

Strategic Planning Forum

Part 5: Stakeholder Strategies Developed by
Congress Focus Groups – 2009
(tabled on the day)



ENGINEERS
AUSTRALIA

Stakeholder Strategies

CONGRESS FOCUS GROUPS

March-May 2009

INTRODUCTION

The strategies presented in this paper are the result of work over the period March-May 2009 by five Focus Groups of volunteer Congress delegates. It was the third and final major activity to provide support material for the July 2009 planning forum to develop a new Strategic Plan for the five-year period 2010-2015.

Approach

As the results on the following pages demonstrate, Engineers Australia is engaged in a very wide range of activities in support of its Charter obligations, involving a great variety of internal and external stakeholders in differing relationships.

The purpose¹ of this work was to generate a list of strategies which could be considered for our next Strategic Plan, by looking at how we would prefer to see our key stakeholder groups behaving: “what will they be doing if Engineers Australia is successful in achieving its overall vision?”

Based on responses by Congress delegates, five small Focus Groups were formed, each chaired by a national Councillor. A list of suggested stakeholder groups was provided for consideration, split among the five Focus Groups.

In brief, via teleconference, the Focus Groups:

- reviewed the suggested range of stakeholder groups to be considered, adding more definition in some cases,
- ascribed a small number of key preferred behaviours to each stakeholder group, resulting in some 130-140 preferred behaviours,
- created (with staff support) ‘measurable’ objectives for the stakeholder groups by a simple 1-1 translation of each of the preferred behaviours in total,
- attributed (with staff support) each objective to one of the six Strategic Domains introduced in the Environmental Scan Report, and
- analysed the objectives in order to group them within a set of broad strategies for each Domain.

Strategic Domains

Suggested revision of some Domain titles are as indicated in the following pages.

Priorities

The strategies suggested provide a comprehensive range of possibilities to help Planning Forum participants consider strategic priorities for the next five years.

The only priority-setting done in this process occurred implicitly by limiting the range of preferred behaviours to a small number for each stakeholder – those which Focus Group members felt would indicate most strongly whether Engineers Australia was being successful.

¹ The stakeholder analysis process was adapted from the publication ‘Strategic Factors’ by Graham K Kenny, President Press, 2001

SUMMARY OF STRATEGIES

1 COMMUNITY ENGAGEMENT

(or combine with 3 – LEADERSHIP AND INFLUENCE?)

- 1.01 Take the lead in engaging more directly with our communities

2 PROFESSIONAL DEVELOPMENT

- 2.01 Publicise the benefits of professional development to all members of the profession
- 2.02 Identify professional development pathways and create peer support arrangements to encourage members to pursue whole of career learning
- 2.03 Provide professional development opportunities
- 2.04 Promote the benefits of Chartered status to employers and Governments
- 2.05 Ensure regulation and practice standards for the profession are kept up to date

3 LEADERSHIP AND INFLUENCE

(or LEADERSHIP AND ADVOCACY?)

- 3.01 Create the environment for strong contributions by engineering leaders to public policy debate and to industry decision-making
- 3.02 Engage with general media to inform the wider community of Engineers Australia's opinions on issues of importance to our way of life
- 3.03 Engage with national and international counterparts to pursue matters of mutual interest

4 IDENTITY AND SELF-ESTEEM

(or RECOGNITION AND PROMOTION?)

- 4.01 Promote the engineering profession to the community and to potential members of the profession
- 4.02 Promote the benefits of membership of Engineers Australia
- 4.03 Promote and recognise the value that engineering excellence and innovation delivers to society and communities

5 PROFESSIONAL TRAINING AND RECRUITMENT

(or EDUCATION, TRAINING AND RECRUITMENT?)

- 5.01 Increase community awareness of engineering as a career and influence government policy on education in primary and secondary schools
- 5.02 Ensure that the undergraduate engineering curricula are attractive and relevant to current issues, sustainability imperatives, and community concerns
- 5.03 Engage with engineering students and encourage them to become members of Engineers Australia

6 INTERNAL STRUCTURE AND ADMINISTRATION

- 6.01 Make best use of technology and knowledge management techniques to meet the communication and information needs of members, potential members and staff effectively and efficiently
- 6.02 Provide a simple and effective governance and recognition framework to reward the combined efforts of office-bearers, volunteers, and staff and to ensure sustainability in our operations

1 **COMMUNITY ENGAGEMENT** (or combine with 3 – LEADERSHIP AND INFLUENCE?)

Engineers Australia needs to take the lead so the profession is seen to engage more directly with our communities on issues of current concern to them and on which they can look to the profession to create sustainable solutions.

1.01 **Take the lead in engaging more directly with our communities**

We need strategies to achieve:

- more of our engineering champions interacting with the community and Governments on:
 - the impact that engineering has on amenity, security and prosperity for the community at large, and
 - how communities can use engineering to deliver beneficial solutions
- more community groups becoming involved on sustainability issues in the planning of engineering developments
- local government regulatory bodies putting more emphasis on sustainability and life cycle issues in local infrastructure development processes
- more tertiary engineering students contributing to national and international community support projects (eg via EWB)
- national and international non-government organisations:
 - acknowledging and utilising the contribution of engineering more in their operations, and
 - promoting internationally the social value for developing nations of the contributions by engineers.

2 PROFESSIONAL DEVELOPMENT

Provide the framework for advancement of the profession through an emphasis on innovation, application of professional technical skills, and the professional development of our members

2.01 Publicise the benefits of professional development to all members of the profession

We need strategies to achieve:

- higher numbers of members and non-members attending our CPD events - including co-badged events
- more promotion by Technical Societies of Engineers Australia's role in supporting their learned society events, and our credentials as a champion of multi-disciplinary and sustainable solutions

2.02 Identify professional development pathways and create peer support arrangements to encourage members to pursue whole of career learning

We need strategies to achieve:

- more of our full members contributing in voluntary roles, supporting the ongoing diversity of interest groups within Engineers Australia, and promoting professional development through Engineers Australia
- more offers from eminent engineers to present CPD roadshows
- more Fellows and other honoured members acting as expert panellists for Chartered status interviews
- more Fellows, retired engineers and other honoured members mentoring younger engineers, in group and individual settings
- more female members:
 - working with employers to create supportive environments for female engineers in the workplace, and
 - providing support for female engineers undertaking and returning from career breaks
- more non-metropolitan members initiating and participating in the activities of their regional groups
- more active volunteer members widening their contribution to multiple areas of interest
- more qualified non-members contributing as volunteers to support our activities
- more corporate employers encouraging employees to contribute to our activities
- more smaller engineering firms enabling their staff to participate in CPD activities
- stronger engagement on career issues and professional development by managers with their engineer employees
- increased recognition and use of engineering categories in job structures by government employers

2.03 Provide professional development opportunities

We need strategies to achieve:

- more larger companies and government departments contributing to learned society events for the advancement of the profession
- more migrant engineer members sharing their overseas-based knowledge and experience with other members of the profession
- more offers by other professional bodies – engineering and non-engineering – to work collaboratively with us on CPD activities of mutual interest
- sustained quality in the CPD experience offered by Technical Societies in their multi-disciplinary areas of interest
- a sustained alignment between Engineering Education Australia’s annual program offerings and our current priorities for CPD
- greater use by our members of the Engineers Australia website for professional networking and information

2.04 Promote the benefits of Chartered status to employers and Governments

We need strategies to achieve:

- more larger companies joining our PDP program
- more proactive support from employers for their employee PDP participants
- more promotion of Chartered status for academic staff by engineering deans
- more job advertisements seeking Chartered engineers
- more graduate members, engineering faculty staff, migrant engineer members, and technologist and associate members pursuing Chartered status
- a higher rate of active participation each year by our PDP members (lodging CERs and EPRs)
- a higher number of members holding and maintaining current Chartered status
- more academic staff and government employees with Chartered status experiencing career advancement

2.05 Ensure regulation and practice standards for the profession are kept up to date

We need strategies to achieve:

- better collaboration and a sense of urgency by the Federal Government to establish a nationally consistent regulatory regime for engineers
- better collaboration to encourage all government jurisdictions to keep both Engineers Australia and industry involved in regulatory developments
- more qualified non-members pursuing registration
- improved collaboration with Standards Australia:
 - to ensure an effective ongoing relationship for the benefit of the profession
 - to keep a limit on the range of non-basic and non-technical standards subject to review by Standards Australia
- a stronger reputation for local government authorities as guardians of engineering standards

3 LEADERSHIP AND INFLUENCE (or LEADERSHIP AND ADVOCACY?)

Provide a respected voice for the profession to influence leaders and decision-makers on public policy and wider community issues

3.01 Create the environment for strong contributions by engineering leaders to public policy debate and to industry decision-making

We need strategies to achieve:

- the Federal Government seeking Engineers Australia's policy input on a wider range of national issues
- continuing engagement between State/Territory authorities and Division leadership over issues affecting all disciplines of the engineering profession
- more ways for local governments to support the activities and objectives of Engineers Australia (including collaboration with like-minded professional bodies)
- more office bearers, Fellows and other honoured members acting as public ambassadors for the profession
- more academic (engineering) staff with governance roles in industry
- more promotion of Engineers Australia and staff engagement with governments

3.02 Engage with the general media to inform the wider community of Engineers Australia's opinions on issues of importance to our way of life

We need strategies to achieve:

- more positive responses from the Federal Government to unsolicited submissions from Engineers Australia on matters of national significance
- more personal involvement of engineering leaders in achieving Engineers Australia's goals for the profession, and promotion of their contributions

3.03 Engage with national and international counterparts to pursue matters of mutual interest

We need strategies to achieve:

- more offers by other professional engineering bodies with a national presence to work collaboratively with us for the advancement of the profession
- a wider range of mutual recognition agreements offered to Engineers Australia by our counterpart international bodies
- maintenance of Engineers Australia's respected level of contribution and engagement in international Accords, and in the activities of WFEO and other international engineering bodies

4 **IDENTITY AND SELF-ESTEEM (or RECOGNITION AND PROMOTION?)**

Inform our members and our stakeholders about the contribution of the profession in ways that promote its image and standing

4.01 **Promote the engineering profession to the community and to potential members of the profession**

We need strategies to achieve:

- increased participation in public promotion of the profession by engineers eminent in their field
- more female members promoting the profession to young women
- more tertiary engineering students acting as public ambassadors for the profession
- more Chartered members acting as exemplars for the profession
- Engineers Media promoting the key messages of Engineers Australia in all their communication channels
- more references and links to Engineers Australia's website in the websites of our wide range of stakeholders

4.02 **Promote the benefits of membership of Engineers Australia**

We need strategies to achieve:

- more of our student, graduate, migrant, technologists and associate members encouraging their non-member colleagues to EA membership and attendance at events
- our Technical Societies' leaders encouraging more of their engineer members to join Engineers Australia
- more qualified non-members joining Engineers Australia as a result of positive experience or recommendation via our collaborating partner organisations
- our staff encouraging more potential members to join Engineers Australia
- more engineering faculty staff joining Engineers Australia
- increased retention of overseas membership
- a higher proportion of student members upgrading to Graduate Member each year
- a higher proportion of Graduate Members upgrading to full Member each year

4.03 **Promote and recognise the value that engineering excellence and innovation delivers to society and communities**

We need strategies to achieve:

- all employers of engineers actively promoting engineering excellence and innovation in the wider community
- greater coverage in the general media of achievements of engineers and engineering across all disciplines
- increased positive references in both the general and specialist media to Engineers Australia's views and policies
- a stronger focus on the achievements of eminent Engineers Australia members in the specialist media
- a high and frequent profile being maintained in both the general and specialist media for Engineers Australia's showcase events

5 PROFESSIONAL TRAINING & RECRUITMENT

(or EDUCATION, TRAINING AND RECRUITMENT?)

Take steps to keep engineering a relevant and attractive avenue for the future careers of young Australians and to recruit them as members of Engineers Australia

5.01 Increase community awareness of engineering as a career and influence government policy on education in primary and secondary schools

We need strategies to achieve:

- more parents recommending to their children to study towards a career in engineering
- teachers associations including more information and stronger promotion of engineering in professional development programs for their members
- teachers associations providing more information to assist teachers inform students on engineering as a career choice
- teachers associations continuing to conduct maths and science competitions for students
- more teachers encouraging their students to become involved in engineering outreach programs
- more school children participating in our outreach programs
- education policy-makers in all jurisdictions promoting a national curriculum with the required standards in science and maths, and their relevance to sustainability
- Australian schools increasing their promotion of engineering as a career choice to students, implementing curricula with the required standards of maths and science and explaining their relevance to sustainability
- primary and secondary teachers promoting more strongly programs to school students aimed at improving their maths and science skills, and their relevance to sustainability
- more school children enrolling in enabling subjects such as science and maths
- career counsellors emphasising more strongly to school children the benefits of an engineering career to them personally, as well as the benefits to society and a sustainable environment
- more school children expressing interest in engineering as a career pathway (eg enrolling in tertiary engineering studies)
- Federal and State education authorities seeking advice more often from Engineers Australia on curricula and related matters

5.02 Ensure that the undergraduate engineering curricula are attractive and relevant to current issues, sustainability imperatives, and community concerns

We need strategies to achieve:

- universities maintaining progress towards implementation of the recommendations of the Carrick Report
- increased consultation and collaboration over curriculum development by academia with industry
- universities and TAFEs:
 - offering and delivering undergraduate engineering courses which take greater account of student diversity
 - including a stronger sustainability culture across all engineering undergraduate education
- extended coverage of courses offered by TAFEs which have Engineers Australia accreditation
- universities allocating higher levels of funds through their programs to engineering faculties with internationally-competitive degree courses

- engineering faculty staff:
 - arranging more staff and student contacts with industry employers
 - engaging with students in related fields to encourage them towards engineering via further studies (eg Masters as per 3+2 model)
 - engaging with their counterparts in science and design technologies to promote engineering studies to their students

5.03 **Engage with engineering students and encourage them to become members of Engineers Australia**

We need strategies to achieve:

- increased promotion of Engineers Australia membership to students by engineering faculty staff and by TAFE instructors
- more tertiary engineering students taking up free student membership of EA
- more tertiary engineering students contributing to our school-based outreach programs

6 INTERNAL STRUCTURE AND ADMINISTRATION

Engineers Australia needs to make sure that our members and our staff have the best possible support to help them work together to achieve our vision and create an ethos others will want to share

6.01 Make best use of technology and knowledge management techniques to meet the communication and information needs of members, potential members and staff effectively and efficiently

We need strategies to achieve:

- more of our remote and regional members, more of our overseas members, and more of our student members, increasing their usage of our online services and taking more advantage of our other services and programs
- our expatriate members increasing their utilisation of our services to support their professional interest networks overseas
- more currently qualified non-members making enquiries for information on Engineers Australia and our services, and applying to join
- intending migrant engineers increasing their visits to our website seeking information on qualifications and long-term employment
- more members using appropriate technology to capture and share knowledge, obtain information and communicate

6.02 Provide a simple and effective governance and recognition framework to reward the combined efforts of office-bearers, volunteers, and staff and to ensure sustainability in our operations

We need strategies to achieve:

- a wider range of our active volunteer members seeking to take on office bearer roles, and introducing new volunteers from among their colleagues
- stronger collaborative support by staff for the activities of office bearers and volunteers
- more of our office bearers collaborating with our staff on the basis of a good understanding of their respective roles and capabilities
- more of our current office bearers devising and implementing arrangements to promote succession planning
- more retired members taking on volunteer and office bearer roles
- more of our operations incorporating sustainability principles

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