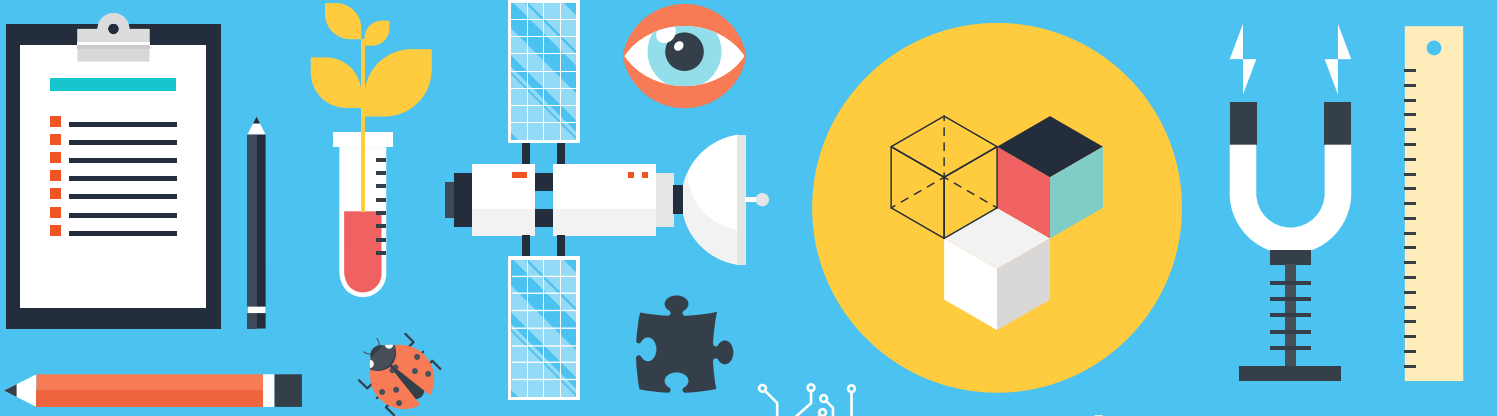
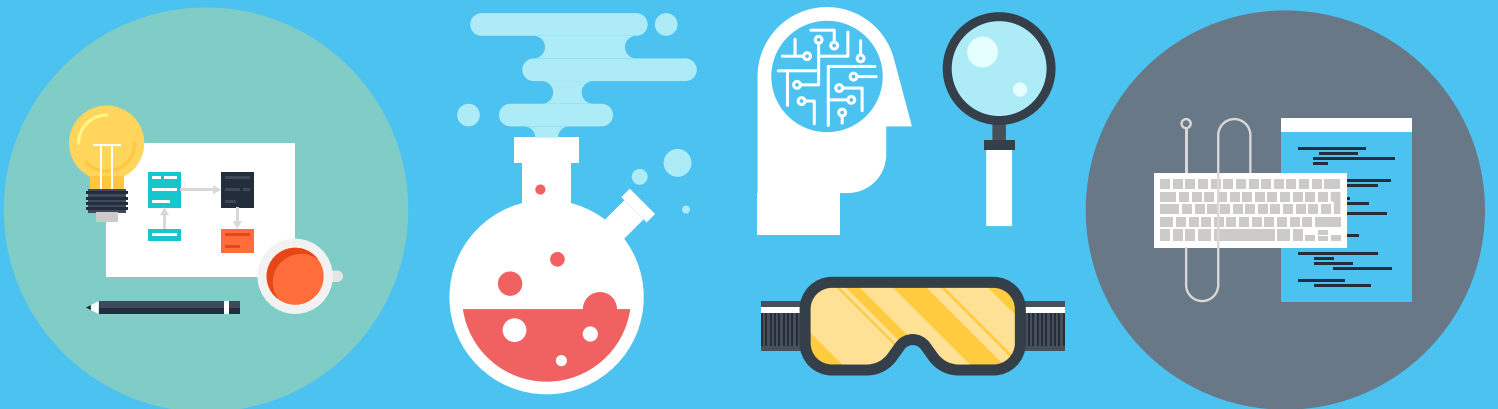
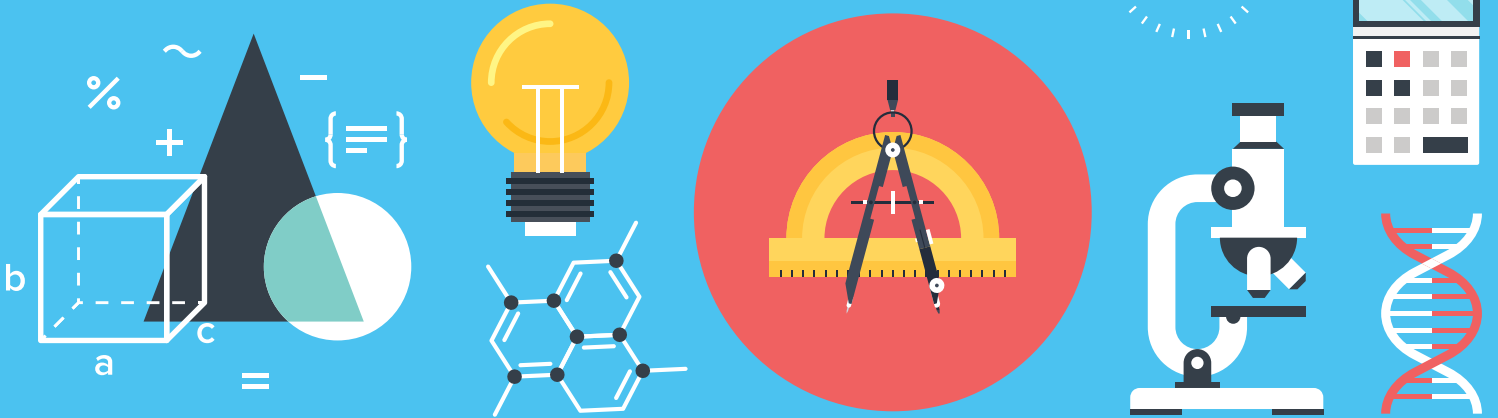


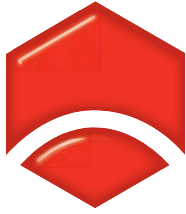
ENGINEERS  
AUSTRALIA

# ANNUAL REPORT 2013-2014



# Our Key Achievements





**ENGINEERS  
AUSTRALIA**

Engineers Australia is the trusted voice of the profession. We are the global home for engineering professionals renowned as leaders in shaping a sustainable world.

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# Who we are

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## ENGINEERS AUSTRALIA

The professional association  
for the engineering team in  
Australia.

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The Institution of Engineers Australia (Engineers Australia) is constituted by Royal Charter to advance the science and practice of engineering for the benefit of the community by:

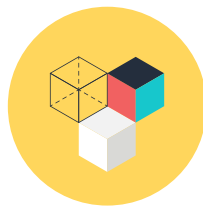
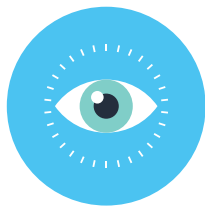
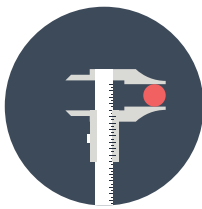
- educating our members and the community;
- facilitating the exchange of ideas and information;
- encouraging the development of knowledge and competency;
- setting and maintaining high professional standards for our members; and
- informing community leaders and decision-makers.

At 30 June 2014, we had 105,000 members in nine geographic localities across Australia and in multiple locations overseas.

Our members all belong to one or more of our eight Colleges covering the different fields of engineering practice. We aim for the Colleges to be the reference point for technical excellence in engineering in Australia. Our members may also belong to any of our 26 Technical Societies which include non-engineer members and collaborate closely with industry.

Our Divisions, Colleges, Technical Societies and Special Interest Groups are led by elected committees of volunteer members who work with our staff to achieve our key objectives.

Engineers Australia has two wholly-owned subsidiaries – our publishing arm, Engineers Media based in Sydney, and our education arm, Engineering Education Australia, based in Melbourne.



## Engineers Australia's annual report aims to:

- inform members of measurable progress against annual and long term goals;
- ensure transparency in reporting, informed by contemporary approaches to corporate responsibility reporting;
- give due emphasis to the key sections of the Institution including the Divisions, Colleges and other special interest groups, to ensure members are adequately updated on all areas of the organisation;
- ensure the annual report process encompasses principal reporting obligations flowing from the Charter and By-laws for Council, Congress, Divisions, Colleges and Technical Societies; and
- inform members of key achievements in a summary printed version, also available online, for use with various stakeholders.

## Annual report communication objectives

The annual report is presented by Council for the business of the Annual General Meeting 2014, together with the audited financial statements, in accordance with By-law 20.2 of the *2011 Royal Charter and By-laws*.

# National President's Report



2014 has been a defining year for Engineers Australia with a range of organisational projects and initiatives entering their operational phase and starting to deliver real results, efficiencies and benefits for our organisation and our profession. The Council, Chief Executive Officer and his team remain committed to our mission of building a modern, nimble, efficient and relevant organisation. In a global and highly competitive market, only those organisations that are responsive to the market will thrive in the long term.

While our organisation remains well placed for the future, evolving pressures in the engineering labour market and uncertainties in the broader industry environment tell us that we must continue to adapt, change and innovate. The market will not stand still, and nor must we.

Our **strength** campaign continued and expanded through the year providing a strong platform for a united and strong voice for the profession and our organisation. It also reinforced the focus on being Chartered as a priority and ongoing development of competencies as being essential to professional practice.

It was personally pleasing to see agreement reached on the establishment of our newest College, the College of Leadership and Management, during the year. This development greatly advances our aim of truly becoming a professional home for all engineers, at all stages of their professional careers.

Following extensive development work across 2013 under the leadership of 2013 National President, Dr Marlene Kanga, our Strategic Plan for the 2014-2017 financial years was finalised and endorsed. This major milestone has seen our Strategic Plan condensed into seven key focus areas so that the organisation can better support our commitments and roles defined in the Royal Charter.

Our ongoing growth and progress would not be possible without the effort of a great many stakeholders across the organisation. I would specifically like to acknowledge the commitment and contribution of our 2011 National President, Merv Lindsay, and the Congress Governance Committee for their tireless efforts in preparing a new governance model which is expected to proceed to member ballot during 2015.

I would also like to acknowledge our incoming National President for 2015, Dr David Cruickshanks-Boyd, and thank him for his efforts throughout the year including his work on developing a revised organisational sustainability framework and climate change policy.

On behalf of Council, I would like to extend special thanks to the Chief Executive Officer, Stephen Durkin, for his achievements throughout the year. Mr Durkin has put the organisation into good shape and I thank him for his ongoing support and commitment to ensuring the ongoing growth and success of Engineers Australia.

I would also like to extend my thanks to our Council, National Congress, our members, and the Engineers Australia staff for their efforts and commitment across the year. On a more personal note, I would also like to acknowledge the huge support of my wife Diane throughout my term as National President. This has been a demanding but exhilarating journey and it has been an honour and a privilege to serve as the National President of Engineers Australia in 2014.

**Alex Baitch** HonFIEAust CPEng NPER RPEQ  
National President 2014

A handwritten signature in black ink that reads "Alex Baitch". The signature is written in a cursive, flowing style.

# CEO's Year in Review



The past twelve months have seen significant progress on a number of fronts as Engineers Australia embarks on a major transformational journey.

The development of a major cultural reform program to ensure we are a modern organisation with contemporary business practices has been a core focus of the organisation. Over the last year we have:

- finalised a new vision statement to guide our internal strategies;
- reorganised ourselves into four distinct business areas to better focus core activities;
- implemented new performance management and business planning systems aligned to our new Strategic Priorities 2014-2017; and
- introduced video-conferencing, which is now being widely used across Engineers Australia.

An important part of our Member Value strategy to provide better services to our members, includes an \$8 million investment in a new Management Information System. We are now delivering a range of new services through this dynamic platform including eChartered; a new member portal – myPortal; eRenewals; electronic newsletters tailored to specific market segments; and EA Connect, to connect students and graduates to industry. Earlier this year we launched Engineering OnLine (EOL) through our subsidiary business Engineering Education Australia (EEA).

We remain committed to adopting technology solutions to enable us to deliver more personalised services to our members in a way that is more professional and scaleable.

A renewed focus on our policy and media area has been fundamental in developing a stronger leadership position for Engineers Australia among the community. This work has resulted in a record number of policy submissions and more than doubling of our media coverage. Furthermore Engineers Australia was recognised with a National Press Club award for Best Digital Government Relations Campaign in November 2013.

Engineers Australia is in strong shape with net assets of over \$30 million, baseline membership numbers continuing to grow and an operating surplus of \$1.6 million for the 2013-2014 financial year.

The financial result this year has been especially pleasing given the continuing softness in the engineering employment market. This result has been assisted by a one-off Payroll Tax Refund of \$2.4 million (net), a major effort by staff to challenge our historical tax payment in this area.

Other highlights this year have included Engineers Australia receiving a major international award for our **strength** campaign and the significant background work that has been carried out in preparation for our Convention in November 2014. We are confident that Convention 2014 will be a major success; the largest engineering event ever held in the Southern Hemisphere.

**Stephen Durkin** FIEAust  
Chief Executive Officer

# National President's Focus for 2015

DELIVERING VALUE TO ALL  
MEMBERS AND THEIR EMPLOYERS



As National President for 2015 I will work with Council and our CEO to ensure that our organisation delivers value for all members and their employers. With a focus on excellence in governance and leadership, we will refine our business model to optimise CPD delivery, the performance of our Colleges and Technical Societies, and our value proposition to engineering employers.

There will be three specific areas that I will support and accelerate:

## 1. Organisational cultural change program

Support the organisational cultural change program to deliver a high performing team focused on member value. In particular, look to accelerate the cultural change including examining any potential opportunities for wholesale positive transformation of organisational activities.

## 2. Key governance changes

Implement key governance changes, driving a step change in the way we identify and appoint our governing Council, and how they in turn lead the organisation. Having the best Board to oversee the organisation is the first step in achieving outstanding relevance for members and potential members.

## 3. New College of Leadership and Management

Implement the new College of Leadership and Management which will provide a home for those engineers with an interest in this area.

In addition, I will drive:

- continued improvement in the performance of Council;
- reform in the way we deliver CPD for all members, to position Engineers Australia as 'the place where members go for CPD' and where members feel they are getting better value for money;
- a review of the business model for our Learned Groups, to truly empower Colleges and Technical Societies through a more robust management framework, with potentially greater autonomy and clearer accountabilities. These groups play an integral role in facilitating the integrity of educational standards across the engineering profession. A review will enable these groups to play a more effective role in supporting the delivery of high quality CPD for all members; and
- improvement in our value proposition to engineering employers and to their engineering teams.

**Dr David Cruickshanks-Boyd**  
FIEAust CPEng EngExec BSc PhD  
National President 2015





# National Council 2014



## National President **Professor Alex Baitch**

HonFIEAust CPEng FIPENZ RPEQ BE  
MEngSc MBA (TechMgt)

Professor Alex Baitch is an electrical engineer and principal of his own consulting practice in electrical distribution, utilisation and energy management, and is an Honorary Professorial Fellow at the University of Wollongong. He has served Engineers Australia in many roles for close to 35 years, including Chairman of the Electrical College, director of Engineering Education Australia, an inaugural director of RedR Australia and its company secretary/treasurer in its early years of operation, and a member of the Board of Management of Engineers Australia.

Professor Baitch has been an active member of a number of Standards Australia's national and related International Electrotechnical Commission committees and has chaired both the International Council and the Large Electric Power Systems committee on Demand Side Integration.

He has been a member of National Congress since 2009 and was elected to Council in 2009. Professor Baitch has also chaired Council's Special Committee on Being Chartered since 2011, the Audit and Risk Committee 2011-12; and Chaired the 2013 Congress Liaison Committee.



## National Deputy President **Dr David Cruickshanks-Boyd**

FIEAust CPEng EngExec BSc PhD

Dr Cruickshanks-Boyd is a Fellow of Engineers Australia and a member of the Civil College. He is currently the South Australia Regional Director for Parsons Brinckerhoff (PB), a global infrastructure professional services firm. Dr Cruickshanks-Boyd is responsible for developing and maintaining strategic client relationships for PB.

Dr Cruickshanks-Boyd is a member of the national board of the Centre for Engineering Leadership and Management (a special interest group within Engineers Australia). He was the President of Engineers Australia in South Australia in 2011, and has been a member of several national committees for Engineers Australia (Code of Ethics Committee, Reconciliation Action Plan Steering Committee, and the Audit and Risk Committee).

Dr Cruickshanks-Boyd has a number of non-executive board or advisory council positions including director with Austraining International; board member with the South Australian Chamber of Mines and Energy; member of the South Australian Ministerial Resources and Energy Strategic Infrastructure Council; and member of the South Australian Ministerial Advisory Council for the Mining Industry Participation Office.



## Immediate Past National President **Dr Marlene Kanga AM**

FIEAust CPEng FIPENZ NPER RPEQ  
FAICD BTech(Chem) MSc DIC PhD

Dr Marlene Kanga is a Chartered chemical engineer with extensive experience in risk and safety engineering. She is an experienced business leader and is Director of iOmniscient Pty Ltd which has developed patented software technology for automated video analytics systems that is currently used in smart city projects and was winner of a National Engineering Excellence Award in 2010.

Dr Kanga is currently Chair of the Engineers Australia Innovation Committee. She has been a member of the national Council since November 2007 and has had responsibility for various portfolios including Councillor for Engineering Practice in 2010 and for Finance in 2011. She was Chair of the Engineers Australia Innovation Task Force in 2011-12 and the National Committee for Women in Engineering in 2008-09.

Dr Kanga represents Australia at the World Federation of Engineering Organisations (WFEO) and is a member of the Executive Council and advisor to the WFEO President, representing the Asia Pacific. She also chairs an international committee which is developing resources for natural disaster risk management in developing countries.



### Carla Cher

MIEAust BEng (Elec) (Hons) BSc (Phys)  
MEng (Elec/MicroTech) MIP Law

Ms Cher has combined degrees in electrical and electronic engineering and science (physics). She also has a Masters degree in micro and nanotechnology, specialising in microfluidics, and a Masters degree in Intellectual Property Law.

Ms Cher is presently employed by Watermark Intellectual Asset Management as both a micro technology engineer and a patent and trade marks attorney. She has a professional background in research and development in the telecommunications and biomedical industries, management and technology consulting, business management, intellectual property and intellectual asset management. In addition to micro and nanotechnology and microfluidics, Ms Cher's specialist areas of technology are medical devices, renewable energy including solar, telecommunications, and physics, including optics.

Ms Cher has been actively involved in Engineers Australia since 1998, when she was in her second year at university. She is a Past Chair of Young Engineers Australia – Victoria Division, a Past Chair of the Young Engineers National Committee, and a past Young Engineers Australia representative on Congress for 2011-2012. Ms Cher was elected as a National Councillor in 2013 and is the second youngest member to sit on Council. She is also a Fellow of the Institute of Patent and Trade Mark Attorneys.



### Barry Finlay

FIEAust CPEng BE MEngSc MBA

Mr Finlay is a consulting engineer with over 35 years experience in the electricity supply industry throughout Australia and South East Asia. He is director of his own consulting practice and a director of Engineering Education Australia. His experience includes all aspects of power systems engineering and management including design, construction, operations, asset management and testing in the electricity generation, transmission and distribution industries.

Mr Finlay was a member of Aurecon's Management Group from the mid 2000s to 2011, and the Aurecon Technical Learning and Development Leader from 2007 to 2011, as well as the professional head of Electrical Systems in the Novo Rail alliance from 2009 to 2011. He was the Australian representative on Cigre Study Committee D1 (Materials and Emerging Test Techniques) from 2004 to 2012.



### John McIntosh

FIEAust CPEng EngExec NPER MAICD  
BE (Hons) BBus

Mr McIntosh is a loud and proud Chartered professional engineer. He has degrees in engineering, majoring in civil, and business studies majoring in accounting.

Mr McIntosh's early career was in water supply before moving to the petroleum industry. He has gained experience in design engineering, construction, operations, transport, manufacturing, supply chain management and optimisation, marketing, public relations, human resources, industrial relations, government relations, quality management, business excellence and general management.

In 2000, he set up his own consulting business and coaching business which has a major focus on leadership development. Mr McIntosh has served in a number of roles at Engineers Australia including Chair of VicCELM (2008 & 2009), Chair of the Board of Engineering, Victoria (2010 & 2011), Deputy President (2011), Civil College Board (2011 & 2012), President, Victoria Division (2012 & 2013), Congress (2013 to date) and now Council (2014 to date). He has been an active member of the Victoria Division Committee since 2009.



**Alexandra Meldrum**

FIEAust CPEng FAICD FICHEM NPER  
BE (Hons) BSc GCCM MBA (Exec)  
RGCert Econ

Ms Meldrum is a Fellow of Engineers Australia and a Chartered professional engineer. A chemical engineer, she has worked in the engineering, food and education sectors.

She has expertise in the implementation of strategy and change. She brings to the National Council a deep understanding of organisational transformation, culture change, building organisational capability and leadership development.

Ms Meldrum works as an independent consultant and has taught for 10 years at the Australian Graduate School of Management (AGSM) at the University of New South Wales.

She has been an office bearer at Engineers Australia since 1993 and is the 2014 Sydney Division President.

Ms Meldrum has combined degrees from the University of Sydney in Science and Engineering (University Medal), an Executive MBA from AGSM, a Graduate Certificate in Change Management, and is currently studying towards a Master of Economics, specialising in Analysis and Policy.



**Simon Orton**

FIEAust CPEng EngExec RPEQJP (Qual)  
MAICD

Mr Orton has wide ranging senior management experience in the coal, automotive and extractive industries. His professional background includes mechanical design, system design, operational management, finance, project management, business development, change management, governance, mining productivity and significant organisation performance improvement. Mr Orton has also served five years on an engineering services company board and various advisory boards.

He is a past Queensland Chair of the Centre of Engineering Leadership and Management (CELM) and currently serves on an Australian Coal Association Research Program committee. He is the Immediate Past Chair of Queensland Division Committee and was 2013 Queensland Division President. Mr Orton leads a corporate team at BMA Coal.



**Greg Walters**

FIEAust CPEng EngExec BE (Elec)  
MSc (GW) MMAS (Strategy)

Mr Walters is an electrical engineer with a specialty in Guided Weapon Systems. Mr Walters has held various roles within Engineers Australia over the past 19 years including President of Canberra Division 1997, Deputy President of South Australia Division 2000 and President of Tasmanian Division 2011. Mr Walters led the inaugural Canberra Chapter of Australian Society of Defence Engineering (ASDE) in 2003 and was the ASDE National President in 2004.

He is currently a member of the South Australia Division Committee and is a graduate of the Australian Institute of Company Directors.

Council is Engineers Australia's governing body of nine members. Council appoints and liaises with the Chief Executive, sets regulations and policies, shapes strategic direction, and monitors the organisation's financial sustainability and performance.

# Division Presidents

## THE YEAR IN REVIEW

### Canberra Division

Andrew McLarty



“ We continue to promote the professional development of our members and to advance

the practice of engineering through our technical program. In accordance with the new regulations, we have established a Learned Society Advisory Committee that is looking at ways in which we improve the quality of our CPD offerings. This work is in its infancy and will undoubtedly evolve over coming years.

### Newcastle Division

Murray Thompson



“ Engineering Week was again a great success with an interactive workshop and site

tour for teachers based upon the theme engineering ingenuity. Discover Engineering events were held in several local and regional venues with over 350 students participating at these events. The efforts of our regional groups in organising and facilitating these events has been outstanding, with many favourable comments being received from attendees.

### Northern Division

Jaswant Deo



“ To my pleasant surprise 2014 has been a year of some success. As always Northern Division

stepped up to the plate and gave it our best shot to overcome the challenges often faced by smaller Divisions during periods of change. As a Division we have continued to deliver great service to our members and the community at large. We have also been active in contributing to the Australian Government's Developing Northern Australia strategy.

### Queensland Division

Blake Harvey



“ Focused on ensuring strong government and industry ties we had 40

meetings with government and 31 meetings with industry over the past year. We also provided input into six government plans and strategies and established a Policy Subcommittee to support further submissions. Building these strong relationships and advocating on behalf of the profession is important in enabling us to shape issues relevant to our communities and members.

### South Australia Division

Dr Cristian Birzer



“ 2014 commenced with the Sir Eric Neal Address. Keynote speaker, Hon Dr Brendan

Nelson MBBS FRACP(Hon) FAMA, Director, Australian War Memorial, spoke about the importance of leadership in business, government and as a growing nation. The event included presentation of the Craig Gilbert Leadership Award and university medals.

### Sydney Division

Alexandra Meldrum



“ In 2014, Sydney Division created and implemented a new external communications

strategy for raising our profile and deepening strategic relations with media, government and the community. In 2014, we established a strategic relationship with the office of the NSW Chief Scientist and Engineer. Other early successes have included radio, TV, newspaper articles, tweets and Facebook.

## Tasmania Division

Mike Sylvester



“Community engagement has reached an historical high as measured through media touch points. Our opinions and comments

have been published in television and radio news, and we have achieved several newsprint releases. In supporting our strategic objective, a large part of our strategy for increasing community engagement is to showcase the work of engineers through the Excellence Awards. This process is on track with a number of high profile project entries, which are readily identifiable in the community.

## Western Australia Division

Will Neethling



“The advent of Floating LNG (FLNG) facilities has provided significant discussion, with much of the engineering and

construction done offshore. We presented to the Western Australia Parliamentary Inquiry into FLNG, held technical presentations and hosted a significant engagement program with industry, academia and legislators with a report due to be released in late 2014.

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## Victoria Division

Geoff Hayes



“Continuing to develop professionalism in engineering is crucial to our success and we vigorously pursued

a strategic agenda that promotes professional engineers, engineering technologists and engineering associates to attain Chartered status. In doing so, we have enlisted the support of corporate CEOs, and the Deans of Engineering at our major universities to act as ambassadors for the Chartered generation of engineers.

Our Division Presidents have been proactive in their interactions with state and territory governments, heads of industry and of course, our members.

# College Chairs

## THE YEAR IN REVIEW



College of Civil Engineers  
**Robert Barker**

In August 2013, Barry Tonkin and I attended the 25th Executive Committee Meeting of the Asian Civil Engineering Coordinating Council (ACECC) that was held in Jakarta. I was privileged to sign the Jakarta Protocol 'Civil Engineering for a Sustainable Future' on behalf of Engineers Australia, along with nine other ACECC member countries at the opening ceremony of the 6th Civil Engineering Conference in the Asian Region.



College of Biomedical Engineers  
**Karen Reynolds**

The College's annual Australian Biomedical Engineering Conference (ABEC) was held in Sydney in October 2013. It brought together more than 200 delegates from Australia and overseas, working across industry, research and academia, to discuss many topical areas. As part of the conference, the College again ran its highly successful Clinical Engineering Mentoring workshop. Seven biomedical engineering students from across Australia were funded to attend the workshop, and receive career support and advice from senior members of the College.



College of Environmental Engineers  
**Eric Maranik**

The College has been actively involved in the development of the draft Climate Change and Sustainability Policy for broader member circulation and input. The influence and leadership demonstrated by the College has developed an organisational momentum supporting broad implementation of policy, reinforcing engineering practice in the broader context. This has been a significant achievement.



College of Electrical Engineers  
**Alan Coote**

The Electrical College Board congratulates major award recipients for 2014 including: MA Sargent Medal – Dr Don Sinnott; National Professional Electrical Engineer of the Year – Daniel Norton; and Graduate Electrical Power Engineer of the Year Award – Peter Burnell. The Madsen Medal for 2013 was awarded to Dr Robert Barr and Professor Vic Gosbell.





College of Information,  
Telecommunications and  
Electronics Engineering

**Peter Hitchiner**

Chair collaboration with kindred organisations is something which is increasingly important in delivering the best possible services to Engineers Australia members. During the year, we began to pursue specific initiatives with IEEE and IET with a view to Engineers Australia members deriving significant educational and professional community benefits.



College of Mechanical Engineers

**Paula West**

Some of the more important responsibilities actioned by the Mechanical College Board have been the provision of CPD by sharing each Division's program of CPD events, particularly in regard to interesting speakers; actively seeking quality speakers for the Eminent Speaker program; ensuring continuity of the *Australian Journal of Mechanical Engineering*; and presenting annual awards as recognition of achievement.



College of Structural  
Engineers

**Rob Heywood**

The Structural College Board has undertaken a business case for the succession planning and transition arrangements required under the new regulations. The Structural College is currently developing a skills matrix as part of the transition arrangements. A working group has been formed to assist with this task.



College of Chemical Engineers

**Rob Burford**

The Chemical College Board has continued to publish, in conjunction with the Institution of Chemical Engineers (IChemE), the *CEA Journal* on a bi-monthly basis. The Chemical College has a strong relationship with IChemE, and Engineers Australia jointly runs the Chemeca Conference with IChemE each year. The 2013 Conference was held in Sydney proving a huge success with a broad range of chemical engineering delegates attending.

# Technical Societies snapshot

Engineers Australia's Technical Societies provide national and regional specialist learned society functions for Engineers Australia and Technical Society members.

## AMC

Asset Management Council  
*Chair: Glenn Ingram*  
The AMC is committed to advancing the asset management knowledge and capability of members and the broader community.

## AAEE

Australasian Association for Engineering Education  
*Chair: Associate Professor Colin Kestell*  
AAEE is committed to improving the quality, relevance and performance of engineering education in Australasia.

## ACES

Australian Cost Engineering Society  
*Interim Chair: Alistair Bowden*  
ACES provide opportunities for the exchange of information on the development of total cost management technologies in Australia and encourage increased training and recognition for practitioners.

## ACSS

Australian Composite Structures Society  
*Chair: Professor Murray Scott*  
ACSS's objectives are to guide and foster the acquisition and exchange of knowledge relating to composite structures.

## AEES

Australian Earthquake Engineering Society  
*Chair: Paul Somerville*  
AEES's objective is to reduce earthquake risk by advancing the science and practice of earthquake engineering by improving understanding of the impact of earthquakes on the physical, social, economic, political and cultural environment.

## AFTES

Australasian Fluids and Thermal Engineering Society  
*Chair: Tilak Chandratilleke*  
AFTES promotes and fosters the understanding and application of fluid mechanics, thermodynamics, heat transfer and related areas within Australasia.

## AGS

Australian Geomechanics Society  
*Chair: Darren Paul*  
The AGS's purpose is to promote and advance the theory and practice of geomechanics, support education and training in geomechanics, maintain and improve standards in and encourage the sharing of knowledge.

## APTS

Australasian Particle Technology Society  
*Chair: Associate Professor Cordelia Selomulya*  
APTS promotes the connection, interaction and the co-operation between all organisations working in the particle technology area and act as a forum to disseminate information about advances in particle research.

## ASBSH

Australian Society for Bulk Solids Handling  
*Chair: Dr Peter Wypych*  
The Society's mission is to enhance the discipline of bulk solids handling through research education and sound engineering practice.

## ATS

Australasian Tunnelling Society  
*Chair: Simon Knight*  
The ATS aims to advance the knowledge of the Australasian tunnelling industry through areas of design, construction and utilisation of underground space, including technical aspects, health and safety and ecologically sustainable development.

## ASDE

Australian Society for Defence Engineering  
*Chair: Denton Bocking*  
The Society aims to provide a forum for all aspects of engineering theory, practice, heritage, training and development relevant to the armed forces and the defence of Australia. The Society works to inform members of developments in defence material and major engineering works within the ADF and other armed forces.

## EESA

Electric Energy Society of Australia  
*Chair: Dr Robert Barr*  
EESA was established to advance interests in electric energy and has the key objective of providing a continuous professional development program to members who have an interest in the field of electric energy.

## EMCSA

Electromagnetic Compatibility Society of Australia  
*Chair: Mark Mifsud*  
The Society fosters technical exchange on matters related to the branch of electronic engineering known as electromagnetic compatibility. The Society provides technical presentations for members, participates in Standards Australia Technical Committee TE-003, coordinates a bi-annual Australian symposium for EMC amongst its activities.

## IES

Industrial Engineering Society  
*Chair: Lex Clark*  
The Society is the Australian body dedicated to serving the need of industry for improved productivity by enhancing professional skills of industrial engineers involved with creating wealth through productivity improvement.

## IPWEA

Institute of Public Works Engineering Australia  
*Chief Executive: Chris Champion*  
IPWEA provides member services and advocacy for those involved in delivering public works and engineering services to the community.

## MA

Materials Australia  
*Chair: Dr Cathy Hewett*  
Materials Australia is the peak materials technology body that provides members with competitive advantage and access to networks into industry, research, education, government and the wider community.

## MEMMES

Mining Electrical and Mining Mechanical Engineering Society  
*Chair: Peter Whipp*  
MEMMES looks at engineering disciplines and their applications to mining and its associated industries and suppliers. They encourage research development and education programs that benefit the industry and members.

## MSTS

Mine Subsidence Technology Society  
*Chair: Greg Cole-Clark*  
The Society promotes and supports technical interaction of persons in all levels of the building, construction, mining and other industries affected by mine subsidence.

## RedR

RedR Society  
*Chair: Emeritus Professor Elizabeth Taylor*  
RedR provides emergency assistance to communities devastated by conflict or major natural disasters by selecting, training and providing competent and effective personnel to humanitarian relief programs worldwide.

## RES

Risk Engineering Society  
*Chair: Geoff Hurst*  
The Society actively contributes to the effective management of risks in the workplace and the community by collecting and disseminating information on all aspects of risk engineering through organising technical meetings and conferences and liaising with interested organisations.

## RTSA

Railway Technical Society of Australasia  
*Chair: Katharina Gerstmann*  
The Society promotes the cooperation of academic, industrial, commercial and governmental organisations in relation to the practice and advancement of railway technology and management in Australasia.

## SBSE

Society of Building Services Engineering  
*Chair: Terry Spiro*  
The Society represents the diverse range of issues in building services and actively encourages the participation of technologists and engineers through improving and expanding members' knowledge and skills. The Society is a unified voice for the building services industry.

## SEAg

Society for Engineering in Agriculture  
*Chair: Glen Riethmuller*  
The Society promotes and supports the application of engineering in agriculture and aims to improve communication among those with an interest in engineering in agriculture. The Society provides technical information to members and raises the awareness of the role of engineering in agriculture.

## SESA

Systems Engineering Society of Australia  
*Chair: Shaun Wilson*  
SESA provides a forum for mutual technical development, networking, expending and sharing knowledge with like-minded professional. The Society provides expert opinion on a broad range of issues regarding systems engineering.

## SFS

Society of Fire Safety  
*Chair: Elissa Fazio*  
The Society fosters excellence in fire safety in Australia. It provides leadership and a national focus for the development, understanding, practice and application of fire safety engineering.

## SENG

Sustainable Engineering Society  
*Chair: Alice Howe*  
The Society's mission is to provide a national focus on leadership within the engineering profession for the implementation of sustainability for the benefit of Australian society.



## Our highest achievers

### 2014 Peter Nicol Russell Memorial Medal

The Peter Nicol Russell Memorial Medal is the most prestigious award made by the Institution. First awarded in 1923, it perpetuates the memory of Sir Peter Nicol Russell, a Sydney industrialist during the latter half of the 19th century, who made major donations to the cause of engineering in Australia.

The award is presented annually to a Fellow of the Institution who has made a notable contribution to the science and/or practice of engineering in Australia. The recipient represents the high technical, professional and community service standards of engineering to the engineering profession and to the engineering community.



**Dr Maxwell Lay AM**  
HonFIEAust CPEng FTSE

The 2014 Peter Nicol Russell Memorial Medal recipient, Dr Maxwell Lay, is recognised world-wide as an eminent expert in the fields of structural engineering, road and transport engineering, and information technology.

As a prominent practicing engineer in Victoria, Dr Lay gained his qualifications from Melbourne and Lehigh (US) Universities, and his early career development included positions with BHP where he became an expert in effects of welding on the structural steel.

In 1975, Dr Lay was appointed the Executive Director of the Australian Road Research Board

(ARRB), and over a 13 year period provided the leadership to build the organisation into one of the world's leading road and traffic research organisations.

In 1988, he moved to VicRoads as director of Quality and Technical Services, where he was responsible for the introduction of quality management into the state's road authority as well as planning and design. In 1993, he was appointed Director Major Projects, a role with responsibility for major road developments in the state including the Eastern Freeway and the Western Ring Road.

Dr Lay joined consulting engineers SKM as the independent reviewer for the Melbourne City Link Project in 1996. This role had joint responsibilities to both the state and the City Link developer Transurban to provide advice and assurance on the design and construction of this massive privately financed and delivered public infrastructure project.

Dr Lay was Director of the Royal Automobile Club of Victoria and became Chairman in 1999. He is a past President of the Australian Automobile Association, and Chairman of Intellematics Australia Pty Ltd. He also served as President of the Royal Society of Victoria in 1995-96.

Dr Lay is an author and has been awarded many notable prizes including Engineers Australia's Transport Medal and Monash Prize, the Warren Medal and the Mossief Medal of American Society of Civil Engineers.

He has also made a significant contribution to the Institution. He served on the Victoria Division Committee for several years including a term as Chairman, and was a National Councillor for some 15 years.

Dr Lay is an outstanding member of the engineering profession and is recognised nationally and internationally for his endeavours and expertise.

## Honorary Fellows

An Honorary Fellow is, in the opinion of Council, a distinguished person who has rendered conspicuous service to the profession of engineering, and is eminent in the field of engineering or an allied science.

The key criteria for this award is defined as:

- contribution to community welfare,
- contribution to the profession,
- technical expertise/business.

Council has resolved during 2014 that the following persons be designated as Honorary Fellows of Engineers Australia in recognition of their outstanding achievements.

### Professor Edwin Brown AC

FREng FTSE FieAust CPEng CEng

Professor Brown is a world renowned expert in the field of rock mechanics. He has been a teacher and mentor to engineers around the world, very active in professional societies, and through directorships on a number of government and non-government boards, has made significant contributions to the governance of those organisations.

### Peter Bruechle

FIEAust CPEng

Peter Bruechle, now retired, previously a founding partner and principal in Bruechle Gilchrist and Evans, now BG&E, is a renowned West Australian design engineer who has left his mark all over the state.

### Emeritus Professor Mark Bush

FIEAust CPEng FTSE

Emeritus Professor Mark Bush is a Chartered professional engineer (CPEng), Fellow of the Institution of Engineers, Australia (FIEAust), and Fellow of the Academy of Technological Sciences and Engineering (FTSE). Bush was included in Engineers Australia's Engineering Elite survey 2003, and in *Engineers Australia* magazine's list of Australia's Top 100 Most Influential Engineers 2004.

### Professor Hugh Durrant-Whyte

FIEAust

Professor Hugh Durrant-Whyte is a leading national and international figure in the research, development and commercial exploitation of robotics systems in applications including cargo handling, mining and defence. Durrant-Whyte is also currently CEO of NICTA.

### Peter Godfrey

FIEAust CPEng EngExec

Peter Godfrey is a civil engineer with extensive leadership experience. He commenced his professional career over 30 years ago and has progressed through engineering roles to senior management positions. Peter Godfrey was National President in 2009 and was included in *Engineers Australia* magazine's Top 100 Most Influential Engineers 2009.

### Alan Grummitt

BE (Civil) FIEAust FICE  
FASCE JP CPEng

Over his career Alan Grummitt has had a high profile in industry, having been a member of over 40 commercial company boards including a number of boards of port authorities. He has been a very active supporter of education through his work and leadership on a number of school councils and

through his company's support of engineering students by providing work experience placements for over 45 years.

### Rolfe Hartley

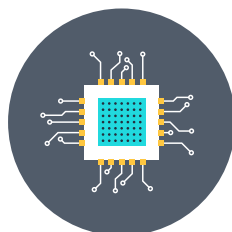
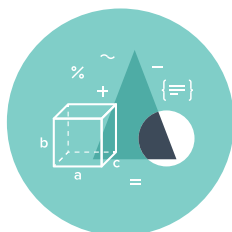
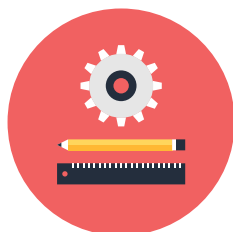
FIEAust CPEng EngExec FIPENZ  
FEIANZ AffMASCE

Rolfe Hartley has nearly 40 years' experience in civil and environmental engineering and project management. He has had a distinguished career in government as the Director of Environment and Heritage in the Department of Defence, and through his various positions held within the consulting engineering industry in Australia, including senior management positions in KBR and Aurecon.

### Kathy Hirschfeld

FIEAust

Kathy Hirschfeld has a Bachelor of Engineering and over 30 years' experience in leadership and executive roles in the oil industry. Currently she is a non-executive director, board member, senator and president of a number of companies and groups.



### **Dr Marlene Kanga AM**

FIEAust CPEng FIPENZ RPEQ

Dr Marlene Kanga AM is a prominent Australian engineer and is also an Honorary Fellow of the Institution of Chemical Engineers. She has been elected to be a Fellow of the Australian Academy of Technological Sciences and Engineering, to be conferred in November 2014. Dr Kanga was listed among the Top 100 Engineers in Australia in 2013 and 2014 and the Top 100 Women of Influence in 2013. She is the 2014 Federation of Engineering Institutions in Asia and the Pacific Engineer of the Year.

### **Dr John Macintosh**

FIEAust CPEng BE (Hon) PhD RPEQ

Dr John Macintosh is an eminent engineer in the field of water engineering covering specialist investigation, design, and computer modelling within the hydraulic, hydrological and hydrogeological fields. He has worked across Australia, South East Asia and the South Pacific.

### **Professor Robert Melchers**

FIEAust CPEng FTSE

Professor Robert Melchers' academic record is outstanding. He has received two five-year Australian Professorial Fellowships from the Australian Research Council, and has published four books, over 200 refereed journal papers and many conference papers and reports.

### **Dr Christopher Roberts**

FIEAust FTSE FAICD

Dr Christopher Roberts is the President and Chief Executive Officer of Cochlear Limited, the global leader in providing hearing solutions for the hearing impaired. Since 2004 when he assumed this role, more than 170,000 people, young and old, have been given this gift of hearing.

### **Robert Rollinson**

FIEAust CPEng

Robert (Bob) Rollinson is a leading Australian engineer who has moved easily from the electricity industry to merchant banking and back, enhancing his reputation all the way. He is a change agent and his career shows how he has set new directions in all the organisations for which he has worked.

### **Professor Moses Tadó**

PhD FIEAust CPEng CEng FICChemE

Professor Moses Tadó is a leading researcher in process systems engineering (PSE) in Australia and is well known and respected worldwide for his contributions to process modeling, optimisation and control, and especially for closing the gap between theory and industrial practice in PSE. His work in both industry and academia has had significant impact.

### **Andrew Yuncken**

FIEAust CPEng (Ret)

Andrew Yuncken is a consulting electrical engineer in his own practice. A graduate of the University of Melbourne, he has nearly 45 years professional experience in manufacturing and consulting. He has worked in several industries including water, power, mining, minerals, oil and gas. Yuncken has specialised in electrical power distribution and electrical control.

# Building the trusted voice of the profession

Immersion in the media is vital for Engineers Australia and the engineering profession. We actively seek media opportunities to demonstrate to government, business and the broader community how engineers and engineering are critical players in advancing and developing our nation.

Engineers Australia has more than doubled its media coverage over the last two years as a direct result of our new media engagement framework and strategy. In 2013-14 we increased our media coverage by 85% compared to results achieved in 2012.

The Council and CEO delivered a clear mandate to boost the public profile of Engineers Australia and increase our media exposure. To achieve this, a specific, actionable and realistic media and communications strategy was created, aspiring to fill gaps with opportunities, and position Engineers Australia among high-profile public policy debates.

Our strategic model espouses five strong key messages, which are a perfect fit for the engineering profession and all it represents. Repeating these key messages has been good for consistency; however there is always balance to be found, as consistency alone can be detrimental if devoid of innovation. While ensuring our key messages have been at the centre of everything we do, we have had the courage to embrace big ideas

and pursue new ways of connecting with the media, which venture beyond the traditional one-page press release. Take for example our interactive media releases, our audio news releases, or our direct engagement with key journalists on Twitter.

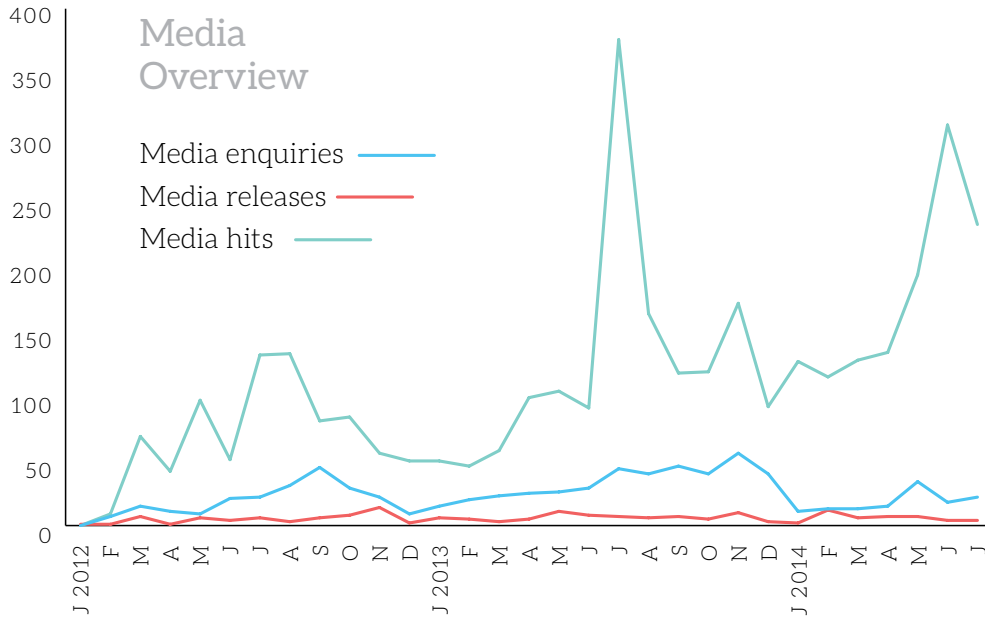
Engineers Australia has worked hard to become a trusted source of information, resulting in some great media achievements along the way.

Engineers Australia has worked hard to become a trusted source of information, resulting in some great media achievements along the way. We made front page of *The Australian* (14 January 2014) when our recommendations to the Productivity Commission's inquiry into the cost of public infrastructure were cited. In these recommendations we informed government – and the nation in resulting media coverage – that more of our workers should be mobilised before looking overseas. The rationale behind this recommendation was discussed by John Laws on 2GB and syndicated across numerous FM radio stations, and made news headlines across the country on ABC Radio National.

The desire to inform and influence government on engineering matters is instructive for Engineers Australia; we do not shy away from taking strong steps to ensure due consideration is made to major decisions affecting engineers. Before Dr Marlene Kanga finished her term as our National President in 2013, she rightly challenged the new 'infrastructure Prime Minister' Tony Abbott to deliver, through her targeted opinion article in the *Herald Sun*. CEO Stephen Durkin echoed Marlene's statements in 2014, warning Abbott that severe downturns in the engineering sector are a litmus test for Australia's ability to deliver on his infrastructure wish list.

Stephen Durkin's pre-budget views on engineering skills were featured in the *Australian Financial Review* the day before the 2014 Budget was released, with follow up comments featured immediately after. Stephen's post-budget opinion article, calling on government for increased transparency in infrastructure planning, appeared in all Fairfax papers across the country. Stephen appeared on ABC national television, Radio National Breakfast and was quoted in the *Sydney Morning Herald* on the changes to education funding and the potential effects this will have on the government's infrastructure agenda.

Engineers Australia plays a critical role in informing the political and business landscape of



decisions which not only affect the engineering profession, but also the broader Australian economy. One example was National President Professor Alex Baitch voicing concerns over high-cost infrastructure processes in Australia affecting productivity and competitiveness in the article 'Costs spike on labour shortages, political cycles', in *BRW* 4 February 2014.

Strategic collaboration with specialist industry and professional bodies has provided Engineers Australia with a legitimate avenue for contributing to policy debates in a robust manner. A prime example was our award-winning involvement in the 'Scrap The Cap' campaign in August 2013.

This collaborative initiative brought together key stakeholders to create a movement for change encouraging the federal government to urgently reverse the introduction of the \$2000 cap on self-funded education expenses. Our spokesperson, Executive General Manager of Public Affairs and Marketing, Dr Brent Jackson, spoke on the issue on behalf of the engineering profession. This resulted in Engineers Australia

receiving record media coverage for a single issue, with 275 articles produced across all platforms within 48 hours, as well as recognition with a National Press Club award for best government relations digital campaign in November 2013.



From local to regional to national news, Engineers Australia has been fuelling educated discussions around the country. From questioning the lack of engineering expertise represented in the Gladstone Port Inquiry in Queensland, to informing the new government in Tasmania it has its work cut out for it in

providing transparent provision of infrastructure, we have been working hard to ensure the voice of the engineering profession is heard.

News happens 24 hours a day, seven days a week. Engineers Australia has responded to this fast-paced environment by making a 24-hour media contact available and we have never missed an opportunity to respond when a media outlet has phoned – at any hour.

Our spokespersons have been equally responsive, many of whom have conducted interviews outside work hours with very little notice. Without the tireless contributions of our National Presidents, our CEO, Division Presidents, General Managers, the Public Affairs team, our policy analysts, Engineers Australia staff and office bearers, no such headlines would be possible.

With an appreciation of the media, the opportunities it presents and alignment to our end goal, our strategy has led us on a journey to success. But we know there is still more road to travel, and we look forward to where this road takes us in the future.

# Leadership and performance

## Leadership and performance

In refining our business model, it has remained important to understand the future of Engineers Australia must be founded on a united approach where all senior leaders are focused on increased accountability and delivering outcomes across the organisation. To support this, Engineers Australia introduced a new leadership group, the Transformational Leadership Forum (TLF), bringing together leaders from our 32 business units and our two subsidiary businesses to drive change and unify our organisation.

A major milestone in the development of a comprehensive people development framework was the introduction of Recognition, Objectives, Appraisal and Development (ROAD).

## Recognition

A new approach was introduced for this year's annual salary review incorporating consideration of how the organisation is performing in terms of budget and other factors such as market parity and economic conditions.

The STAR awards have now become our flagship recognition program at Engineers Australia. STAR awards were presented to employees in December 2013, as nominated by their peers in recognition for consistently going

above and beyond to deliver great outcomes for our members, volunteers and colleagues.

Engineers Australia's recognition programs are aligning with our corporate behaviours and organisational contributions to attract and retain the best people and to support them in reaching their full potential.

## Objectives

A critical aspect of any high performing organisation is everyone consistently working toward an explicit set of leadership expectations. A corporate expectations ROAD map was introduced to staff, recognising different levels within the organisation and accordingly different levels of expectations.

In addition, the TLF introduced new frameworks in business and budget planning to link performance accountability and behavioural expectations for each employee with a clear connection between individual objectives and the strategic priorities of the organisation.

These expectations set out the foundation for the culture at Engineers Australia, and what we truly value towards becoming a world-class professional association.





Clockwise from top left: Engineers Australia Executive, leading core business activity – Michael Allen, Executive General Manager Corporate Services; Rupert Grayston, Executive General Manager Professional Standards and Practice; Ben Leaver, Executive General Manager Member Delivery; Dr Brent Jackson, Executive General Manager Public Affairs and Marketing; Helen Roben, National Manager Governance and Strategic Oversight; Stephen Durkin, Chief Executive Officer.

## Appraisal

A new approach to formal appraisals occurred in May 2014 for all employees to have an open conversation with their manager regarding behaviour and performance against agreed objectives.

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## Development

Engineers Australia is committed to the ongoing development and support towards employee career aspirations. This includes an annual TLF development program and the appointment of an Employee Advisory Team to provide avenues for high potentials to contribute to organisational outcomes. Various training opportunities are available to staff through the People Development department.

Engineers Australia is committed to the ongoing development and support towards employee career aspirations.

A woman with long brown hair, wearing a light blue shirt, is seen from the back, speaking at a white podium. A microphone is positioned in front of her. In the background, several people in business attire are seated and listening. The scene is set in a bright, modern room with large windows. A large teal graphic element is overlaid on the right side of the image.

CPD+ is a new strategy to engage stakeholders in topics that speak to current industry business drivers which are topical, best practice and global.



# Major conferences and CPD events

Our program of conferences and events demonstrate the significant contribution by our Colleges and special interest groups to the advancement of engineering for the benefit of our members and the profession generally.

Engineers Australia ran 22 national and international conferences throughout the year attracting more than 3900 delegates.

Our strengthened partnership with the National Committee for Water Engineering assisted with the delivery of the year's most successful national event, the Water Sensitive & Urban Design (WSUD) conference on the Gold Coast in November 2013. The WSUD, held in partnership with the Stormwater Industry of Australia, was the most successful event in a number of years and realised the importance of the link between brand, reputation and commercially viable events.

This year all eminent speakers had their presentations video-streamed and made available on the Engineers Australia website. One significant speaker in the eminent speakers series was Sir Rod Eddington, who spoke on the future of infrastructure in Australia and the significance of engineering in this planning. This event was held as an interactive online experience with questions contributed from members right across the country.

## Convention 2014

Planning for Convention 2014 has been paramount for the Convention and Events team this year. From 24-28 November 2014, Convention 2014 will facilitate collaboration across all Engineers Australia stakeholders to showcase the profession. The theme for this groundbreaking conference is: Our Voice, Our Future.

## CPD+

An exciting new area of continuing professional development is CPD+ which has been developed and piloted by our Victoria Division.

The strategy is to deliver a higher quality CPD event (with its own brand CPD+) to engage stakeholders in topics that speak to current industry business drivers which are topical, best practice and global. CPD+ events are delivered in partnership with industry. An important component is taking control of who is in the room to ensure key stakeholders are in attendance, based on the target market which is set by Engineers Australia and the industry partner.

We have delivered a number of different styles of events, from a half-day invite only CEO Forum with Cyient and government to a seminar series presented by McKinsey on their Disruptive Technologies report.

Our member delivery group is now in the process of developing a number of CPD+ events to be delivered across several Divisions.

# Accreditation and assessment

## Accreditation

Our expert accreditation panels visited 22 university, TAFE and private provider campuses, including six offshore campuses. Our panels performed intensive reviews on 113 engineering programs against international accords to ensure Australian qualifications remain internationally recognised.

We also conducted workshops on program design and accreditation, and delivered advisory services to education providers.

Engineers Australia played a support role in Sri Lanka's admission to the Washington Accord for international recognition of their engineering undergraduate programs. We also provided support to China and the Philippines in their bids to join the Washington Accord.

## Improving Chartered supports and assessments

New Chartered enrolments and completion rates slowed this year. We developed a renewed focus on candidate support and process reforms.

We made enhancements to our online Chartered submission and assessment system on the basis of customer feedback. A suite of new guidelines, online information and support resources for Professional Development Program (PDP) participants and coordinators was delivered following extensive customer consultation. We also implemented PDP participant support campaigns to assist Chartered progress.

A Chartered assessment manual was developed to improve consistency nationally and reduce the requirements for re-admission to Chartered. Our team developed process reform options including a review of submission requirements for mature engineers. This process reform work continues into 2014-15.

## Migration skills assessment

During 2013-2014, our Migration Skills Assessment unit received almost 8500 applications from persons with engineering qualifications wishing to migrate permanently to Australia.

Work commenced on an online candidate interface and assessment management system in June 2013 as part of the MIS renewals program. This is now in the final phase of implementation. The launch of the system is planned for the end of calendar year 2014.

Our migration skills assessment service has remained very highly regarded by migration agents and their clients, and we continue to build our relationships with the Department of Immigration and Border Protection, and the Migration Institute of Australia.

Engineering Education Australia continued to deliver the Federal Government's authorised Professional Year program for skilled graduate temporary visa migrants.

## Registration of engineers

We continued to work with state governments that are considering engineering registration schemes to seek consistency in registration schemes across Australia. We also engaged with the Queensland government in its review of the Queensland registration scheme.

During 2013-2014, our Migration Skills Assessment unit received almost 8,500 applications from persons with engineering qualifications wishing to migrate permanently to Australia.



# National and international partnerships

## Corporate partnerships

In keeping with Engineers Australia's focus on diversifying income streams, a National Corporate Partnerships unit was established in October 2013. The purpose of national corporate partnerships is to identify Engineers Australia's largely untapped potential revenue sources, harness these and convert them into long term partnership opportunities that are attractive to corporate investment.

The appetite among corporations for seamless, consistent, nationwide partnership initiatives is strong and negotiations are well advanced with a number of premier international and local organisations. While this robust demand from engineering firms was expected, the unanticipated desire for national partnerships from respected organisations with an interest in our profession is particularly encouraging.

## International activity

2013-14 saw some significant achievements in advancing the International Strategy of Engineers Australia.

The International Committee, volunteers who represent Engineers Australia globally on international engineering bodies, had its Strategic Plan approved by Council in February 2014. The Strategic Plan guides our international activities, in particular: Engineers Australia representation on international engineering bodies; support of our overseas chapters; international recognition of engineering and professional qualifications; institutional relationships; and effective governance of international activities by various groups in our organisation.

The International Committee also completed formal selection of international representatives to the International Engineering Alliance between February – May 2014.

The successful launch of our international newsletter *Global rEAach* in March 2014 has provided a vital communication resource for our international chapters.

Our international and Asia-Pacific regional activities included Engineers Australia delegations to the World Federation of Engineering Organisations, Federation of Engineering Organisations in Asia and Pacific and also the International Engineering Alliance.

Engineers Australia signed the following agreements in 2013-14:

- Memorandum of Understanding, agreement to conduct joint activities with the Institution of Engineering and Technology in August 2013
- Mutual Recognition Agreement with the Institution of Chemical Engineers in December 2013

At 30 June 2014, Engineers Australia had chapters in London, Malaysia, Singapore and Hong Kong, and interest groups in Qatar and the United Arab Emirates. Our international members make up over 5% of total membership.



The appetite among corporations for seamless, consistent, nationwide partnership initiatives is strong.



# Member services

## Transition to a true member service centre

The MST is now the first point of contact for a number of business areas across the organisation. This includes our Chartered, PDP, Stage 1 and all nine Divisions. Centralising our customer engagement through the Member Service Centre enables the team to deliver a higher quality, more consistent customer experience.

## Extending our hours of operation

The MST is available to assist with member enquiries from 9am-7pm Monday – Friday AEST.

## Delivering outbound campaign activity

MST has delivered a number of outbound campaigns to support key business activities and improve member engagement. Activities include the annual retention campaign, data cleansing, student to graduate upgrade campaigns and Chartered based activities.

With the implementation of new business technology systems in mid-2013, we were able for the first time to analyse key activities of our member service team and benchmark performance against global best practice customer service standards. The results have been outstanding.

Over the past 12 months, the Member Service Team (MST) continued a significant change journey.

Key milestones have included:



# Membership and growth

Total membership as at 30 June 2014

105,283

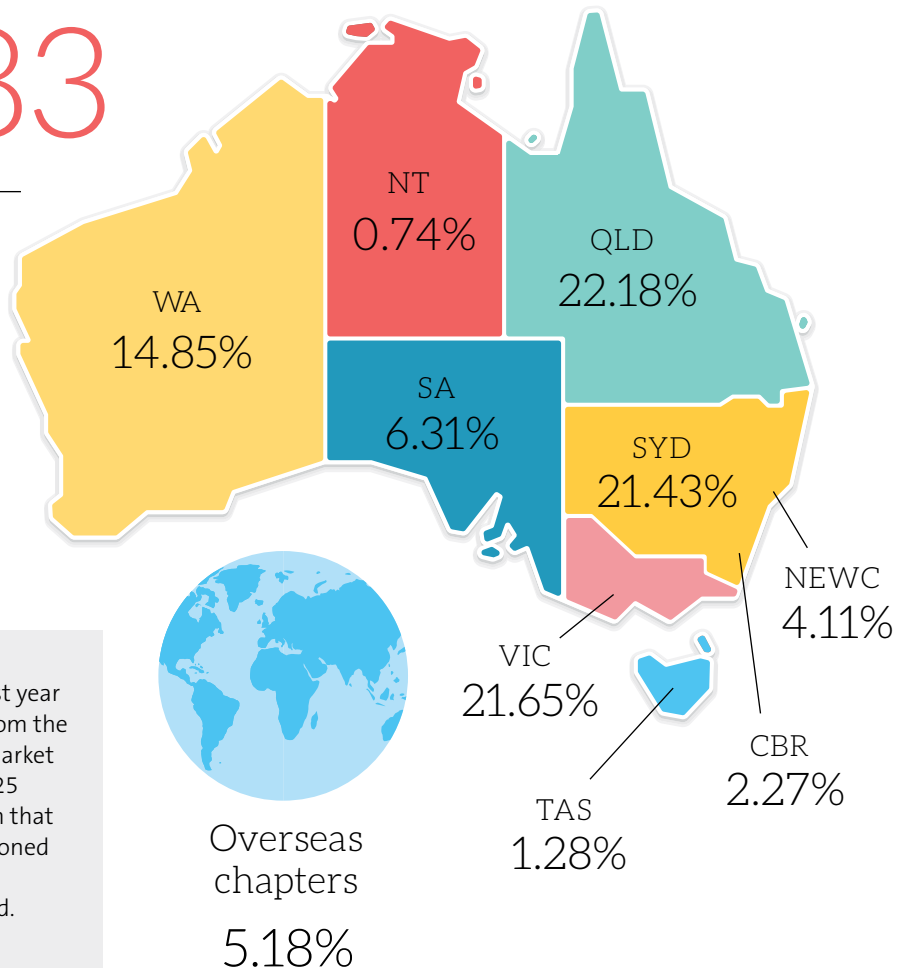
Female members

13.5%

Male members

86.5%

Membership by location



Our membership growth over the past year has remained static. As we emerge from the toughest engineering employment market experienced in Australia for the past 25 years there is now cause for optimism that Engineers Australia will be well positioned to successfully deliver on our growth strategy into the new year and beyond.

## Strategic growth

The 2013-2014 year has been transformational for the Business Development Team (BDT). The year began with two new strategic roles created to develop a membership growth strategy and tertiary strategy. Engineers Australia's Careers Centre also joined the BDT enabling greater opportunities to embed career deliverables into our membership and tertiary growth strategies.

The BDT continued to build new partners through the Professional Development Program (PDP). Forty eight new PDP Partnerships were established during the year, bringing the total number of PDP partners to 293. The team also focussed on embedding the Engineers Australia Competency Frameworks with a focus on Chartered Status and deepening and broadening partnerships with engineering employers.

## Our strength campaign

In 2013 we launched our **strength** campaign, intended to drive a higher level of engagement across our membership. Initially developed and rolled out in Victoria Division, the campaign was taken to a national audience across all Divisions with outstanding success, particularly in raising the status of Chartered engineers.



# Our subsidiary companies

## Engineering Education Australia



EEA is Australia's world class provider of lifelong learning opportunities for the engineering profession.

### Overall business outcome

During the 2012-13 year EEA and its subsidiary company invested funds to position the business as a leader in providing professional development on behalf of Engineers Australia. Engineering OnLine was launched, new Project Management qualifications were delivered and the Professional Year program continued to grow. Traditional lines of business continued to be delivered although they produced less of the overall revenue than in previous years.

### Strategic intent 1

*To be the market leader in professional development for the engineering team through proactively engaging with, and responding to, emerging market trends.*

Throughout the year EEA has redeveloped its courses to align with current thinking about successful delivery strategies. All technology systems have been upgraded and the first iteration of Engineering OnLine was launched. The product development team continues to film, edit and create new content, and industry sectors have been prioritised based on market analysis of their needs. Overall participation rates in all of our activities have decreased on previous years.

### Strategic intent 2

*To enhance the collaborative relationship between EEA and its parent organisation EA.*

Strong partnerships with Learned Groups have been developed and members of these groups are becoming involved in developing and assessing quality of content delivered by EEA. Steps have been initiated to engage international members with Engineering OnLine (EOL). EEA continues to support EA initiatives such as engineers becoming Chartered and the CPD revitalisation project.

### Strategic intent 3

*To effectively manage the business and achieve long-term sustainable growth and stability.*

Improved market research use of analytics and new marketing channels have underpinned the success of new and courses and programs. During the year we have placed an increased focus on establishing corporate partnerships with a view to providing flexible solutions

to their professional development needs. Links have been established with University staff who can provide content for our online platform.

### Strategic intent 4

*To value, utilise and develop the skills base of the organisation, its employees and partners.*

EEA partners have developed new skills in facilitation as we prepare to deliver courses and content in different ways. They have been filmed, organised webinars and redeveloped their content to suit our new delivery strategies. The EEA team has been through a transition process as we embarked on the Engineering OnLine project and determined the new skill sets required to take the business into the future.

Altogether 2013-14 has been a year filled with change and the preparation of a solid basis for the future of the business.

### Governance

David Mofflin joined the EEA Board in December 2013.

### New initiatives and future directions

EOL has been through its second iteration after user research identified much needed changes. Market research and analytics continues to drive content development, and as we learn more about what our individual and corporate clients want, we can respond and meet their needs.

### Financial result

Revenue decreased by 17% from last year. At the same time, expenses decreased by 25% resulting in a healthy surplus.

	2013-14	2012-13
	\$m	\$m
Income	7.225	8.690
Expenses	6.263	8.311
<b>Operating surplus</b>	<b>0.962</b>	<b>0.379</b>

Total members' funds	3.388	2.426
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**Ann Ellis**  
General Manager



## Engineers Media

Our prime purpose is to advance the science and practice of engineering and promote the dissemination of scientific and engineering knowledge through the publication of material.

### Overall business outcome

The company operated within its budget targets for the 2013-2014 financial year. While the engineering advertising marketplace was very challenging, there are signs of a more positive outlook for 2015.

### Magazine publishing

This year we introduced a new section in *Engineers Australia magazine* called Viewpoint to provide members with a forum for thought leadership articles. We also expanded the project news section to allow for more in-depth coverage of major projects.

In April we mailed members a copy of *Infrastructure Australia Magazine*, which showcased the major infrastructure projects around the country. Our other regular magazines circulated to members included: *Engineering World*, *Electrical News*, *Water Engineering Australia*, *Sustainable Engineering Australia*, *CEA* and *Monitor*.

We published 15 digital and print issues of *Engineers Australia's Technical Journals* and in our custom publishing operations five issues of *Concrete in Australia* magazine for the Concrete Institute of Australia.

### Engineers Australia Salary and Benefits Survey

In February we published the twelfth annual issue of *Engineers Australia Salary and Benefits Survey*. The survey completed by engineering employers represented the salaries paid to more than 53,000 engineers. The survey publication continues to be one of our bestselling titles.

### Digital

We continued to provide members with digital access to the current and archived editions of *Engineers Australia* magazine, *Water Engineering Australia* and *Sustainable Engineering Australia*.

### Practice notes and guidelines

We worked closely with Engineers Australia's Colleges and Technical Societies to help grow their body of engineering knowledge. Guidelines on *Industrial Energy Efficiency* and *FEA in Reinforced Concrete* were completed and will be available to members in August.

### EA Books

Our bookshop continued to offer members a wide range of discounted engineering and management titles. Our bestselling title was the new edition of Rawlinson's *Construction Hand Book*. While sales were strong for most of the year, orders slowed in the lead up to the end of the financial year.

### New Services

During the year we established a new editorial writing service offering crafted news, white papers and case studies. We are hopeful the demand for this service will grow in 2015. Following the launch of the Career Success eLearning products for Engineering Education Australia, we have now established our own in-house video capability.

### Governance

Engineers Australia's past president Merv Lindsay was appointed chair at the November 2013 board meeting replacing Emeritus Professor Elizabeth Taylor AO, who retired after 17 years service.

### Financial result

The increased surplus in 2014 reflected our efforts to offset the slowdown in advertising revenue with other revenue streams and lower operating costs.

	2013-14	2012-13
	\$m	\$m
Income	4.245	4.266
Expenses	4.164	4.263
<b>Operating surplus</b>	<b>0.081</b>	<b>0.003</b>

Total members' funds	2.383	2.302
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### Strategic direction

During the first year of our strategic plan our focus was on developing more engaging magazine content, growing the body of engineering knowledge and providing publications aligned with Engineers Australia's mission to be the trusted voice of the profession.

**Bruce Roff**  
General Manager

# Consolidated\* Financial Performance

## OVERVIEW OF THE PAST 5 YEARS

### Five years 2009-10 to 2013-14

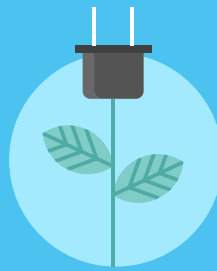
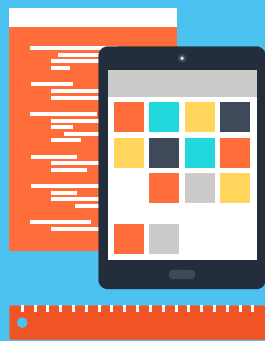
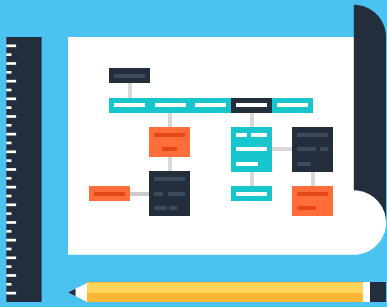
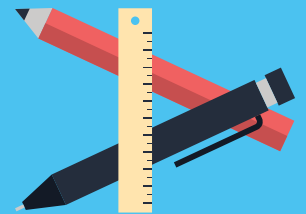
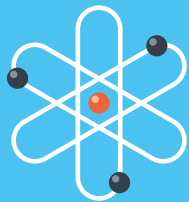
	2009-10	2010-11	2011-12	2012-13	2013-14
	\$m	\$m	\$m	\$m	\$m
<b>Income</b>					
Net membership subscriptions	17.092	18.966	19.943	21.418	21.982
Courses, conferences/meetings & CPD	7.300	8.608	13.166	12.808	10.905
Assessment fees	4.435	5.333	6.280	7.155	8.569
Sponsorships, grants and commissions	2.790	2.197	3.074	2.266	2.177
Publishing	2.364	2.663	2.509	2.315	2.177
Other Revenue	2.983	3.444	3.497	3.565	7.194
	36.964	41.211	48.469	<b>49.527</b>	<b>53.004</b>
<b>Expense</b>					
Employee and consultancy expenses	18.171	19.238	20.964	24.715	26.525
Administration, travel, publication and IT expenses	10.366	10.501	10.281	10.771	10.847
Premises expenses (excl depreciation)	1.956	1.892	2.017	2.119	2.057
Depreciation and amortisation	1.099	1.188	1.259	1.715	1.803
Conference/meeting expenses	7.092	8.612	12.589	11.312	8.646
Other	0.680	0.383	0.492	0.456	0.432
	39.364	41.814	47.602	<b>51.088</b>	<b>50.310</b>
Operating surplus/(deficit)	(2.400)	(0.603)	0.867	(1.561)	2.694
Asset revaluation	(0.451)	0.518	1.948	0.293	(0.733)
Increase (decrease) in member funds	(2.851)	(0.085)	2.815	(1.268)	1.961
Total members' funds	33.585	33.485	36.300	<b>34.998</b>	<b>36.959</b>

\* The consolidated entity incorporates Engineers Australia and its subsidiaries, Engineers Australia Pty Limited and Engineering Education Australia Pty Limited and its subsidiary (The Moreland Group Pty Ltd).

\* Audited full and concise financial statements for the year ending 30 June 2014 will be tabled at the Annual General Meeting on 25 November 2014.

\* They are available in PDF at [www.engineersaustralia.org.au/annualreport](http://www.engineersaustralia.org.au/annualreport).





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