant/architect agreement (e.g., timing)?		
3. Is information detailed on the invoice (e.g., phase of work completed, dates, disbursements)?		
4. Are statements of account produced regularly (e.g., after 30 or 60 days)?		
5. Are there procedures for reviewing/authorizing invoices?		
2.5 - Accounts Receivable/Payable		
1. Has the practice developed accounts receivable/accounts payable policies (e.g., what is to be done after 30 days)?		
2. Has the practice developed a protocol for accounts receivable collection?		
3. Are incoming payables checked for accuracy?		
4. Has the practice developed authorization procedures for writing-off off bad debts?		

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	YES	NO
5. Are invoices followed up with the client after being issued?		
3– GENERAL MANAGEMENT		
3.1– Communications		
1. Has the practice developed an organized central filing system?		
2. Has the practice developed an identification system for files?		
3. Has the practice developed an identification system for projects?		
4. Has the practice developed procedures for electronic files?		
5. Has the practice developed a cross-referencing system between computer and paper files?		
6. Has the practice developed a standardized procedure for performing and monitoring telephone calls?		
7. Has the practice developed a standardized procedure for creating and monitoring voicemail?		
8. Has the practice developed a standardized procedure for composing and monitoring Email?		

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	YES	NO
9. Has the practice developed a standardized procedure for maintaining and monitoring facsimiles?		
10. Has the practice developed a standardized procedure for maintaining and monitoring correspondence?		
11. Has the practice developed a standardized procedure for maintaining and monitoring minutes?		
12. Has the practice developed a standardized procedure for maintaining and monitoring reports?		
13. Has the practice developed a standardized procedure for maintaining, monitoring, and cross checking project management websites?		
14. Has the practice developed a standardized procedure for maintaining, monitoring, and cross checking extranets and intranets?		
15. Is authority to speak on behalf of, or commit, the practice clearly defined?		
16. Does the practice have a bring-forward (BF) system (abeyance system, dated to-do list)?		
17. Does the practice have a structured filing system for drawings and graphics?		

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3.2 - Quality Assurance	YES	NO
1. Is there a quality assurance program within the practice?		
2. Has a senior person/someone with strong senior management support been assigned responsibility for quality assurance?		
3. Does the practice have well-communicated 'triggers' that identify risk issues (e.g., lessons learned from past projects, new building systems, new products)?		
3.3 - Tools and Resources		
1. Has the practice developed a library for samples and product information?		
2. Are standard professional reference materials available at the office or otherwise readily available (e.g., AIBC Handbook, Building Codes, NRC Standards, CHOP, etc.)?		
4 – HUMAN RESOURCE MANAGEMENT		
4.1 - Continuing Education and Training Procedures		
1. Does the practice provide continuing education internally?		
2. Does the practice support people externally (e.g., provide time off and/or pay the cost of continuing education, registration of interns, admission courses, payment of license/membership fees)?		

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	YES	NO
3. Does the practice keep track of all continuing education completed by staff? (includes all Continuing Education - not just AIBC requirements)		
4. Is there a development plan for all individuals on staff?		
5. Does the practice distribute information about continuing education opportunities?		
6. Does the practice identify areas requiring training?		
7. Does the practice provide recognition to individuals who undertake continuing education?		
8. Does the practice ensure that the people who need certain skill sets get the training they need to do their jobs?		
9. Does the practice have an intern architect program in place?		
10. Does the practice have a comprehensive orientation program for new employees?		
11. Does the practice have an office manual which includes policies, procedures and standards for staff?		

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	YES	NO
12. Does management track the continuing education requirements of the architects in the practice (re: the AIBC requirements)?		
4.2 - Supervision		
1. Does the supervisor of intern architects know the requirements of the IA program?		
2. Is there formal supervision of independent contractors?		
3. Is direct supervision being provided as per the Architects Act?		
4.3 - Staff Policies and Benefits		
1. Are there Human resources policies related to issues relevant to the practice (e.g., salaries, overtime, hours of work, statutory holidays, personal leaves, family days, vacation time, sick leave, harassment, discrimination, employment equity, retirement, medical, drug plans, pension, taxable benefits, bereavement, health and safety, use of personal automobiles, expense accounts, paying for continuing education, time off for professional development, sabbaticals, license costs, insurance costs, confidentiality, termination, non-competition, conflict of interest, indemnification, moonlighting, severance, web-surfing, use of company and own equipment, use of firm's marketing and other materials, credit for authorship/ownership, pregnancy and parental leaves, advancement within the practice)?		

	YES	NO
2. Are office policies reviewed, evaluated and updated on a regular basis?		
3. Is the practice familiar with Revenue Canada legislation regarding "employees" versus "contractors" (e.g., when independent contractors are considered employees)?		
4.4 - Recruitment/Selection/Performance Appraisal		
1. Has the practice developed position descriptions for all staff?		
2. Is there a recruitment strategy in place (i.e., identifying sources of potential staff)?		
3. Has the practice developed recruitment information that accurately represents the practice and the positions to be filled?		
4. Is there monitoring of the effectiveness of recruitment channels?		
5. Does the practice use an application form for staff selection?		
6. Does the practice use an unstructured interview for staff selection?		
7. Does the practice use a portfolio for staff selection?		

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	YES	NO
8. Does the practice use a resumé for staff selection?		
9. Does the practice use reference checks for staff selection?		
10. Does the practice use simulations (e.g., presentations to a "client") for staff selection?		
11. Does the practice use ability tests (e.g., CAD tests, standardized tests of ability/aptitude) for staff selection?		
12. Is the practice aware of applicable Human Rights legislation (e.g., British Columbia Human Rights Code prohibitions on what can and cannot be asked during an interview)?		
13. Is there monitoring of the effectiveness of staff selection instruments?		
14. Does the practice use employment agreements (e.g., containing probation terms, non-competition clauses, confidentiality, etc.)?		
15. Does the practice understand the difference between an employee and an independent contractor?		
16. Is there a system for performance appraisals in place?		
17. Are performance appraisals conducted for all staff at least annually?		

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	YES	NO
18. Are there formal policies for remediation and documentation to support dismissals?		
19. Are performance appraisal results kept confidential?		
4.5 - Applicable HRM Law/Legal Context		
1. Is the practice aware of, and comply with Canada Customs and Revenue Agency rules (CCRA)?		
2. Is the practice aware of, and comply with the Employment Standards Act (ESA)? AIBC Practice Note 11?		
3. Is the practice aware of, and comply with the British Columbia Human Rights Code(BCHRC) or other applicable human rights legislation?		
4. Is the practice aware of, and comply with Occupational Health and Safety?		
5. Is the practice aware of, and comply with Work Safe BC?		
6. Is the practice aware of, and comply with the Workplace Hazardous Materials Information System (WHMIS)?		
5 – LEGISLATIVE COMPLIANCE		
5.1 - Professional Conduct/Business Ethics		

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	YES	NO
1. Is there appropriate use of the seal per the Architects Act and AIBC bulletins?		
2. Does the staff have working knowledge of, and ready access to AIBC practice notes?		
3. Does the staff have working knowledge of, and ready access to regulations under the Architects Act?		
4. Does the staff have working knowledge of, and ready access to CHOP?		
5. Has the practice developed written guidelines for dealing with staff?		
6. Has the practice developed written guidelines for dealing with clients?		
7. Has the practice developed written guidelines for dealing with contractors?		
8. Has the practice developed written guidelines for dealing with consultants?		
9. Has the practice developed written guidelines for dealing with building authorities?		

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	YES	NO
10. Has the practice developed written guidelines for dealing with suppliers?		
11. Are there written conflict of interest guidelines in place and followed by all staff (e.g., gifts from contractors)?		
12. Do all staff members represent themselves and their credentials accurately (e.g., at the building site, to clients)?		
13. Has the practice ensured that subsidiary or associate companies are not in conflict of interest positions?		
14. Does the practice know what "protecting the public interest" means?		
5.2 - Applicable Law/Legal Context		
1. Is the practice aware of, and does it comply with the laws applicable to the Architects Act?		
2. Is the practice aware of, and does it comply with the laws applicable to the Professional Engineer's Act?		
3. Is the practice aware of, and does it comply with the laws applicable to the Builders Lien Act?		
4. Is the practice aware of, and does it comply with the laws applicable to the Workers Compensation Act and related regulations?		

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	YES	NO
5. Is the practice aware of, and does it comply with the laws applicable to the Local Government Act and related regulations?		
6. Is the practice aware of, and does it comply with the laws applicable to the Building Code?		
7. Is the practice aware of, and does it comply with the laws applicable to the Environmental Management Act?		
8. Is the practice aware of, and does it comply with the laws applicable to the Environmental Bills of Rights?		
9. Is the practice aware of, and does it comply with the laws applicable to the Homeowner Protection Act?		
10. Is the practice aware of, and does it comply with the laws applicable to the British Columbia Heritage Conservation Act?		
11. Is the practice aware of, and does it comply with the laws applicable to the British Columbia Health Act?		
12. Is the practice aware of, and does it comply with the laws applicable to the Condominium Act?		
13. Is the practice aware of, and does it comply with the laws applicable to the Fire Services Act?		

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	YES	NO
14. Is the practice aware of, and does it comply with the laws applicable to the Workers Compensation Act and related regulations?		
15. Is the practice aware of, and does it comply with the laws applicable to the Elevating Devices Act and regulations?		
16. Is the practice aware of, and does it comply with the laws applicable to the Copyright Act?		
6 – PROJECT MANAGEMENT		
6.1 - Project Management		
1. Before beginning a project does the practice ensure that adequate project resource allocations (staff, equipment) have been made (e.g., CHOP)?		
2. Are cost and time control measures in place for each project?		
3. Are supervisory procedures in place for each project?		
4. Does the practice have a production schedule for each project?		
5. Is there a work breakdown structure or similar document for each project?		

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	YES	NO
6. When the practice learns lessons during the process of managing a project is the information used for future projects (e.g., innovations, concerns, disputes)?		
7. Does the practice use project progress checklists (e.g., CHOP 2.3.1)?		
8. Does the staff have the appropriate portions of the client/architect and/or consultant agreements (Joint ventures – who does what – lines of communication)?		
9. Does someone on staff monitor the agreements against the services provided throughout the contract?		
10. Does the practice use intranets/extranets for project management?		
7 – TRADITIONAL SERVICES		
7.1 - Pre-Design and Programming		
1. Does the practice have a process for determining if OTHER architects have been involved or are involved in the practice's projects?		
2. Are client requirements documented (e.g., function, aesthetics, phased occupancy, and expectations)?		
3. Is an assessment made of the client's project budget and schedule?		

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	YES	NO
4. Does the client understand what the project budget has to pay for (fees, GST, soft costs, etc.)?		
5. Does the practice establish the communication tools (e.g., meeting reports, design reports, computer models, digital data etc.) they are going to use up to the end of the design stage to get information back to the client?		
6. Does the practice conduct preliminary assessments regarding applicable law (e.g., building code, zoning, fire marshal)?		
7. Does the practice ensure that the client representative is authorized to deal with the practice and commit their company's budgetary dollars?		
8. Does the practice identify activities outside of the scope of the project to ensure payment for additional services?		
9. Is there a procedure in place for informing/advising clients regarding required site information?		
10. Does the practice thoroughly explain/demonstrate to clients what they will be getting at the pre-design stage (e.g., functionally, aesthetically, the signature style of the practice)?		
11. Is there documentation to confirm that all necessary services are available (roadways, hydro, water, gas, emergency services)?		

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	YES	NO
12. Does the practice require clients provide written authorization to proceed to the design phase?		
7.2 - Design		
1. Is there a clear understanding regarding who is responsible for obtaining permits and approvals for each project?		
2. Does the practice identify the approvals required for each project at the design stage (e.g., client and authorities having jurisdiction)?		
3. Does the practice confirm the required approvals for each project are obtained (e.g., client and authorities having jurisdiction)?		
4. Is there a procedure for reviewing designs against project requirements, schedules, and budgets?		
5. Does the practice have a procedure for reviewing designs for compliance with applicable laws (e.g., building code, zoning, etc.)?		
6. Are there procedures in place for documenting all decisions related to design (e.g., client involvement, design team, authorities, design/builder, construction manager)?		
7. Is there a process for determining if the building science is appropriate to current standards of construction (i.e., has it been validated through: building envelope, structural, mechanical, electrical, etc.)?		

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	YES	NO
8. Is there a process for coordinating designs with engineering and other consultants?		
9. Does the practice have a process for identifying all consultants and testing agencies required for projects?		
10. Does the practice require clients provide written authorization to proceed to the construction documents phase?		
11. Is there a process for verifying that all applicable authorities and agencies have given written authorization to proceed to the construction documents phase (e.g., funding agency, Ministry, etc.)?		
7.3 - Construction Documents		
1. Is there a clear understanding regarding who is responsible for obtaining permits and approvals for each project?		
2. Does the practice identify the approvals required for each project at the construction document phase (e.g., client and authorities having jurisdiction)?		
3. Does the practice confirm the required approvals for each project are obtained (e.g., client and authorities having jurisdiction)?		
4. Is there a procedure for reviewing construction documents against project requirements, schedules, and budgets?		

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	YES	NO
5. Does the practice have a procedure for reviewing construction documents for compliance with applicable laws (e.g., building code, zoning, etc.)?		
6. Are there procedures in place for documenting all decisions related to construction documents (e.g., client involvement, design team, authorities, design/builder, construction manager)?		
7. Is there a process for coordinating construction documents with engineering and other consultants?		
8. Is there a process for verifying that all applicable authorities and agencies have given authorization to proceed to the bidding, negotiation, and contract execution phase (e.g., funding agency, Ministry, etc.)?		
9. Is there a process in place to ensure the final construction documents reflect all amendments identified in previous checks?		
10. Is a designated architect responsible for the final review of all construction documents?		
11. Does the practice receive instruction from the client regarding insurance, bonds and contracts and bid procedures?		
12. Are items, services and products that are not in contracts or supplied by owners, identified, specified and coordinated as applicable?		

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	YES	NO
13. Do the drawings submitted for building permits comply with all requirements of the British Columbia Building Code and other pertinent codes and approvals?		
14. Does the practice require clients provide written authorization to proceed to the bidding, negotiation and contract execution phase?		
7.4 - Bidding, Negotiating, Contract Execution		
1. Are there pre-qualification procedures for selecting or recommending contractors?		
2. Is there a system for recording questions and answers during the bidding phase and issuing addenda?		
3. Is there a procedure for receiving bids at the time of closing?		
4. Are there procedures for bid analysis, including checklists?		
5. Does the practice follow CCDC 23 (e.g., guide to calling bids and awarding contracts)?		
6. Does the practice familiarize its clients with the procedures outlined in CCDC 23?		
7. Does the practice obtain and retain a copy of all bid information (e.g., bonds, lists of sub-trades, insurances, etc.)?		

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7.5 - Contract Administration	YES	NO
1. Does the practice confirm that the required permits and approvals are in place before beginning contract administration?		
2. Does the practice have a signed copy of the contract?		
3. Does the practice have a process to ensure that the final copy of the construction contract is the version used during contract administration?		
4. Does the practice have a process to ensure that the final copy of the construction contract is consistent with the documents forming the basis for the issuance of the building permit?		
5. Does the practice follow the recommended procedure for issuance of certificates of payment and certificates under the British Columbia Builders Lien Act?		
6. Does the practice follow the recommended procedure in the CHOP for closing out projects?		
7. Does the practice follow the recommended procedures in CCDC 24 related to other documents and change orders (RFI's, Contractor Requests for Extras [CRX's], etc.)?		
8. Are testing agencies reports submitted, distributed and adequately addressed?		

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	YES	NO
9. Does the practice meet the requirements of Work Safe BC during construction?		
10. Does the practice ensure that the person designated to perform general review is qualified?		
11. Does the practice have procedures for review of shop drawings and other submittals?		
12. Are the procedures for CCDC 2 (and CCDC 40) dispute resolution followed by the practice where applicable?		
13. Does the practice ensure that all life safety issues have been addressed before occupancy?		
14. Does the practice monitor and follow up on specified materials and methods?		
15. Does the practice have established written procedures for conducting general reviews?		
16. Does the practice follow up on site review reports?		
17. Does the practice complete construction deficiency lists?		
18. Are site review reports being sent to the municipality in a timely manner?		

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	YES	NO
19. Are change orders that modify the approvals of authorities having jurisdiction sent to the municipality?		
20. Does the practice monitor and follow up on minutes of site meetings?		
21. Does the practice have procedures for early identification of risk issues during contract administration?		
7.6 - Post-Construction Services		
1. Does the practice appropriately address items arising during the warranty period?		
2. Does the practice have a procedure for the end of the one-year warranty period review?		