

NAWIC NEWS

NATIONAL ASSOCIATION OF WOMEN IN CONSTRUCTION (NSW)



IN THIS ISSUE:	
President's Message	01
Board Elections	02
Mentoring Program	03
Rising Through the Ranks	04
So, You want to go overseas	05
Latest Planning Reforms	06
Tilbury Drinks	07
Back page Info	08
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The Dawning of 2007

A new year typically brings a number of new years resolutions which many of us never keep. The unfortunate side effect of not keeping a "resolution" is that we begin not to trust ourselves. So rather than taking the drastic step of never making a resolution again, we have a career development focus in this month's issue of NAWIC News.

It is much better to arm yourself with information to quietly reflect on what you want to achieve and the small steps (goals) you might put in place to help you achieve the much broader vision for your career.

Don't forget that NAWIC along with MBA and RAI are running a mentoring program for women in small business in case you need someone to bounce ideas off or you would like to share your small business expertise.

If one of your drives this year was to become more involved check out how you might be able to help NAWIC by becoming a committee or board member.

Ed.

President's Message



Hello and welcome to our February 2007 newsletter. It feels like only a few weeks since the Tilbury Christmas Drinks function in December but it's already been

several months

The Christmas period is a time for relaxation and preparing yourself for the coming year. With that in mind we hope that you enjoy the articles that have been brought together to focus on career development.

NAWIC is here specifically to support all women working in this demanding, and rewarding industry, and to act as an advocate on your behalf with government, employers and the wider community.

Your board has been very active in working on projects that will continue to support your efforts in the industry.

One of our critical goals this year (that we

are sure we will achieve) is an increase in our membership.

We have been active in putting together new information packs about what NAWIC can do for you and the great networks you can establish within the industry by attending our events.

As the saying goes think not about what NAWIC can do for you for you also think about what you can do for NAWIC. So next time you join us at a NAWIC event think about inviting a friend or two who are not members and encourage them to join. We will have membership forms at every function – just ask at the reception desk, or check out the website.

We also have the National Mentoring project, the objective of which is to provide mentoring to women working in all facets of the industry.

This is a great opportunity to get the right support for your career or to share with others what you have learned while working in the industry. If you wish to be a mentor or mentoree, or require further details of either

program please contact the NAWIC office by phone or email – and of course see the website for further details.

An annual event on our calendar is the re-election of the NAWIC board and supporting committees. It's a great opportunity to become involved your organisation and you will be joining other women who are passionate about the work they achieve in the construction industry. If you want to take on a more active role why don't you join one of our committees or nominate for the Board of Management. See the article in this newsletter for further information.

All the best for a great 2007!

Michelle

Board Elections

Membership of the NAWIC Board of Management has many benefits ranging from engagement in the wider construction industry to forming individual friendships with like minded women. What is enlightening for many of us is the range and depth of talent across all sectors of the construction industry, and we all have the desire to improve our working environments.

The women involved in NAWIC range from lawyers to designers to marketers to engineers to project managers. Women who wish to become involved are encouraged and supported by the existing committees and Board, and we welcome you all with open arms! We have a lot of exciting projects coming up in the year ahead and it is a great time to put your hand up.

Elections are held annually for membership of the NAWIC NSW board. This year, they are scheduled to be held at the April Board of Management meeting on Monday April 2nd. This will enable the new board members to work with their relevant incumbent member to learn about their responsibilities as a board member and ease their way into their new roles. As of 1 July, 2007 the new board will take over and the former board will formally retire.

The positions up for election are:

- President
- Vice President
- Secretary
- Treasurer
- Events committee Chair
- Awards committee Chair
- Membership committee Chair
- Newsletter committee Chair
- Sponsorship and Marketing Committee Chair
- National Directors
- General Board members

National Directors are 2 year appointments and a maximum of 2 are filled in any one year, dependent on when the Directors are due to retire. Someone nominating for a National Director's role should have held either executive or committee chair roles and have considerable knowledge and experience of NAWIC.

Please note that to be eligible for an Executive role that is President, Vice President, Secretary, Treasurer, or one of the National Director positions, you must be a full member of NAWIC and preferably have been involved in NAWIC for at least a year. It is generally accepted that the State President holds the role for only one year and the Vice President is the following year's incoming President.

An associate member can chair a committee, however they do not have a vote at the AGM, and cannot hold an executive role. Associate members are

members of NAWIC who work in roles that are not directly in the construction industry, for example, an engineer is a full member, however someone in human resources or training is not. These are associated fields but are not directly involved in construction.

General board membership is open to any member of NAWIC who is interested in contributing to the ongoing success of the organisation and we encourage anyone with the interest, time and passion to do so.

Of course, you can be a committee member without being a board member! So if you are aching to write articles or organise a great event, please put your hand up for a committee position.

Election process:

The election process is outlined below:

The Nominations will be called by Cameo, NAWIC's management company, on Monday 5th March.

Nominations are then to be received by Cameo by 5pm Monday 26th March.

If you have nominated, come along to the April Board Meeting,

**5.45pm Monday 2nd April
at the offices of –**

**Lend Lease
Level 4,
The Bond,
30 Hickson Rd,
Millers Point.**

If you would like to meet current Board and committee members, our next networking function will be a seminar on the Australian Building and Construction Commission with a focus on workplace relations to be held

**6-8pm on 27 March 2007 at the
offices of:**

**Corrs Chambers Westgarth
Level 32,
Governor Phillip Tower,
1 Farrer Place, Sydney.**

We look forward to seeing you then!

Constructive Mentoring Program Officially Launched



The Hon Fran Bailey MP in discussion with NAWIC members and Dr Dearing.

The official launch of the Constructive Mentoring Program was held on November 14th of last year at the Sydney Opera House. The program, which is an initiative of the Commonwealth Government, has been formed jointly by NAWIC, the Royal Australian Institute of Architects (RAIA) and the Master Builder's Association (MBA) and is funded by the Federal Government.

The Constructive Mentoring program aims to use a mentoring system, supplemented by online resources, to deliver practical information to women within the construction industry. Orijen, an independent consultant, has been engaged to develop the online components of the program and to manage its administration. The program will initially be developed through metropolitan and regional NSW before being expanded throughout Australia by mid-2008.

The program was officially launched by the Honourable Fran Bailey MP, Minister for Small Business and Tourism. As a former small businesswoman, she expressed her empathy for many women in the construction industry, and praised the use of mentoring to provide education at a low cost and in a flexible manner. She also noted that it was wonderful to see increasing numbers of "chicks in charge" in the industry, and hoped that this would continue in the future!

Other speakers included Alison Halihan, national president of NAWIC, Brian Seidler, Director of MBA NSW and Dr. Deborah Dearing, president of the RAIA NSW chapter. The event was ably hosted by Caroline Pidcock of the RAIA. Guests included members of the three organisations, the director of Orijen and representatives of Ms Bailey's department. The event was held in the Utzon room of the Opera House which provided a wonderful backdrop for the afternoon.

The steering committee would like to thank NAWIC for their support and enthusiasm both at the launch and in the lead up to it. We look forward to the successful development of the program in the New Year!

NAWIC, RAIA and the MBA are currently calling for mentors. If you are interested in volunteering your time, please register your interest at

http://orijen.com.au/constructive_mentoring/register.asp

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(L-R) Brian Seidler (MBA), Alison Halihan (NAWIC), the Hon Fran Bailey MP, Caroline Pidcock (RAIA) and Dr. Deborah Dearing (RAIA) receive their certificates



NAWIC members enjoying the launch.



The steering committee and Orijen representatives.

Rising Through The Ranks

Property and Construction Professionals on the move.

by Rita Avdiev, Managing Director, Avdiev Group



Are you ready for the next step in your career? This is the time of year when companies assess their staff needs for the next year, review their succession plans and restructure departments and teams.

Property and construction is a dynamic industry which has experienced exponential growth and serious structural change since the introduction of compulsory superannuation in Australia. The inflow of money into property funds has created a shortage of investment grade property and the industry is creating new positions to facilitate the design, development and construction of new projects. Australian companies are looking for investment opportunities offshore and taking their people with them. Here are new career options to explore.

There are now great opportunities for career development for people with ambition. It has become easier for property and construction graduates to move through the hierarchy of the industry from service provider roles such as architects, engineers, quantity surveyors or project managers, to positions at the top, close to the capital markets where power resides, financial decisions are made and developments are conceived.

You've got to be good to rise to the top. Remuneration in the property industry has become closely linked to the performance of the individual as well as the company. Performance incentives have grown strongly in property and construction since the early 1990s. Once paid to those whose jobs had an entrenched tradition of reward on success, such as real estate sales, leasing and property finance, incentives are now widely available through the whole industry and are becoming entrenched as the remuneration standard.

New positions with new responsibilities attract new ways of remunerating the incumbents. In the property and land development sector, all employees in the companies which contribute to the Avdiev Property Industry Remuneration Report have an incentive component in their remuneration packages, with performance criteria closely linked to the expected results. Overall, 93% of the property and construction industry now pays an incentive to their teams.

Those jobs which produce a greater than average return on investment are proving to be better paid. For example, property

development is a traditional area where substantial profits can be made by a competent development manager, who is well worth paying a hefty incentive for.

The reliance of the property industry on incentives has a major impact on the total remuneration paid from year to year. The base remuneration for a position with fixed responsibilities, which usually contains the salary, superannuation and other benefits such as a car, car allowance, a mobile and a laptop, is usually linked to CPI increases and moves steadily up from year to year. However, the incentives tied to the performance of the incumbents and often to the performance of their division or company can fluctuate significantly.

Good years produce spectacular results. In bad years the base remuneration remains static or shows a modest increase, but a drop in the performance component drags the total down substantially. It is possible to achieve good remuneration growth by moving up through the ranks of a company over time. However, changing sectors and positions can produce the most rapid growth.

Data sourced from the Avdiev Property Remuneration Report 2002 – 2006, using national averages, shows that a building graduate with 3 years experience in building, earning \$44,000 in 2002, could have moved into a junior position in project management in the same year to earn \$55,000. Having spent two years as a project manager with remuneration rising to \$94,000, she was offered a role as an assistant development manager in 2004, but at a drop in salary to \$82,000. She took the risk and it has paid off. After two years she received a promotion and is now earning a total of \$138,000 including incentive payments.

Graduating as an architect after 5 years of study followed by 3 years of entry level work in an architects office, at \$60,000 total package, including salary + super + other benefits, a remuneration level close to the bottom of the industry, our aspiring young woman takes a position in the design department of a large home building company and her remuneration rises to \$80,000. Aiming for a career at the decision making end of the industry, she starts part time post graduate study.

Meanwhile, she moves on to a design manager role in a development company, at \$110,000 and, after graduating with a Graduate Diploma of Finance and

Investment finds a job as a technical adviser in the risk management division of an investment bank. This pays \$130,000 base package, plus a 15% bonus, seven years after graduation, in contrast with an architect who has remained in the arch profession, earning \$85,000 as a senior architect.

As the industry grows and changes, new career choices emerge. For those who are open to opportunities, have the courage to take a risk and the smarts to make it work, constant upskilling on the job and postgraduate education will ensure progress through the property markets. With each step, the pay packet gets bigger, as well as the incentives. In good times the way up is easy and property remuneration packages remain closely linked to industry conditions as well as personal performance.

The risk and reward equation is firmly entrenched. Come the inevitable downturn in our cyclic industry, the incentive components in the packages of executives may drop substantially or disappear completely and career progress may dry up for a while.

Until then, happy career hopping. The industry is doing well, and so should you.

The Avdiev Group offers specialist executive recruitment, remuneration and management consulting services to the property, investment and construction industry. The Avdiev team have professional qualifications and previous careers in the industry. Rita Avdiev has worked as an architect, academic, project manager and in planning and urban development control. We publish the annual Avdiev Property Industry Remuneration Report and are members of NAWIC in NSW and Victoria, where our Victorian Manager, Donna De Martin was President of NAWIC in 2004 and 2005.

Full details about Avdiev are on www.avdiev.com.au

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So You Want to Go Overseas



It has long been a rite of passage for Australian young people to spend some time working in the UK and Europe as they fund their exploration trips around the Continent. Between Oktoberfest and running with the bulls, Australians have served beer, waited on tables or worked as nannies and au pairs.

Increasingly though, Australians are filling not just manual labour or hospitality roles but instead utilising their professional qualifications in 'real jobs', while experiencing the day-to-day working reality of life in another country. Whether as expatriates whose Australian workplaces are sending them overseas or as overseas hires who make their own way to their new international workplaces Australians are on the move around the world.

In the year ending November 2006 over 4.9 million Australians travelled overseas; a significant proportion of our population. According to the Department of Foreign Affairs and Trade there are approximately 900,000 Australians who stay away, living and working overseas at any given point of time. Are those numbers beckoning to you?

While working overseas can be the experience of a lifetime from many perspectives, there are also a number of pitfalls that leave people negative about their experiences and can result in damaged professional reputations. This article and subsequent articles in this series will consider some of the key areas to consider for a successful overseas working experience.

Firstly what do you want to get out of the experience? What is the driving force that is pushing you onto that plane?

Is it a desire to experience exotic locations more deeply and for a longer period than the normal tourist excursion? To immerse yourself more intensely in the local scene, working alongside the locals, building real relationships, eating the local food – this can be an opportunity for real adventure while still working as an accountant or architect.

Or is it the yearning to achieve something in a far bigger market, perhaps in the spotlight

of head office, alongside the power brokers in your organisation or industry. Are you looking for that big opportunity?

Or perhaps the lure is in the dollars. We have all heard stories of someone recruited to work in Dubai (no tax) or Singapore (maximum 22% tax) on significant salaries enhanced even further by the low or non-existent tax regimes and the generous expat provisions. Recent stories in the media highlight the pay received by security personnel in Iraq and other dangerous locations where daily rates can be up to \$1000 per day.

And don't forget the pull of love. Many Australians move overseas to be with their loved one who calls somewhere else home.

Why does the motivation matter? Making the motivation explicit is about recognising the desire you have and acknowledging the strength of that desire. In that way it becomes less of a sub-conscious pull and more of a directed goal. If the desire should be thwarted, you can reassess, review the situation and consciously decide whether to stay, accept the unexpected and redirect your energies or to go home before you become frustrated and bitter.

Expatriate experiences sometimes fail to live up to the dreams. The workplace, or local society, may not encourage deep friendships to develop between locals and expats and you may find your experience is more one of a foreign community within the local environment. Your workload may be heavy and the opportunity for exploring and experiencing the aspects you were hoping to may be minimal.

Or your desire to perform brilliantly at Head Office may be challenged by cultural differences and language problems. Instead of success on the big stage you may instead risk failure, terrifyingly, also on the big stage.

The big dollars may be less than you had expected when the company explains their tax equalisation policy, or you discover you are a local hire, rather than receiving an expatriate package. Even when you are receiving a high income you may find the lifestyle you are living consumes far more than you expected in dining out, increased

travel and expensive prices for imported food. The opportunity to save is less than you had expected.

Even true love may falter in the face of language issues or different values held by different cultural groups or the challenge of homesickness.

Recognise your dreams, clarify them as goals and be prepared to reassess those goals should the situation call for a reassessment.

For further thinking and learning about working overseas you might like to read *The Expert Expatriate* by Melissa Brayer Hess and Patricia Linderman, or read some of the articles on Trisha's website www.transculturalcareers.com.au

Trisha Carter is an Organisational Psychologist who specialises in helping people to work and adapt well in other cultures. Her "Increasing Your Cultural Intelligence" Training Programs can be designed to suit an individual or family moving to another culture, an Australian workgroup who are integrating new employees from overseas, or groups who are in working relationships with other cultures. For more information please contact her at tcarter@transculturalcareers.com.au

Latest Planning Reforms

Changes to the *Environmental Planning and Assessment Act 2006 (Act)*, which came into effect on 12 January 2007, will enable the Minister for Planning to override a prohibition or restriction contained in any State Environmental Planning Policy (SEPP) that impedes a major project.

By Charmian Barton, Partner, Cutler Hughes and Harris

In 2005, a new assessment and approval process was introduced for major projects under Part 3A of the Act. Major projects include:

- those listed in the new SEPP for major projects
- major infrastructure projects or other development declared by the Minister to be of state or regional significance, and
- critical infrastructure projects.

Under changes introduced to the Act by the Environmental Planning Legislation Amendment Act 2006, the Minister for Planning, Mr Frank Sartor, has power to override any prohibition or restriction in a SEPP that prevents a major project from going ahead. The Minister has power to amend any SEPP to authorise the carrying out of an approved project or any development for which there has been an approved concept plan.

One of the most significant changes to Part 4 of the Act relates to cross boundary use of development contributions for the provision of infrastructure. Where a development proposal is to be carried out in a local government area adjoining another State or Territory, the Minister will be able to authorise s 94 contributions to be applied to public service works outside New South Wales.

In addition, Part 4 of the Act now allows the Minister and consent authorities to impose conditions on approvals to require a planning agreement to be entered into which reflects any offer made by a proponent in a statement of commitment submitted with the development proposal. Planning agreements, which were introduced by changes to the Act in 2005, allow councils to require a developer to dedicate land, pay a monetary contribution or provide some other material benefit, or

some combination of these. Monetary contributions from planning agreements may be used for, or applied towards, a 'public purpose'. A 'public purpose' includes:

- affordable housing
- transport and other infrastructure
- cost recovery in providing public amenities and services
- funding for recurrent expenditure, and
- monitoring the planning impacts of development.

As long as the 'public purpose' requirement is met, there does not have to be a connection between the development, the subject of the planning agreement, and the object of the expenditure.

ESD principles relevant in coal mine decision

The new approval and assessment process for major projects was recently tested before the Land and Environment Court in the decision of *Gray v The Minister for Planning* [2006] NSWLEC 720. The case involved the proposed Anvil Hill coal mine in the Hunter Valley. The Court found that the decision by the Director-General of Planning to publicly advertise the environmental assessment for the coal mine should be set aside, resulting in further delay for the project.

A proposal to build a large coal mine in the Hunter Valley, known as the Anvil Hill Project, was assessed by the Director-General of Planning under Part 3A of the Environmental Planning and Assessment Act 1979. The proposed open cut mine, which would operate for 21 years, is likely to produce 10.5 million tonnes of thermal coal per year. The coal would be used as fuel in power stations in New South Wales and overseas, including Japan.

An environmentalist brought proceedings against the Minister for Planning claiming that the developer's environmental assessment of the proposed coal mine did not adequately address the Director-General's environmental assessment requirements relating to carbon dioxide emissions. The developer's assessment had considered the impact of direct emissions from the mine's operations, but not downstream impacts.

Justice Nicola Pain of the NSW Land and Environment Court found that the Director-General failed to consider relevant ESD principles, such as the precautionary principle and the principle of intergenerational equity, when deciding if the developer's environmental assessment was adequate. Her Honour held that:

- the Director-General should have considered the impact of the burning of coal from the mine on climate change when considering the adequacy of the developer's assessment
- there is a sufficient proximate link between the mining of a substantial reserve of thermal coal in NSW and the burning of coal from the mine which emits greenhouse gases.

It is possible that the Minister for Planning will appeal the decision to the NSW Court of Appeal.

Tilbury Christmas Drinks



NAWIC NSW BOARD

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NAWIC Committees 2006-2007

Events

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Members	Ana Beretin, Julia Borghesi, Sarah Hogan, Annie Tennant, Amelia Tuckey.

Newsletter

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Website

Chair	Ana Beretin
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Membership

Chair	Meighan Heard
Members	Jennifer Bickenell

Future Events

Check out www.nawic.com.au – the NSW Chapter Events page to find out when the following events are scheduled:

- Young Professionals Networking Night
- Designing with Indigenous Australia
- Golf Networking Day
- Balancing Life and Work
- IR Legislation Seminar
- Autumn Lunch (launch of the NAWIC Awards competition)

Also check our next edition for new events.

Our Thanks To...

Our thanks are extended to HASSELL for hosting the monthly NSW Board of Management meetings.

Mark Your Diaries

Delivering the Future NAWIC National Conference 2007

The NSW Chapter of NAWIC is excited to be hosting the National Conference on 19 October 2007. With the theme of Delivering the Future our program will be packed with high profile speakers that you won't want to miss.

So mark your diaries and check the website for further updates on our program of speakers and information on how to register for the conference.

Staying In Touch

Construction Critters

NAWIC's parents group meet every second Tuesday. The group is aimed at maintaining your construction network while on maternity/paternity leave and give you somewhere to talk "shop" with like minds. For more information contact Natasha on **0408 432 550** or Sharon on **0422 032 449**.

A Cautionary Word...

At NAWIC (NSW) we like to capture the moments of networking fun that we have at our events. Therefore we would like to notify all our members and guests that unless you mention to us at the time that a photo is taken, that you would prefer for your photo not to be used, we will assume that we have your permission to use the photo on either our website or in our newsletter.

Thanks to our sponsors...

