

**A Guide  
to  
QUALIFICATION  
BASED  
SELECTION  
of  
Architects:**

***A Key to Quality***



Union internationale des Architectes  
International Union of Architects

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**16 December 1998**

## **FOREWORD**

The UIA Policy on the procurement of architectural services states:

***To ensure the ecologically sustainable development of the built environment and to protect the social, cultural and economic value of society, governments should apply procurement procedures for the appointment of architects that are directed to the selection of the most suitable architect for projects. This is best achieved by one of the following methods:***

- ***architectural design competitions conducted in accordance with the principles defined by the UNESCO-UIA international competitions guidelines and approved by national authorities and/or architectural professional associations;***
- ***a qualification based selection (QBS) procedure as set out in the UIA guidelines;***
- ***direct negotiation based on a complete brief defining the scope of architectural services.***

Guidelines for architectural competitions are available from the UIA directly or from UIA member sections.

This is the Guideline document that provides clients with a tried and tested method of selecting an architect for those projects on which an architectural competition is not to be held.

This method enables the selection of the best available architect, at the right price.



## THE IMPORTANCE OF GOOD DESIGN

All clients, whether individuals, municipalities, private companies or institutions, and the architects with whom they contract seek the same result—satisfaction in a job well done. Following an organised process for selecting and procuring professional architectural services can help both parties achieve satisfaction.



Qualification Based Selection (QBS) is a process that enables the client to obtain the services of a highly qualified architect at a fair and reasonable cost, an investment in quality which is aimed at achieving substantial savings over the life cycle of the project.

The purpose of this Guide is to provide guidance on selecting architects and establishing the framework for a successful project. This Guide presents suggested procedures for conducting a qualification based selection process, defining a scope of services which

adequately addresses the needs of a specific project, negotiating fair fees commensurate with services (in circumstances where fees are not set by a mandatory system) and preparing a legal agreement. Whatever the client's experience is in selecting architects and procuring professional services, these procedures can help clarify and smooth the selection and negotiation process.

Clients who follow these procedures gain confidence that they are procuring services which represent the greatest value to their project. Architects who study this Guide can better organise and prepare to participate in the selection process. A well conducted selection and negotiation process sets the tone for an efficiently managed project—with scope and responsibilities clearly defined, both client and architect can join in a common goal towards successful project completion.

## SELECTION OF AN ARCHITECT

In appointing an architect, a client should be guided by one primary consideration—the qualifications of the firm for the specific project to be undertaken. In short, selecting an architect should be by the same criteria that apply to choosing a physician or other reputable professional—most importantly skill, reputation, rapport, past performance, technical competence and commitment to the client's interests. The selection of the architect will have a major bearing on the quality of the resultant project. A quality project can be defined as one that meets or exceeds the needs and expectations of the client.



## WHY USE QUALIFICATION BASED SELECTION?

Every problem or project is unique, with its own technical challenges. At the outset of most projects, it is sometimes difficult for the client to fully grasp the complexities of the project or the variety of professional services that may be required to develop a solution. The qualified architect fills these needs for the client.

The architect serves as the agent of the client, representing the client's interest in day-to-day dealings with contractors, suppliers, equipment manufacturers and others providing goods and services for the project. For this reason it is vital that the client and the architect share a relationship characterised by trust, respect and effective communication.

QBS fosters this type of relationship by bringing the client and the architect together as a team, a key ingredient to quality, enabling them to define the project in detail and agree upon the services that will be required to make the project a reality. Qualification Based Selection is a three step process that can easily be adapted to any project, large or small. It is a process that gives the client a partner with whom to define the project in detail and then agree on all the professional services that will be required for the completion of the project.

## THE QUALIFICATION BASED SELECTION PROCESS

The client should involve the services of the architect as early as possible in planning the project. The architect can take the client's available information and ideas to create workable plans with options which allow the client to make sound decisions on what should be implemented.

The sooner the architect is selected, the sooner they become a vital member of the project team. With adequate and proper planning, another key ingredient to quality early in the project, expensive mistakes and duplication of efforts can be minimised. One of the most beneficial aspects of QBS is the joint development of the Scope of Services during the negotiation process.

Clients should consider the QBS process as an educational experience. They can learn from the firms submitting information, and especially from those being interviewed. Clients are not committed to any financial obligations until a selection is made and an agreement is entered into, but they should be prepared to pay for any preliminary studies, designs or sketches that they ask the architect to provide.

The QBS process usually includes all or part of the following three steps:

### Step 1 Selection

- (a) The client identifies their objectives, critical issues and program.
- (b) The selection time frame and project brief are established.
- (c) Proposals setting out qualifications and capability are invited.
- (d) Proposals are evaluated and a short list determined.
- (e) A tour of the site and/or facility may be arranged for the short listed firms.
- (f) Interviews are conducted and the short listed firms ranked in order of preference.

## **Step 2 Definition**

- (a) The top ranked firm is invited to participate in further discussion to develop a fuller understanding of the project requirements.
- (b) The scope of service required for the project is agreed and fees negotiated.
- (c) If agreement cannot be reached with the top ranked firm, negotiations are broken off and commenced with the second ranked firm and so on until agreement is reached.

## **Step 3 Appointment**

- (a) An agreement covering the above negotiated arrangement is executed.
- (b) All firms involved are advised of the outcome of the selection process.
- (c) A report is prepared setting out the reasons for the final selection.

# **STEP 1 – SELECTION**

## **Introduction**

The objective in Step 1 is to create a short list of three to five firms or individuals most qualified to perform the work, based on a preliminary scope of work and project specific evaluation criteria and then, to determine the firm most qualified under the specific proposed project circumstances with which negotiations will then be conducted to establish a contractual arrangement. This step enables the client to communicate to the architect what is expected from them and what is to be accomplished. It also enables the architect to respond accordingly, with focused Statements of Qualifications. These qualifications are evaluated and ranked by the client's selection committee, with the goal of selecting the firm or individual most qualified for the project.

## **Identifying the General Scope of Work**

To begin the selection process, the client must briefly identify the general scope and the particular needs of the project. Just as the client needs information about the qualifications and competence of the architect, so too the architect needs to know the project requirements. A properly defined and communicated scope of work saves time, money and effort for both the client and the architect. The firm has information upon which to base a decision to pursue the project and is able to tailor their statement of qualifications directly to the project requirements, providing the client with a more uniform basis for evaluating the responses.

Items normally included in a general statement of the scope of work for a public project are:

1. Client's name and contact person (clearly identified as the only person to contact for information on the project), mailing address, telephone and fax number, as appropriate.
2. Project name (identification) and location.
3. Project outline, including intended size, function, capacity and other general anticipated requirements (i.e. renovation, modernisation, demolition, additions, new construction, energy, land use and site selection considerations).

4. Descriptions of completed studies, surveys and/or preliminary feasibility work relevant to the project and available to the firms which will be responding.
5. Anticipated project target dates, including completion of design work, beginning of construction and planned project completion date.
6. Requirements for further feasibility studies or program planning prior to design and construction, if appropriate.
7. Description of any other projects in process or planned for the same site or time frame, which may affect the scope of work.
8. Description of architect selection process.
9. Additional or unique requirements/considerations.
10. Anticipated time line for project completion.
11. Project budget.

As appropriate, other items may be added to provide general guidance to the interested firms and meet the needs of the client. All services the client wishes the architect to provide, including feasibility studies, program development, design, construction coordination and budget development, should be generally outlined.

### **Setting the Selection Time Frame**

To keep the process of selecting an architect advancing smoothly, clients should establish a time frame for completion of the selection process. Establishing the time frame communicates requirements with the firms and prevents misunderstandings and last minute 'surprises' which might delay the process.

The time frame for each project will differ, depending upon the nature of the project, the concerns of the client and other factors. The suggested time frame for an average QBS project requires a total of six to ten weeks to allow proper planning and administration at each step of the selection process. Depending upon the status of the client's project, adjustments can be made to accommodate the client's needs.

### **Requesting Statements of Qualifications**

After the client has prepared a general scope of work, the next event in the QBS process is to invite qualified firms to submit professional resumes, or statements of qualifications. At this point, the client must decide whether the invitation will be made to all interested firms, or whether this information will be solicited from a more select group of firms.

Many government agencies are required to advertise their intent to contract for design services and to permit all interested firms to submit a statement of qualifications. Other agencies maintain files on architects and offer their projects only to these firms.

## **Content of the Request for Statements of Qualifications**

Whether the invitation to submit statements of qualifications takes the form of a public advertisement or a letter or memorandum sent to a limited number of firms, it should include the following:

- The general scope of work for the project.
- The client's name and the name, address and telephone number of the project contact person.
- A list of information each firm should include in its statement of qualifications, such as the names of firm owners, number of years in business, the types of services offered, approach to quality, background on key technical personnel, similar projects designed by the firm, projects underway etc.
- Number of copies required.
- Relative weight to be given to evaluation factors. (This may be done by including a copy of QBS1 form to be used in the selection process.)
- A policy that statements of qualifications received after a set deadline will not be considered.
- Project budget.
- Selection criteria.

## **Evaluating the Statements to Develop a Short List**

The ultimate goal of this evaluation is to narrow the field of qualified firms to a 'short list' of three to five firms. Each firm should be evaluated on the basis of the expertise of its key professional staff, experience on projects of similar complexity, its physical equipment and facilities, references and other factors of importance to the client.

This evaluation can be conducted by one individual or a committee appointed by the client. Government agencies often have specific rules or policies regarding the make-up of architect selection committees. It is up to the client to ensure that the selection committee is composed of competent individuals able to make an intelligent selection decision based on factual information, and that the members of the selection committee evaluate each statement of qualifications. The selection committee should document the proceedings and decisions in the event questions arise about any decisions made.

A sample tally sheet such as is normally used in the evaluation of the statements of qualifications is provided in the appendix (Form QBS1). Frequently, a client will attach more importance to certain qualifications than others (for instance, experience on similar projects might be most important). This form can be tailored to meet those concerns simply by assigning a higher arithmetic weight to those factors that are of greatest concern to the client.

Before meeting to perform the evaluations, the client should check the references of each firm under consideration. This check should not be limited to the references supplied by the firms. The client should ask the listed referees for other sources of information about the architect's capabilities. Some of the matters that might be checked with referees are listed in form QBS5 in the appendix.

Based upon the evaluation of the statements of qualifications and reference checks, lesser-qualified firms can be disqualified, leaving a short-list of three to five firms for further consideration. For smaller projects, it is recommended that three firms be short listed. For a very large project, sometimes a short list of four or five is desired.

All firms that submit a statement of qualifications make a significant commitment of time and expense when they do so. As a courtesy, the client should notify the firms not selected for further consideration, as well as those who are short listed.

### **Tours of the Project Site**

Providing the short-listed firms with a tour of the project site can be one of the most important parts of the selection process. A tour of the project site gives these firms the opportunity to obtain first-hand information about the proposed project and the client's specific needs. In some cases, a tour may not be necessary; such determinations should be made on a case-by-case basis.

### **Evaluating and Ranking the Short-Listed Firms**

Each short-listed firm could then be asked to produce a technical proposal which describes in detail the firm's technical approach to the project; its plan for managing and performing the required work; the personnel to be assigned to the project; the proposed work schedule; the firm's current workload; the office in which the work will be performed; and other project-specific information. This technical proposal can be used as a forerunner to the interviews, in conjunction with, or as a substitute for them. Technical proposals should be required only when the project is well defined, and if the significance of the project justifies the expense and time to the short-listed firms and the client.

The process of utilising technical proposals will add several weeks, and commensurate cost, to the preparation time for the short-listed firms. The client also will require technically-experienced staff, as well as additional time to adequately review the technical proposals.

The client may also decide to interview representatives of each short-listed firm. Technical proposals may not be needed if interviews are held. These interviews give the client the opportunity to compare the firms' creative approaches to the design process, as well as their interpretation and understanding of the project.

Almost as important, interviews give the client an important insight into each firm's management style and communications abilities. For this reason, the client should require that all short-listed firms send principals, as well as the key architects and other professionals who will be responsible for the work, to these interviews.

### **Interview Room Set-Up**

The physical set-up for the interview should be comfortable, with good acoustics and ample room. A separate waiting area should be provided for other firms to be interviewed. Equipment such as white boards, flips charts and audio-visual screens probably will be useful if available, although most firms will bring the equipment they need. Since equipment set-up time may cause some delays, two rooms should be used, if possible. While one firm is being interviewed in the first room, another

firm can set up in the second room. This ensures that important interview time is not spent checking equipment.

Interviews are usually held in closed sessions unless applicable statutes or regulations require an open public meeting. In such cases, the firms should be notified of this in advanced.

### **Some Interviewing Guidelines**

The following are suggested guidelines for setting up and conducting the interviews:

- Interview only those firms short-listed to ensure that all interviewed firms have had equal opportunity to prepare presentations.
- Adequate time should be scheduled for each presentation, usually 45 minutes. A 45 minute interview is fair, reasonable and informative for most project selections, with more time being allowed for unusual or complex projects. For example, five minutes for introductions and preliminary remarks by the interview chair; 20 minutes for the presentation of the qualifications; 15 minutes for questions and answers; and five minutes for a closing summary by the consultant. Schedule adequate time between interviews for the committee to discuss the presentation privately before beginning the next interview.
- Schedule all interviews on the same day, if possible. This permits the committee to compare all of the interviewed firms while information is fresh in their minds, and ensures consistent interview scoring. Using 45 minute interviews, a client can easily schedule the three to five short-listed firms in one day, including committee rating, discussion and decision time. Overnight delays tend to influence judgements.
- The evaluation criteria for the interview scoring system should be sent to all firms as an attachment to the memo requesting qualifications.
- While it is appropriate to question firms about their approach to the design of a project, clients should not ask for an actual design solution during the interview. Appropriate and responsive designs require considerably more interaction between client and architect than is possible during the selection phase. Preconceived design solutions brought to the table by either the architect or client rarely address the true needs of the client's program. Considerable time and effort, however, may be expended trying to salvage preconceived ideas to make them fit the program. This actually impedes progress and prevents the exploration of more responsive solutions to identified design issues.
- Clients may want to ask firms how they plan to develop an appropriate level of fees for their professional services. However, fees are best negotiated in detailed discussions with the firm finally selected, and only after there is a comprehensive and mutual understanding of the actual scope of services. Good, open communication is essential to avoid misunderstandings at a later date and to ensure that the firm has included in its scope of services the client's expectations for the project as well as all detailed requirements.

# QBS

- Team building should begin in the interview process. The ability of the interviewed firm's personnel to interact with the client is an important factor in determining future success of the proposed project.
- Let all firms know when the decision will be made and when they will receive communication regarding their status. It is recommended that, if possible, the committee's decision be made on the same date as the interviews, after the committee has had ample time to evaluate all firms.

## **Ranking of Short-Listed Firms**

The evaluation form, which includes a weight and a score for each criteria/question, is a useful instrument for evaluating, ranking and ultimately selecting a compatible and qualified firm. A sample copy of an evaluation form is included in the appendix of this Guide (Form QBS1).

All firms should be evaluated separately by each member of the selection committee.

The chairperson of the selection committee will compile the individual score sheets when all the short-listed firms have been evaluated (Form QBS2). This system provides a documented record of the selection process as support for the committee's actions, which is important.

The selection committee should take time to achieve the ranking and selection by consensus rather than just by majority vote. One reviewer, however, should not be permitted to unduly influence the outcome of the selection process.

After the ranking of firms is completed, a memo should be prepared and mailed to all firms who participated in the interview process. The memo should list in alphabetical order all short-listed firms and the order in which the committee ranked them. It is customary for clients to provide this information as a courtesy to the firms.

## **STEP 2 – DEFINITION**

### **Introduction**

The top ranked firm from Step 1 is then invited to participate in Step 2 of the process (use Forms QBS3 and QBS4). The objective of Step 2 is to understand the client's needs and expectations and to jointly define the scope of the project, the services required and the contract form. During this phase, the client will be able to explain the needs and objectives of the project more fully. The architect will be able to respond and make suggestions, based on experience and gain a better understanding of the client's needs and expectations.

Additionally, this phase gives access to the advice and expertise of the top-ranked firm in developing the most appropriate scope of the proposed work. This phase also provides the next chance to evaluate if the top-ranked firm will make a good team member. If the client is unable to reach agreement with this firm as to the scope of the project, they may move back to the beginning of Step 2 with the next highest ranked firm on the list.

## **Developing the Scope of Services and Agreement**

From this point on, the client and the highest ranked firm can begin working together as a team. They begin by sitting down together to discuss the project in detail and to gain a better understanding of one another. The client expresses the goals for the project and the architect obtains as much specific information as possible about those goals. This exchange, which can take several days on a major project, leads to the development of the detailed scope of services, which is the foundation of an agreement between the two parties.

When the detailed scope of services is agreed upon, the architect is in a position to develop and submit a detailed fee proposal to the client. If the proposed fee is more than the client has budgeted, the two work together to modify the scope of services, so that the client is fully aware of limitations or problems that might result. Such a working relationship greatly enhances the odds for a quality project.

If an agreement on the scope of services and fees cannot be reached, discussions with the first-ranked firm should be terminated, and the client should initiate talks with the second-ranked firm. However, it is not normally difficult to reach an agreement, since by its very nature, the QBS process fosters excellent communication and understanding between the client and architect, another key ingredient to quality.

This approach ensures that the client has the peace of mind of knowing that the most suitable architect has been selected at the right price.

## **STEP 3 – APPOINTMENT**

### **Introduction**

In circumstances where fees are not determined by law or some other mandatory system, Step 3 is one of the major benefits of the QBS process, for it is here that the client is able to appoint the architect on the basis of an acceptable fee.

Given the important nature of the services and growth of litigation, the client and the architect should enter into a written agreement. The parties may wish to use the standard forms of agreement that have been developed by the local or national professional association of architects.

### **Architects' Fees**

The selected architect is both a professional and a business person in providing design services. An architect not only provides highly technical services and acts as the client's agent, but must also recover all costs and earn a fair profit to remain in business. The common law of business balance prohibits paying a little and receiving a lot. The purpose of this section is to explain how the architect charges, so clients will be fully informed when they enter into negotiations to establish a fair and reasonable price for professional services.

After the most qualified firm has been selected and a detailed scope of services has been agreed upon, an acceptable fee should be negotiated. To assist in this process, set out below are several different methods that architects use for charging fees.

## **Percentage Fees**

This is a very common method of charging fees. The architect charges a percentage of the cost of the building (usually the cost on completion). The advantage of a percentage fee basis is that a fee agreement can be reached at the earliest possible time, even before the value or extent of the building work is known. It is normal for the fee to change with the cost of the work so if, for example, the client increases the size of the job, the architect's fee will increase proportionately.

Similarly, if the final cost of the building is less than the estimate, the architect's fee would be reduced. It should be noted, however, that if the architect has completed design work to the client's instructions and they then reduce the size of the project, the client may be charged additional fees for redesign work.

## **Lump Sum Fees**

This is also a common method of setting fees. The architect agrees on a fixed sum of money for an agreed scope of work. Normally the fee will not change if the cost of the building changes. This has the advantage that the client always knows exactly how much the architect's fee will be. However, it is not always easy to calculate a fixed lump sum fee at the outset of a project, especially if the client is unsure of his or her requirements and so sometimes architects will quote a percentage fee which will later be converted to fixed lump sum when the scope of work is actually known.

## **Time Charge Fees**

This is not a common method of charging for architect's services, particularly for design work on a specific building. Nevertheless, should this method be used, the architect will charge for his/her work on an agreed hourly/daily/weekly rate. It is useful when a client wishes to seek advice on a project. In these instances, lump sum fees are also common. The disadvantage of time based fees is that there is no certainty at the outset of how much the fees will amount to, although this disadvantage can partially be overcome by setting an upper limit which cannot be exceeded without approval.

## **How Much Does an Architect Charge?**

The cost of an architect's services depends on a number of factors, some of which relate to the architect's experience, reputation or method of operation.

Time charges, for example, will vary considerably. Clearly the rate for a recent graduate will be considerably less than that of a very experienced practitioner. Likewise, a well known architect will most probably be able to command higher fees than an unknown architect. An architect who operates a small practice from home will obviously have lower overheads than a large city practice and may therefore be able to charge less. Hourly rates normally include all normal office overheads such as office rental, secretarial staff, printing, telephone calls, etc.

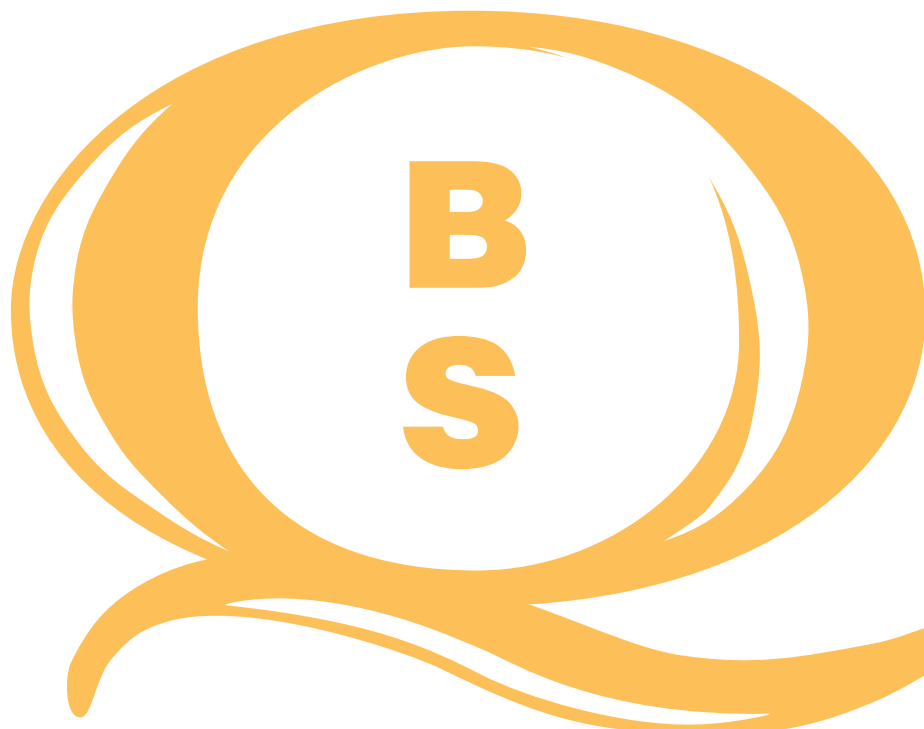
As indicated above, each architectural practice sets its own fees and charges so, depending on the nature of the project and the service, hourly charges will vary.

Percentage charges may also vary according to the type and complexity of a job. For example, it is clearly much easier to design a garage than an entire house and it is similarly easier to design a new building on a virgin site than it is to alter and extend an existing dwelling. The more complex the job, the more time the architect will have to spend and therefore the more fees will have to be charged. Percentage charges for full architectural services on small and/or complex projects could be in the order of 15% of the cost of the works and would progressively reduce for large and less complex projects.

### **Are There Any Other Costs Involved?**

Usually the architect will seek reimbursement for items outside normal architectural services, such as:

- specialist sub-consultants (e.g. structural engineers, cost consultants, landscape architects);
- travelling expenses where the site is more than 30 km from the architect's office;
- models or perspectives; and
- fees for authorities application, etc.





**Form QBS1**

**QUALIFICATIONS EVALUATION FORM**

To the following model, the client should add or delete questions as appropriate for the client's specific situation. It is suggested that the weights and values assigned be on the same scale as those used for interviewing short-listed firms, which the client will do later.

*Highest number = most value*

*Rating column = 1-5 points*

*Weight column = 1-10 points*

Form QBS2, on the following page, is provided for the person in charge of the selection committee to summarise the results of the process, narrow the number of firms that submitted qualifications down to the number desired for a short list (firms to be interviewed).

**QUALIFICATIONS EVALUATION**

Client \_\_\_\_\_

Contact Person \_\_\_\_\_

Project Description \_\_\_\_\_

Architect \_\_\_\_\_ Evaluation ID No \_\_\_\_\_

Address \_\_\_\_\_

Suburb \_\_\_\_\_ State \_\_\_\_\_ Postcode \_\_\_\_\_

Telephone (\_\_\_\_) \_\_\_\_\_ Facsimile (\_\_\_\_) \_\_\_\_\_

	Rating (1-5) x	Weight (1-10) =	Total
1. Firm's history and resource capability to perform required services	x	=	
2. Evaluation of assigned personnel	x	=	
3. Related experience (as appropriate):			
a. Design services	x	=	
b. Technical documentation	x	=	
c. Contract administration	x	=	
d. Studies	x	=	
e. Other	x	=	
4. Project methodology	x	=	
5. Approach to quality management	x	=	
6. Familiarity with local area geography and facilities	x	=	
7. Ability to relate to project requirements	x	=	
8. Analysis of subjective statements (one page) applicable to the project as required on the request for qualifications	x	=	
9. Reference check (evaluation transfer from reference check form)	x	=	
	GRAND TOTAL		_____

Reviewer Name \_\_\_\_\_

Reviewer Number \_\_\_\_\_

**Form QBS2**

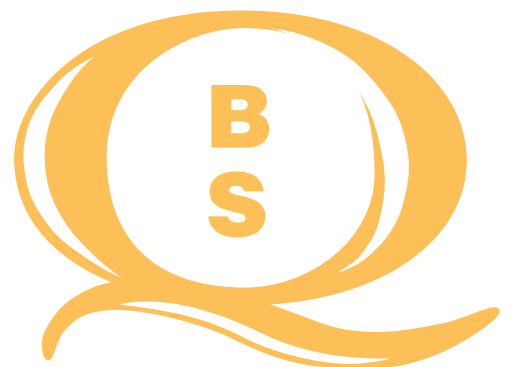
**QUALIFICATIONS EVALUATION SUMMARY FORM**

To be used by the selection committee chairman to compile the evaluation results of all statements of qualifications.

**Note:** Enter the grand total for each firm's qualifications (from the respective evaluation sheets for comparative purposes) to select three to five most qualified firms to be interviewed.

<b>Firms</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
Reviewer 1										
Reviewer 2										
Reviewer 3										
Reviewer 4										
Reviewer 5										
Reviewer ____										
Reviewer ____										
Grand Totals										

List the top-ranked firms as the short-listed firms to be interviewed.



**Form QBS3**

**THE INTERVIEW: ISSUES AND SCORE SHEETS**

Client ..... Project .....

Firms invited to an interview for the above project should be prepared to speak to the following issues during the course of their interview. Questions can be expanded as appropriate. The interviewer should determine the number of possible points to be awarded in each category.



<b>Categories</b>	<b>Possible Points</b>	<b>Points Awarded</b>
1. Grasp of Project Requirements <i>(Client may evaluate firm's analysis, preparation and level of interest.)</i>		
2. Design Approach/Methodology <i>(Client may evaluate firm or individual's creativity and problem solving ability.)</i>		
3. Key Personnel and Roles <i>(Client may evaluate personal qualifications and professional skills of key individuals.)</i>		
4. Pertinent Experience, Firm <i>(Client may evaluate related projects presented as previous work of the firm.)</i>		
5. Pertinent Experience, Individual <i>(Client may evaluate related projects presented as previous work of the key personnel.)</i>		
6. Consultant/In-House Resources <i>(Client may evaluate firm's abilities and importance of consultant or in-house support services.)</i>		
7. Technical Project Management <i>(Client may evaluate firm's abilities related to technical functions such as project cost controls, construction observation, time scheduled, etc.)</i>		
8. Responsiveness to Client's Concerns <i>(Client may evaluate firm's ability to form successful working relationships and communications with the client.)</i>		
9. Approach to Quality <i>(Client may evaluate firm's methods of developing a quality project.)</i>		
10. Method of Charging <i>(Client may evaluate firm's method of determining fees. Compensation statements or fee bids are NOT required.)</i>		
11. Other Relevant Issues <i>(Client may evaluate importance of other relevant issues presented by the firm.)</i>		
12. Reference Check		

Interviewer \_\_\_\_\_ Firm \_\_\_\_\_

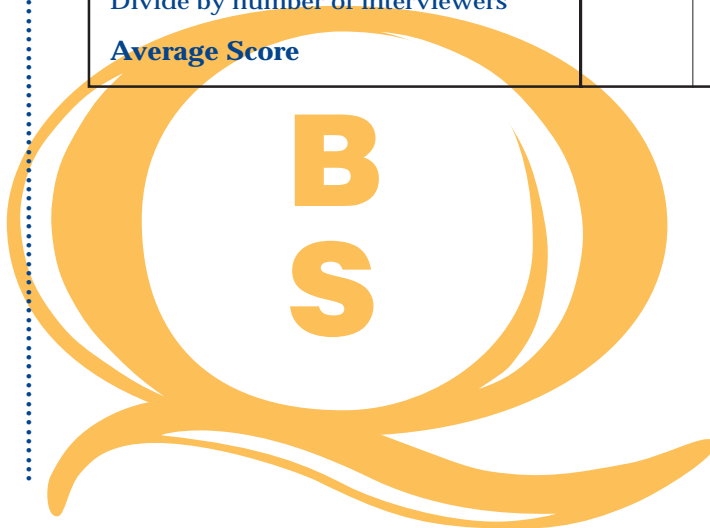
**Form QBS4**

**GROUP INTERVIEW EVALUATION FORM**

For use by person in charge of the interviews to compile all scores of architectural firms participating in the interview process.

**Note:** Enter the grand total for each firm as recorded by each interviewer on the interview score sheet.

	<b>Combined Group Totals</b>				
	<b>Firm A</b>	<b>Firm B</b>	<b>Firm C</b>	<b>Firm D</b>	<b>Firm E</b>
Interviewer 1					
Interviewer 2					
Interviewer 3					
Interviewer 4					
Interviewer 5					
Interviewer _____					
Interviewer _____					
Grand Totals					
Divide by number of interviewers <b>Average Score</b>					



## Form QBS5

### POSSIBLE QUESTIONS FOR REFEREES FOR WHOM THE ARCHITECT HAS COMPLETED PROJECTS

- How many projects have you done with this architect?
- Was the design of the finished job what you expected? If not, was it better or worse?
- Did your architect listen to what you said?
- How important was your budget? Was it more important than:
  - finishing on time?
  - the quality of the job?
- Did the job come in on budget? If it exceeded the budget do you believe that the architect bore any responsibility?
- Did the architect perform on time? If not, in what respect did the architect fail?

If the architect administered the building contract:

- Did the builder perform on time? If not, could the architect have done any more to obtain timely performance?
  - Was the quality of the builder's work acceptable? If not, could the architect have done any more to obtain good quality work?
  - Did the architect have a good businesslike relationship with you?
  - Did the architect have a good businesslike relationship with other members of the project team and with authorities controlling the building?
  - Did you feel you could trust the architect's:
    - honesty?
    - judgement?
- If not, why?