

PROFESSIONAL DEVELOPMENT AND LICENSING PRACTICES

recognizes the importance of professional licensing and accreditations for our employees and the firm. The process of preparing for and completing the examinations enables our people to acquire the broad knowledge base required of a practicing professional with leadership responsibilities. Attaining professional credentials enhances our employees' credibility with clients, raises their stature in the industry, and provides legal or professional entitlement to use the titles or designations.

For the firm, credentials for key client leaders are also essential for multiple reasons. Our clients reasonably expect that the firm will engage credentialed professionals who will be accountable for the work. In all jurisdictions, agencies require that signing and sealing of documents shall be done only by licensed professionals who hold responsible control of the work. The states, provinces and countries in which we work generally require that the firm's business entities be led by licensed professionals designated as officers of those business entities.

Professional Licensing or Accreditation: Individual Responsibility

1. All employees in a profession which requires professional licensing or accreditation in order to be recognized as a professional are encouraged to obtain professional licensing (Accounting, Architecture, Engineering, Interiors, Law, Medicine, etc.).
2. The firm supports and encourages the pursuit of licensure for all officers in their profession. Employees who aspire to become an officer (owner) of the firm must be licensed or credentialed in their chosen profession, if applicable, prior to promotion to officer level or to further advancement. As an exception, individuals having extensive professional experience (a minimum of 20 years of relevant professional experience) will not be required to obtain a license unless their project leadership responsibility requires them to hold a license (i.e., Architect of Record, Engineer of Record, etc.). Other exceptions are discouraged and must be approved by the Chief Operating Officer and the General Counsel.
3. Principals and officers located outside of North America will be evaluated individually in order to determine what professional licensing or accreditations they should obtain.
4. Except for those with extensive professional experience, non-licensed individuals who join the firm as an officer are expected to obtain licensure or accreditation within their profession, if applicable, within 36 months of their start date. The firm will provide support to the individual to achieve this objective. For those new officers who do not desire to become licensed, Item 7.b, below, will apply.
5. Recent graduates who join the firm are expected to achieve professional licensing or accreditation in their chosen profession, if applicable, within 48 months of their date of hire:
 - a. The firm will provide support in order to achieve this result.
 - b. An individual is encouraged to create a personal development plan for achieving this goal.
6. _____ will provide a professional licensing and accreditation support system that will enable a new employee who is in the process of completing the professional intern requirements for his or her state or province to obtain licensure or accreditation in 24 months.
7. For officers currently not licensed or accredited who are in a project leadership role (Architect of Record or Engineer of Record), one of the following two criteria will apply:
 - a. First: If the officer's current or future role in the firm requires professional licensing or accreditation to fulfill his/her functional duties in a leadership role and the officer is not licensed or accredited, the firm will support his/her efforts to become licensed or accredited. This shall include any officer who takes on the responsibility for control of the work. The individual will have up to 36 months to achieve accreditation required for this role.
 - b. Second: If the officer's current or future role in the firm requires professional licensing or accreditation to fulfill their functional duties in a project leadership role and he/she does not wish to become credentialed or cannot complete the requirements in a reasonable time frame, then the firm and office leaders will assess whether further employment can be made available in an alternative role.

Professional Licensing and Accreditation: Corporate Responsibility

1. All officers should be licensed or accredited, if applicable, in the jurisdiction in which they are located (see Item 3, below, regarding officers in our locations outside of North America).
2. All Principals and SVPs in Canada should be licensed in multiple Canadian provinces (Canadian Territories are optional).
3. Principals and officers located outside of North America will be evaluated individually in order to determine what professional licensing or accreditations they should obtain.
4. Professional licensing or accreditation within offices: Office Leadership (consisting of Office Practice Leaders, Business Practice Leaders, Design Leaders, and Office Engineering Leaders) has the responsibility to ensure that designated leaders maintain credentials within all relevant jurisdictions where we regularly execute and or pursue client work. Working in conjunction with the Legal team the Office Leadership team shall designate officers to obtain reciprocal professional licensing or accreditation in appropriate states and provinces that could reasonably be considered relevant. This designation shall ensure sufficient coverage without creating unnecessary redundancy, with the objective of having a minimum of two licensed or accredited senior leaders in each discipline in every relevant state and province.

Licensure or accreditation needs, on an office basis, should be reviewed annually during the business planning cycle and in concert with the professional licensing, accreditation and credentialing leadership.

Project Responsibilities and Signing Authority

Signing authority will be vested in the leader/officer of any rank most knowledgeable of the documents and who has responsible control for the production of the work or providing the services subject to any specific state criteria mandating that signing is the responsibility of the Architect in Responsible Charge or the Engineer in Responsible Charge. If there is any doubt as to the state specific criteria, please contact the Legal Department for clarification.

Under this policy, if the project leader is licensed to practice in the state in which the project will be constructed, and is an officer of any rank, that individual will be expected to stamp and seal the Architectural or Interior Contract Documents for which they have responsible control. Similarly Engineering Leaders, if licensed and officers of the firm will be expected to sign the documents for their discipline.

When more than one project team leader is licensed and is an officer, it will be determined in the initial Client Engagement effort and the Design Planning effort which individual in each discipline will have the responsibility for stamping and sealing the drawings.

If circumstances require, the signing authority may be re-assigned to another team leader who is an officer of any rank and who becomes licensed in the jurisdiction prior to completion of the Contract Documents and who has responsible control of the work.

In all circumstances, the individual who undertakes the responsibility of signing and sealing the documents will be expected to have responsible control of the work.

When the client is engaged and the business terms are finalized, if there are no members of the project leadership team licensed in the jurisdiction, the responsibility for signing the documents will reside with the Client Leader. In that circumstance, the Client Leader is expected to obtain licensure in the jurisdiction and will be required to assume responsible control of the work.

This procedure imposes the necessity that Client Leaders assigned to this role have the requisite capability to provide responsible control of the work.

Similarly, if the Engineering Leader is not licensed or is not an officer, the engineering documents will be supervised and signed by the Principal Engineer in that discipline.

If there are circumstances that prevent the above practices from being implemented the Office Leadership will determine the appropriate project leader to assume responsible control of the work.

Professional Examination Benefits - Eligible Examinations (all regular, full-time employees are eligible)

Some of the common relevant examinations supported by our firm are listed below. You may inquire about an examination not listed but relevant to your work by contacting your supervisor and your HR Team Member.

- Architectural Registration Exam (ARE) or
- Examination for Architects in Canada (ExAC)
- Architectural Technologist AIBC
- Associate Constructor (AC)
- Board Certified Nurse (RN)
- Board Certified Physician (MD)
- Certified Construction Contract Administrator (CCCA)
- Certified Construction Management (CCM)
- Certified Construction Product Representative (CCPR)
- Certified Construction Specifier (CCS)
- Certified in Plumbing Engineering/Design (CIPE/CPD)
- Certified Life Safety Specialist (CLSS)
- Certified Management Accountant (CMA)
- Certified Professional Constructor (CPC)
- Certified Public Accountant (CPA)
- Cisco Certifications (CCENT, CCNA, CCNP)
- Civil Engineer (CE)
- Construction Document Technologist (CDT)
- Data Science Associate (EMCDSA)
- Evidence-based Design Accreditation and Certification (EDAC)
- Exam-Certified Process Expert (LEAN)
- Exam-Certified Project Manager (PMP)
- Facilities Management Professional (FMP)
- Fire Protection Engineer (FPE)
- Fundamentals in Engineering (FE)
- Interior Design Examination California (IDEX®)
- Juris Doctor (JD)
- Leadership in Energy and Environmental Design Accredited Professional (LEED AP)
- Licensed Contractor
- Licensed Technologist OAA
- Lighting Consultant (LC)
- Microsoft Certifications (MTA, MOS, MCP, MCSA, MCSE)
- National Council for Interior Designer Qualification (NCIDQ)
- Professional Engineer (PE)
- Professional Engineer of Canada (PEng)
- Professional Practice Exam – Canada (PPE)
- Registered Communications Distribution Designer (RCDD)
- Structural Engineer (SE)
- VMware Certifications (VCA, VCP)
- WELL Accredited Professional (WELL AP)

Experience Programs (all regular, full-time employees are eligible)

will reimburse pre-exam fees (including application), accelerated processing fees (for transmitting a council record within one year of the application date), and annual maintenance fees (during AXP/IAP/IDEP and ARE/ExAC exam processes, including NCARB fees and AIBC membership dues) that are part of the experience programs.

The application fee covers one transmittal of your record to a council board. Transmittal fees for additional states or provinces will be reimbursed if relevant to your work and approved by the firm's General Counsel (submit a memo to the General Counsel outlining the basis for such reimbursement). Late fees and dishonored check fees will not be reimbursed. Please submit all receipts with an expense report to your Business Practice Leader.

Broadly Experienced Architect, Broadly Experienced Foreign Architect, CACB Certification Fees and RAIC Syllabus Fees (all regular, full-time employees are eligible)

For those individuals who qualify for and are required to complete the Broadly Experienced Architect (BEA) or Broadly Experienced Foreign Architect (BEFA) program, CACB Certification or RAIC Syllabus to obtain licensure or an NCARB certificate, will reimburse for all application/certification and interview fees. Course fees for the RAIC Syllabus will be approved through and subject to the terms of [Educational Reimbursement Policy](#).

AIBC Mandatory Professional Development Courses and OAA Admissions Course (all regular, full-time employees are eligible)

The AIBC requires all interns to enroll in and complete six professional development courses before finishing the licensure process. These courses are offered directly by the AIBC. The OAA requires all interns to enroll in and complete the OAA Admission Course before finishing the licensure process. The course is offered annually. will reimburse for these mandatory courses provided the following steps are taken:

- Submit a [Seminar Request form](#) in advance of enrolling for the course(s) to your HR Team Member for approval by leadership.
- Once approved, register and pay for the course(s).
- After attending the course(s), submit the approved Seminar Request form, proof of attendance, and all receipts with an expense report to your Business Practice Leader.

Pre-Exam Fees (all regular, full-time employees are eligible)

will reimburse all approved application and pre-exam fees related to any of the eligible examinations listed previously. Please submit all receipts with an expense report to your Business Practice Leader.

Exam Preparation and Study Materials (all regular, full-time employees are eligible)

Individuals are expected to respect copyright notices and usage limitations and restrictions included in any professional development and licensing study materials.

To support employees during the professional registration or certification process, exam preparation assistance will be provided to employees who make a commitment to become registered (certified or licensed) within three years. will reimburse for study guides, review manuals, and some review courses from test prep providers with proof of exam registration. Examples include materials from providers like Architect Exam Prep and PPI. Online monthly exam prep subscriptions are reimbursed for one month only per exam. Reference materials you might expect to see in a professional's library like Architectural Graphic Standards or Mechanical and Electrical Equipment for Buildings are not reimbursable. Please obtain approval from the Learning and Development Manager before purchase.

Time to prepare for exams may be charged to paid time off (PTO) or taken as time without pay in full-day increments.

Professional Examinations (all regular, full-time employees are eligible)

CannonDesign will reimburse examination fees for taking the first exam/module whether you pass or fail and will reimburse for a second attempt provided you achieve a passing grade. To be reimbursed, you must be a current employee at the time you complete an exam/module. Late fees, dishonored check fees, and rescheduling fees will not be reimbursed. Please submit to your Business Practice Leader receipts and proof of passing with an expense report.

will provide time off with pay to take an eligible professional examination once per exam/module. Please schedule the time in advance with your supervisor and Business Practice Leader, and charge time to Continuing Ed/Prof Dev indicating "registration/certification exam" on your time sheet. Time to prepare for or retake an exam may be charged to paid time off (PTO) or taken as time without pay in full-day increments.

If an exam is not available locally and travel is required, the cost may be reimbursable. Please speak with your Business Practice Leader for approval.

LEED® Credentialing (all regular, full-time employees are eligible)

is a national member of the USGBC. There are two credentials, and tests can be taken together or separately:

- LEED Green Associate (LEED GA) (pre-requisite to LEED AP)
- LEED Accredited Professional (LEED AP) (with specialty)
- **Specialty exams most relevant to our work include:**
- Building Design & Construction (BD&C)
- Interior Design & Construction (ID&C)
- Homes (H)

- Neighborhood Development (ND)
- Operations & Maintenance (O&M)

strongly encourages our professionals to pursue LEED APs with specialty and will fund exams for LEED GA for those pursuing LEED AP. While you may take the LEED GA and LEED AP exams separately, you must take both exams before submitting exam fees. Requests to take multiple specialty exams will be considered on a case-by-case basis and may be approved by your Business Practice Leader.

Credentialing Maintenance (all regular, full-time employees are eligible)

You may be able to earn some continuing education hours by working on LEED projects, through self-study, or by attending certain Academy programs. The firm does not pay for outside seminars to maintain credentials. The firm will reimburse maintenance fees for LEED GA and LEED AP.

LEED AP Bonus (all regular, full-time employees are eligible)

When you achieve LEED AP status for the first time, you will receive a one-time bonus of \$500 gross. Please provide documentation of your new credential to your HR team member so we may process this taxable bonus through payroll. Staff and officers are eligible.

New Credentials

When you obtain a new license, registration or certification, please provide a copy to your HR Team Member. If recurring fee reimbursement is applicable, please attach a completed [Individual Licensing Form](#) (see below for explanation of recurring fees).

Increase in Compensation (Part-time employees (24 – 29 hours) will receive a pro-rated increase commensurate with the percentage of full-time (40 hours) that they are working. This benefit is not available for individuals who work less than 24 hours per week).

When an employee whose performance is acceptable attains registration/becomes licensed for the first time as a professional in the areas noted below (in the U.S. or Canada), the firm will provide an increase in annual rate of pay upon receiving verification of the new credential. Subsequent licenses will not result in compensation increases. Please provide a copy of your new registration/license with a completed Individual Licensing form to your HR Team Member. The following increases to annual pay rate are provided:

- Registered (Licensed) Architect - \$2,000
- Engineer-in-Training certification - \$500
- Licensed Professional Engineer - \$2,000
- Certified Plumbing Designer certification - \$1,000
- Lighting Consultant certification - \$1,000
- Licensed Architectural or Engineering Technologist - \$2,000
- NCIDQ certification (in a state without licensure/registration) - \$2,000
- NCIDQ certification (in a state with licensure/registration) - \$1,000
- Licensed/Registered Interior Designer (in a state with licensure/registration) - \$1,000
- Certified Public Accountant - \$2,000
- Attorney - \$2,000

Covered Recurring Fees (Part-time employees (24 – 29 hours) will receive a pro-rated reimbursement commensurate with the percentage of full-time (40 hours) that they are working. This benefit is not available for individuals who work less than 24 hours per week).

The firm will pay recurring fees for licenses. Fees are covered for one license (typically your home state or province), and may be covered for additional states or provinces if approved by the Legal Department and the Chief Operating Officer. Recurring fees for professional organizations or certifications may also be covered; similar prior approval is required.

Please submit receipts for covered recurring fees through the firm's expense report system and send a copy to the [licensing/accreditation administrator](#) (a dedicated email address has been set up for this purpose), who updates and maintains the firm's license database. Payment of any late fees will be the employee's responsibility.

Student Loan Repayment – United States and Canada (Part-time employees (24 – 29 hours) will receive a pro-rated payment commensurate with the percentage of full-time (40 hours) that they are working. This benefit is not available for individuals who work less than 24 hours per week).

Employees holding a professional license/registration are eligible for _____ student loan repayment program. NCIDQ (the exam for many state interiors licenses) qualifies in states where an interior design license/registration is not available. Certifications do not qualify for this program.

- _____ will provide loan repayment of \$50 per pay period for up to five years (maximum \$6,500 regardless of the number or duration of loans).
- To qualify, loans must be in the employee's name, from a formal financial institution, and for the employee's own education. Examples of loans that do not qualify include loans taken out by the employee's parent or loans taken out by an employee for the employee's child.
- Eligibility begins in the month after a license is issued or begins with the second month of employment, whichever comes later.
- The employee is responsible for providing proof of the student loan at least three weeks before the first payment can be made. The firm will add \$50.00 gross to each pay period following receipt of approved documentation. Retroactive payments are not permitted.
- This benefit is taxable to the employee. All loan payments subject to payroll taxes as required by law. Applicable taxes will be withheld from the employee's pay.
- Eligibility ends when the loan has been repaid, upon conclusion of 130 payments (maximum of \$6,500) or upon the last day worked for _____ whichever comes first.
- This program begins January 1, 2017, and no benefits are available for periods prior to that date.
- Submit a [Student Loan Repayment Benefit Request](#) to Human Resources to access this benefit.

Membership Reimbursement (Part-time employees (24 – 29 hours) will receive a pro-rated reimbursement commensurate with the percentage of full-time (40 hours) that they are working. This benefit is not available for individuals who work less than 24 hours per week).

The firm encourages professional networking. Full-time regular employees may request reimbursement of one professional membership related to your work. In some cases, more than one membership may be approved. Approval decisions are made by the Business Practice Leader. A few examples of relevant organizations include:

- American Institute of Architecture (AIA/Associate AIA)
- Institute of Electrical and Electronics Engineers (IEEE)
- Construction Specifications Institute (CSI)
- National Society of Professional Engineers (NSPE)
- Society of Black Engineers (SBE)
- National Organization of Minority Architects (NOMA)

Please discuss your request with your Business Practice Leader and receive approval before purchasing a membership. After receiving approval pay for the membership and submit your receipt with an expense report to your Business Practice Leader for payment processing.

Continuing Education Units

Through _____ Academy, the firm assists employees in maintaining their professional credentials by providing registered learning programs. Sessions may be available locally, online or by webinar. Continuing education units may also be available through self-study. The firm reimburses outside seminars offering special continuing education credit when the respective Business Practice Leader approves such seminars in advance.

Reimbursement of Covered Fees/Expenses

Please be sure to submit your expense reports and receipts to the [appropriate person](#) for approval. Use account number _____ for all expenses related to Professional Development and Licensing.

For questions regarding _____ Professional Development and Licensing Practices, please contact Human Resources.

