# OAA Technology Program

Program Guide 2025

# Table of Contents

Part 1: Overview	4
Licensed Technologist: Scope of Practice	5
Part 2: The OAA Technology Program	6
Admission Requirements and Application Procedures	6
Intern Technologist Status	6
Student Technologist Status	6
Student Technologist Experience Hours	6
Annual Fees	7
Leave Requests and Financial Hardship	7
Fair Registration Practices Legislation	7
Part 3: Experience, Supervision, and Mentorship	9
Supervising Professional	9
Mentor	9
Selecting a Mentor	. 10
Changing a Mentor	. 10
Changing Employment	. 10
Multiple, Concurrent, or Part-Time Employment	. 10
Part 4: Work Experience Requirements	. 11
Former Advanced Standing Program	. 11
Documentation	. 12
Work Experience Categories and Minimum Requirements	. 13
Demonstrating Competency	. 14
Fulfilment of the Requirements	. 14
Ontario Practice Knowledge	. 14
Experience Gained Outside Ontario While Enrolled in the Program	. 15
Retroactive Submission of Work Experience	. 15
Minimum Work Experience Years	. 15
Observer or Parallel Experience	. 15
Eligible Architectural Employment Situations	. 15
Experience Record Book (ERB)	. 16
ERB Submissions	. 16
Late ERB Submission	. 17
Review by OAA	. 17

Part 5: Final Provisions	. 18
OAA Admission Course	. 18
Eligibility to Attend Admission Course	. 18
Licensed Technologist Examination	. 19
Examination Topics	. 19
Examination Details	. 19
Application for Limited Licence	. 19
Appendix 1: Work Experience Descriptions, and Required Activities	. 21
Category A: Design and Construction Documents	. 22
Category B: Construction Administration	. 27
Category C: Management	. 29



## Part 1: Overview

The **OAA Technology Program (OTP)** is an internship program through which a qualified individual may become eligible to apply for a limited licence with the Ontario Association of Architects (OAA) as a **Licensed Technologist**. A Licensed Technologist is a member of the OAA with rights and responsibilities, including the legal right to design buildings within the scope of practice as established in <u>Ontario Regulation 27</u> (the regulations) under the <u>Architects Act</u>.

The OAA confirms the qualifications and competence of its Licensed Technologist members through a rigorous process that includes:

- meeting the educational requirements;
- completing the OAA Technology Program experience requirements;
- completing the <u>OAA Admission Course;</u>
- completing an OAA experience assessment;
- passing the Licensed Technologist examination; and
- being a person of good character.

Upon issuance, the Licensed Technologist will receive a limited licence subject to the specifications established in the regulations. A Licensed Technologist will follow the requirements, standards, rules, and guidelines set by legislation and by the OAA. They may provide architectural services to the public under the supervision of a holder of a certificate of practice (CoP). A Licensed Technologist may also provide architectural services to the public after obtaining a CoP and the requisite professional liability insurance as prescribed by legislation. It is a condition of every certificate of practice that is held by a limited licence holder, or under which a limited licence holder personally supervises and directs the practice of architecture, that the certificate is subject to the same terms, conditions, and limitations to which the limited licence is subject.

As a professional regulatory body, the OAA is authorized by the Government of Ontario, under provincial <u>statute</u>, to establish, monitor, and enforce standards of practice and performance for its members and practices. The OTP internship and subsequent OAA membership require individuals to achieve and maintain the high standards and qualifications expected of all architectural professionals. This ensures the public interest is served and protected.

As details of the internship requirements change from time to time, Intern Technologists are urged to complete the OAA Technology Program in a timely manner to avoid losing credit for parts of the program that may become outdated and/or being faced with new requirements.



#### Licensed Technologist: Scope of Practice<sup>1</sup>

Project Scope	Area and Height	Source
<b>One or More Of:</b> Residential, Business, Personal Services, Mercantile, Industrial, or a restaurant designed to accommodate not more than 100 persons consuming food or drink	Every building that does not exceed 600m <sup>2</sup> in <i>gross area</i> and is not more than three storeys as constructed, enlarged, or altered.	<i>Architects Act</i> Section 11.(3)(a)(i) and (ii) Regulation 27 Section 32.1(1)
Residential Occupancy Specific to Dwelling Units	Every building that is not more than four storeys and contains one <i>dwelling unit</i> or two attached <i>dwelling</i> <i>units</i> . A <i>dwelling unit</i> may be constructed above the other <i>dwelling</i> <i>unit</i> .	Regulation 27 Section 32.1(1)
	Every building that does not exceed 600 m <sup>2</sup> in <i>building area</i> and is not more than four storeys as constructed, enlarged, or altered and contains three or more attached <i>dwelling units</i> . <i>Dwelling units</i> may be constructed above one another.	Regulation 27 Section 32.1(1)
Interior Space	Every building within parameters set out in the <i>Architects Act</i> .	<i>Architects Act</i> Section 11.(3)(e)
Alterations within a Dwelling	Every building within parameters set out in the <i>Architects Act</i> .	Architects Act Section 11.(3)(f)
Buildings Used in Extractions & Processing of Ore from a Mine	Every building.	Architects Act Section 11.(3)(c)

<sup>&</sup>lt;sup>1</sup>Definitions sourced from the *Architects Act* R.S.O. 1990, c. A.26:

<sup>&</sup>quot;Dwelling unit" means a room or suite of rooms used of intended to be used as a domicile by one or more persons and usually containing cooking, eating, living, sleeping, and sanitary facilities.



<sup>&</sup>quot;Gross area" means the total area of all floors above the grade measured between the outside surfaces of exterior walls or, where no access or building services penetrates a firewall, between the outside surfaces of exterior walls and the centre line of firewalls. In a residential occupancy where access or a building service penetrates a firewall, the measurement may be taken to the centre line of the firewall ("surface hors-tou").

<sup>&</sup>quot;Building area" means the greatest horizontal area of a building within the outside surface of exterior walls or, where a firewall is to be constructed, within the outside surface of exterior walls and the centre line of fire walls ("aire de bâtiment").

# Part 2: The OAA Technology Program

#### **Admission Requirements and Application Procedures**

To be eligible to enroll in the OAA Technology Program, an individual must:

- have graduated from an Ontario community college three-year program with an advanced diploma in architectural technology or graduated from a three-year college architectural technology program accredited by <u>Technology</u> <u>Accreditation Canada</u> (TAC);
- submit their official transcript and copy of diploma, sent by the post-secondary institution(s), directly to the OAA to confirm educational qualification;
- be a person of good character;
- submit a completed <u>application;</u> and
- pay the program fee as set out in the OAA Bylaws Schedule A.

#### Intern Technologist Status

For the purpose of enrolment in the OAA Technology Program, the following definition of Intern Technologist is understood:

Intern Technologists are persons who are of good character, have paid the annual fees prescribed by the bylaws, have complied with the academic requirements specified in the regulations for the issuance of a limited licence, and are appointed as Intern Technologists by the Registrar.

Once an individual has been admitted into the OTP, they may use the designation Intern Technologist and may continue to use this designation providing their status with the OAA remains active. The Intern Technologist may not use "OAA" in their title, or in any other way.

#### **Student Technologist Status**

To be eligible to be a Student Technologist with the OAA Technology Program, an individual must:

- be enrolled in a three-year architectural technology program of instruction leading to an Ontario College Advanced Diploma delivered by an Ontario College of Applied Arts and Technology or enrolled in a three-year college architectural technology program accredited by Technology Accreditation Canada;
- be a person of <u>good character</u>; and
- submit a completed application.

#### **Student Technologist Experience Hours**

Only experience gained while holding Student Technologist status with the OAA and within a co-op program may be recorded for review and consideration, up to a maximum of 1,000 hours. Work placements must be in an eligible employment situation under the personal supervision and direction of a person authorized to practise architecture in the jurisdiction where the experience is being gained. Hours must be recorded in the Experience Record Book (ERB).



Student Technologists must have their academic institution complete the Declaration Form to confirm their academic status. The OAA requires the completion and submission of the Declaration Form to review Student Technologist experience submissions.

#### **Annual Fees**

OAA Council establishes fees on an annual basis. The Intern Technologist fee is due on January 2 of each calendar year. Failure to renew will result in lapsing of status. This means no experience may be recorded in the program while holding lapsed status.

Student Technologist status with the OAA is free. However, renewal is required by January 2 each year. Failure to do so may result in lapsing of status.

All fees are available for review in Schedule A of the OAA Bylaws, which are posted on the OAA Website.

Application Type	Applications Approved Between January 1–June 30	Applications Approved Between July 1– December 31
Student Technologist (new)		
Student Technologist (re-application)	Free	
Intern Technologist (new)	Full-year Intern Technologist fee applies	Half-year Intern Technologist fee applies
Intern Technologist (re-application)	Full-year Intern Technologist fee applies	

#### Leave Requests and Financial Hardship

<u>OAA Leave Policy</u>: Intern Technologists may apply for relief from the program requirements due to medical, parental, or family leave, or compassionate circumstances.

<u>OAA Financial Hardship Policy</u>: Intern Technologists may apply for relief from payment of OAA fees due to financial hardship reasons.

#### **Fair Registration Practices Legislation**

In response to amendments to the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) related to registration practices, the OAA updated experience requirements in the following ways:

- 1. The currency of experience requirement is not geographically restricted.
  - All Intern Technologists must complete at least 940 hours of architectural experience within the three years directly preceding the date of application for limited licence—however, this experience can occur anywhere as long as it meets the OAA Technology Program experience eligibility.
- 2. An alternative to Canadian experience has been established.
  - If fewer than 940 hours of experience are obtained on projects within Canada, the Intern Technologist is required to successfully complete the <u>Practice of Architecture in Canada</u> online course offered by the <u>Regulatory</u> <u>Organizations of Architecture in Canada</u> (ROAC) prior to application for limited licence.



- 3. Demonstrable knowledge of Ontario practice is required.
  - Intern Technologists will be required to complete an experience self -assessment to demonstrate Ontario practice knowledge prior to application for limited licence. (Intern Technologists who attend an Experience Requirements Committee (ERC) assessment will not be subject to this requirement unless so directed by that Committee.)

These changes have been implemented to establish a method to assess the architectural competencies specific to Ontario practice and an alternative to acquire knowledge of practice in Canada prior to application for limited licence.



# Part 3: Experience, Supervision, and Mentorship

Intern Technologists must document at least 5,580 hours working in an appropriate architectural setting under the personal supervision and direction of a person authorized to practise architecture in the jurisdiction where the experience is being gained. Intern Technologists must work on a variety of tasks and on at least three different building <u>occupancy types</u>.

Intern Technologists are required to have a Supervising Professional and Mentor throughout the duration of the OAA Technology Program.

The architectural profession has the responsibility to prepare and train Intern Technologists for architectural practice, and this is fulfilled by the Supervising Professional and the Mentor. The Supervising Professional and the Mentor have responsibilities to the Intern Technologist within their respective roles. This OTP Guide will provide documentation for the Supervising Professional and Mentor so they can understand their role. Additionally, referring to the <u>OAA Mentorship</u> <u>Guide</u> may be useful.

#### **Supervising Professional**

The Supervising Professional plays a crucial role in the Intern Technologist's career, by not only providing encouragement, direction, and constructive advice, but also facilitating the transition between education and practice, and offering the practical architectural experience and training required for limited licence.

The Supervising Professional is the Architect or the Licensed Technologist within the architectural practice or place of employment who personally supervises and directs the Intern Technologist on a daily basis. This Supervising Professional must be a member of the OAA or authorized to practise architecture in the jurisdiction where the experience is being gained. They must be able to assess the quality of work performed and regularly certify the documented architectural experience prior to each Experience Record Book (ERB) submission and the Intern Technologist's experience self-assessment to the OAA.

The Supervising Professional must be familiar with the OTP's learning objectives and requirements, and its documentation processes. The Supervising Professional provides detailed and frequent direction, supervision, and guidance on the work and learning experience of the Intern Technologist. Direction and supervision can occur through inperson meetings as well as remote communication (e.g. via email, online markups, and videoconferencing), provided the Supervising Professional maintains oversight of the Intern Technologist's work, and has sufficient professional knowledge and familiarity with the OAA Technology Program to determine the competency of their performance.

In-person interaction with the Supervising Professional is not always required for the acquisition of experience. What **is** required is clear daily communication, meaningful collaboration, and exposure to best practices that build competency toward limited licensure. Whether in remote or in-person context, what is critical is the ability to gauge if the Intern Technologist is gaining a knowledge base and skills transferable to other projects and practice circumstances that meets the standards of practical skill and level of competence required of the OTP.

#### Mentor

Working with a Mentor is an integral part of the OAA Technology Program. The Mentor is an OAA member or a <u>Retired</u> <u>Member</u> who is not employed at the Intern Technologist's place of employment, and who acts as an independent guide/advocate. The Intern Technologist and Mentor meet regularly to discuss experience progress, career objectives, and broader issues related to the profession.



At an absolute minimum, the Mentor must meet with the Intern Technologist prior to the submission of each section of the Experience Record Book, when 900 to 1,000 hours (approximately six months) of architectural experience has been accumulated, or at each change of employment. However, regular contact between submissions will offer the greatest opportunity for the Mentor to assist the Intern Technologist and exert a positive influence on their development as a future Licensed Technologist.

#### **Selecting a Mentor**

Intern Technologists should select a Mentor willing to commit to their professional growth and who understands the architectural profession's historic mentoring system. Mentors are expected to be knowledgeable about OTP objectives and work experience requirements.

The Intern Technologist may select a Mentor by:

- asking for a recommendation from a personal acquaintance;
- asking for a recommendation from an employer, previous employer, or fellow Intern Technologist; or
- using the OAA Mentor Directory.

#### **Changing a Mentor**

A Mentor must be maintained throughout the OTP; however, during the course of the architectural experience period, there may be a need to find a new Mentor. If there is a change, the following procedures apply:

- 1. Advise the OAA of the new Mentor.
- 2. Have the new Mentor provide a Letter of Confirmation to the OAA.

#### **Changing Employment**

During the experience period, circumstances may lead to changes in employment. Before leaving a job, it is recommended to obtain the review and approval of experience by the Supervising Professional. This is because it can become difficult to get former supervisors to approve experience once the Intern Technologist is no longer employed at the practice or eligible employment situation. The Intern Technologist must promptly notify the OAA of the new place of employment, and:

- identify the new Supervising Professional;
- have the new Supervising Professional provide a Letter of Confirmation to the OAA; and
- begin a new ERB section with the new place of employment.

#### Multiple, Concurrent, or Part-Time Employment

If engaged as an independent contractor or employed on a part-time basis by one or more than one employer during the same period, the Intern Technologist will be considered an employee in each of these circumstances (solely for purposes of this program). Thus, they may have several Supervising Professionals. A separate ERB section must be completed for each employment situation.

For clarity, Intern Technologists must be employees of the practice or eligible employment situation where they are gaining experience. For the OAA Technology Program, the OAA defines "employment" in accordance with its plain language definition and does not include situations where the practice or business's clients have their primary relationship with the Intern Technologist rather than the Supervising Professional or other OAA member at the practice or business, and/or where the Intern Technologist provides any form of remuneration to the Supervising Professional, architectural practice, or business. Further, the OAA is not a party to the employment relationship. The employment relationship is between the Intern Technologist and the architectural practice or eligible employment situation.



## Part 4: Work Experience Requirements

The fundamental purpose of the work experience requirement process is to ensure the Intern Technologist acquires sufficient hands-on architectural experience to meet the standards of practical skill and level of competency required to engage in the practice of architecture as a Licensed Technologist. Before accepting employment, it is the Intern Technologist's responsibility to ascertain whether it will provide the scope of architectural experience required for a limited licence with the OAA.

Given the evolving nature and complexity of project delivery, Intern Technologists should thoroughly and clearly define their roles and responsibilities on each project. Further, not all project delivery types address all the experience categories required by the OAA Technology Program.

Intern Technologists should actively seek out opportunities to gain experience in all OTP categories; each area plays an important role in the development of demonstrable competency as it relates to the path to limited licence and the practice of architecture.

#### Former Advanced Standing Program

From 2010 to 2022, the OAA Technology Program was administered by the Ontario Association for Applied Architectural Sciences (OAAAS). During this period, the program offered an advanced standing process for individuals who could demonstrate that their experience, knowledge, and skills were equivalent to the experience requirements set by the OTP. This process aimed to provide qualified senior individuals in the architectural discipline with the opportunity to qualify for the Licensed Technologist designation based on their extensive experience in the building industry.

Participants were required to demonstrate comprehensive architectural experience within eligible employment situations. The number of years of required experience varied depending on the level of post-secondary education attained. Submissions for advanced standing were reviewed by the OAAAS to ensure that the applicant had the necessary range of work experience across different building types, meeting the work experience component mandatory for all Licensed Technologists.

The process included a mandatory assessment interview, after which the Advanced Standing Committee determined the applicability of the applicant's experience. The committee could decide to:

- accept all of the applicant's architectural experience to satisfy the OTP experience requirements;
- accept some of the applicant's architectural experience toward the OTP experience requirements; or
- require the applicant to complete all of their architectural experience while enrolled in the OTP.

The OAAAS dissolved in 2022, with the administration of the OAA Technology Program transferred to the OAA. In recognition of the former Advanced Standing Program, the OAA will recognize the assessment determinations made while the program was under the administration of the OAAAS.



#### Documentation

The Intern Technologist must maintain a record of architectural experience while enrolled in the OTP. All experience must be recorded in the Experience Record Book (ERB) and submitted to the OAA at the end of each 900 to 1,000 hours of architectural experience or at a change of employment. Each Intern Technologist will be provided with a record of the review after each submission. This feedback should be used to help the Intern Technologist assess where they are in the experience process and be discussed with their Supervising Professional and/or Mentor. Except as provided for below, credit will be granted only for experience gained while actively enrolled in the program.

The experience area descriptions and the required activities are described in detail in Appendix 1. The architectural experience area descriptions within Appendix 1 are for reference only. Intern Technologists should describe their experience activities in their own words. The OAA may refuse to accept text that is copied directly from the Program Guide into the ERB and return it for revision and re-approval by the Supervising Professional and Mentor.

The OAA recommends recording all experience gained on each project. It is not advisable to tailor the ERB submission to outstanding hours in specific categories only. Inclusion of all the hours helps provide context for review by the OAA.

Intern Technologists may have the opportunity to participate and experience many facets of the profession of architecture; however, not all activities undertaken will necessarily be relevant to the program.

The experience review process may take up to eight weeks from date of submission to the OAA. The OAA can accept, refuse, limit, or relocate experience if it does not comply with the OTP requirements. Experience is assessed on a caseby-case basis. Architectural experience must relate directly to the practice of architecture as set out in the <u>Architects Act</u> of Ontario and aligned with the experience categories of Appendix 1.

Questions regarding the assessment may be directed to OAATechProg@oaa.on.ca.



#### Work Experience Categories and Minimum Requirements

An Intern Technologist must acquire 5,580 hours that satisfy the OTP's architectural experience requirements. The following chart lists the required architectural experience categories and the minimum required hours for each. The experience area descriptions and the required activities are described in detail in <u>Appendix 1</u>.

Category A: Design and Construction Documents	
1. Programming	80
2. Site Analysis	80
3. Schematic Design	120
4. Engineering Systems Coordination*	120
5. Building Cost Analysis*	80
6. Code Research*	120
7. Design Development	320
8. Construction Documents	1080
9. Specifications and Materials Research* 120	
10. Document Checking and Coordination* 80	
Any Category A Experience Area	600
* May occur in multiple phases of a project	
Minimum Category A Hours	2,800
Category B Construction Administration	
11. Bidding and Contract Negotiation	80
12. Construction Phase – Office	120
13. Construction Phase – Site 120	
Any Category B Experience Area 240	
Minimum Category B Hours	560
Category C: Management	
14. Project Management	120
15. Office Management	80
Any Category C Hours 80	
Minimum Category C Hours	280
Total Minimum Hours Category A, B, and C	3,640
Additional Hours in Any Experience Area 1,940	
Total Hours to Complete Program	5,580



#### **Demonstrating Competency**

Intern Technologists must demonstrate competency in each category, not merely documentation of time spent working in each area. The experience must include a variety of occupancies (minimum of three), project types, complexities, and sizes. Deficiencies will be noted upon review of ERB submissions so that Intern Technologists, Supervising Professionals, and Mentors have the opportunity to discuss and address outstanding experience requirements.

#### Fulfilment of the Requirements

Upon completion of 5,580 hours of documented and accepted architectural experience within the required categories and experience areas, the Intern Technologist will be advised through the Periodic Assessment Form (PAF) whether the architectural experience requirement has been fulfilled.

The OAA requires an Intern Technologist to complete at least 940 hours of architectural experience within the three years directly preceding the date of application for limited licence. The currency of experience must be completed in an eligible architectural employment situation as outlined in this Program Guide.

All Intern Technologists must complete a minimum of 5,580 hours of architectural experience. If fewer than 940 hours of that experience are obtained on projects within Canada, the Intern Technologist must familiarize themselves with Canadian practice by completing all four modules of the Practice of Architecture in Canada course offered by the Regulatory Organizations of Architecture in Canada (ROAC) prior to application for limited licence.

This course is accessed through the <u>ROAC training portal</u>. Intern Technologists should refer to the OAA website for more information. The modules are as follows:

- An Overview of the Practice of Architecture in Canada;
- An In-depth Look at the Profession;
- Building Regulations; and
- The Design and Construction Processes.

After each module is completed, the participant will receive a certificate. To confirm completion, participants must provide the OAA with a PDF copy of the certificates.

#### **Ontario Practice Knowledge**

Competence in a professional context is expressed by the acquisition and application of capabilities that signal a professional's overall capability to reliably perform the essential duties expected of and entrusted to their profession. Equitable processes allow those seeking a limited licence to demonstrate their possession of these competencies. It is the OAA's position that local Ontario practice knowledge is critical to public health and safety and the provision of competent architectural services in Ontario. Historically, the OAA has relied on direct Ontario work experience to provide opportunities for interns to gain these competencies, however, the OAA has revised this requirement.

The OAA requires Intern Technologists to complete an experience self-assessment to demonstrate competency in specific areas. The OAA no longer requires direct Ontario work experience, but rather the submission of an experience self-assessment. This represents an efficient and accessible method for applicants to demonstrate their Ontario practice knowledge prior to being granted a limited licence. A fillable PDF is to be used for the experience submission.

The OAA has identified 10 key Ontario Practice Competencies, for which an Intern Technologist is required to review and assess whether their ERB work history includes the appropriate practical experience activity. Competencies are defined as observable and measurable skills, knowledge, or abilities required for limited licence that are demonstrated through the experience activity.

The experience self-assessment is a mandatory requirement for limited licence in Ontario. The self-assessment is required to be reviewed and validated by the Intern Technologist's Supervising Professional. Self-assessments may be submitted to the OAA only after they have been successfully validated by the Supervising Professional. When creating each ERB submission, Intern Technologists are encouraged to identify any activities from their ERB experience during



that period that may apply to the key Ontario practice competencies. They should track these activities for reference when completing the experience self-assessment.

Individuals who successfully completed the OAA Technology Program before May 10, 2023, are authorized to validate their own experience self-assessment. Individuals who complete the OTP after May 10, 2023, must have their Supervising Professional validate the experience self-assessment

In the event an Intern Technologist is unable to successfully complete the experience self-assessment prior to application for limited licence, they may be required to attend an Experience Requirements Committee assessment interview.

#### Experience Gained Outside Ontario While Enrolled in the Program

An Intern Technologist may receive credit for architectural experience gained outside Ontario while enrolled in the OTP, provided it is certified by a person authorized to practise architecture in the jurisdiction where the experience was gained and otherwise meets all the OTP requirements.

#### **Retroactive Submission of Work Experience**

#### Experience gained prior to enrollment in the OAA Technology Program

- 1. An Intern Technologist may submit retroactive work experience hours gained prior to OTP enrolment, subject to the following conditions:
  - a. the maximum number of work experience hours that may be submitted retroactively is 1,940 hours;
  - b. the submission must be filed with the OAA within three months of the date of being accepted into the program;
  - c. the submission must be on and in accordance with the ERB and signed by the Supervising Professional and Mentor; and
  - d. the experience must have been gained within an eligible employment situation and within the seven years immediately preceding the date of being accepted into the OTP.

#### **Minimum Work Experience Years**

While work experience is documented in hours, the Intern Technologist must have a minimum of three years of architectural work before the OTP's work experience component is completed.

#### **Observer or Parallel Experience**

It is recognized that Intern Technologists may not always be able to directly complete certain aspects of the required architectural experience. For example, it may be impractical for the Intern Technologist to represent the office at a site meeting and prepare the follow-up report. However, if the Intern Technologist accompanies a qualified person often enough to know what would be expected and to prepare a sample follow-up report for review by the supervisor, this is an acceptable alternative. The supervisor must indicate in the ERB comment section if the Intern Technologist has participated as an observer.

#### **Eligible Architectural Employment Situations**

The following situations are acceptable for documenting work experience hours:

 In the employ of an architectural practice and certified by the Supervising Professional who is a registered or licensed Architect or Licensed Technologist in the jurisdiction where the experience is gained. The Supervising Professional must be employed by the same entity and must be the person who daily supervises and directs the Intern Technologist.



2. In the employ of a government agency, crown corporation, institution, bank, or corporation having a department or office that deals primarily with architectural design and construction as an "owner," and is certified by the Supervising Professional who is an in-house Architect or Licensed Technologist employed in the same entity and who personally supervises and directs the Intern Technologist.

Experience obtained under the personal supervision and direction of an in-house Architect or Licensed Technologist may be accepted by the OAA, provided it is gained in-house on buildings owned by the employer and not as a service for other entities. In-house Architect or Licensed Technologist means the individual is employed by an entity such as a government agency, crown corporation, hospital, university, bank, etc., and who is not the holder of a certificate of practice. Pre-approval of this employment context is recommended.

At any point during the course of a project, if the project is transferred or assigned to an outside architectural entity, all work from that point onward may no longer be eligible for credit. It is important to submit additional information describing the roles and responsibilities of the parties to the project so the OAA can better understand the experience as submitted. When submitting experience for review, the Supervising Professional must confirm the experience was gained in-house and distinct from the activities undertaken by outside consultants. Additional information may be required.

#### **Experience Record Book (ERB)**

All architectural experience must be recorded in the ERB for review and approval by the OAA. The OAA will only accept the OAA-sanctioned ERB forms. Custom developed or amended forms will not be accepted.

The ERB provides the Intern Technologist and Student Technologist with a tool to record the architectural experience, and to enable the OAA to verify and assess this experience. The Intern Technologist or Student Technologist is responsible for maintaining a record of architectural experience in the ERB.

The record has several functions. For the Intern Technologist or Student Technologist, it identifies areas where architectural experience is being gained and areas where deficiencies exist. They can also use the ERB as a tool in discussions with the Supervising Professional and the Mentor to ensure they are getting suitable work experience in each of the required categories. For the Supervising Professional, it can be used as an assessment and personnel management tool.

#### **ERB Submissions**

The ERB should be submitted to the OAA via the online portal. While PDF submissions are also currently accepted, the OAA plans to phase this out in the future.

All architectural experience must be recorded in the ERB and signed by the Supervising Professional and Mentor. The Intern Technologist must submit the ERB to the OAA for review upon completion of every 900 to 1,000 hours of architectural experience and/or at a change of employment.



#### Late ERB Submission

The Experience Record Book must be submitted within eight weeks of the date of the last entry to avoid late submission penalty. Late submission charges will apply for experience submitted for review with a completion date of more than eight weeks prior to receipt by the OAA, or more than 1,000 hours.

For example:

Experience submission period = January 2, 2024 to June 30, 2024

Late fee will be applied if submission received after August 31, 2024

(i.e. eight weeks from June 30, 2024)

The late submission charge for every 1,000 hours or portion thereof is noted in OAA Schedule A.

Note: this amount may be changed by OAA Council at any time.

#### **Review by OAA**

The experience submission review process normally takes four to eight weeks to complete. Approved experience is reflected within the online Experience Record book, which includes feedback from the OAA. Review comments should be used to help Intern Technologists assess where they are in the required experience process. Intern Technologists should discuss comments with their Supervising Professional and/or Mentor.

Questions regarding the assessment may be directed to OAATechProg@oaa.on.ca.



To be eligible to apply for a limited licence as a Licensed Technologist, the Intern Technologist must also complete the OAA Admission Course and pass the Licensed Technologist examination.

#### **OAA Admission Course**

The online OAA <u>Admission Course</u> is a mandatory requirement for limited licence in Ontario. It is a series of lectures on topics related to the practice of architecture in Ontario as taught by Architects, lawyers, and other professionals with special expertise in the course content. Topics include professionalism, regulatory requirements, Ontario's Building Code, planning and development approvals, contracts, and contract administration.

The purpose of the Admission Course is to ensure an Intern Technologist understands the regulatory, legal, and practice issues that govern all OAA members. It is designed to supplement the Intern Technologist's formal professional education and work experience.

The Admission Course is NOT a preparatory course for the Licensed Technologist Examination.

Full attendance at and completion of all course lectures/sessions is required to successfully complete the OAA Admission Course.

#### **Eligibility to Attend Admission Course**

To be eligible for the online OAA Admission Course, an Intern Technologist must be enrolled in the OAA Technology Program for a minimum of 12 months and must have completed at least 2,790 approved hours of ERB work experience. In addition, the Intern Technologist must have:

- paid, in full, all current OAA fees;
- completed the Admission Course application form; and
- paid the applicable Admission Course fee.

Complete information about the course, including the schedule, application, cancellation provisions, course outline, and study materials, can be found on the <u>OAA Website</u>.



#### Licensed Technologist Examination

The Licensed Technologist examination is under the control and responsibility of the OAA. To be eligible to take the examination, an Intern Technologist must have successfully completed the OAA Admission Course. The examination is conducted in June each year.

#### **Examination Topics**

Section	Торіс	
Part 1		
1	Professional Conduct and Ethics	
2	Scope of Services	
3	Authorities	
4	Risk Management	
5	Construction Contracts	
6	Cost Planning	
7	Building Design   Sustainability   Interior Design	
9	Construction Procurement	
10	Contract Administration	
11	Construction Act	
Part 2		
8	Construction Documents	
12	Building Technology	

#### **Examination Details**

There are two parts to the examination, which is held on one day. Part 1 is conducted in the morning and Part 2 in the afternoon. An Intern Technologist must write the examination at the OAA Headquarters in Toronto, and/or other central location as determined by the OAA. If the Intern Technologist is located outside a radius of 50 kilometres from the central location, the Intern Technologist may write the examination under the supervision of an invigilator, subject to the agreement of the OAA.

There is a diversity of question types, with multiple-choice options. The examination questions have a clearly stated purpose and require Intern Technologists to demonstrate a high standard of competency.

To pass the examination, an Intern Technologist must achieve at least 70 per cent on each part of the examination. Each Intern Technologist will be advised only if they have passed or not; the final mark will not be released. If the Intern Technologist fails one part of the examination, they do not have to rewrite the part they have passed.

#### **Application for Limited Licence**

After completion of all the requirements of the OAA Technology Program, the next step is to apply for limited licence as a Licensed Technologist.

Receipt of an application for limited licence triggers a full and comprehensive review of the Intern Technologist's OAA file.

Ontario has a requirement that every applicant for limited licence be of <u>good character</u>. To demonstrate good character, each applicant is responsible for sharing truthful and accurate information with the OAA.



The application and instructions are available on the OAA Website.

Being a Licensed Technologist does not, by itself, allow an individual to practise architecture in Ontario. In order to offer or provide architectural services to the public in Ontario, a Licensed Technologist must obtain a certificate of practice or be employed by a holder of a CoP. Applications and information about certificates of practice, seals, and liability insurance are available on the <u>OAA Website</u>. It is a condition of every certificate of practice that is held by a limited licence holder, or under which a limited licence holder personally supervises and directs the practice of architecture, that the certificate is subject to the same terms, conditions, and limitations to which the limited licence is subject.



# Appendix 1: Work Experience

Descriptions, and Required Activities

Intern Technologists must acquire 5,580 hours of experience in specific categories to satisfy the OAA Technology Program requirements. Review the detailed list of experience categories and required hours for each. The below is written within the context of an architecture practice, but is equally applicable to the other eligible employment situations of Intern Technologists.



#### 1. Programming

Programming is the process of setting forth in writing the client's requirements for a given project. Steps in this process include establishing goals, considering a budget, collecting, organizing, and analyzing data, identifying and developing concepts, and determining general needs.

The Client-OAA member agreements often presume that the client will furnish the program. Involvement of the OAA member in writing the program will be a service not covered in the traditional agreement for Design and Contract Administration. However, many clients employ the OAA member to assist in preparing a functional program.

The project may also be affected by the mortgage lender, future tenants, public officials involved in health, welfare, and safety, and, increasingly, the people who will work in the built environment. Their input at the programming stage could be essential to maintain an orderly design process.

#### Intern Technologist required activities include:

- participating in conferences with clients regarding programming, periodic reviews, and formal presentations, and assisting in preparing minutes or reports for future reference;
- assisting with presentations at zoning and variance hearings, and at meetings with the clients and consultants of these projects;
- assisting in preparing the summary and evaluation of data and requirements obtained from all sources; and
- researching current literature pertaining to architectural programming.

#### 2. Site and Environmental Analysis

Site and environmental analysis includes land planning, urban design, and aspects of environmental evaluation. Land planning and urban design are concerned with relationships to surrounding areas and involve consideration of the physical, economic, and social impact of proposed land use on the environment, ecology, traffic, and population patterns.

Governmental agencies frequently require documentation prepared by specialist consultants on the results that construction will have on surrounding lands (e.g. environmental impact studies). Decisions relating to site analysis must involve the selection, organization, and evaluation of pertinent data that will lead to a resolution of the owner's program while conforming to legal requirements.

- assisting in analyzing several sites to assess the feasibility of their use for a proposed project;
- helping analyze the feasibility of using a specific site for a project;
- assisting in the analysis of specific land use and location for a project;
- assisting in the formulation of the most appropriate land use strategy to achieve a desired environmental impact;
- researching site restrictions such as zoning, easements, utilities, etc.; and
- participating in public hearings about land use issues and preparing reports for future reference.



#### 3. Schematic Design

From the client-approved program, the OAA member practice develops alternative solutions to satisfy the technical and aesthetic requirements. Preferred schemes are presented until the owner and OAA member practice can agree on one.

#### Intern Technologist required activities include:

- participating in development preparation of preliminary design concepts to determine spatial relationships best satisfying the client's program;
- participating in the development and coordination of program requirements with the consultants;
- assisting in the preparation of presentation drawings and models;
- assisting in the analysis and selection of engineering systems; and
- participating in design review and approval meetings with clients, user groups, etc.

#### 4. Engineering Systems Coordination

The OAA member practice is usually responsible for the selection, design, and coordination of all building systems, including the engineering systems. The emphasis of this experience requirement is to develop an understanding, under the direct supervision and control of the Supervising Professional, of the engineered systems normally designed by consultants and provided by product suppliers. These traditionally have included structural, mechanical, and electrical subsystems, as well as newer technical innovations and special requirements, such as security, telecommunications, and computer applications.

OAA members must know how engineering systems work, including system benefits and limitations, availability, initial and operating costs, and space requirements necessary to provide the basis for system design, selection, and integration. This knowledge also provides the vital communication links for appropriate interaction with engineering consultants and product suppliers.

#### Intern Technologist required activities include:

- becoming familiar with construction methods and performance of different engineering systems;
- understanding safety requirements and the selection process for engineering systems;
- assisting in research, analysis, and selection of engineering systems during the schematic design and development phases;
- helping coordinate engineering systems documents provided by consultants into the construction documents produced by the OAA member practice;
- reviewing consultants' drawings for conceptual understanding of systems, space requirements, and possible conflicts or interference of structure, ductwork, plumbing lines, electrical fixtures, etc.;
- assisting in checking shop drawings, evaluating samples, and maintaining records;
- visiting job site and observe installation and integration of engineering systems, construction details, and space requirements;
- attending systems start up, operation, and maintenance meetings required for acceptance and use by the client;
- obtaining and studying manufacturers' literature for engineering systems and components;
- becoming familiar with relevant codes and regulatory standards applicable to various engineering systems; and
- checking maintenance manuals and warranties submitted by contractors for conformance with contract documents.

#### 5. Building Cost Analysis

An important responsibility of the OAA member practice is to evaluate the estimated project construction cost. Accurate estimates are crucial to the client. They influence decisions involving basic design, selection of building products and systems, and construction scheduling. Long-term maintenance, as well as tax impact of material and system section, are additional factors that bear on development of the project.

Ontario Association of Architects

For their own preliminary analysis, most OAA members use computations based on area and/or volume. Estimates of cost provided later in the design process are frequently made on the basis of labour and material requirements (quantity surveys), which requires a more specialized knowledge of construction costs.

#### Intern Technologist required activities include:

- calculating the area and volumes of a project;
- making a simplified quantity takeoff of selected materials and prepare comparative cost analyses;
- assisting in the preparation of cost estimates of each stage of a project;
- reviewing various references and texts utilized in cost estimating;
- assisting in the preparation of cost analyses for current projects, using a variety of indices; and
- conducting a survey of current costs per square foot or square metre of various types of projects, using local cost data.

#### 6. Code Research

Building inspectors, as well as officials in zoning, environmental, and other agencies relating to the health, welfare, and safety of the public, oversee the enforcement of federal, provincial, and local regulations related to building construction. The codes promulgated by these various agencies have a direct bearing on the total design process and thorough knowledge of all requirements is essential to the satisfactory completion of any project.

#### Intern Technologist required activities include:

- assisting in searching and documenting codes, regulations, etc., for one or more specific projects;
- studying procedures necessary to obtain relief or variances from particular requirements as they relate to a project;
- calculating certain variables (i.e. numbers and size of exits, stair dimension, public toilet rooms, and ramps) in satisfaction of code requirements; and
- determining a project's allowable land coverage as well as maximum areas in compliance with zoning and any other related ordinances.

#### 7. Design Development

Based on the client-approved schematic design, the OAA member practice fixes and details, for the client's further approval, the size and character of the entire project, including selection of material and engineering systems.

#### Intern Technologist required activities include:

- participating in the preparation of detailed design development drawings from schematic design documents;
- assisting in developing various schedules and outline specifications for materials, finishes, fixed equipment, fixtures, construction time, and construction cost;
- helping coordinate engineering systems proposed for the project; and
- participating in design review and approval meetings with clients, user groups, etc.

#### 8. Construction Documents

The working drawings phase of construction documents preparation constitutes the major activity on a project in an OAA member's practice. Construction documents describe in graphic form all of the essentials of the work to be done: location, size, arrangement, and details of the project. Since the successful and timely execution of these documents can be equated closely with an office's financial success, OAA members constantly search for more efficient ways to produce construction documents.

Regardless of the method of preparation, it is extremely important that the documents be accurate, consistent, complete, and understandable. This requires thorough quality control including constant review and crosschecking of



all documents. In addition, effective coordination of consultants' drawings is essential to avoid conflicts between the various trades during construction.

#### Intern Technologist required activities include:

- working in the preparation of detail drawings, developing technical skills in drafting accuracy, completeness, and clarity;
- assisting in the coordination of all documents produced by the OAA member practice and the consultants;
- developing knowledge of professional responsibilities and liabilities arising from the issuance of construction documents;
- participating in the mechanics of assembling the finished construction documents; and
- assisting the job captain (or equivalent) in routine administrative/control tasks.

#### 9. Specifications and Materials Research

Well-grounded knowledge of specification-writing principles and procedures is essential to the preparation of sound, enforceable specifications. Unless these skills are properly developed, expert knowledge of materials, contracts, and construction procedures cannot be communicated successfully. A fundamental principle of specification writing requires that the OAA member understand the relationship between drawings and specifications, and be able to communicate the requirements of the construction process in a logical, orderly sequence.

Many factors must be considered in the selection and evaluation of material or products to be used in a project: appropriateness, durability, aesthetic quality, initial cost, maintenance, etc. To avoid future problems, it is extremely important that OAA members recognize the function of each item to be specified. OAA members must carefully assess new materials as well as new or unusual applications of familiar items, regardless of manufacturer representations; to be certain no hidden deficiencies exist that might create problems for the client and expose the OAA practice to liability.

#### Intern Technologist required activities include:

- reviewing construction specifications' organization, purpose, and format, and assisting in writing specifications;
- reviewing and analyzing bidding forms, insurance and bonding requirements, liens, and supplementary and special conditions;
- researching and evaluating data for products to be specified, including information regarding availability, cost, code acceptability, and manufacturers' reliability (as well as attending sales presentations in connection with this research);
- researching industry standards and guidelines for specific classes of products (e.g. curtain walls, aluminum windows) as they affect various manufacturers' items being considered for acceptability on a project, as well as researching construction techniques and systems and understanding workmanship standards (e.g. poured-inplace concrete, masonry construction); and
- evaluating the potential for using master specifications in a project specification, including procedures needed to adapt individual sections for this use.

#### **10. Document Checking and Coordination**

Close coordination between drawings and specifications is required when preparing construction documents. The work of each consultant must be reviewed regularly and checked against the architectural drawings as well as the drawings of other consultants to eliminate conflicts. Before final release for construction purposes, the drawings must be checked and crosschecked for accuracy and compatibility.

- assisting in crosschecking products and materials called for in the specifications for consistency with corresponding terminology and descriptions on the working drawings;
- checking drawings prepared by others for accuracy of dimensions, notes, abbreviations, and indications;



- assisting in developing a schedule of lead-time required for proper coordination with other disciplines;
- checking consultants' drawings with architectural drawings and other consultants' drawings for possible conflicts and interference of plumbing lines, ductwork, electrical fixtures, etc.; and
- assisting in the final project review for compliance with applicable codes, regulations, etc.



#### 1. Bidding and Contract Negotiations

The OAA member practice assists in establishing and administering bidding procedures, issuing addenda, evaluating proposed substitutions, reviewing the qualifications of bidders, analyzing bids or negotiated proposals, and making recommendations for the selection of the contractor(s). The construction contract and related documents are the formal instruments that bind the major parties together in the construction phase. They detail the desired product and the services to be provided in its construction, as well as the consideration to be paid for the product and the services.

#### Intern Technologist required activities include:

- Carefully reviewing the bidding/award stages of previous projects, developing an understanding of problems encountered and how they were resolved;
- assisting in the pre-qualification of bidders;
- assisting in the receipt, analysis, and evaluation of bids, including any alternative, separate, or unit prices;
- learning what information and submittals are required prior to issuance of notice to proceed;
- assisting in evaluating equal product considerations in preparing addenda;
- meeting with contractors and material suppliers to better understand problems they encounter with bid packages and construction contract documents;
- assisting in the process of receipt and evaluation of bids; and
- assisting in the preparation and negotiation of construction contracts and becoming familiar with the conditions of the contract for construction in order to identify the roles of the OAA member practice, contractor, client, bonding company, and insurer in the administration of the construction phase.

#### 2. Construction Phase–Office

During the construction phase, there are many related tasks that do not directly involve field observations: processing contractors' applications for payment, preparing change orders, checking shop drawings and samples, adjudicating disputes, etc. The OAA member's handling of these matters will usually have a direct impact on the smooth functioning of the work in the field. For example, prompt processing of the contractor's application for payment, including review of any substantiating data that may be required by the contract documents, helps the contractor maintain an even flow of funds.

Items such as shop drawings, samples, and test reports submitted for the OAA member's review must be acted upon promptly to expedite the construction process. Changes in the work that may affect the time of construction or modify the cost are accomplished by change orders. Interpretations necessary for the proper execution of work must be given promptly in writing even when no change order is required.

#### Intern Technologist required activities include:

- assisting in processing applications for payment and preparing certificates for payment;
- assisting in checking shop drawings, evaluating samples submitted, and maintaining records;
- assisting in evaluating requests for changes interpreting documents and preparing change orders;

Ontario Association of Architects

- participating in resolution of disputes and interpretation of conflicts relating to the contract documents;
- participating in the assembly of evidence and preparation of testimony to be used before an arbitration panel or in court;
- becoming familiar with the legal responsibilities of the client, contractor, and OAA member practice; and
- participating in the preparation of record documents at project completion.

#### 3. Construction Phase – Site

In administering the construction contract, the OAA member's function is to determine if the contractor's work generally conforms to the requirements of the contract documents. To evaluate the quality of material and workmanship, the OAA member must be thoroughly familiar with all of the provisions of the construction contract.

Periodic reports on the stage of completion of scheduled activities are collected and compared to the overall project schedule at job site meetings. These meetings facilitate communication between the contract parties and produce a detailed progress record. The OAA member must determine through observation the date of substantial completion and receive all data, warranties, and releases required by the contract documents prior to final inspection and final payment.

In addition to these construction-related responsibilities, the OAA member interprets contract documents when disagreements occur and makes findings in regard to the dispute impartially, even when the client is involved. Dissatisfaction with the OAA member's decision can lead to arbitration or litigation.

- visiting the job site and participate in general review of the work in place and materials stored, and prepare field reports of such routine reviews;
- reviewing and analyzing construction time schedules, understanding the various network methods (e.g. critical path method) potentially available to the contractor, and comparing work performed and the anticipated schedule;
- developing an awareness of the contractual obligations related to the general review during construction by reviewing contract documents and participating in professional development programs;.
- attending periodic job-site construction meetings and assisting in recording and documenting all actions taken and agreed to at such meetings;
- participating in the substantial performance review and assisting in the deficiency list verification; and
- participating in the final acceptance review with the client and other parties.



#### 1. Project Management

The economic and professional health of a practice depends on an orderly, trackable method of project execution. A clearly defined project work plan, the key to efficient management of project tasks, requires participation and input from team members, consultants, client representatives, and other decision-makers (financial experts, developers, lawyers, and contractors). Project management defines consensus goals, and coordinates tasks and scheduling. Team building depends on clear goals and good communication, with particular attention to decisions that influence the work of multiple team members.

A project file initiated and maintained by the OAA member practice is the comprehensive record of the project's life and a useful resource for future endeavours. The work plan must be congruent with all project-related contractual agreements (which are normally maintained in the project file). Scheduled quality control reviews are identified in the work plan; the OAA member in charge of project management may request interim reviews in advance of established submittal dates. It is important to measure actual schedule/budget progress against the work plan 'yardstick,' assess all discrepancies, and take the corrective action necessary to maintain project control.

The OAA member practice also maintains design quality during bidding, contract negotiation, and construction phases through administration of the project file, oversees the practice's construction representative, and monitors scheduled on-site quality reviews. Finally, the OAA member practice closes out project records and agreements and sets up future post-occupancy evaluation procedures.

- reviewing the practice's project management manual or all relevant forms, checklists, and other practice aids if a manual does not exist;
- understanding the procedure for assignment of project management responsibilities and the practice's role in the acquisition process;
- participating in the development of a project work plan, including identifying goals, client requirements, responsibilities, a first-cut schedule, and the project record;
- reviewing a work plan against all project-related contractual agreements;
- becoming familiar with team management including role assignments, team communication methods and frequency, and maintaining the project file;
- reviewing design documentation standards and understanding expected levels of documentation at each phase of the project;
- attending quality reviews at project development milestones identified in the work plan;
- assisting in preparing project status assessments, including schedule and scope variances and actions required to maintain project budget control;
- reviewing the project management file for close-out activities such as contractual fulfilments, final fee for services, invoicing, and modifications (e.g. change orders); and
- attending post-occupancy evaluation trips to the completed project site.



#### 2. Office Management

Although architecture is a creative profession, current techniques of practice require that the OAA member practice operate in a similar manner to other commercial enterprises. Steady income must be generated and expenses carefully budgeted and monitored so that economic stability can be maintained. Accurate records must be kept for tax purposes and for use in future work. Established office requirements and regulations are essential to maintaining a smooth operation; office practice manuals are a typical tool for dissemination of this information. Profitable use of office personnel requires budgeting time and adhering to schedules.

The OAA member's relationship to the client is established by contractual agreement. A contract establishes the duties and obligations of the parties. In order for a contract to be enforceable, there must be mutual agreement between competent parties, an acceptable monetary consideration, and it must be for lawful purpose and accomplishable within an estimated time frame.

Effective public relations play an essential role in the creation of the OAA practice's image. This is important for bringing new clients and work into the practice as well as in attracting superior people for the professional staff. The OAA member must participate in marketing activities if the practice is to succeed. On the other hand, the practice's marketing activities (unlike those of merchants, manufacturers, and others in commerce) are subject to certain professional constraints. The OAA member must learn marketing techniques that are effective while remaining within legitimate rules of professional conduct.

- reviewing the process of internal accounting and cost control systems for operation of the architectural practice;
- participating in allocation of time to all elements involved in a total project from preliminary design through construction;
- reviewing professional service contracts for their structure, content, determination of responsibility, and enforcement procedures;
- reviewing the compensation structure as related to types of services rendered by the architectural practice;
- reviewing current contractual relationships with consultants;
- researching legal obligations, limitations, and liabilities of professional service contracts;
- reviewing the architectural practice's professional liability insurance policy and developing an awareness of
  potential practices and procedures not covered by the policy;
- assisting in developing programs to publicize the architectural practice's professional services and its expertise;
- participating in the architectural practice's program for securing commissions for professional services through assisting in market research, prospect list preparation, and information-gathering activities;
- assisting in developing the architectural practice's brochures and advertising as elements of promotion;
- · assisting or accompanying principals or marketing staff carrying out business development;
- participating in presentation to prospective clients and formal selection interviews; and
- participating in the architectural practice's internal budgeting (profit planning) process.

