

Architecture, Engineering, and Construction

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# Quality Assessment Guidelines

## United States and Canada

English Approval: This document is in draft and has not been approved.

All previous versions of this document as well as any previous guidance related to the Quality Assessment Program are obsolete

This document is available for download from the Physical Facilities Department Resource Library

Contact the AEC Client First Contact section with questions or suggestions for improvement.

The Church of Jesus Christ of Latter-day Saints  
Salt Lake City, Utah

# Quality Assessment Guidelines

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# Quality Assessment Guidelines

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*“When performance is measured, performance improves. When performance is measured and reported, the rate of improvement accelerates.”*

*Elder Thomas S. Monson, October 1970 General Conference*

## Definition of Terms

### **Quality Control**

Techniques and procedures applied throughout a process that are used to ensure that a product or performed service adheres to a defined set of standards or guidelines that meets the requirements of the owner.

### **Quality Assurance**

A systematic process used to provide confidence in the quality control process and ensure a product's suitability for its intended purpose.

### **Quality Assessment**

The process used to evaluate or judge the quality control and quality assurance processes. In this document quality assessment is abbreviated as QA.

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## Introduction

The objective of a Quality Assessment is to determine if facilities are constructed to an adequate level of quality and portray an image of dignity, integrity and respectability.

The guiding principles are:

- Respect accountability and stewardship of the project team
- Focus on the positive
- Identify the need to correct deficiencies
- Maximize team involvement
- Seek for continuous improvement opportunities
- Provide an opportunity for training

This manual provides the needed instruction and guidance for the Area Project Manager (APM) to establish the area quality assessment program. The guidance in this manual applies to all Directors for Temporal Affairs areas within the United States and Canada.

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## Responsibilities

The responsibility for quality facilities is shared by the entire design, construction, and maintenance team which includes the following roles:

- Project manager
- Project architect
- General contractor
- Facilities manager
- Architecture, Engineering and Construction Division of the Physical Facilities Department

### **Architecture, Engineering, and Construction Division (AEC)**

AEC creates and maintains the processes, standards, guidelines, checklists, and tools for the QA program. These documents and tools can be downloaded from the PFD Project Development and Construction Processes found in Policy Point.

AEC provides training to the APM on the QA program. The Director of Temporal Affairs (DTA) can request training for additional individuals.

AEC evaluates the QA program of each area. This is accomplished during the operational review as well as through the QA reporting process.

### **Client First Contact (CFC)**

The AEC CFC coordinates with the APM to schedule the QA.

The CFC leads the team during the QA and ensures the assessment is fair and balanced.

The CFC gathers and provides standard plan feedback to AEC and follow up on action items as identified during the QA.

### **Area Project Manager (APM)**

The APM is responsible for:

- Implementing and managing the area QA program.
- Ensuring the program is managed in accordance with the guidelines contained in this manual. Establishing the QA schedule for the Area. Reporting the results of the QA program to the DTA. Using the QA Individual Performance Report to assist with the performance appraisal process and to support PM training needs.
- Ensuring the PM completes all assigned action items listed on the action plan that were identified during the QA.

## **Project Manager (PM)**

The PM is responsible for:

- Providing oversight for the project and ensures that the contract terms for quality control and quality assurance are followed.
- Ensuring the QA Development and Construction Checklists are applied during all new construction projects, and that the required checklist verification information is gathered and filed.
- Ensuring the PA, GC, and FM attend the QA and that the facility is accessible for review.
- Ensuring the completion of the QA Action Plan and check with the FM to verify completion of all correctable items.
- Submitting pdf copies of the final QA Individual Performance Report and completed Action Plan to the APM (copies to CFC and FM) by the action plan target completion date.

## **Facilities Manager (FM)**

The FM is responsible for:

- Operating and maintaining the building.
- Providing feedback regarding building quality and priesthood leader concerns during the QA.
- Receiving the completed Action Plan from the PM and verifying completion of correctable items.
- Reporting status of the QA to the local priesthood leadership.

## **Project Architect (PA)**

The PA has the prime responsibility for quality assurance on the project. The PA ensures that corrective actions identified during the QA are completed by the date stipulated in the action plan and prior to the expiration of the warranty period.

The PA shall:

- Visually observe the labor, materials, equipment, and services required by the contract documents for the purpose of ascertaining if the work substantially meets the requirements of the contract documents.
- Periodically visit the site as required by the contract to verify that the work is in compliance with the contract documents.
- Reject work that does not comply with the contract documents and instructs the general contractor to make corrections.
- Ensure completion of both the QA Development and the Construction Checklists with the assistance of the GC during the development and construction of the project, and provides documented evidence to the PM upon project completion verifying that each checklist item is complete.

- Report stewardship during the QA by demonstrating to the QA team that the building meets the expected quality standard by using the QA development checklists and supporting documentation.

### **General Contractor (GC)**

The GC has the prime responsibility for quality control on the project.

The GC shall:

- Furnish all labor, materials, equipment, construction, and services necessary to complete the work in accordance with the contract documents.
- Complete the construction portion of the QA checklist
- Provide the PA with documentation and evidence that each item on the checklist is complete.
- Report stewardship during the QA by demonstrating to the QA team that the building meets the expected quality standard by using the QA construction checklists and supporting documentation.

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## Guidelines

### Team

The primary QA team is composed of the following:

- Client First Contact (CFC)
- Project Manager (PM)
- General Contractor (GC)
- Project Architect (PA)
- Facilities Manager (FM)

Additional team members may attend the QA. However, these individuals should only contribute to the assessment where requested by the primary team.

Additional team members may include:

- AEC technical personnel as requested to address specific technical issues
- Area Project Manager (APM) at his discretion
- Other consultants and sub-contractors as requested

### Frequency and Timing

The frequency and timing of the assessments is established by the APM. The QA team assesses a sampling of projects, which may include new space and R&I projects.

The standard is for each PM to receive 1-2 QAs each per year; however a PM may apply the QA tool at any time on any new project.

The QA should be undertaken after substantial completion and conclusion of the punch list items - up to 3 months after final inspection.

Whenever possible, the assessments should take place during a season of the year when the QA team can assess the landscape and irrigation, and can operate the air conditioning and heating systems.

The CFC should move quickly through the QA but always take advantage of training and feedback opportunities as they arise.

### Project Selection

The APM should use the criteria below to establish a QA schedule:

- Projects considered as “high risk”. This includes:
  - Non-standard projects
  - Projects with an unusually high cost
  - Projects built by a GC who is inexperienced in Church construction
  - Projects that contain significant deviations from standard plans

- Projects with unusual or difficult building conditions
- Projects that use a new standard plan or a standard plan that has not been used previously in that area.

## Scope

The QA team assesses the design and construction with focus on the work performed by the PA and the GC.

The objectives of the QA team assessment of the PA include:

- Review and assess the design elements of the project using the development portion of the QA checklist.
- Solicit and gather standard plan feedback and note areas of improvement and cost savings to incorporate in future designs.
- Provide training on design standards and guidelines.
- Identification of correctable items.

The objectives of the QA team assessment of the GC include:

- Review and assess the project construction using the construction portion of the QA checklist.
- Verify there are no apparent conditions in the building or on the site that may result in serious injury or loss of life.
- Confirm conditions in the building or on the site provide the performance specified in the contract documents.
- Ensure the workmanship portrays the quality specified in the contract documents.
- Solicit and gather standard plan feedback and note areas of improvement and cost savings to incorporate in future designs.
- Provide training on construction standards and guidelines.
- Identification of correctable items.

## Preparation

The PM reviews the development portion of the QA checklist with the PA during the initial project team meeting.

The PM reviews the construction portion of the QA checklist with the PA and the GC during the pre-construction meeting.

The PM prepares for the QA by ensuring the PA and GC have completed both the development and construction checklists and have provided supporting evidence which may include:

- Supporting documentation
- Project photographic record



- As-built drawings
- Testing results
- O&M manuals

## Guidance

*“The genius of our Church government is government through councils ... If you will confer in council as you are expected to do; God will give you solutions to the problems that confront you ...”*

*Stephen L. Richards, Conference Report, October 1953, p.86*

The CFC takes the lead of the QA team and sets the agenda and tone of the QA. Witness, counsel, and unity have long been guiding principles followed by Church leaders. As each item on the checklist is discussed, the QA team seeks for full agreement regarding the rating of “meets” or “does not meet”. If full agreement cannot be reached the CFC makes the final determination.

A typical QA agenda includes:

- QA purpose
- Overview of the QA schedule
- Roles of the QA team members
- Evaluation and stewardship reports
  - The CFC asks the GC and PA questions pertaining to their stewardship over the project.
  - The GC and PA report their stewardship by responding and demonstrating to the team that the building meets the expected quality standard by using the QA development and construction checklists and supporting documentation.
- Training
- Performance results, feedback and action plans
- Post QA follow-up including:
  - Completion of Action Plan.
  - Final reporting of Individual Performance Report.
- Final questions and answers

## Training

The CFC provides the following training to the QA team:

- Training requested by the APM based on needs identified prior to the QA
- On-the-spot training for issues discovered during the QA

- Future on-site or webinar training topics based on the results of the QA are coordinated with AEC through the CFC.

## **Scoring**

The QA team determines the score for the building using the QA tool. The QA score is expressed as a percentage based on the number of items listed as “does not meet” out of the total number of items reviewed. All items that do not meet expectations are noted as correctable or not correctable and should be addressed in the Action Plan.

The QA scoring system encourages the goal of 0% “does not meet”. Upon completion of the QA, a review score will be established. The final QA score will be modified to reflect the number of items corrected in the Action Plan.

## **Reporting**

The results of the QA are forwarded by the PM to the APM, CFC, and DTA.

The QA Individual Performance Report includes the following:

- Scorecard for the total project (project team).
- Scorecard for the development portion of the QA checklist.
- Scorecard for the construction portion of the QA checklist.
- Scorecard for the AEC CFC.

CFC will provide the following items to the team members at the end of the QA:

- Action Plan (pdf format)
- Individual Performance Report (pdf format)
- Exceptions Summary (pdf format)
- QA tool (sent to the PM only) to be used to complete the Action Plan.

## **Post QA Follow-up**

PM is responsible for:

- Ensuring the GC and PA correct the Action Plan items by the Target Completion Date.
- Updating the Individual Performance Report by inserting the actual completion dates in the Action Plan.
- Reporting to the APM and FM on the completion status of all Action Plan items.

FM is responsible for:

- Verifying the GC completed the correctable Action Plan items as reported by PM.

APM is responsible for:

- Including QA results in the PM's individual performance appraisal.
- Using the QA Development and Construction Scorecards to assist in evaluating the performance of the PA and GC to determine qualification for future work.
- Submitting the QA results to the DTA
- Using QA results to identify opportunities for improvement for the project team.

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## **Checklists, Forms, and Reports**

All checklists, forms and reports are included in the Quality Assessment tool. Contact your CFC for a copy of the tool.

The QA development and construction checklists as well as a copy of this guideline can be downloaded from the PFD Project Development and Construction Processes found in Policy Point.