



Post Occupancy Evaluation (POE) Technical Instructions

1.0 Purpose

These technical instructions define the typical steps required by HHS personnel in the use of the *Post Occupancy Evaluation* (POE). The POE consists of a detailed and systematic assessment of a facility that is operational and in-use. The POE is initiated at the Contract Close-out phase and/or after occupants have had sufficient time (at least 10 months) to establish operations and evaluate suitability of the facility to support the program mission. The POE process is used to determine if the facility matches program requirements, and to identify ways to improve planning, design, performance and fitness for purpose as well as an assessment of project management.

2.0 Applicability

These technical instructions apply to all HHS OPDIVs, and to all leases and GSA assignments over prospectus level and all projects at federally owned facilities with a total project cost of \$10 million or more (Capital Investment Review Board level projects), except staff quarters and utilities projects. The Project Management Assessment and the On-Site Evaluation components of the POE do not apply to leased facilities as defined in the HHS Facilities Program Manual (Volume I) Section 5-2, Paragraph A.1.

3.0 Responsibilities

- 3.1 All Projects at Federally Owned Facilities \geq \$10M: The OPDIVs will complete a POE, which includes a project management assessment, a customer satisfaction survey and an on-site evaluation. The Project Team, as determined at the OPDIV level, will initiate the POE assessments, evaluations and surveys and will coordinate with and obtain feedback from key stakeholders.
- 3.2 All Leases and GSA Assignments over Prospectus Level: HHS requires that their Divisions administer and execute the customer satisfaction survey portion of the POE for these types of projects. *OPDIVs are not to request, nor require, that GSA administer and execute the customer satisfaction survey.* The Project Team will initiate the survey and will coordinate with, and obtain feedback from, key stakeholders.



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4.0 Procedure

4.1 Project Management Assessment

4.1.1 Initiate Assessment

The Project Team should complete the Project Management Assessment as part of the final Facility Project Approval Agreement (FPAA).

4.1.2 Narrative Assessment

The narrative should address at minimum the standard elements:

- Business case analysis
- Pre-project planning (i.e. Project Delivery Rating Index Analysis (PDRI))
- Procurement Delivery Contract Strategy (PDCS)
- Risk management
- Construction metrics

➤ The narrative may also include topics such as:

- Communication effectiveness, including maintaining continuity and involving key stakeholders in decisions
- Lessons learned during the project, including any rework necessary as part of quality control and overall continual improvement
- Identification and management of risk
- Team building strategies including partnering, project leadership team (PLT)
- Cost control techniques, including value engineering
- Change management strategies, including contingency plans for delays and changes in scope
- Process improvements and best practices as applicable

4.1.4 Final Project Management Assessment Report

The Project Team will prepare the final narrative to document the final project management assessment. This narrative will ultimately be included in the Final FPAA¹, Section 12, which will be distributed to OFMP, the OPDIV planning office and the facility manager.

¹ For reporting policy and procedures as it relates to the Final FPAA see *HHS Facilities Program Manual Volume II Section 2-2*.



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4.2 Customer Satisfaction Survey

4.2.1 Initiate Survey

The Project Team will be responsible for setting up an account on an online commercially available survey hosting provider (such as www.surveymonkey.com) and entering the basic project information about the facility.

4.2.2 Coordinate Key Stakeholders

The Project Team will identify all survey participants and notify them via email, with the web link and instructions to complete the survey. The survey pool shall include representation from the facility occupants, users, maintenance staff and project leadership team as appropriate.

4.2.3 Perform Survey

The Project Team should set a deadline for survey response comments according to the size of the project and the respondent pool. The Project Team will monitor incoming results and will send a reminder to participants to ensure survey completion.

4.2.3.1 The Project Team should set up the online survey to automatically filter questions for a particular user, so the survey participants will only need to complete the questionnaire applicable to their function (i.e., User vs. Maintainer).

4.2.4 Analyze Data

4.2.4.1 The Project Team should review all the feedback, including the items exceeding expectations as well as the client concerns. The Project Team should pay particular attention to the client concerns to identify any major problems. The Project Team should determine if there are any latent defects or ongoing equipment problems and determine any necessary follow up action by the facility management or maintenance staff to resolve the problem.



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4.2.5 Finalize Survey Report

4.2.5.1 After the close of the survey, the Project Team will prepare the survey hosting provider's standard tabular and graphical reports summarizing the survey results. Consideration should be given for any additional reports needed by downloading the data to an Excel spreadsheet format.

4.2.5.2 Furnish survey report copies to key stakeholders, OPDIV planning office, OPDIV Facility Director, project officer and facility manager.

4.2.5.3 Utilize the survey data results to assist in the formulation of the lessons learned component of the POE.

4.3 On-Site Evaluation

4.3.1 Initiate Evaluation

4.3.1.1 The OPDIV will plan and schedule the POEs for their facilities.

4.3.1.2 The facility should be in operation for at least ten (10) months before a POE is conducted. The survey should be conducted prior to any major renovations being initiated.² The survey should not be conducted until the operation has reached a relatively normal/ steady state. In some cases, this will not occur for two or three years. Initially there may be abnormal spikes in patronage. Conversely, there may be areas that are not fully staffed for operation. It is noted that if the POE can be successfully conducted prior to expiration of the construction warranty, it could potentially allow enough time to enforce the standard one year construction warranty clause if warranted defects are discovered. However, the primary consideration in scheduling is whether the functionality of the facility can be assessed relative to normal operations.

² Any major renovation that may be initiated by an OPDIV must comply with *HHS Facilities Program Manual Volume I, 2-3-30 B. Revisions to Projects*.



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4.3.2 Coordinate Key Stakeholders

4.3.2.1 The survey team consists of occupants or users, professional staff from each design discipline including architectural, civil/structural, mechanical, and electrical. There should also be program-planning professionals to assist in determining suitability of program department space. The design Architect/Engineer (A/E), Scientific/Medical Program staff, and Agency customer representative for the project should be invited to participate in the site visit to provide background information on the facility design. If survey responses indicate safety, health or environmental concerns, Safety and/or Environmental Staff should also participate.

4.3.2.2 Prior to a site visit, the survey team should prepare an occupant questionnaire, as described in the Customer Satisfaction Survey section above, to determine what the users think of the facility, and review the project Program of Requirements (POR) and related project construction documents. This will enable the survey team to better determine whether program requirements have been met. It will also save time at the site, since the survey team will be familiar with the facility before arriving. Prior to the actual site visit, scheduled interviews shall be arranged.

4.3.3 Perform Evaluation

4.3.3.1 The survey team shall visit the facility and inspect all exterior and interior elements of the facility and site. The survey team shall note conformance and non-conformance of the facility to the construction documents.

4.3.3.2 During the visit, survey team members shall interview the facility managers and the facility occupants to determine their observations about and reactions to the building. Persons interviewed should include the users, facility director, administrative officer, department heads, facility engineering and maintenance staff.

4.3.3.3 In conducting the survey, the information to be gathered is not limited to design or construction deficiencies. The survey team shall note successful integration of positive facility features including but not limited to:



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4.3.3.3.1 Efficient use of space including optimizing square footage and floor plan.

4.3.3.3.2 Sustainability in terms of:

- Efficiency of operations and maintenance
- Durability of finishes
- System flexibility, space adaptability
- Technologically current and adaptable, and
- Energy performance
- Renewable Resources

4.3.3.3.3 Design elements pleasing to occupants and visitors

4.3.3.3.4 Acoustics, lighting, ventilation, thermal control

4.3.3.3.5 Effective exterior design strategies

4.3.3.3.6 Control of Storm water

4.3.3.3.7 Safety measures, devices and factors

4.3.3.4 Photographs should be taken during the site visit in digital format. These will document the general appearance of the facility and site as well as specific design and construction. Necessary security approval of photography should be obtained, as necessary.

4.3.4 Finalize On-Site Evaluation Report

4.3.4.1 Place the data gathered during the project survey in an On-Site Evaluation Report, with a separate section for each technical discipline. Describe the facility briefly and document deficiencies or notably good design and construction features, using photographs for descriptive purposes. Lists of suggestions for improved solutions should also be included to correct noted deficiencies. (The development of a matrix space analysis is encouraged to show differences between the POR, design documents, actual construction, and current agency design requirements.)



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- 4.3.4.2 Promptly identify potential warranty items or latent defects to the Project Officer and Facility Manager and Project Officer so that timely action can be taken to enforce and benefit from the warranty.
- 4.3.4.3 Furnish copies of the report to the OPDIV planning office and the facility manager. This survey report is for information and use in planning and constructing future health care and research facilities. Make copies of the report available to all HHS OPDIVs, and any office or committee engaged in updating design criteria for use in HHS health care and research facilities construction programs.
- 4.3.4.4 During the POE process, each OPDIV shall ensure that teams have the ability to electronically retrieve the “Lessons Learned” from the OFMP web site, as noted in 5-2-00 A.4 above. For all OPDIVs this can be in-valuable for future planning of facilities because it will make information available on items and procedures to avoid and those features that are desirable.
- 4.3.4.5 Submittal of completed survey reports is not routinely required; however, OFMP, Division of Planning and Construction may request a completed survey report be submitted for information purposes.

Additional Guidance and Information in performing the POE is available in the HHS Facilities Program Manual Volume I, Section 5-2.

5.0 Related Procedure

5.1 Closeout Procedures

6.0 Relevant Documents

- 6.1 HHS Facility Program Manual
- 6.2 Most current Approved FPAA and associated documents
- 6.3 Team Charter

7.0 Records – Deliverables

- 7.1 Project Management Assessment Narrative
- 7.2 On-Site Evaluation Report
- 7.3 Customer Satisfaction Survey Reports

8.0 Attachment

- 8.1 Exhibit X5-2-A– Customer Satisfaction Survey Core Questions

General

Select a survey based on the position of the survey taker. Two options are available for the position of the survey taker, “Facility Occupants” and “Maintenance Staff”.

Facility type: ALL BUILDINGS (Last edit 02/27/09)

Survey taker: FACILITY OCCUPANTS

Criteria ID	Criteria Text
1	Facility meets our mission and operational requirements.
2	Location allows effective interface with suppliers and customers.
3	Location is compatible with adjacent facility operations.
4	Facility size is adequate for mission and operational requirements.
5	Facility layout (floor plan) is compatible with our operation.
6	Facility is flexible enough to meet changing needs. (Facility is designed to allow for removal and installation of existing and proposed equipment.)
7	It is easy to navigate the site while driving.
8	It is easy to move around the site while walking.
9	It is easy to perform pick-up and delivery services.
10	Parking has adequate capacity, including handicap spaces.
11	Parking is conveniently located.
12	Parking location and design provide adequate safety.
13	Primary entrances are easy to find – Wayfinding.
14	It is easy to find my way around in this facility – Wayfinding.
15	Furnishings work well for their intended use.
16	Installed equipment works well for its intended use.
17	Elevators are reliable (Passenger & Freight).
18	Restrooms/bathrooms are well designed.
19	Kitchens /Break Rooms are well designed.
20	Indoor air quality is good.
21	Ventilation system is quiet.
22	Plumbing works well.
23	Facility is free of mold and mildew.
24	Trash collection and Recycling are easily accommodated within the facility.
25	Spatial design supports keeping the interior neat and organized.
26	Interior design enhances work environment.
27	Heating and AC make the facility comfortable.
28	It is easy for persons with disabilities to get around this facility.
29	Persons with disabilities can operate necessary building functions.
30	Persons with disabilities can exit facility quickly during emergencies.
31	Interior lighting and controls are appropriate.
32	Exterior lighting provides adequate security & safety.
33	Exterior lighting is appropriate for operations.
34	Spaces provide appropriate privacy to accomplish work.

35	Noises from people and equipment are not a problem.
36	Noise from outside the facility is not a problem.
37	Material finishes are appropriate. (Long term and/or Renewable finishes)
38	Safety systems for occupational hazards are readily available.
39	Exterior doors and hardware work well.
40	Interior doors and hardware work well.

Facility type: ALL BUILDINGS (Last edit 02/27/09)

Survey taker: MAINTENANCE STAFF

Criteria ID	Criteria Text
1	Facility is easily accessible to perform pick-up and delivery services.
2	Adequate loading facilities.
3	It is easy to find my way around in this facility - Wayfinding.
4	Elevators (Passenger and Freight) are reliable and easy to maintain.
5	Restrooms/bathrooms are easy to maintain.
6	Kitchens /Break Rooms are easy to maintain
7	Facility supports communication and computer usage.
8	Electrical power meets operational requirements.
9	Water, sewer, gas, and steam utilities meet operational requirements.
10	Indoor air quality is good.
11	Facility is free of mold and mildew.
12	Hazardous materials can be managed and contained safely.
13	Trash collection and Recycling are easily accommodated within the facility.
14	Storage and access to cleaning equipment and materials are adequate.
15	Spatial design supports keeping the interior neat and organized.
16	Interior lighting and controls are appropriate.
17	Design of facility provides safe operating and maintenance conditions.
18	Exterior is easy to maintain.
19	Interior finishes are easy to maintain.
20	Landscaping and Facility Grounds are easy to maintain.
21	Roof is secure and water tight.
22	Windows seal tightly against weather and operate smoothly.
23	Exterior doors and hardware work well.
24	Interior doors and hardware work well.
25	Mechanical systems have no condensation problems.
26	Building Systems and HVAC controls are easy to operate and maintain.
27	Mechanical and electrical systems have adequate access for maintenance. (Facility should be designed to allow for installation of existing and proposed equipment.)
28	Surfaces for wheeled and tracked vehicles are of high quality and are easy to maintain (Pavements, hardstand, vehicle maintenance, and storage facilities).
29	Mechanical system is easy to operate and maintain.
30	Mechanical system is reliable.
31	Plumbing works well.
32	Adequate maintenance training was provided.
33	Manuals have been received and are clear and useful in maintaining facility systems. (e.g. Manuals include emergency utility shut-down procedures.)