



young
IPWEA

INSTITUTE OF PUBLIC WORKS
ENGINEERING AUSTRALASIA

2018-2020 Action Plan

VERSION 2.3

ISSUED: FOR BOARD APPROVAL

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

Revision History

Name	Date	Reason For Changes	Version
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
Will Barton	October 2017		2.0
Nicola Daaboul	January 2018	New Term (2018-2020) and Chair	2.1
Nicola Daaboul	February 2018	Revision with new Committee	2.2
Nicola Daaboul	March 2018	Revision with new Committee; Ready for Board Endorsement	2.3

Summary

This document outlines the 2018-2020 action plan for Young IPWEA. The intention is to create a uniform approach for the Division Chairs to achieve goals and to gauge their success within their respective Divisions.

In the previous 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.

There continues to be significant uncertainty in the public works industry with local government reform continuing in NSW, introduction of rate-pegging in Victoria and significant changes in the underlying economic trends in public infrastructure investment across Australia and New Zealand. In combination, these have had the effect of continuing to place pressure on young public works professionals, which in turn has meant that there has been no easing of the importance on building the relevance of IPWEA to this young cohort and delivering value.

Since the last iteration of the Action Plan, the annual YIPWEA Pulse Survey has been conducted twice. This data has now been incorporated into the Plan and into the actions the Young IPWEA Committee intend on delivering over its term.

The focus of this Action Plan has been maintained from its predecessor, with the two overarching strategic objectives being:

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 four years have seen Young IPWEA strengthen its presence in 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, and there is now considerable momentum to carry forward into this Action Plan.

It must be recognised that each Divisional Chair and their 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. Indeed, one of the defining constants of the 2015-17 term was the routine 'churn' of Committee members.

In August 2017, at the annual Young IPWEA meeting, it was agreed that the prevailing direction of the Action Plan was still relevant and that, with consideration of the input from this meeting, the strategic objectives remained just as relevant as they were two years prior, with the addition of Member Growth.

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

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

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 realize their full potential leading public works and services, infrastructure planning, delivery and operations.

Value Proposition Statement

As a young public works professional your priority is to focus on nurturing your fledgling career, feeding it and living it as it grows.

Membership of IPWEA is the step in building a successful career and growing as a professional; the opportunities for developing your networks and relationships are many, from a local to a global scale.

IPWEA also delivers on advocating for its younger members, working to ensure that there is a career path from where you are today to where you want to be in the future; it's about becoming involved in something greater and achieving excellence for your community.

IPWEA membership represents great value for money; join the IPWEA family and let your career take flight.

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:

Table 1 Opportunities and Challenges Facing Young IPWEA by Division

Strategic Objective	Challenge/Opportunity	Division							
		New South Wales	New Zealand	Victoria	Tasmania	South Australia	Western Australia	Queensland	
Engagement	Regional locations/growth	Threat	Threat	Threat			Opportunity & Threat	Opportunity	
Engagement	Networking/social events	Threat	Threat						
Engagement	Delivering our messages	Threat		Threat	Threat				
Engagement	Pocket Sally	Opportunity							
Engagement	Committee		Threat	Threat			Threat	Opportunity	
Engagement	Social Media			Threat					
Engagement	Technology							Opportunity	
Member Growth	Small membership base				Threat		Threat		
Member Growth	Cross-promotion with associated bodies	Opportunity		Opportunity	Opportunity				
Member Growth	Leaving local government triggers leaving IPWEA			Threat					
Relevance	Events – relevance and involvement	Opportunity & Threat	Opportunity	Threat	Opportunity		Opportunity & Threat		
Relevance	Foundation	Threat							
Relevance	Cadetships	Opportunity & Threat	Opportunity						
Relevance	Initiatives		Opportunity	Opportunity					
Relevance	Mentoring	Opportunity			Opportunity		Opportunity		

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 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 4 years 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 August 2017 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 August 2017 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.

Priority	Action	Detail/Measurement	Responsibility	Completion Date
1	Communicate the value of membership	Review and update 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 and circulate to all members	Young IPWEA Chair, CEO; Division Chairs & CEOs	Nov 2018
2	Evaluate the Young IPWEA Mentoring Program	The mentoring program engages members that are well-advanced in their career to coach and mentor the professional and technical leaders of tomorrow. Evaluate and grow the Mentoring Program as our Flagship program	CEO, All Chairs	July 2018
3	Mentoring Database	Explore the potential for a Mentoring Database that includes list of potential willing industry mentors and their contact numbers who can act as informal mentors	All Chairs work on Proposal Implementation	July 2018 Dec 2018
4	Improve/Expand the Experience	Explore Opportunities expand the experience provided to YIPWEA Members i.e. Career development skills, soft skills, leadership and management	Young IPWEA Chair, CEO; Division Chairs & CEOs	Nov 2018

		skills, webinars are all areas of opportunity for development.		
5	Building Relevance for Public Works Professionals outside of LG	Raise Profile through promotion of current members not in LG Explore opportunities to expand current pool of members and identify value proposition for non LG Members	CEO, All Chairs	July 2019

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.

Priority	Action	Detail/Measurement	Responsibility	Completion Date
1	Pulse survey of u35 members	Ascertain and validate the issues u35 members are facing and to determine the key drivers for engagement. Improve Responses	All Chairs	Annually June/July
2	Improve Engagement at National Conference with U35 Icebreaker and Professional development Workshop associated with Conference Program	<ul style="list-style-type: none"> • Proposal Prepared • Event Planned • Workshop Facilitator Sourced and Confirmed 	Young IPWEA Chair, CEO; Division Chairs & CEOs	Aug 2018 – Proposal for Professional Development Workshop Implemented at Hobart Conference 2019
3	Build Young IPWEA presence - Increase Social Media Presence	Grow our social media presence, driving engagement, fostering discussion and highlighting achievements of Young IPWEA and its members	All Chairs	Social Media Session – March 2018 Social Media Engagement Strategy – October 2018

				Implementation of Social Media Engagement Strategy – July 2019
5	Develop a Welcome Pack for new members (incl. Young IPWEA)	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. Welcome Gift – Token or Branding? Pack be sent out to All Members – encouraging young members to join Branded USB – Includes Video, Information, Links etc	CEO, Chair Young IPWEA	June 2019
4	Encourage a YIPWEA Agenda Item at all IPWEA Events	Ensure all Divisions include a YIPWEA Item for Young Members to Speak/ Present Projects/Share Ideas	Young IPWEA Chair, CEO; Division Chairs & CEOs	Items detailed in calendar of YIPWEA Events September 2018
6	Provide More YIPWEA Events	Explore Opportunities for additional YIPWEA Events	Young IPWEA Chair, CEO; Division Chairs & CEOs	Items detailed in calendar of YIPWEA Events Annually
7	Development of Engagement Strategy	The Australasian Board has asked YIPWEA to develop a strategy to improve the experience and conversion of student to paying members and young members	All Chairs	November 2018

Opportunities/Strengths	Challenges/Threats
New South Wales	
<ul style="list-style-type: none"> • Professional development & career development • Municipal Foundation and Foundation grants – funding attendance at conferences and professional development • Pocket Sally • Cadetships • Advocacy initiatives i.e. notice of Motion for the recognition of engineers 	<ul style="list-style-type: none"> • Networking in the regional areas. Young members are joining IPWEA to attend networking events to get together, but this isn't happening. • Regional quarterly meetings are good but they want more stuff related to YIPWEA. • Feedback is that we still need some YIPWEA exclusive events. • Promoting what we're doing – how do we get the message out? They don't look at the email newsletters, they don't have Twitter, little time for LinkedIn etc.
Victoria	
<ul style="list-style-type: none"> • Strong support from IPWEA Vic • Annual lawn bowls tournament • \$5 coffee challenge – informal engagement with senior/fellow members. U35 contacts the fellow for coffee • Ask the dumb questions • Engaging with other professional institutes – a few joint drinks • Retaining our members but little growth 	<ul style="list-style-type: none"> • Regional growth – challenge for IPWEA as a whole. • Feedback from young members that they want regional events but there aren't the volunteers/participants there to support them. • High turnover in the YIWPEA committee. • Leaving the local government sector triggers a departure from IPWEA. • Dead wood on the committee • Struggle to get YIPWEA members along to state level events (e.g. conferences). Scholarships have been handed out in the past to students, hit and miss on participation/attendance. Looking to split the scholarships half to students, half to u35. • U35 members still don't understand the benefits • Social media
Tasmania	
<ul style="list-style-type: none"> • Strong cross-pollination with other associations e.g. Water • Quite a bit of involvement in State Conference from Young members. 	<ul style="list-style-type: none"> • Small membership base • Engagement is still an issue • Trying to sell it

<ul style="list-style-type: none"> • Cross-pollination between IPWEA and TAMS (municipal works) • Trying to get the relationships built up • Opportunity for mentoring for members • Connecting with university for promotion 	
South Australia	
<ul style="list-style-type: none"> • Untapped market/opp in education: schools, TAFE, uni. • Mentoring program is contributing to the relevance of IPWEA. • Opportunity to shape future of IPWEA 	<ul style="list-style-type: none"> • Economic downturn is seeing experienced engineers competing against grads for graduate positions. • Difference between the two universities is academic/practical. Leading to many grads coming out with a heavy theoretical bias. • 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	
<ul style="list-style-type: none"> • More experienced members are keen to support younger members through mentoring. • No student members • Significant public expenditure • Business case for sustainability of skills • Committee is centred in Perth 	<ul style="list-style-type: none"> • Challenges • Entirely new committee in the last month or so. • More casual events – separate and distinct from networking events. • No student members • Organisations are absorbing the returning engineers from the mining sector and grads aren't getting a look in. • Committee is centred in Perth
Queensland	
<ul style="list-style-type: none"> • Each of our branch committees has a young rep and they're fully subscribed. • Technology – business case for use of tech to live broadcast conferences • Knowledge centre – indexed library of papers and recordings from conferences 	<ul style="list-style-type: none"> • Engaging with our regional members/branches. Very remote at >8 hour drive to the coast. • Technology • Tyranny of distance

New Zealand

- Branch meetings have changed with far more young people attending. Meetings are quarterly – includes at least one YIPWEA presentation or a four by five (i.e. four u35 speakers giving a five minute pres).
- Fostering our futures is an initiative coming out one of their branches. Seed funding from the Tertiary Education Commission to develop an asset management cadetship.
- Increased numbers of cadetships
- Big solutions initiative.
- Networking events, tried it, it failed. Only two went ahead and there were only a handful that turned up to those.
- Committee largely regional
- Clean out of the committee and change-over