

CODE OF BUSINESS CONDUCT

the Office of
ARCHITECT KENNETH W. BROOKS, A.I.A.
SPOKANE

Be A Student

We have the privilege and are expected to "*Live in the skin of a student*" at all times. That is, we shall always be on the lookout for information to improve our concepts, to improve our techniques of putting a building together, to improve our ability to get the best cooperation from those with whom we associate, and to bring out the best craftsmanship from those working with tools.

Read

We are expected to read—to include as inherent in our careers a habit of home reading of professional periodicals, the never ending flow of technical data, manufacturers' information, books, etc.—always of one's own choice—but always on as broad a base as possible because we shall always strive to . . .

Be A Whole Architect

We shall always strive to be whole architects. Although our daily chores may tend toward one phase of work, we are expected to be knowledgeable and speak with professional-level-ability in all phases of the practice of architecture.

Know A.I.A. Standards of Professional Practice

We are to know—without reference—the entire scope and general content of the "A.I.A. Standards of Professional Practice". We shall abide by these standards at all times without deviation.

Keep Office Business Confidential

We understand the necessity for safeguarding proprietary information of the Office. A prospective commission is *never* discussed beyond office personnel. Even when an employee's employment is terminated, it is con-

sidered a breach of professional conduct to transmit information of a prospective commission to others. Acquired commissions are never discussed with colleagues of other offices, unless specifically directed to do so by the Principal. Loyalty is an admirable aspect of this profession.

Keep Client's Business Confidential

We understand the necessity for safeguarding the client's proprietary information. All clients' matters are considered confidential.

Be Factual and Accurate

We realize the vital necessity for factualness, accuracy, and double checking when computing money disbursements for either office or client. Even more important is principle. We understand the stipulation that we be objective, fair and honest in all computations.

Be Sharp

We know that personal integrity is not only a matter of honesty with office and client funds, but also means doing a fair day's work for a fair day's pay, to keep absence to a minimum, to come in on time, to use judgment in personal telephone calls. Hours are 8 a.m. to 5 p.m. for all except the Principal—in order to have all projects fully represented during the contractor's and owner's work day.

Use Good Judgment

We are expected to be able to distinguish between the most important task at hand and one of lesser importance, and to follow through to complete the most important task first, and with dispatch. Any problem in meeting a deadline shall be made known to the Principal at the very moment the problem is known. We are expected to have the ability to "pull several strings" comfortably. For example: Initiating a phone call regarding a 2nd priority task can often "start the ball rolling" so part of the task will be accomplished by the time it becomes a 1st priority task.

Complete Most Important Assignments First

All assignments will be made or approved by the Principal with priority geared to any backlog of work previously assigned. Assignments made by the Principal are to be considered first priority unless otherwise designated. Self-assignments are encouraged; however, the priority slot they fall into shall be established with the Principal before doing *any* work on them. (It is possible that work might be assigned to another staff member or accomplished in a different way). When the problem arises as to which of a multitude of tasks to do first, normal policy is to first perform the task of the job that is nearest to final completion. However, tasks needing prompt attention to avoid trouble for a contractor or "patch a fence" etc. can be given high priority. The staff should endeavor to avoid deferring those "one-hour tasks" assigned by the Principal. It is expected that assignments need be made only once, and that those to whom the assignment is made will make sufficient notes in their desk notebook to be able to complete the assignment completely and promptly. (This is the best way to keep a joyous Principal). Assignments are not to be delegated to another staff member unless you are on the "spot". Always get the Principal's ok if he is in.

Changing Signals

The staff is encouraged to keep their "thinking cap" on for creating a better design or expediting work in a better way. However any proposed "signal changing" on matters for which a decision has been previously made is to be reviewed by the Principal before proceeding. This avoids "wheel spinning" and needless office expense.

Outside Work

It is permissible for an employee to perform outside work, and in turn it is appropriate to talk with the boss prior to performing such work—to give mutual assurance of there being no conflict of interest.

Procedure With Salesmen Visiting the Office

It is vitally important that we learn about product information offered by salesmen visiting the office. We should listen intently, and ask questions. Mention information to other staff members and tell them where it is to be filed. Usually 10 minutes is sufficient to spend with sales representatives, at least you should endeavor to keep it to that in order to not burden the general time overhead of the office. Always be very courteous and always thank sales people for bringing us the information.

Letterwriting

Whenever possible, letters written by staff should be given a "look-see" by the Principal prior to mailing; however, in the event the Principal is not in the office by the end of the day, letters may be mailed with a copy left on the Principal's desk. This system allows the Principal to render the benefit of his experience, and in turn avoids follow-up revision of the letters. It also helps to see that "all bases are covered".

Staff members and the secretary are expected to carefully proofread drafts of letters to be sure the message is concise and clear. Remember that the main points of most letters are—(in this order):

1. Attention, paragraph (give subject and the whole intent of letter—
Do not rely on tabulated "subject" at top of letter).
2. Interest, paragraph (tell the story completely—but concisely).
3. Conviction, paragraph (tell the "whys").
4. Action, paragraph (tell exact action wanted of receiver).

The secretary shall *never* submit a letter for signature without first understanding the grammar of every sentence, and the meaning of all words. There are very few mysteries in this profession, and if the secretary does not understand it, then the sentence, or the paragraph, should be revised by the writer and the secretary. After making the final draft, the secretary shall carefully proofread for minor typing errors, punctuation, misspelled words, etc. A rough draft should be submitted to writers only when they request it, or when the dictating is not good. Visible erasures are not permissible. Arrangement on page (composition) and neatness are particularly important to the Architect.

Publicity

Client approval is always necessary for publicity and all is to be cleared through the Principal. Normally this is the Principal's responsibility.

Au Charrette

"Au Charrette" is a way of life in the architect's office. When the final days and hours of a deadline are at hand, every member of the office "tapped" is expected to enter into the spirit of "wrapping it up" and make every effort to set all miscellaneous chores aside to complete the work by the deadline time. This necessarily includes chopping off interviews with salesmen, the joining of conversations not pertinent to the direct work at hand, etc. A casual attitude toward meeting a deadline is not considered appropriate to the esprit de corps of this office.

Tune the Antenna to the Assignment

In the work of the architect, the end product, whether it be a cost estimate or a design drawing, may be prepared in 5 minutes, 5 hours, or 5 days. It is vital to the spirit of the office and the accomplishment of the task to perform *the act* in the appropriate "key". If the assignment is to make a 1-hour cost estimate, it is inappropriate for the estimate to take 1 day. Similarly, completing a 1-hour sketch in 1 day is not improving the end product, but is reducing its appropriateness. It is only by this means that job costs are controlled and that the end product is what is needed at the moment. Further, it is inappropriate to take longer with an assignment, than has been decided on, to effect a better end product to the personal credit of the person to whom it is assigned.

Respect Our Consultants

In order that our consultants can perform on the highest possible professional level for us, it is the policy of the office to never to try to "second-guess" what a consultant's decision might be on either a design problem

or a problem during construction. The minimum coordination satisfactory is a phone call. Any decision changing plans or costs must be documented.

Be Respectful of Fellow Employees

To work as a happy enthusiastic group who all respect one another, remember we all work *with* another *not for* another. In assigning secretarial work allow ample time for retyping emergencies, etc. Be enthusiastic toward joint team work but guard also against unnecessarily interrupting a "team at work".

Quality

Architectural Design of quality and Architectural Service of quality is the paramount goal of this office. We will not compromise a fee to the detriment of producing these qualities for our clients. Neither will we skimp on time necessary to produce quality results—even if it means losing money on the project. The Principal has the comfortable right to say, "Let's do it over—to do it better."

ARCHITECT, KENNETH W. BROOKS, A.I.A., SPOKANE