

Service Level Specification - Lease Management		Issue Resolution and Escalation Process	
Author:	Leasing Services	Effective Date:	October 11,2013
Owner:	Leasing Services	Revision:	002

1.0 PURPOSE

The purpose of this process is to provide guidance and a clear framework for Issue Management and Escalations throughout the life cycle of a Lease. Issues may be presented by SSBC, the end user client (i.e. Ministry or Broader Public Sector), or Brookfield Johnson Controls Workplace Solutions Inc. ('WSI').

Terms and Definitions:

Accident: An accident is an undesired event that results in physical harm to a person or in damage to property. The process for managing accidents is documented and covered under the existing Accident and Incident process

Incident: An incident is an undesired event that could (or does) result in loss. The process for managing incidents is documented and covered under the existing Accident and Incident process

An **Issue** is a set of circumstances that occurs and has the potential to jeopardize the successful Management of a Leased location.

A **Critical Issue** is a consequence of a set of circumstances, which if left unresolved, puts delivery of successful lease management at risk. As an example, a piece of building HVAC equipment fails. The incident (failed equipment) leads to an Issue (building over heating). Building overheating, if unresolved, could lead to clients unable to occupy space, program delivery interruptions, additional costs and resources, client dissatisfaction and political impacts.

A **Non-Critical Issue** is a consequence of a set of circumstances, which if left unresolved, puts the Lease management relationships at risk. As an example, a difference of opinion on process, service level or service responsibility. The incident (difference of opinion) could lead to a non-critical issue (frustration or misaligned expectations) and if unresolved, could lead to the realization of a critical issue.

Service Providers: Service Providers refer to landlords and WSI, depending on the location.

Risks to Successful lease Management can be broadly described in the following categories:

Quality Risk: Quality of the work has not met the expectations of the client, or stakeholders.

Schedule Risk: Timeliness of the work has not met the expectations of the client, or stakeholders.

Budget Risk: The cost of completing the work has exceeded or is at risk to exceed the approved budget.

Performance Risk: An issue that puts the relationship with the client and Service Providers at risk.

An **Escalation** results, in the event that the parties do not agree with a course of action, or a course of action is unsuccessful, or the parties have exhausted options, and resolution is not achievable at that Operational level. The issue will be escalated to the next level for resolution.

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2.0 PROCESS & PROCEDURE

The objective of the process is to mitigate risk by Issue Resolution or Escalation.

Standard Business Processes and Practices: Prior to an issue being raised the following standard business processes and practices should be utilized. The originator of an issue should first discuss their questions and/or concerns directly with their counterparts and work to resolve issues at an operational level where all parties will be attempting to work together for the collective successful resolution. Wherever possible, operational relationships should be used to pre-empt the development of issues into escalations. If the parties fail to agree on an action plan through standard business processes or an action plan fails at the operational level then parties should move to Stage One of escalation Process. The Operational level group members are: WSI FM, FMS Superintendent, Landlord Contact, and building Occupant site contacts. SSBC Leasing Services Manager, Brenda.Cook@gov.bc.ca is also available at this point for clarification and questions regarding the subject Leases. Team members will consult with others within their work groups who may inform and otherwise advance resolution.

Escalation Process: The following applies to both critical and non-critical issues as non-critical issues that, if not resolved, can lead to a critical issue. If escalation is required, Leasing Services will retain overall management authority of the resolution process.

The Issue Resolution and Escalation Process shall have three stages and may include several or all procedure requirements at each stage.

Stage One– Issue Escalation:

Escalation begins at Stage One when an issue has been raised. The parties, having failed to resolve at the operational level, will submit the issue via the WSI FM to the following team members:

SSBC Facility Management Services, Contract Performance Manager for Operations

SSBC Leasing Services, Director

WSI, Facility Manager-**Based on the FMZ of origination**

The submission will contain the following information:

Issue Notification: The WSI Facility Manager will document the issue and describe the details of the issue, including unforeseen circumstances, correspondence with respect to the events leading up to the issue, and any immediate actions taken to mitigate further risk.

Risk Assessment: Quantify the potential risk based on the risk factors above, and rate the outcome as high, medium or low per categories of risk as outlined in the Terms and Definitions section

Suggested course of action: Any suggested operational solutions, mitigations or possible resolutions and cost estimate for suggested resolution should be included in the submission.

Track and evaluate: Once escalation is received it will be tracked and monitored to resolution by SSBC Leasing Services Team.

Note: The submitters should ensure they have all the research and documentation included within the submission to allow resolution.

The escalation will be reviewed and evaluated by the Stage one Team (above) and a course of action will be developed and agreed upon. The action plan will be documented, communicated and implemented as agreed and if successful the escalation can be closed after consideration to any systemic process or procedure improvements that may be warranted. If resolution is not achievable at that level it should be escalated to Stage 2.

Team members will consult with others within their work groups who may inform and otherwise advance resolution.

Stage Two- Unresolved Escalation: If the stage one action plan fails to resolve the issue or if agreement on an action plan cannot be reached as a result of the efforts at stage one the team then escalates to stage two.

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The parties having failed to resolve the issue will submit through the Leasing Director the issue to the following team members:

SSBC Facility Management Services, Director, Operations
SSBC Leasing Services, Director
WSI, Regional Director- Based on the Region of origination

Review Issue: The Stage Two team shall review the Issue Documentation and request any additional documentation as it pertains to the issue.

Review Risk Assessment: The Stage Two team will review the Issues and Risk Assessment Matrix and revise as necessary per categories of risk as outlined in the Terms and Definitions section.

Revise Action Plan: The Stage Two team will review the Action Plan, determine areas of disagreement and propose amendments to the Action Plan for implementation

Track and evaluate: Once the Stage Two escalation is received it will be tracked and monitored to resolution by SSBC Leasing Services Team.

Team members will consult with others within their work groups who may inform and otherwise advance resolution.

The escalation will be reviewed and evaluated by the Stage Two Team (above) and a revised course of action will be developed and agreed upon. The revised action plan will be documented, communicated and implemented as agreed and if successful the escalation can be closed after consideration to any systemic process or procedure improvements that may be warranted. If resolution is not achievable at that level it should be escalated to Stage 3.

If there is not agreement with the Action Plan, the Plan is unsuccessful, or the parties have exhausted options, and resolution is not achievable at that level, notification and action will be completed for escalation to Stage 3.

Stage Three – SSBC Executive Director(s) and WSI General Manager: If the SSBC Director of Leasing, SSBC Director of Operations in partnership WSI Regional Director cannot come to an agreement because there is no agreement on the Action Plan, the Plan is unsuccessful, or the parties have exhausted options, the Issue shall be escalated to the SSBC Executive Director(s) and the WSI General Manager for final decision.

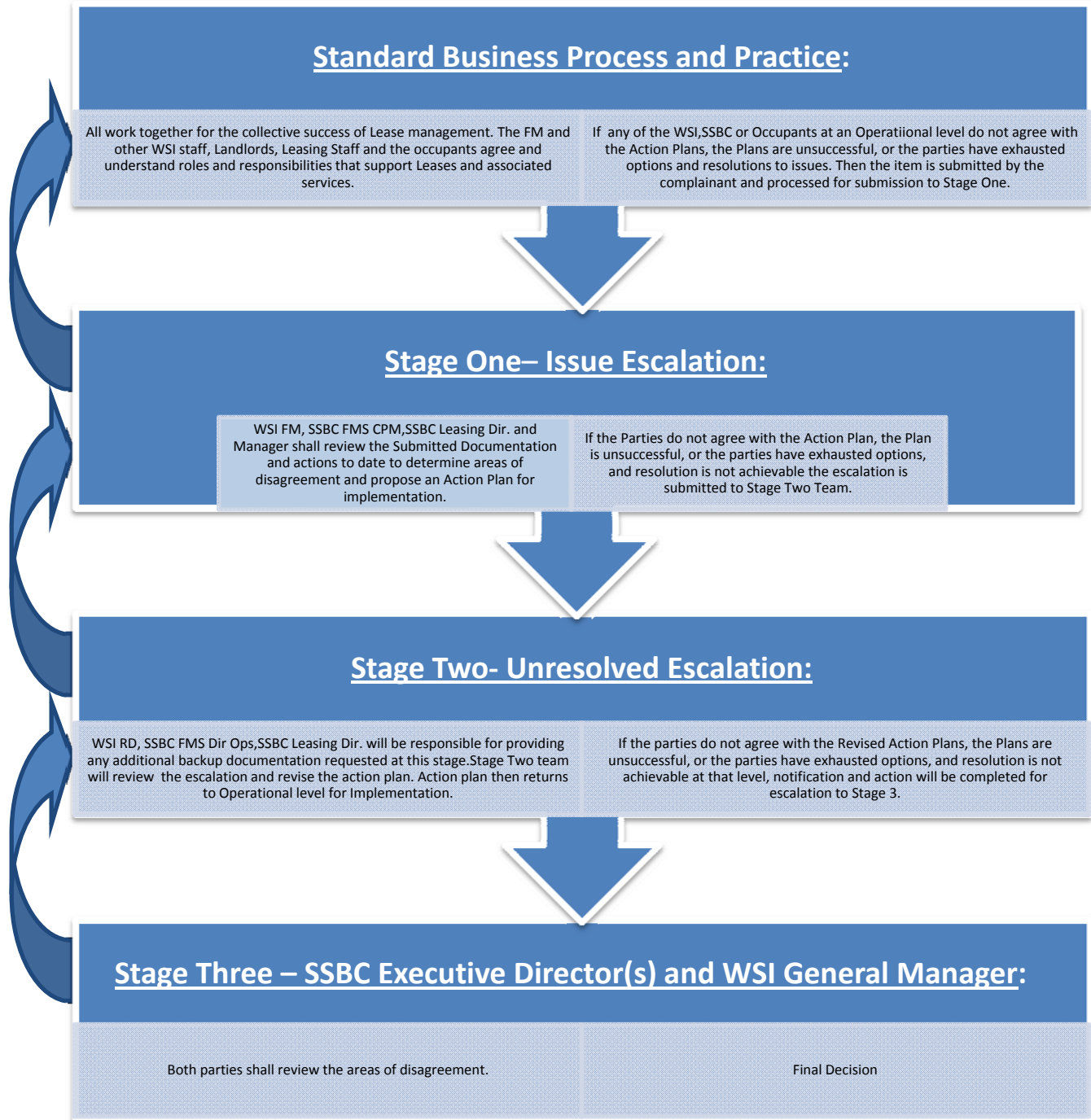
The parties having failed to resolve the issue will submit the issue through the Director of Leasing to the following Executive team members:
SSBC Facility Management Services, Executive Director
SSBC Real Estate Services, Executive Director
WSI General Manager

Track and evaluate: Once the Stage Three escalation is received it will be tracked and monitored to resolution by SSBC Leasing Services Team.

The escalation will be reviewed and evaluated by the Executive Team members (above) and a revised course of action will be developed and agreed upon. The revised action plan will be documented, communicated and implemented as agreed. The escalation can be closed after consideration to any process or procedure improvements that may be warranted.

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Issue and Escalation Matrix:



END OF DOCUMENT