

## Acquisition Workforce Spotlight: Heidi Hubbell, Architect of the Capitol



**1. How long have you worked with the Architect of the Capitol, and what was your background before your current position?**

I started on March 15, 2020, the day everyone was sent home at the start of COVID-19, as a procurement analyst. This was around the time when there was a shift from FAITAS to the new FAI CSOD system. Previously, I was at the Bureau of Land Management, helping to run the bureau's FAC-C, FAC-COR, and FAC-P/PM certification programs. I started there in 2009. I was doing that along with procurement policy, small business, and career management. It gave me a good perspective, and I've applied it to the Architect of the Capitol (AOC), a much smaller agency, where we do some things differently.

**2. What are some of the major efforts you (and/or your team) are working on at the Architect of the Capitol?**

We've never had a contract review process here at AOC, and I played a big part in that at the Bureau of Land Management, so we fully started up a contract review process and basically created policies and how we handle that on an annual basis. We also set up a new contract file system to migrate everything from paper to paperless to accommodate a remote workforce and our three branches: design and construction, large purchase services/supplies, and small SAP. We established a formal file review, and we are just finalizing our electronic file formatting procedures. This required lots of work, having to coordinate all the way down to the file naming conventions. This also had to be navigated during COVID-19 and be compliant with new procedures to make sure the workforce stayed in contact with paper files during the transition.

**3. Tell us about one of your biggest successes achieved by you/your team.**

Getting everyone in our program who had halfway started their legacy FAC-C to complete the courses so that they could later obtain their FAC-C (Professional). We have about 38 people in AOC acquisition. It was a big challenge to get everyone transitioned from the FAITAS system and into CSOD, which was a big accomplishment for everyone here. Another accomplishment was getting everyone to fully understand CSOD's layout and processes. At the same time, our policy branch was created. Within three years of my starting with AOC, we reworked the policy handbook as well as set up a FAC-C and FAC-COR program with only three people.

**4. What is the biggest challenge in your position supporting the acquisition workforce?**



The biggest challenge is getting people to listen to our messages and trying to figure out which platform connects with them the best. It can be in writing, verbal communications, or presentations, basically getting information out to people and finding that happy medium so that they're not bombarded with communication and informing them about deadlines. So far, it's been working to use a combination of various methods to keep our acquisition workforce informed. Short messaging bursts work best so that we can avoid email overload. Overall, we want our workforce to pay attention, stay informed, and be responsible for their own continuous learning progress.

**5. What skills do you think are most critical to successfully perform your job?**

Communication. You have to communicate the things the workforce needs, but you also need to help them understand what they need to do. A lot of the stuff I do is walk people through and explain to each person to get them to understand what needs to be done. With that said, patience helps a lot too, especially when you're working with multiple people at multiple levels. Organization is needed to keep track of what's coming, what's happening, and be able to answer the questions coming from the acquisition workforce and my leadership team.

**6. What words of wisdom would you offer to your fellow acquisition workforce members?**

Keep as well informed as you can be. When things come out, read them fully. If you don't understand something, ask someone else. The longer you don't understand something, it can have impacts. Ask questions and fully understand what's expected of you. Have patience and have an open mind when someone says that they don't understand what's going on. A combination of all of that helps.