



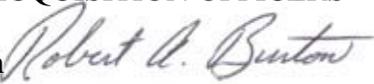
OFFICE OF FEDERAL  
PROCUREMENT POLICY

EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

November 1, 2005

MEMORANDUM FOR THE CHIEF ACQUISITION OFFICERS

FROM:

Robert A. Burton   
Associate Administrator

SUBJECT:

Developing the Acquisition Management Skills of the  
Architectural and Engineering Workforce

In accordance with section 1414 of the Services Acquisition Reform Act (SARA), P.L. 108-136, the Office of Federal Procurement Policy (OFPP) is responsible for developing and implementing a plan to ensure that the government maintains the necessary capabilities for effectively acquiring architectural and engineering (A&E) services. OFPP, in consultation with the Department of Defense, the General Services Administration, and the Office of Personnel Management (OPM), developed the attached three-tier model that agencies are encouraged to use in developing the acquisition management skills of the A&E workforce.

The purpose of the SARA provision is to ensure that the A&E workforce develops the necessary skills to determine agency requirements, establish acquisition plans, develop statements and scopes of work, and award and administer A&E contracts. OFPP worked with an interagency group to identify general acquisition skills, project management skills, and training that support the intent of the SARA provision. Agencies are encouraged, but not required, to adopt the attached model for developing the acquisition management skills of employees whose principal duties include acquiring and managing A&E services; it does not apply to those in the GS-1102 contracting series.

The model does not address technical A&E skills, as these are outside the scope of the SARA requirement, and does not change the basic requirements for entry into or promotion within the A&E workforce, which are established by OPM for each occupation. Agencies should identify the various dollar thresholds of project complexities that require more advanced A&E workforce skills (please see the experience sections in the attached) and the organizational configurations that are necessary to support their A&E acquisition requirements.

While professional state licensure as a registered architect or professional is currently not required by the OPM qualification standards, for the purposes of a competent A&E acquisition workforce, agencies shall consider state licensure as a best

practice and use it as a selection factor when choosing candidates at intermediate and senior grades.

In accordance with OFPP Policy Letter 05-01, *Developing and Managing the Acquisition Workforce*, Chief Acquisition Officers (CAOs) are responsible for identifying members of the acquisition workforce. Agencies should identify A&E professionals as part of the acquisition workforce, as appropriate, and establish a workforce development model, similar to the attached, that ensures the development of acquisition management skills in the A&E workforce at various levels.

Agency acquisition career managers (ACMs) can assist A&E staff in identifying acquisition management training and development opportunities. I ask that you share this information with other appropriate offices in your agency to ensure this issue receives the appropriate attention.

If you have any further questions, please call Lesley Field of the OFPP staff on (202) 395-4761.

Attachment

cc: Chief Human Capital Officers

### Architect-Engineer Acquisition Management Skills Development Model

Level	Training	Experience	Skills
I*	<ul style="list-style-type: none"> <li>• Baccalaureate degree in architecture or engineering that qualifies for state licensure</li>   <li>• Contracting Orientation Course (such as the Defense Acquisition University (DAU) CON 100 or equivalent)</li> </ul>	<ul style="list-style-type: none"> <li>• Experience assisting upper level project managers on project execution strategies.</li>   <li>• Experience with minor design and construction projects under direct supervision.</li> </ul>	<p>Familiarity with the multi-stage building design process (concept, design development, construction documents, construction administration) including incremental cost control strategies.</p> <p>Understanding of rules and regulations as they apply to A/E acquisition &amp; Brook's Act process to include development of scopes of work and acquisition plans.</p> <p>Familiarity with the general work distribution within an A/E team both within each consultant and between the prime and the various consultants.</p> <p>Familiarity with the issues relevant to the type of projects being administered (i.e. new construction, repair and alteration, historic preservation, laboratories, campus planning, etc).</p> <p>Understanding of the construction procurement process being utilized as it relates to the development of contract document during the design phase.</p>

\* Entry level

Level	Training	Experience	Skills
II**	<ul style="list-style-type: none"> <li>• A/E Acquisition Course</li> <li>• Intermediate Facilities Engineering class (such DAU's FE 201 or equivalent course)</li> <li>• Intermediate System Acquisition Course (such as DAU's ACQ 201 or equivalent course)</li> </ul>	<ul style="list-style-type: none"> <li>• One year experience in managing minor projects or A/E related federal activity.</li> <li>• Experience with project management of prospectus level projects up to _____ (an agency-defined amount in terms of dollars or complexity).</li> <li>• Experience with A/E contract development, negotiation, and administration.</li> <li>• Experience developing comprehensive project management plans.</li> <li>• Experience with design and construction projects under direct supervision</li> </ul>	<p>Skills identified in the previous tier, at an intermediate level of difficulty, complexity, and proficiency:</p> <p>Broad understanding of the overall federal project development process ranging from initial planning and budgeting through design, construction and occupancy.</p> <p>Understanding of federal funding laws, regulations and procedures such as prospectus limitations.</p> <p>Understanding the pros and cons of various project delivery systems (i.e., traditional, design-build, CMC, bridging, etc) and their impact on A/E contracting.</p> <p>Understanding of applicable environmental laws and internal agency project requirements affecting the type of projects being executed.</p> <p>Understanding of applicable programs relative to the type of projects being executed. For example, border stations, courthouses, repair and alterations, etc.</p> <p>Basic understanding of A/E and construction contract laws.</p>

\*\* Generally mid-level (GS-11-13)

Level	Training	Experience	Skills
III***	<ul style="list-style-type: none"> <li>• Advanced Project Management (such as GSA's course or equivalent DAU course)</li> <li>• Advanced Facilities Engineering (such as DAU's FE 301 (under development) or equivalent course)</li> <li>• Advanced Program Management Course (such as DAU's PMT 353 or equivalent course)</li> </ul>	<ul style="list-style-type: none"> <li>• Four years experience managing major projects (minimum).</li> <li>• Experience with project management of prospectus level projects up to _____ (an agency-defined amount in terms of dollars or complexity).</li> <li>• Supervisory or team leadership experience and/or technical subject matter expertise.</li> <li>• Advanced project management experience.</li> <li>• Experience with design and construction projects under direct supervision</li> </ul>	<p>Skills identified in the previous tier, at a high level of difficulty, complexity, and proficiency:</p> <p>Leadership in the acquisition of A/E services to regional and/or national staff by assessing proposed project delivery strategies by more junior professionals.</p> <p>Ability to review and evaluate the adequacy of specific project documentation such as project management plans, cost estimates, acquisition plans, and contracts prepared by support staff.</p> <p>Understanding of how to evaluate the performance of professional staff with respect to A/E acquisitions.</p> <p>Ability to develop solutions to complex project and program issues unresolved by support staff.</p> <p>Ability to develop, implement and maintain programmatic structure for the successful execution of A/E acquisitions at either the project execution office or national program office levels.</p> <p>Ability to develop and manage the more complex projects in the agency, or act as a subject matter expert in the design and construction enterprise. For example, engineering, security, accessibility, etc.</p>

\*\*\* Generally senior level (GS-14 and above)