

*young*  
**IPWEA**

INSTITUTE OF PUBLIC WORKS  
ENGINEERING AUSTRALASIA

## 2015-2017 Action Plan

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VERSION 1.3

ISSUED: JANUARY 2016

***Young IPWEA - Developing Leaders of  
Tomorrow***

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## Revision History

<b>Name</b>	<b>Date</b>	<b>Reason For Changes</b>	<b>Version</b>
Kim Sedgwick	March 2015	Initial	1.0
Kim Sedgwick	April 2015	Changes from Young IPWEA Teleconference	1.1
Kim Sedgwick	April 2015	Addition of Mission Statement and Values	1.2
Will Barton	January 2015	Introduction of strategic objectives and revision of tasks to suit	1.3

## Summary

This document outlines the 2015-2017 action plan for Young IPWEA. The intention is to create a uniform approach for the Chairs to achieve goals and to gauge their success within their areas.

In previous revisions of this plan, it was acknowledged that although good ground had been made in setting realistic, achievable goals, those goals were without any strong alignment with the IPWEA Australasia strategic direction.

Since the last Australasian meeting, in November 2014, there have also been significant changes in the public works landscape in the form of reduced government spending on infrastructure, a downturn in the resources sector and generally a toughening job market, particularly for graduate and young members of the public works sector.

Accordingly, two overarching strategic objectives have been adopted with revised tasks to better reflect the challenges – and importantly Young IPWEA’s plan to tackle those challenges – facing our younger members. The strategic objectives are:

1. Maintain/build relevance and value for young members, and
2. Encourage and drive engagement with young members

This document is a ‘live’ document and will be updated by the presiding Chair, Young IPWEA. It should be read in conjunction with the Young IPWEA Framework.

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## Introduction

The last two years have seen Young IPWEA expand into all of the operating Divisions of IPWEA, including New Zealand. The ongoing support of the Divisional boards and broader IPWEA membership have made this successful, however there is still a large amount of work to be done over the next two years to maintain momentum.

During the annual meeting in November 2014, the Divisional Chairs agreed upon three goals which are outlined in the below document. Lessons learnt from the previous action plan indicated that going beyond three goals made them unachievable and the group struggled to focus on so many areas over the time period. It must be recognised that each Divisional Chair and the associated committees are volunteers and are generally time poor. In order for Young IPWEA to be successful it requires a large amount of support from their respective organisations and the greater membership.

Following the annual meeting in November 2015, the Divisional Chairs further agreed that there should be greater alignment between the goals of Young IPWEA and the goals of this plan and hence, and the strategic direction of IPWEA.

Further, it was recognised that in the intervening 12 months between the two meetings, the external landscape facing young public works professionals and associates had changed significantly due to factors associated with economic and infrastructure investment contraction, job market downturn and state government changes.

As a result of the deliberations of the Young IPWEA Committee, it was agreed that two strategic objectives were to be adopted:

1. Maintain/build relevance and value for young members, and
2. Encourage and drive engagement with young members

It was in these areas that it was felt there was both greatest strategic alignment with IPWEA and importance in supporting young members. Each of these strategic objectives are supported by a series of actions and, where appropriate, sub-actions.

## Vision Statement

*Developing tomorrow's leaders to enhance the quality of life and livability of our communities*

## Mission Statement

*To support, develop and advocate for young members of IPWEA enabling them to realise their full potential leading public works and services, infrastructure planning, delivery and operations.*

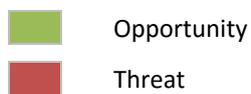
## Opportunities and Threats

At the annual meeting, the Division Chairs identified both the opportunities and threats that faced each of their respective Divisions' young members. A copy of the verbatim comments are reproduced in Appendix 1.

From all those opportunities and threats identified, there were a number of key ones that appeared as common across all the Divisions:

	Foundation	Local Government/Authority Reform	High infrastructure investment/development	Branch/region structure	Ageing workforce	Joint events	Engagement with Uni/Eng School	Reduced development of young engineers	Engagement of young members	Relevance of IPWEA	Employment opportunities for students/grads	Female Participation	Local Government/Authority Reform
Queensland				Opportunity	Opportunity		Opportunity	Threat	Threat	Threat	Threat		
New South Wales	Opportunity	Opportunity	Opportunity	Opportunity	Opportunity			Threat	Threat		Threat	Threat	Threat
New Zealand					Opportunity	Opportunity			Threat	Threat			
Victoria		Opportunity	Opportunity				Opportunity	Threat	Threat	Threat	Threat	Threat	Threat
Tasmania						Opportunity						Threat	Threat
South Australia							Opportunity				Threat		
Western Australia			Opportunity			Opportunity			Threat		Threat	Threat	Threat

Table 1 Opportunities and Challenges Facing Young IPWEA by Division



## Strategic Objectives

Alignment with IPWEA will be key to the success of this Action Plan and Young IPWEA more generally. Remaining responsive to the challenges that are facing the younger members of Young IPWEA is absolutely key to our success. We recognise that the landscape in which Young IPWEA members now find themselves in is very different to that 12 months ago. There have been significant changes in economic markets and changes in government and hence policy. The net result of these changes is that there are now far more challenges facing young engineers and public works professionals and technicians.

It has been for these reasons that, at the November 2015 Annual Meeting, two strategic objectives were adopted:

1. Maintain/build relevance and value for young members; and
2. Encourage and drive engagement with young members

It is recognised that IPWEA is a Federation model and each Division is governed independently. These strategic objectives have been deliberately kept as over-arching goals to provide the flexibility required by the Division Chairs to respond to the particular issues of the day within their own Division.

Another significant change with the approach taken has been to assume a greater advocacy and advisory role and less of an outcome based role. In this fashion we will work with the IPWEA CEO, Division Boards and staff to achieve these strategic goals as a product of our combined efforts.

## Strategic Objective 1: Maintain/build relevance and value for young members

At the November 2015 Annual Meeting, the Chairs identified that a significant challenge facing both the Association and young members was that young members perceived IPWEA as not necessarily presenting a value proposition that was relevant to the challenges they were facing in their roles as public works professionals and technicians.

The feedback was that generally young members had joined because a colleague they trusted and respected – a champion of the Association as it were – had told them it would be a good thing for their career if they joined.

Anecdotal evidence suggests that new members struggled to understand the purpose of the organisation, its governance and generally “what’s in it for me”. This underpins the future challenge of YIPWEA.

The purpose of this strategic objective is to build and then maintain “relevance” and “value” to existing members, which if successfully will lead to organic growth in membership.

Action	Detail/Measurement	Responsibility	Completion Date
<b>Develop the product</b>	Without the product to sell, there is a considerable risk that IPWEA will lose the current generation of young engineers. Currently there is little in the way of product for the younger end of the membership market. Career development skills, soft skills, leadership and management skills, webinars are all areas of opportunity for development.	Young IPWEA Chair, CEO; Division Chairs & CEOs	Nov 2016
<b>Communicate the value of membership</b>	Develop a succinct document that provides a snapshot of the ‘who, what, where, why and how’ of IPWEA with particular focus on how it makes their working life better. Update the Young IPWEA brochure to reflect any changes.	All Chairs	Feb 2016
<b>Establish and evaluate the Young IPWEA Mentoring Program</b>	The mentoring program engages members that are well-advanced in their career to coach and mentor the professional and technical leaders of tomorrow. Maintain and grow the Mentoring Program as our Flagship program	CEO, All Chairs	June 2016

## Strategic Objective 2: Encourage and drive engagement with young members

Along with the issues of relevance and value, “engagement” was identified as a critical factor in supporting young members and building a sense of identity, ownership and place largely absent in the younger membership.

Anecdotally, it was found that young members tended to be ‘receivers’ of information rather than actively contributing to discussion and debate. It is important that Young IPWEA Chairs’ engagement with Young members in their Division is ongoing.

Strategic Objective 1 is about *attracting young members and providing a value proposition*; while this Strategic Objective is about *retention and ensuring that existing young members continue to see the benefit and value in their membership with IPWEA*. To achieve this, it is important that Young IPWEA Chairs build a relationship with their respective Boards and Foundations (if present) to enable access to resources and experience to support the Young IPWEA Committee.

The purpose of this strategic objective is to engage with young members; to seek out what it is they want and what they will view as drivers of engagement; establishing and maintaining a ‘place in the landscape’ for young members at the various conferences and events that IPWEA holds; and ensuring that young members feel welcome to the organisation upon joining.

Action	Detail/Measurement	Responsibility	Completion Date
<b>Pulse survey of u35 members</b>	Ascertain and validate the issues u35 members are facing and to determine the key drivers for engagement.	All Chairs	March 2016
<b>Build Young IPWEA presence</b>	Embed a Young IPWEA event at each Division conference and/or Regional Conferences; build activity on Young IPWEA Community of Practice discussion; grow our social media presence, driving engagement, fostering discussion and highlighting achievements of Young IPWEA and its members	All Chairs	June 2017
<b>Develop a Welcome Pack for new members (incl. Young IPWEA)</b>	Develop a Welcome Pack, customised to the member’s Division/Branch, introducing their local Chairman, an introduction to the structure but more importantly outlining how the actions of the Associations benefit them.	CEO, Chair Young IPWEA	June 2016

**Appendix 1**

Opportunities/Strengths	Challenges/Threats
<b>New South Wales</b>	
<ul style="list-style-type: none"> <li>• Local Government reform (IPWEA NSW is actively engaged with the Office of Local Government in developing infrastructure reporting, advocating for recognition of role of professional engineer, new opportunities for councils to establish a proper career path from intern/cadet to Director)</li> <li>• Professional development &amp; career development</li> <li>• New school of engineering commencing Feb 2016 (bringing total no. of eng schools to 10)</li> <li>• Forecast growing infrastructure spend (poles and wires)</li> <li>• Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government reform (disruption from forced mergers)</li> <li>• Tyranny of distance/engagement</li> <li>• Historical reduction in organisational investment in professional development of young engineers</li> <li>• De-skilling of state agencies (Roads &amp; Maritime, Public Works)</li> <li>• Formation of Young IPWEA NSW Committee has been slow to get off the ground</li> </ul>
<b>Victoria</b>	
<ul style="list-style-type: none"> <li>• Registration of engineers – need for continuing professional development.</li> <li>• Significant number of engineering schools</li> <li>• Residential development is growing and providing some growth of engineering jobs.</li> </ul>	<ul style="list-style-type: none"> <li>• Rate capping for LG. More with less, particularly for growth areas. This may lead to reduced expenditure for things like professional development, assoc. membership.</li> <li>• Registration of engineers</li> <li>• Employment for student/grad engineers</li> <li>• Membership numbers are starting on a downward track. It is felt there is a need to look at the value.</li> </ul>
<b>Tasmania</b>	
<ul style="list-style-type: none"> <li>• Strong cross-pollination with other associations e.g. Water</li> </ul>	<ul style="list-style-type: none"> <li>• Water reform circa 2009. Relevance of IPWEA in the face of water industry associations.</li> <li>• Membership – only 20-30 u35 members and few women.</li> </ul>
<b>South Australia</b>	
<ul style="list-style-type: none"> <li>• Untapped market/opp in education: schools, TAFE, uni.</li> <li>• Mentoring program is contributing to the relevance of IPWEA.</li> <li>• Opportunity to shape future of IPWEA</li> </ul>	<ul style="list-style-type: none"> <li>• Economic downturn is seeing experienced engineers competing against grads for graduate positions.</li> <li>• Difference between the two universities is academic/practical. Leading to many grads coming out with a heavy theoretical bias.</li> </ul>

- Movement in universities towards a heavily theoretical course is disenfranchising the more hands on engineering students
- Very limited opportunities for students/grads in engineering fields.
- EA are competitors. E.g. at West Torrens, the ccl will fund one association membership. EA get into the universities and sign up pretty well every student.

#### Western Australia

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| <ul style="list-style-type: none"> <li>• Commitment to \$4bn infrastructure investment by WA gov. greatest beneficiaries will be private construction firms.</li> <li>• Support of the executive and board</li> <li>• Combine YIPWEA event with regional IPWEA event.</li> <li>• Webinars</li> </ul> | <ul style="list-style-type: none"> <li>• Local government reform and its failure to go through</li> <li>• Mining construction phase has essentially ended and production phase requires far fewer skilled employees even down to machine operators (autonomous vehicles).</li> <li>• Perception of IPWEA as a local gov assoc. and the problems this poses with engaging with private companies delivering public infrastructure.</li> <li>• Involvement from privately employed members presents issues around availability for involvement</li> <li>• Tyranny of distance and engagement with regional members.</li> </ul> |
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#### Queensland

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| <ul style="list-style-type: none"> <li>• Local conferences have led to a grass-roots movement in YIPWEA</li> <li>• YIPWEA rep on each of the branch committees, assists in maintaining relevance.</li> <li>• Engagement with universities</li> <li>• Ageing workforce will present substantial opportunities for young members to progress and take on a lot of that knowledge.</li> <li>• Female representation slowly growing, the CQ Branch has recently appointed a female committee members for YIPWEA.RPENG – IPWEA QLD is an assessing authority. U35 are buying into IPWEA QLD registration process because it is cheaper, more relevant and</li> </ul> | <ul style="list-style-type: none"> <li>• Engagement – tyranny of distance, remoteness and isolation. Low density of membership.</li> <li>• Relevance – hard to achieve engagement. YIPWEA members, despite being members, generally didn't understand what IPWEA does. They had joined on trust, on the recommendation of senior staff.</li> <li>• Employment – particularly for u35's is poor. Resources sector is trending down. Change of government from LNP to Labor. New government don't have a pipeline of infrastructure projects. Grads are having to move all over the state to find work which in</li> </ul> |
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decentralised. Assessors are dispersed throughout QLD, this consolidates the relationship between young members and older.

many situations compounds the isolation felt.

- Financials – significant reduction in grad/cadet programs in the face of financial pressures. Ccls are betting on the skills being there when they need thus not having to worry about ‘growing their own’. The general downturn in economic activity is also having an impact on sponsorship. Ccls and private companies pay membership of their employees. When the hard times hit, companies don’t pay and individuals are reluctant to pay their own way.

#### **New Zealand**

- Joint events with IPENZ.
- Development and training is moving forward with a YIPWEA NZ member on the organising committee.
- Input into the 30yr infrastructure plan
- Good gender diversification on the Young IPWEA committee
- Transformation from e-NAMS to Young IPWEA. Lots of ideas but struggling to implement.
- Tyranny of distance. Small number of u35 in each regional group.
- Perception that IPWEA NZ is a bit stagnant, that it is not really moving forward.
- Demographics – public long in the tooth, private generally younger