

DEFINITIONS OF POSITIONS

MANAGEMENT

CEO/PRESIDENT

Licensed architect who manages and directs organization toward its objectives, establishes direction and long-range plans, plans/directs mergers and acquisitions, and serves as face of organization.

Has primary responsibility for the firm's profitability and growth by managing and directing the organization toward its primary objectives. Establishes the firm's direction, long-range plans, strategy, and policy. Dispenses advice, guidance, direction, and authorization to carry out major plans, standards, and procedures. Oversees the adequacy and soundness of the organization's financial structure. Reviews the organization's operating results, compares these to established objectives, and takes steps to ensure that appropriate measures are taken to correct unsatisfactory results. Plans and directs all investigations and negotiations pertaining to mergers, joint ventures, acquisition of businesses, or sale of major assets. Establishes and maintains an effective system of communications throughout the organization. Represents the organization with major customers, shareholders, the financial community, and the public.

MANAGING PRINCIPAL

Licensed architect or other licensed design professional with direct oversight for a market sector, discipline, department or office, who establishes and implements goals and objectives, develops and promotes the firm's values and long-range plans, positions the firm for growth and ensures profitability.

Responsible for establishing overall goals and objectives and coordinating implementation plans. In conjunction with other senior leaders, is responsible for realization of profits compatible with interests of clients and the firm. Develops and promotes the firm's vision, mission, core values, and long-range plans. Oversees and controls operations and activities to promote achievement of the firm's objectives. Implements policies established by the board. Participates in creating and positioning the firm to take advantage of opportunities for growth and marketplace expansion. Ensures profitability, quality enhancement, and professional development. May be responsible for some of the tasks of the Director of Human Resources at small to mid-size firms.

CHIEF OPERATING OFFICER

Responsible for the company's day-to-day operating activities, including revenue and sales growth; expense, cost and margin control; and monthly, quarterly, and annual financial goal management. Generally an MBA or licensed professional with significant experience in operations.

DIRECTOR OF OPERATIONS

Licensure preferred but not required; develops and monitors quality and production standards of projects. Directs and monitors project team members and ensures high productivity. May be responsible for some of the tasks of the Director of Human Resources (see description below) at small to midsize firms.

Responsible for developing uniformly high production standards and monitoring projects to ensure the quality and production standards are met for all design and contract documents. Must be thoroughly familiar with entire architectural process and should possess managerial capability to lead and direct activities of all project-team personnel while monitoring technical production on all projects to insure adherence to quality standards at high productivity.

DIRECTOR OF DESIGN

Licensed architect with a thorough knowledge of architecture practice who develops design standards and may supervise design department. Oversees design presentations and monitors project design development.

Responsible for developing firm-wide design standards; may also administer and supervise the design department. Oversees design presentations, monitors project design development, and provides design direction and support to ensure consistent and high-quality design firm-wide. Must possess a thorough knowledge of architecture practice with emphasis on design, building materials, construction methods, integration of engineering disciplines, and building costs/codes.

DIRECTOR OF FINANCE (CFO)

Oversees and coordinates all firm-wide financial operations, ensures financial operations functions efficiently, and provides direction to managers responsible for financial activities.

Responsible for overseeing and coordinating the full firm-wide range of financial operations by ensuring that they function effectively and efficiently and according to policies established by the board and under the direction of the CEO. Directs the firm's treasury, budgeting, audit, tax, accounting, purchasing, real estate, benefit programs and insurance activities. Supports the CEO and the firm's continued success by ensuring that all financial operations function effectively and efficiently. Provides financial leadership, vision, and direction to managers responsible for financial activities within the firm.

CHIEF HUMAN RESOURCES OFFICER (CHRO)

Provides executive level strategic oversight for human resources policies and practices within a multi-office, international practice. This includes the overall direction of recruitment, organizational development, affirmative action, employee relations, succession planning, leadership development, performance management, benefits and compensation. May have oversight for learning and development. Reports directly to the CEO.

DIRECTOR OF HUMAN RESOURCES

Stimulates the firm's success through the hiring of proper balance of employees, promotes firm's objectives, and establishes human resources support.

Responsible for stimulating the firm's current and future success by ensuring that a proper balance of employees is hired, developed, and motivated to achieve staffing goals. Promotes the firm's vision, mission, and core values. Establishes a human resources support service that provides information, tools, and training to offices, business leaders, and supervisors.

DIRECTOR OF INFORMATION TECHNOLOGY (CIO)

Directs, manages, and coordinates the firm's information systems, determines system capacity/equipment needs, manages acquisition/upgrades of hardware, software and other necessary tools.

Directs the firm's overall information systems function, including systems and programming procedures and computer equipment operations. Coordinates the integration of office operations and information systems, and evaluates the acquisition and installation of new equipment. Develops and executes tactical plans for information systems that support the firm's strategic objectives. Consults with management to determine information requirements and priorities of new project, and to discuss system capacity and equipment needs. Provides recommendations and manages the acquisition and upgrade of all hardware, software, and service purchases and/or leases to keep the organization's information accessible in a timely, efficient, and secure manner. Develops disaster recovery plans to ensure continued business operations.

DIRECTOR OF PLANNING AND/OR URBAN DESIGN

Licensure preferred but not required; manages/directs planning and/or urban design group, reviews operating procedures, maintains communication throughout organization.

Has primary responsibility for the planning and/or urban design group's profitability and growth by managing and directing the organization toward its primary objectives. Dispenses advice, guidance, direction and authorization to carry out major plans, standards, and procedures. Reviews the planning and/or urban design group's operating results and takes steps to ensure that appropriate measures are taken to correct unsatisfactory results. Establishes and maintains an effective system of communications throughout the organization.

DIRECTOR OF STRUCTURAL ENGINEERING

Registered engineer who manages structural engineering activities, develops project solutions and requirements, and supervises other structural design personnel.

An engineer with professional registration responsible for managing the firm's structural engineering activities. Responsible for developing the firm's structural requirements and solutions for projects and maintaining all aspects of structural engineering activities. Supervises structural-design personnel to ensure development of high-quality drawings and calculations. Requires professional registration.

CHIEF MARKETING OFFICER

Responsible for business development strategy, marketing, branding, communications and public relations infrastructure, positioning the firm for growth and profitability.

DIRECTOR OF COMMUNICATIONS

Leads strategy, branding, and content, associated with communications material for internal, client-related, and industry publications and is responsible for public relations.

ARCHITECT/DESIGNER

SENIOR PROJECT DESIGNER

Ten or more years of experience, licensure preferred but not required, bachelor's degree in architecture from an accredited program; creates project designs and plans for all phases of projects and coordinates building design consultants while monitoring drawings.

Develops solutions and creates project designs and plans to client. Initiates and creates project design and plans of all phases of one or more projects and has responsibility for preparing presentation and design drawings. Coordinates all trades and agencies related to building design while monitoring drawings. Typically has 10 or more years of experience in all phases of architecture and engineering, including substantial and varied experience in project planning.

PROJECT DESIGNER

Five to 10 years of experience, licensure preferred but not required, bachelor's degree in architecture from an accredited program; coordinates project design, develops creative-design concepts for projects, and prepares presentation and design drawings.

Works independently on architectural design projects and often coordinates project design efforts. Develops planning and creative-design concepts for projects. Prepares presentation and design drawings and details. Requires substantial experience, 5-10 years in developing details and providing planning and design support in the preparation of design development.

SENIOR PROJECT MANAGER

Ten or more years of experience, licensure preferred but not required, bachelor's degree in architecture from an accredited program; coordinates all project efforts in order to ensure effective execution, prepares strategic plans, and serves as primary client liaison. Estimates scope of work and oversees less experienced project managers.

Handles the most complex projects of the largest magnitude. Responsible for the coordination of all project efforts, administrative and technical, to assure the most efficient and cost-effective execution of assigned projects. Prepares strategic plans for project success. Serves as primary liaison contact with clients to bring projects to completion on schedule, within budget and with maximum client satisfaction. Actively manages client budgets, schedules, and programs; budget and schedule; project communications and documentation; office administrative tasks; and project team assignments. Estimates fees, determines scope of work, and prepares proposals and contracts on the most complex projects. Provides oversight and monitoring of work of less experienced project managers. May act in a team leader capacity in the absence of the manager. Bachelor's degree in architecture from an accredited program plus 10-12 years experience. Registered architect preferred.

PROJECT MANAGER

Eight or more years of experience, licensure preferred but not required, bachelor's degree in architecture from an accredited program; manages multiple small/medium projects, coordinates all aspects of assigned projects, and estimates scope of work.

Has full responsibility for managing all aspects of multiple small to mid-sized projects. Prepares strategic plans for project success. Responsible for the coordination of all project efforts, administrative and technical, to assure the most efficient and cost-effective execution of assigned projects. Serves as the primary client liaison to bring the schedule, budgets, and scope of work to completion and to the client's satisfaction. Actively manages client budgets, schedules, and programs; project communications and documentation; office administrative tasks; and project team assignments. Estimates fees, determines scope of works, and prepares proposals and contracts. Bachelor's degree in architecture from an accredited program plus eight years of experience. Registered architect required.

ARCHITECT 3

Ten or more years of experience, licensed architect who plans and develops medium-to large-scope projects with many complexities, executes and coordinates projects, and may oversee a large staff of architects and technicians.

Licensed architect with major project responsibility. Plans and develops projects of medium to large scope and works under minimal supervision. May oversee a large staff of architects and technicians. Responsible for interpreting, organizing, executing, and coordinating assignments. Plans and develops architectural projects concerning unique and/or controversial complexities that significantly impact major company programs. Involves exploration of subject area, definition of scope, selection of items for investigation, and development of novel concepts and methods.

UNLICENSED ARCHITECTURE/ DESIGN STAFF 3

Same definition as Architect 3 except unlicensed.

ARCHITECT 2

Eight or more years of experience, licensed architect with diverse knowledge of architecture principles and practices, uses advanced techniques, and has responsibility for finished plans, specifications, and material approval. May supervise a small staff of architects and technicians.

Licensed architect responsible for finished plans, specifications, or approval of materials and construction. May supervise a small staff of architects and technicians. Applies sound and diverse knowledge of architecture principles and practices in a broad array of assignments and related fields. Acts independently regarding

architectural methods and complexities. Requires use of advanced techniques and modification/extension of theories, precepts, and practices of individual's field. Supervision and guidance mainly concern overall objectives, critical issues, new concepts, and policy matters.

UNLICENSED ARCHITECTURE/ DESIGN STAFF 2

Same definition as Architect 2 except unlicensed.

ARCHITECT 1

Five or more years of experience, licensed architect who exercise independent judgment in evaluation, selection, and use of standard techniques, solves problems when encountered, and receives guidance on complex projects.

Licensed architect who is competent in all conventional aspects of architecture. Performs work requiring independent judgment in evaluation, selection, and adaptation/modification of standard techniques, procedures, and criteria. Independently solves problems encountered. Receives technical guidance on unusual or complex issues and supervisory approval on proposed project plans.

UNLICENSED ARCHITECTURE/ DESIGN STAFF 1

Same definition as Architect 1 except unlicensed.

INTERNS

INTERN 3

Full-time intern on the path to licensure with three to six years of experience, works under direction of others, responsible for projects' technical design; provides planning/design/coordination consultation on large projects; reviews/approves conceptual designs.

Responsible for specific technical design aspects of an assigned project including investigation, evaluation, and recommendation of design solutions. Performs assignments under direction with limited responsibility for design. Provides professional architectural consultation in the planning, design, and coordination of large, complex projects. Independently makes decisions on significant architectural design problems and methods. Reviews and approves conceptual designs. Carries out complex or novel assignments requiring the development of new or improved techniques and procedures.

INTERN 2

Full-time intern on the path to licensure with two to three years of experience, works from the designs of others under supervision, and performs routine and limited architectural assignments. Limited judgment is required on work details. Assignments may include higher-level work for training/development purposes.

Performs specific/limited portions of assignments using prescribed methods. Under general supervision, works from the design of others and performs routine architectural assignments. Limited judgment is required on work details. Assignments may include higher-level work for training/development purposes.

INTERN 1

Full-time entry-level intern on the path to licensure with fewer than two years of experience; develops design or technical solutions under the supervision of an architect.

OTHER DESIGN PROFESSIONALS

SENIOR INTERIOR DESIGNER

Eight or more years of experience, bachelor's degree in interior design recommended; manages projects and leads team, performs schematic design work, participates in design control of projects, and is responsible for project budget management.

Manages projects of all sizes and levels of complexity and provides project team leadership. Responsible for schematic design work. Participates in the design control of projects in the design development, construction document, and supervision phases. Provides direction to lower-level interior designers. Responsible for project budget and management and cost control.

INTERMEDIATE INTERIOR DESIGNER

Five or more years of experience, bachelor's degree in interior design recommended; performs design and presentation drafting, plans/designs/furnishes interiors of various building types, and must specialize in a particular field/style/phase of interior design.

Responsible for design and presentation drafting on interior design projects, including schematic design tasks and design development. Plans, designs, and furnishes interiors of residential, commercial, or industrial buildings. Formulates designs that are practical, aesthetic, and conducive to intended

purposes, such as raising productivity, selling merchandise, or improving lifestyle. May specialize in a particular field, style, or phase of interior design.

ENTRY-LEVEL INTERIOR DESIGNER

Assists senior designers with development of design solutions, researches and selects colors/finishes/materials, performs site surveys, maintains resources materials.

Works under the direction of mid- to senior-level interior designers. Researches interior products. Applies established interior design standards.

Assists senior-level designers in the development of design solutions for review. Performs routine checking and/or verification tasks. Researches and selects colors/finishes/materials. Supports business development activities through assistance with aids such as finish boards or PowerPoint presentations. Performs site survey and documentation. Maintains resource materials. Is learning computer-aided drawing, presentation tools, and basic offices design specifications, calculations, and industry standards.

LANDSCAPE ARCHITECT

Five or more years of experience, licensed landscape architect who performs landscape design on projects, establishes general requirements, assesses site potential, and performs environmental impact studies.

Responsible for the landscape design of one or more projects. Provides the design and delivery on a variety of projects. Establishes general landscape requirements. Conducts preliminary site studies. Assesses sites' potential to meet client specifications. Carries out environmental impact studies.

PLANNER

Five or more years of experience; performs urban design and site planning, provides technical assistance on topics related to planning/zoning/environmental concerns, attends planning commission meetings, and meets with government publications.

Responsible for urban design, site planning, and other planning studies and programs. Provides technical assistance in areas regarding planning, zoning, environmental

concerns, and other matters that relate to overall planning. Attends planning commission meetings. Regularly meets with various government publications.

GRAPHIC DESIGNER

Performs print/multimedia/Web design, creates design and layout for various materials, creates project charts/graphs, and provides cost estimates for all printed graphics.

Responsible for print, multimedia, Web and/or environmental graphic design. Creates the design, layout and coordination production of various materials. Creates detailed project charts and graphs for clients. Provides detailed cost estimates for all printed graphics.