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8TH
EDITION

P A C E

PROUDLY SUPPORTING





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Engineering – Victoria.

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Disclaimer:

This research was carried out by means of an electronic questionnaire. The information within this report represents data collated solely from this questionnaire, unless otherwise specified. Salary levels refer to the average of all responses, excluding responses deemed invalid. Whilst every care has been taken in the collection and compilation of all data, information within this report should not be considered conclusive. We can provide no warranties regarding the validity or accuracy of results generated by the questionnaire. No liability is accepted for damages of any kind that arise from use of this information.

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overview

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management

44 planning

66 architecture

92 construction

116 engineering

148 surveying

152 business
support

a sample of contributing companies

4Site Engineers	David Lock Associates	O'Brien Traffic
Accuraco	DCWC	Ontoit
ACOR Consultants	DesignInc Melbourne	Oxley + Co
Adams Consulting Engineers	DPM Consulting Group	Parkhill Freeman
ADP Consulting	Duo Projects	PDS Group
Alchemy Construct	ERA Architects	pitt&sherry
Alpha PCM	erbas™ erbas™ SUSTAIN	PM Design Group
Architectus Australia	Fender Katsalidis Architects	Pomeroy Pacific
Ardent Architects	FMD Architects	proUrban Advisory, Planning and Management
ARM Architecture	FMSA Architecture	Pulse Architecture
Armitage Jones	Gray Puksand	Ratio Consultants
Armsby Architects	Hachem Australia	RBA Architects and Conservation Consultants
Ascot Group	Hansen Partnership	Robert Bird Group
ASK Planning	Haskell Architects	SEMZ Property Advisory & Project Management
ASPECT Studios	Hecker Guthrie	Senversa
Ausbuild	Hutchinson Builders	Silver Thomas Hanley
b.e architecture	Insight Construction Group	SJB Architects
Badge Constructions	Insite Architects	SJB Planning
Baldasso Cortese	Intrax Consulting Group	SJB Urban
BAR Studio	Ironside Construction	Spiire
BDD Engineering	Jeavons Landscape Architects	Sterling Infrastructure
Beveridge Williams	Johnstaff	Taylor's
Bitu-mill	Jolson Architecture and Interiors	Templeton Architecture
BKK Architects	K2LD	Terrain Consulting Group
Botanical Traditions	Katz Architecture	TGM Group
Breathe Architecture	Keen Planning	Tingmore Structures
Bruce Allen Architect	Kleinfelder Australia	TRG
Bruce Henderson Architects	Klopper Dobos	TSA Management
BSPN Architecture	Kosloff Architecture	Urban Water Solutions
Buildcorp Group	Landserv	van der Meer
BY Projects Architecture	LCI Consultants	Vaughan Constructions
Caulfield Krivanek Architecture	LD Eng	Veris
Chi-Rho Consulting	Longbow Group	Vincent Chrisp
Civex Constructions	Lovell Chen	Vistek
CJ Arms	McIldowie Partners	Wallbridge Gilbert Aztec
Clare Cousins Architects	Mesh	Watson Young Architects
ClarkeHopkinsClarke	Metrobuild	Woods Bagot
Coleman Rail	Millar Merrigan	
Coulthard Shim	Multiworks	
Cube Architects	NH Architecture	
Cunsolo Architects Australia	Niche Planning Studio	
Dalton Consulting Engineers	NJM Design	

introduction and acknowledgements

Welcome to the 2020 PACE Survey.

Since launching the report eight years ago, we've become a business staple for the planning, architecture, construction, engineering, surveying and more recently project management industries. We've also collaborated with more than 350 firms to provide industry-specific insights into salary levels, business activity, staff retention and turnover and industry forecasts.

2020 has seen a major review of the PACE Survey questions and an upgrade of the survey platform. We have overhauled the design, simplified the survey and included additional questions on flexibility and other benefits offered to staff.

In addition, we developed and distributed a survey to industry professionals, to understand their perspective on issues including resignations, workplace flexibility and benefits in demand. This report is accessible to the organisations who completed the survey – and we hope

that you have found the information 'on-the-flipside' valuable!

All of these changes are a testament to strong support of the PACE community and the natural evolution of PACE – with the demand for new and more comprehensive market analysis.

Because of your support each year, PACE proudly remains a completely not-for-profit project. This year we are excited to be donating 100% of money raised from the sale of the 2020 PACE Survey to Syndromes Without A Name (SWAN); who provide support to families who have a child with an undiagnosed or rare genetic condition.

To Fiona and Cass – thank you for driving PACE from start to finish. The hours we trawled through questions, data, investigating platforms, incorporating feedback – what an undertaking!

To my team at Aspect Personnel, your efforts in promoting the report to your

communities and support do not go unnoticed – thank you!

To Jo from Socket to Me, who designs the report every year. I don't know how you do it, but you manage to meet our tight deadlines and requests every time – no matter how unreasonable!

And, to everyone who have invested time and contributed to the survey, without your input there simply is no report – I personally thank you.

I very much hope that this year's report helps to drive the continued success of your business. Enclosed in these pages is the story of our industry for 2020. Enjoy!



Matthew Sampson
Author



SWAN Australia
is a not for profit
organisation charity and
the peak organisation
supporting families who
care for a child with an
undiagnosed or rare
genetic condition.

About SWAN

SWAN Australia was established to fill a void in the genetic support group sector. They provide information to parents, carers and friends of people affected by an undiagnosed genetic condition or rare disease for which there is no support group. It is their aim to assist parents/carers on their unknown genetic journey and advocate for systemic change to improve health and disability services for SWAN families.

Raising a SWAN child is not the same as raising other children with a disability. SWAN children are unique, and nobody can predict what the future holds for

them. Some of these children have progressive conditions, others regressive, and others have no clarity around the impact of their child's condition. It is estimated that 2500 children are born every year without a diagnosis.

Each SWAN child is different and faces a diverse range of challenges. Unlike other charities in this space, our members unite through their differences as opposed to their similarities. The key objective of SWAN is to provide peer support to our members that enables them to connect with other families facing similar challenges. This relationship building

aims to combat our members feelings of isolation.

SWAN aims to increase awareness and understanding of the impact and prevalence of rare and undiagnosed genetic conditions within the wider community. SWAN provides information and emotional support to families and help them to connect with others in similar situations. SWAN advocates for further funding for more accessible, efficient, and accurate genetic and genomic testing and research. SWAN strives to obtain better resources and pathways for our SWAN children in the future.

Sibling Support Group

The SWAN Siblings Support Group is a key objective for SWAN. A SWAN child naturally requires an incredible amount of attention, focus and time from their parents that often comes at a cost to their typically developing sibling/s. Supporting SWAN siblings early on in life can limit the mental and physical health impacts that might eventuate due to their role as a SWAN sibling.

The benefits of a SWAN Siblings Group include:

- Improving confidence and communication skills

- Limiting isolation and give them opportunities to connect with other SWAN siblings
- Empowering the siblings to manage the challenges and develop coping mechanisms
- Providing children with a safe space where they feel listened to and understood
- Reducing feelings of guilt, fear, resentment, embarrassment, frustration, anxiety, isolation and grief

The SWAN Siblings group will be facilitated by an experienced program

Siblings Program Leader and a Siblings Support Worker. The Siblings Support Worker is a young adult with the lived experience of being a special needs sibling themselves and has worked as a Disability Support Worker. The Siblings Group program is highly structured with activities and learning points clearly set out for each session to ensure it is targeted at SWAN Siblings. This group caters for Primary School age children. As part of the PACE partnership, the money raised will fund their Siblings Group program with monthly events for the next two years.

Syndromes Without A Name (SWAN) Australia's vision is to see their families supported and empowered to raise their children with the best care possible, so that they are provided with the opportunity to reach their full potential. It is SWAN's families' hope that their children currently living without a diagnosis receive one, as we know that a diagnosis leads to better outcomes and often better treatment plans for the individual.

Get Involved

Sponsor

Would you like to become a sponsor at one of SWAN's workshops or events? They are always on the lookout for sponsors for their annual major event – Undiagnosed Children's Awareness Day (UCAD) in March.

Volunteer

Are you looking for a great organisation to volunteer with? You could assist at one of their events or workshops. There is always plenty to do!

Donate

Looking for the perfect charity with deductible gift recipient status to donate to? SWAN relies heavily on volunteers, many who are SWAN parents themselves. They receive no government funding and rely on donations by philanthropic trusts, individual donors and the small grants they are successful in receiving. Donate today or make a bequest to SWAN Australia.



www.swanaus.org.au



REPORT

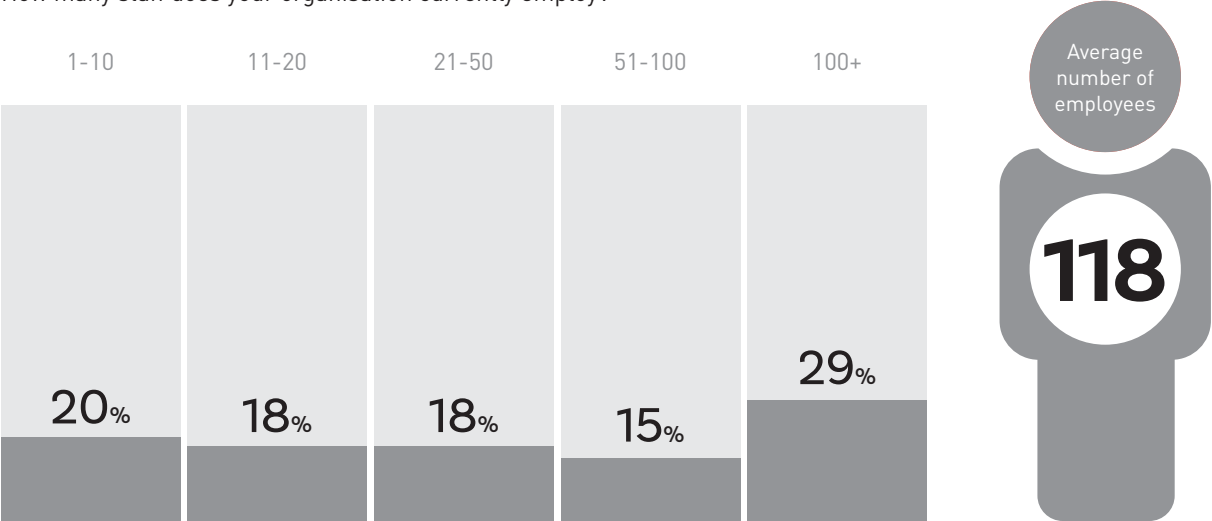
report overview

INDUSTRY FACTS



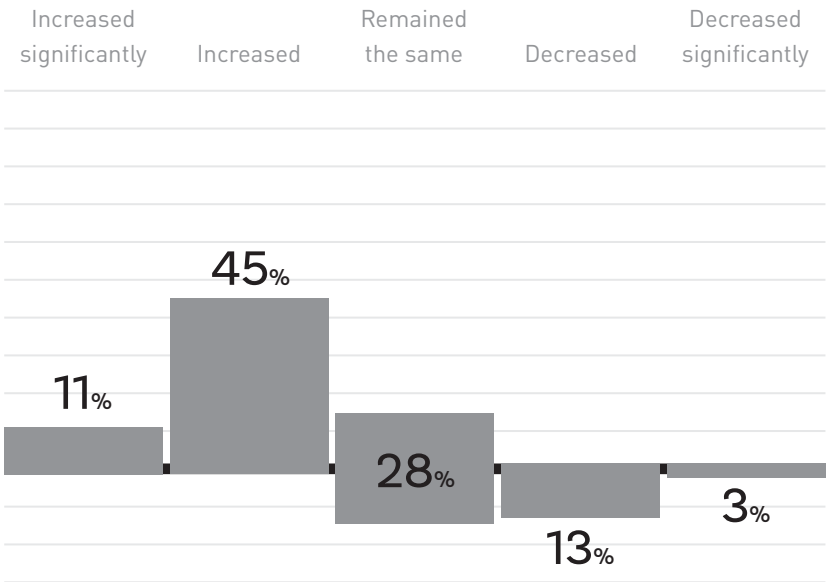
company demographics

How many staff does your organisation currently employ?

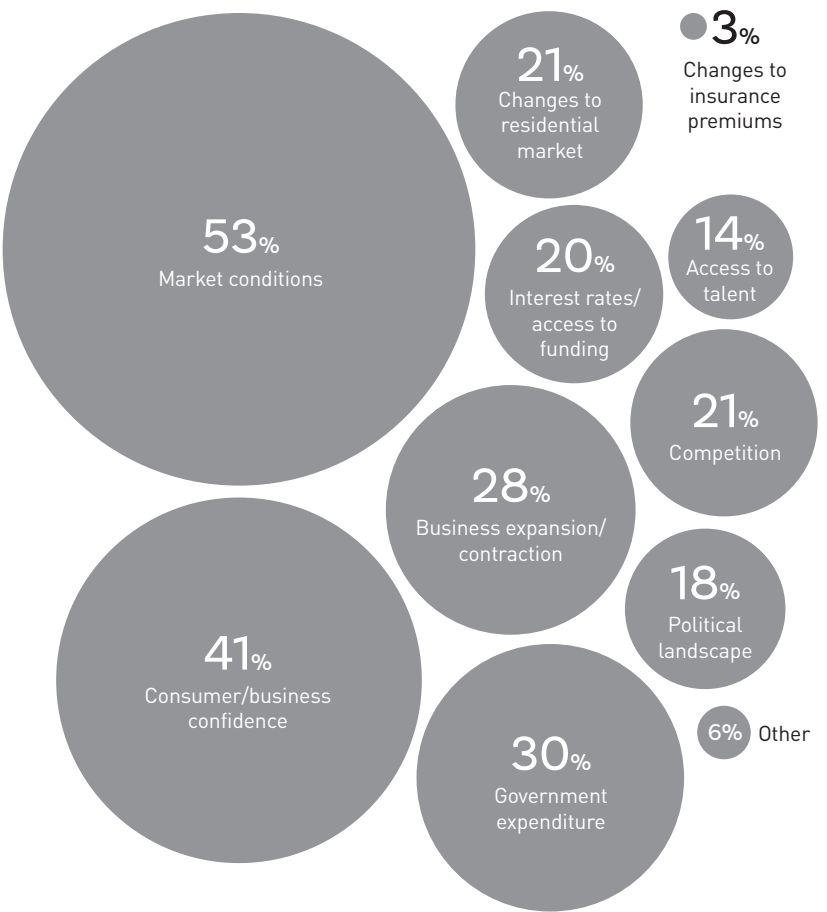


business activity

Compared to 2018, has business activity in 2019:



What has had the biggest impact on business activity levels in 2019?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	40%	16%	9%	8%	1%
1-5%	16%	18%	10%	6%	6%
6-10%	6%	9%	13%	10%	5%
11-20%	10%	15%	17%	7%	17%
21-50%	18%	30%	35%	12%	51%
50% +	10%	12%	16%	57%	20%

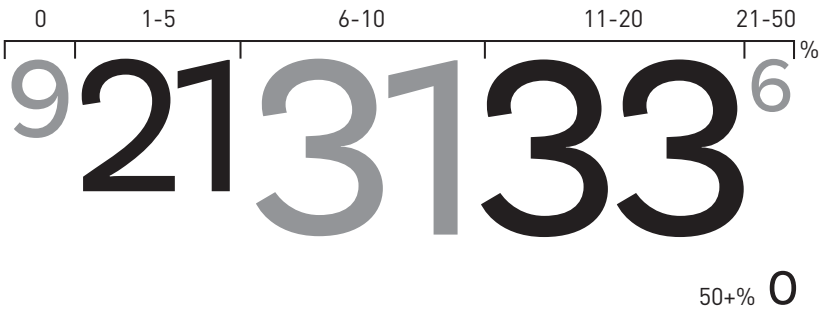
Approximately what percentage of your staff are employed on a part-time basis?

0%	72%	59%	33%	33%	18%
1-5%	11%	17%	15%	20%	23%
6-10%	7%	8%	22%	14%	17%
11-20%	3%	9%	20%	11%	27%
21-50%	4%	7%	6%	12%	14%
50% +	3%	0%	4%	10%	1%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

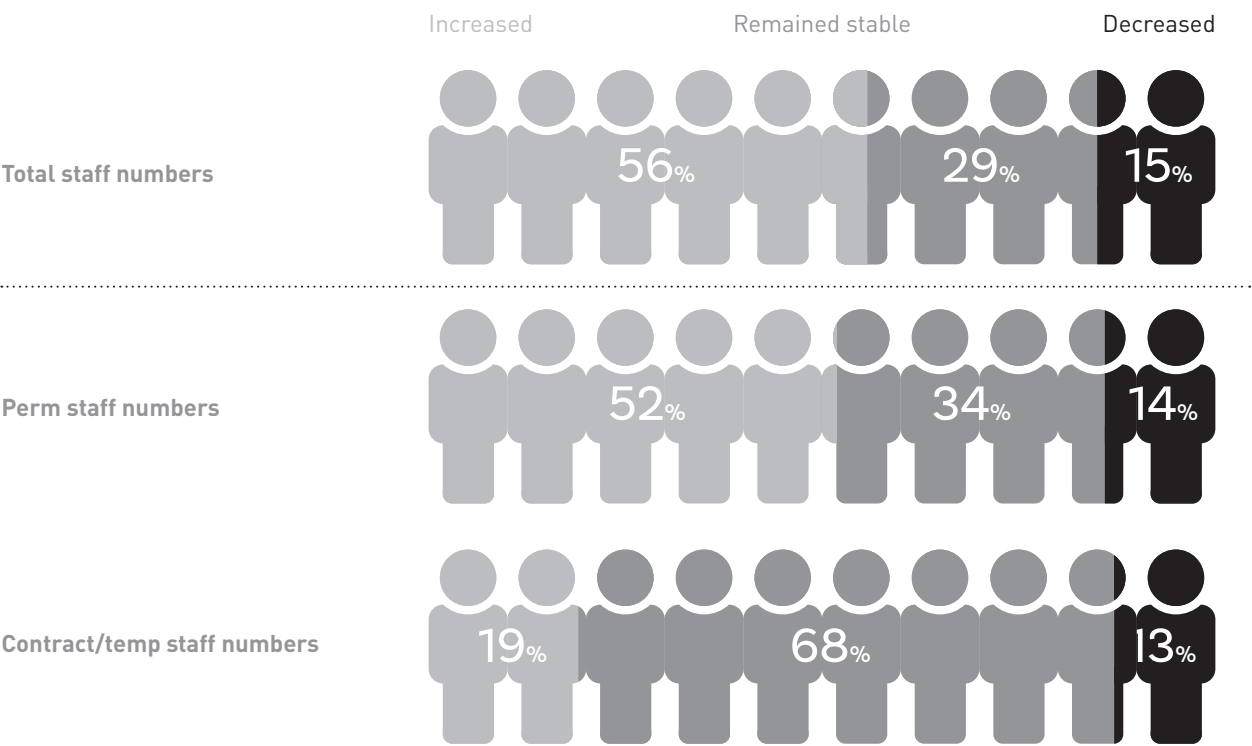
0%	96%	93%	44%	72%	49%
1-5%	2%	4%	30%	15%	32%
6-10%	1%	2%	16%	8%	14%
11-20%	0%	0%	8%	1%	4%
21-50%	1%	0%	1%	2%	0%
50% +	0%	1%	1%	2%	1%

Approximately what percentage of your staff are employed as support staff?

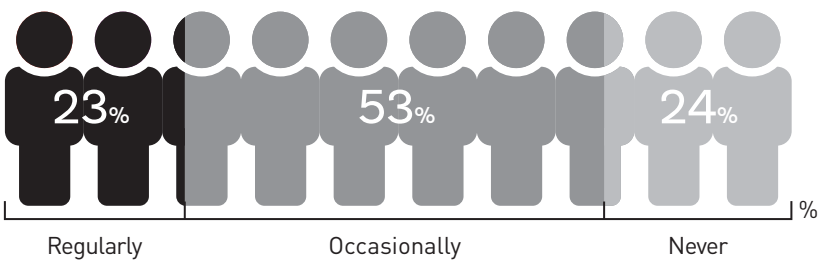


retention & turnover

In 2019, have staff numbers within your organisation:

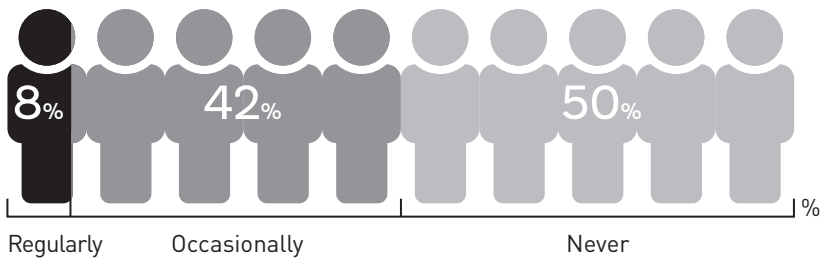


In 2019, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

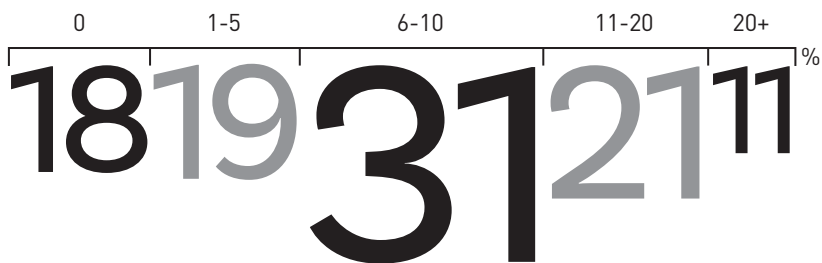


retention & turnover

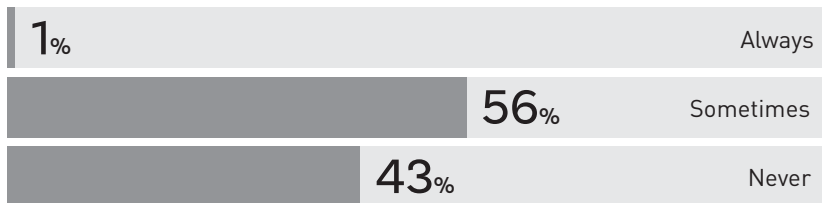
In 2019, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?



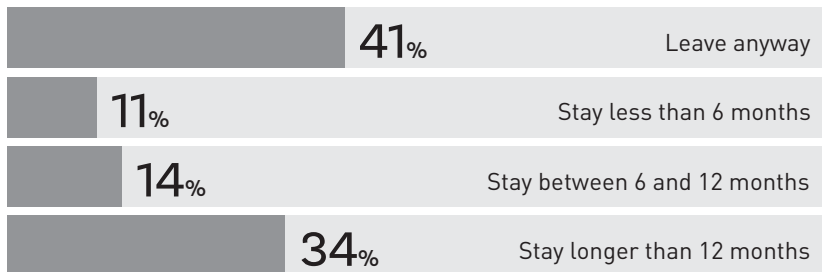
Approximate what percentage of voluntary staff turnover (resignations) did your organisation experience in 2019?



Do you counter offer departing staff?



Of those counter offered, do they usually:

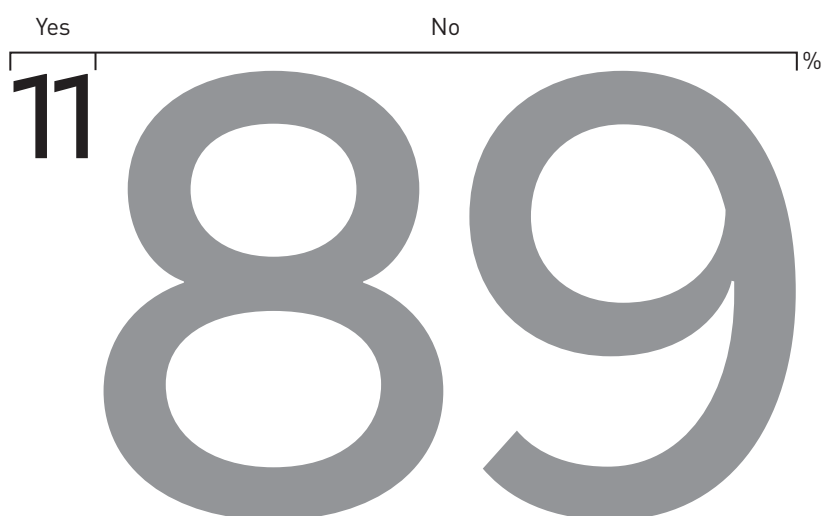


What were the most common reasons for staff resigning in 2019?



*Personal circumstances i.e. Parental leave, relocation, health, retirement

Did you enforce reduced work hours for any permanent employees during 2019, due to reduced workload?



flexibility & benefits

Do you offer any of the following monetary employee benefits?

	All Staff
Car/car allowance	12%
Parking	17%
Additional superannuation	4%
Insurance	6%
Salary sacrifice	39%
Bonuses	42%
Profit share	4%
Financial support for study	30%
Additional paid parental leave	23%

Do you offer any of the following non-monetary employee benefits?

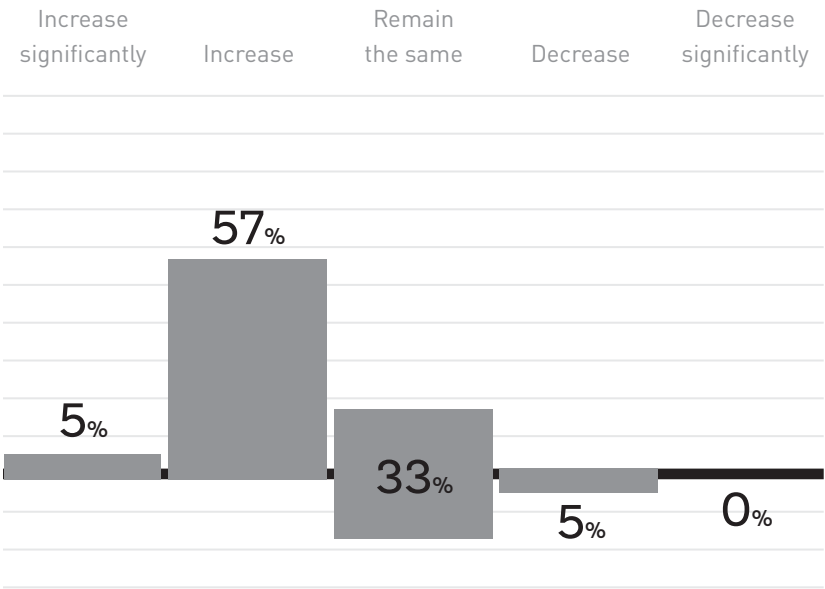
Health and wellbeing programs/allowance	35%
Casual dress policy	68%
Birthday day-off	7%
Externally facilitated training	64%
Additional annual leave	23%
Paid study leave	28%
Additional unpaid parental leave	31%

Do you offer any of the following flexible workplace practices?

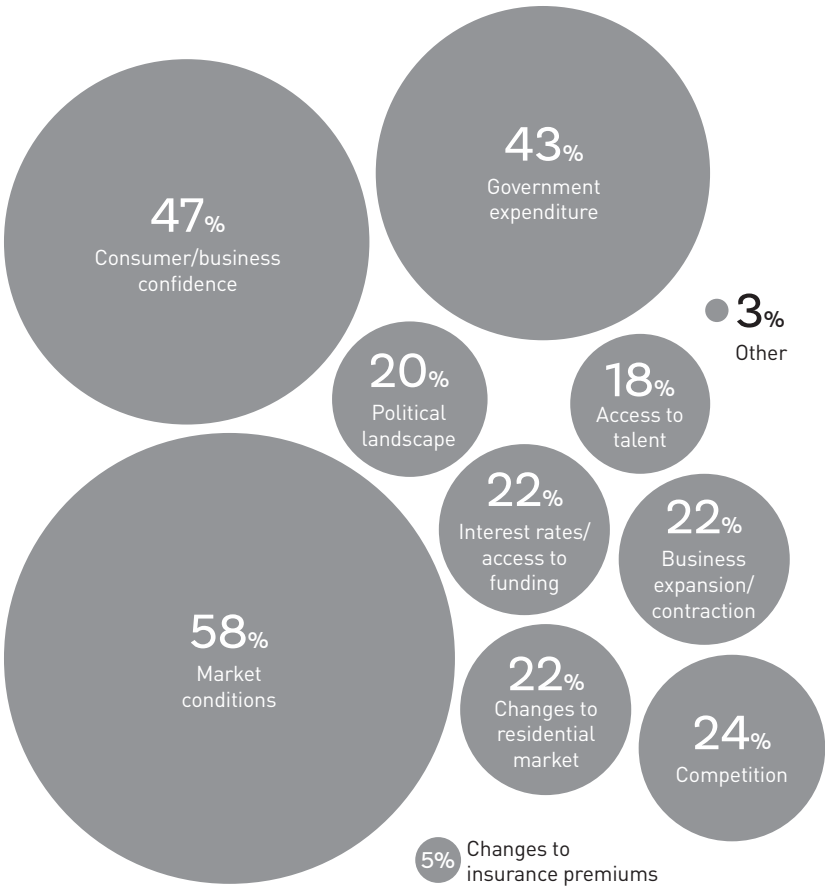
Flexible work hours	67%
Flexible workplace/work from home	49%
Compressed working week	16%
Part-time hours	53%
Job sharing	7%
Career breaks	21%

next 12 months

Compared to 2019, do you expect to see business activity in 2020 to:

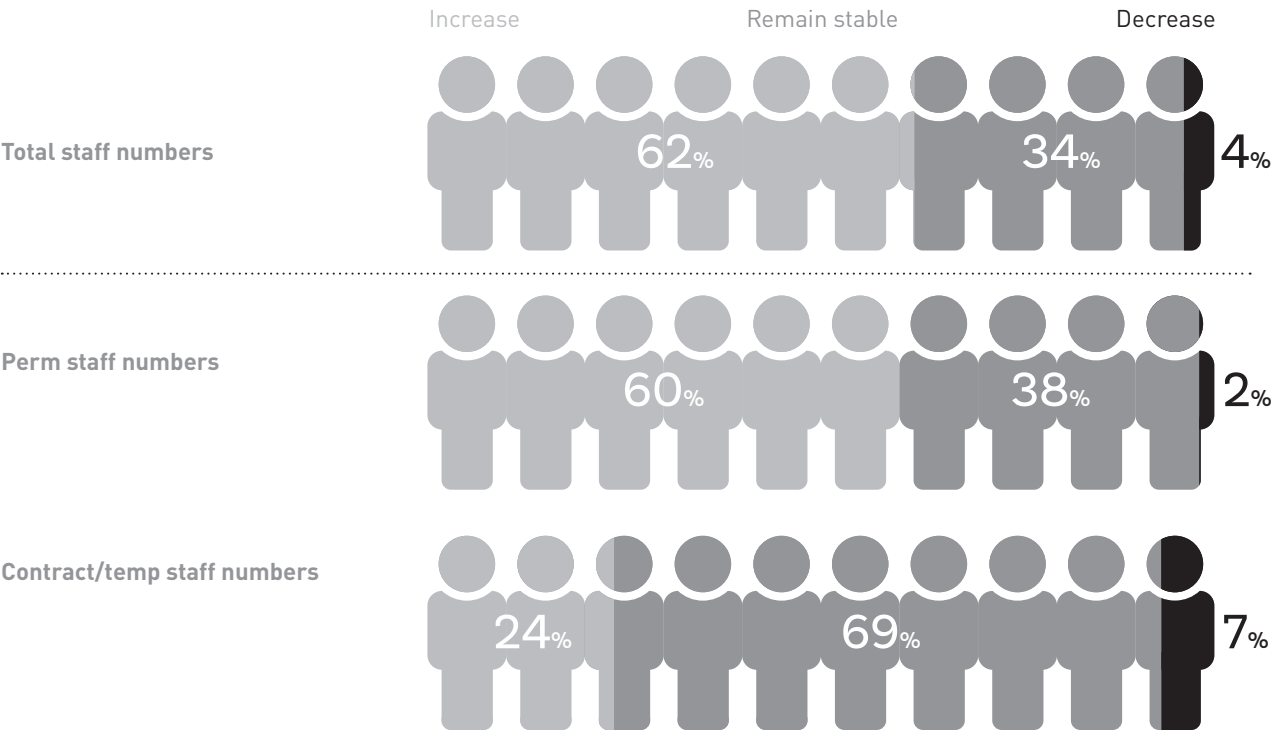


What do you predict will have the biggest impact on business levels in 2020:

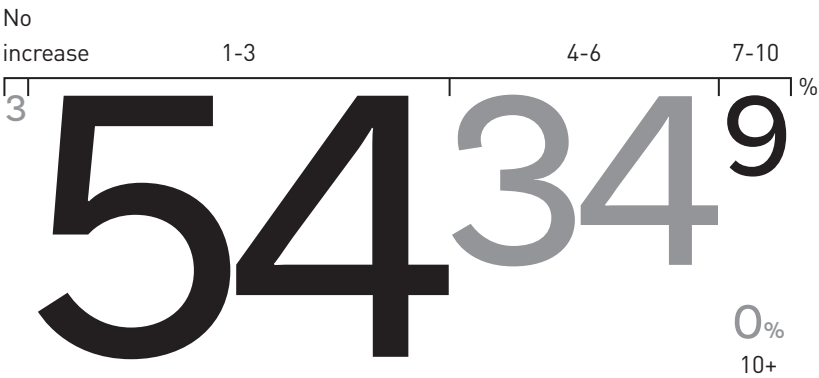


next 12 months

In 2020, to you expect staff numbers to:



In your next round of performance reviews, what do you expect to increase salaries by?



62%

of firms expect
business activity to
increase in 2020,
while 5% expect
to see business
activity decrease.



project management

INDUSTRY FACTS



Talent shortages are the top issue for project management, with 86% of firms experiencing difficulty in sourcing technical professionals.

introduction

OBSERVATIONS FROM 2019

Project management consultancies continued on an upwards trajectory in 2019, with 53% of firms seeing an increase in business activity, while only 6% experienced a decrease.

Government expenditure had a significant impact on the sector in 2019, with both institutional and infrastructure projects adding to workloads for a number of firms. Fluctuations in business confidence throughout the year led to delays in the awarding of privately funded projects which, conversely, dampened confidence.

Overall business activity increased with 85% of responding firms either stabilising or increasing their total headcount in order to meet project requirements. Interestingly, there was a minimal uptake of contract and temp staff, with only 29% of firms regularly using contract staff to manage the workload – an indicator that business confidence is still strong, with a preference to hire permanent staff.

Kylie Kilpatrick, Principal Consultant – Property, notes; *“Business activity continued to trend positive for most PM firms in 2019. The rise of institutional and government spend saw firms focus their attention and tendering efforts in this space, leading to increased competition for projects in these areas. This has resulted in more aggressive tendering as well as a sharp increase in the demand for PM’s with relevant project experience.”*

THE TALENT MARKET

There has been a recognisable shift in workplace diversity this year in the project management industry – specifically the number of females employed. Just 12 months ago, zero firms had more than 50% female representation across executive, management and technical roles. This year, those figures are 8%, 8% and 7% respectively.

In comparison to the other industries, the sector is currently the most proactive in addressing the diversity issue with 79% of firms either have, or are developing, a diversity policy for new hires.

Talent shortages remain a top issue for the industry with 86% of responding firms experiencing difficulty sourcing technical professionals in 2019. And, adding to this challenge was resignation rates of 11%, remaining consistent with the previous year.

We note with interest that the project management industry has the highest rate of resignation/voluntary turnover, which may coincide with the fact that flexibility and benefits have not been implemented as well as the other sectors surveyed. Organisations may wish to review their flexible working options and benefits strategies offered to staff to assist with retention rates.

Kilpatrick similarly observes that *“The project management sector has a concerted focus on diversity, and we have come a long way with flexibility policies over the last 12 months. With a talent shortage pending, firms will need to be creative and work out exactly what their people need to ensure both attraction and retention of staff over the next 12 months.”*

Wage growth has softened as the percentage of revenue spent on wages dropped slightly from 58% to 56%. This can be partly attributed to the drop in annual wage increases – in 2018 this was reported at 7.11% but has fallen to 4.79% in 2019; far more in line with the broader built environment average (4.67%). However, when it comes to attracting new staff, 78% of firms still had to pay more than expected, though this is also down from 100% in 2018.

WHAT LIES AHEAD

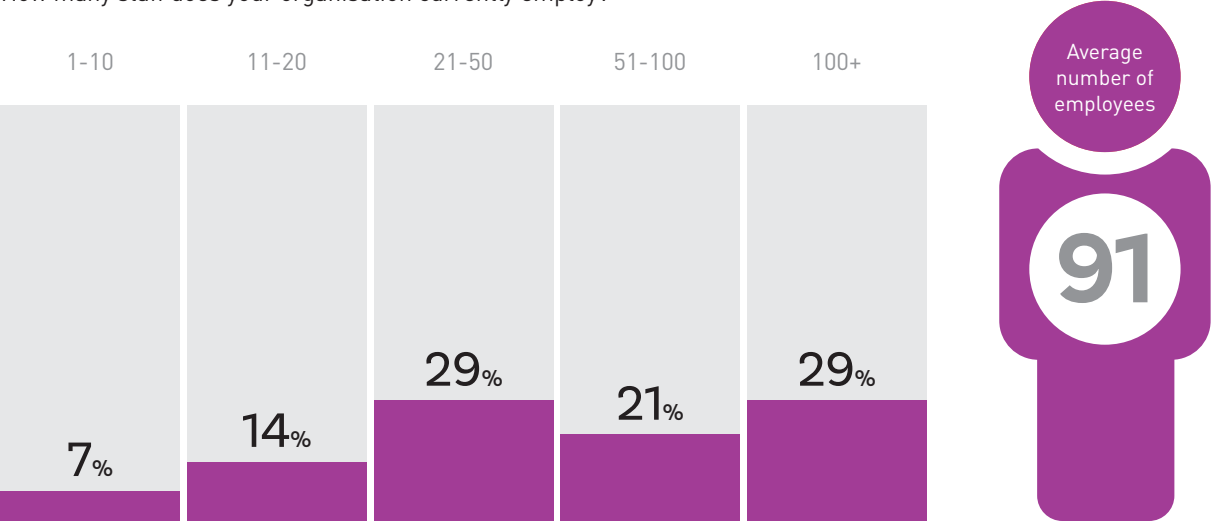
The market remains confident for 2020, though less bullish than 12 months ago. Most firms expect business conditions will be consistent with 2019 trends, with 60% expecting an increase in business activity, while only 7% expecting to see a decrease. Business and consumer confidence and government expenditure are predicted to remain the driving forces around business activity.

Almost half (45%) of project management firms surveyed, predicted that talent shortages will impact the operation of their business. This challenge will likely be compounded in 2020, with 92% of companies planning to grow their business in the year to come.

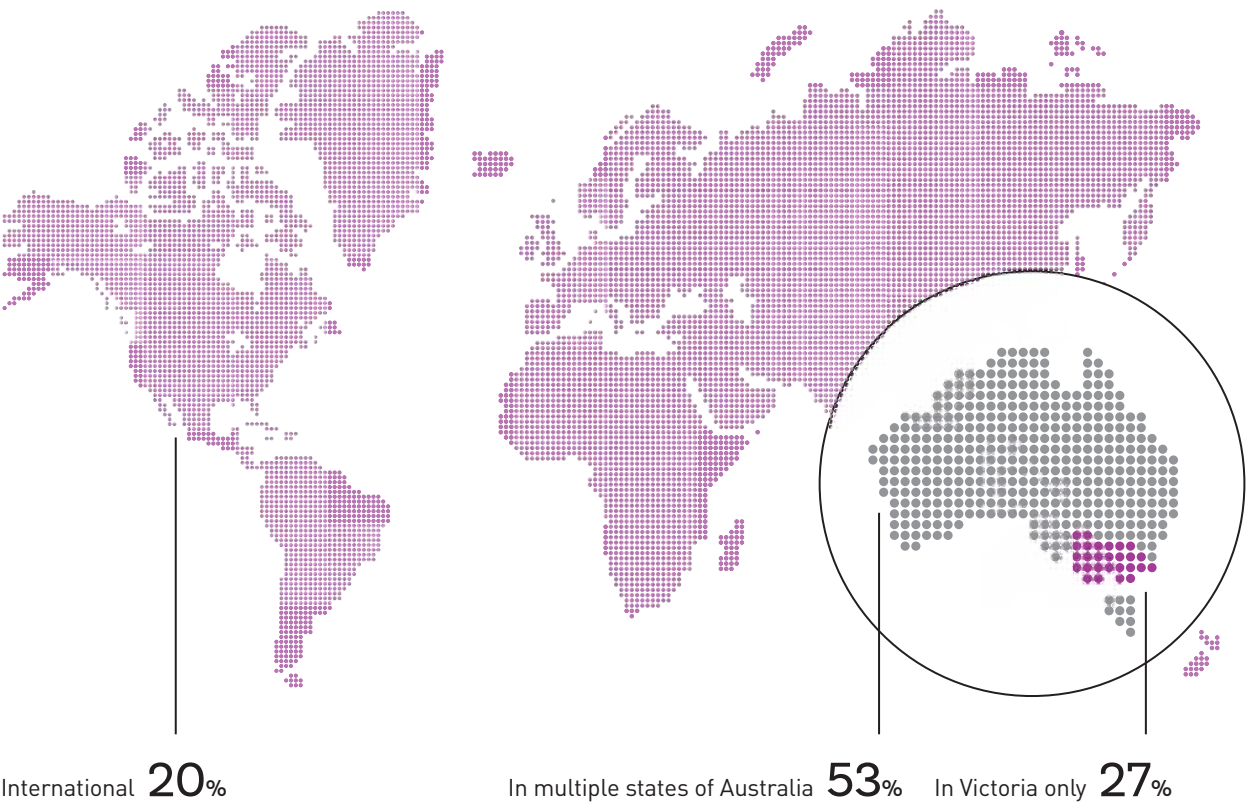
However, the growth strategies may be stalled by significant world events and their economic impact on the 2020 market.

company demographics

How many staff does your organisation currently employ?

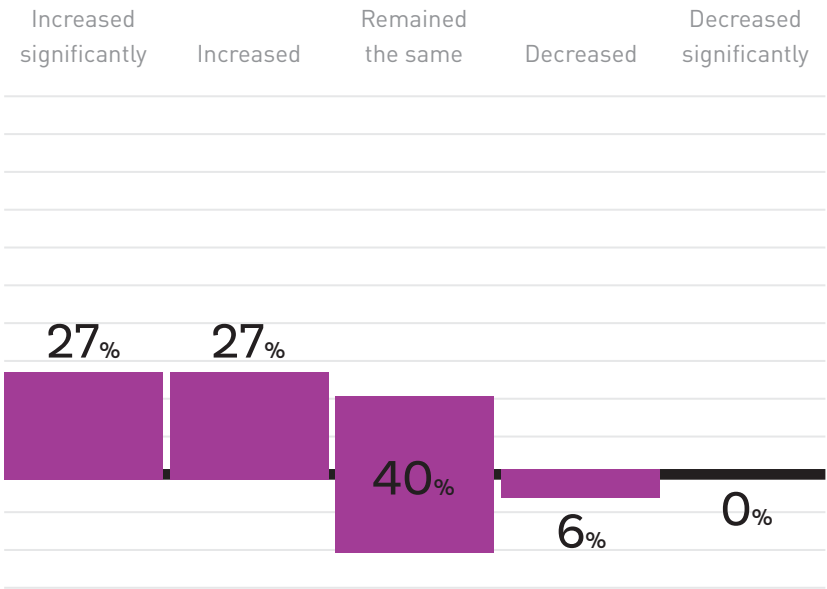


Location of Offices

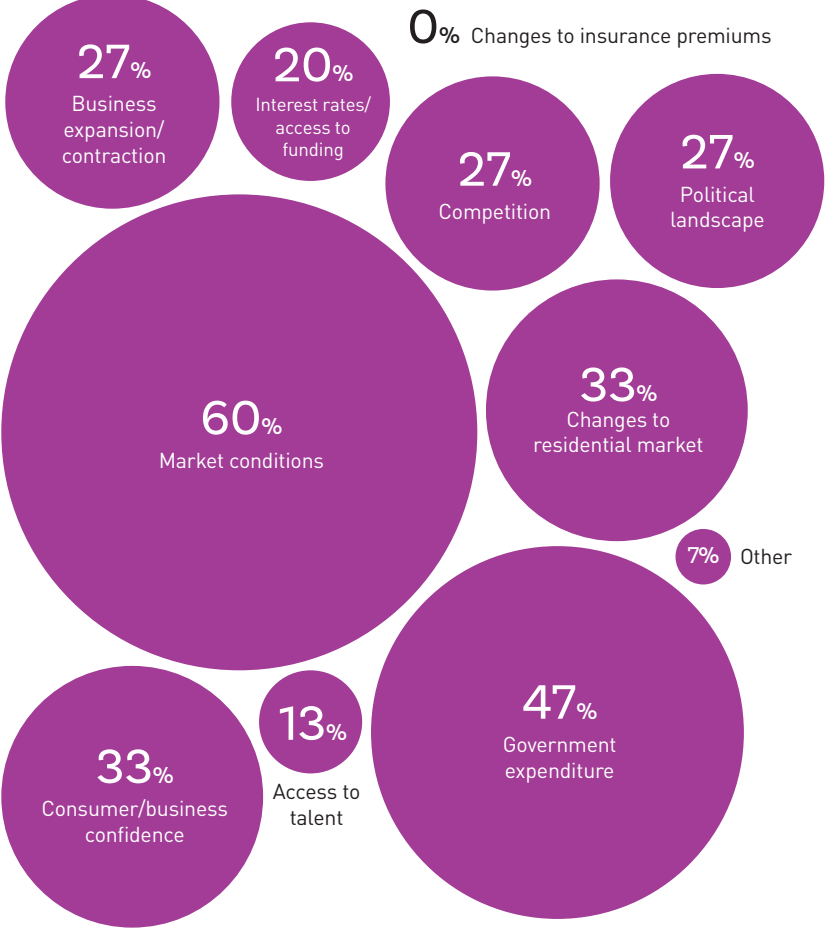


business activity

Compared to 2018, has business activity in 2019:

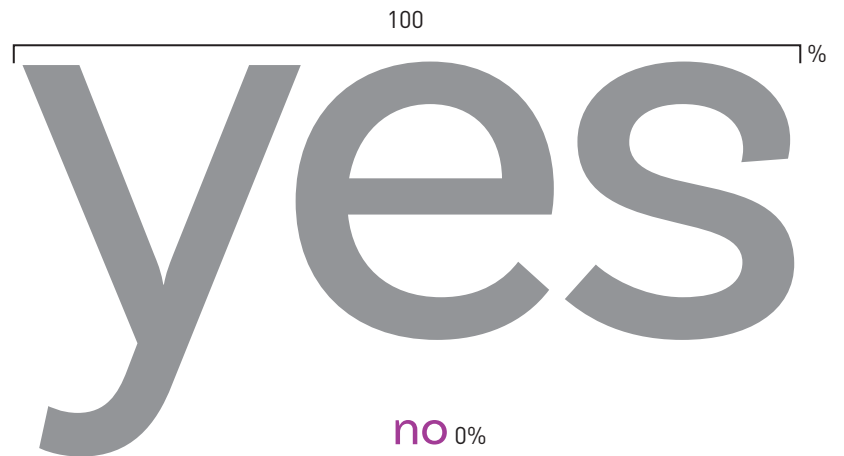


What has had the biggest impact on business activity levels in 2019?

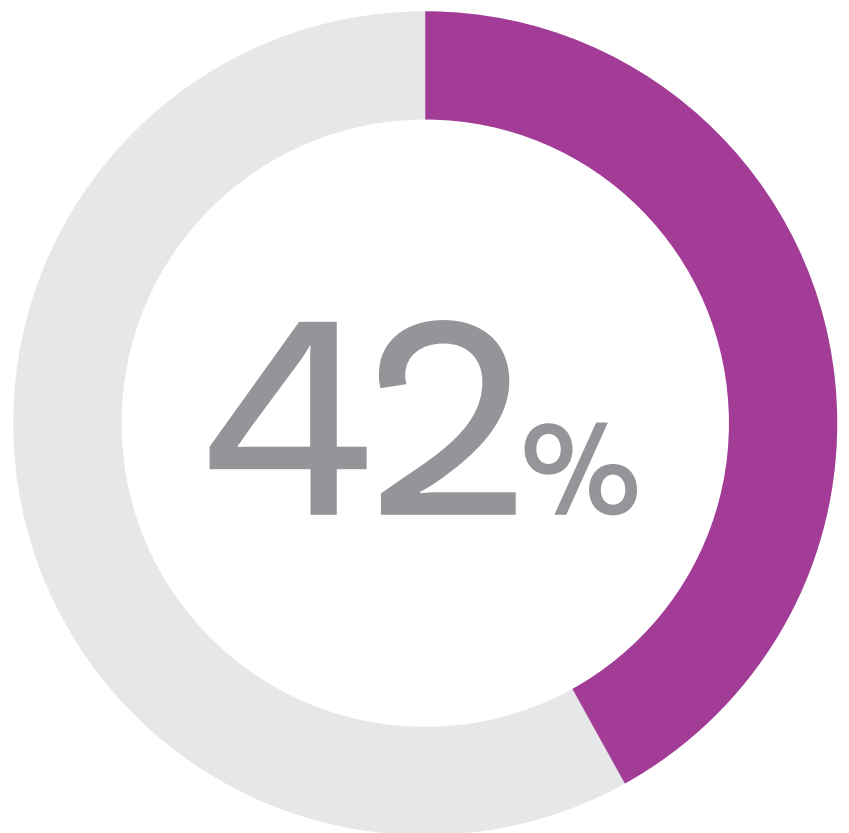


business activity

Does your organisation
tender for projects?



Of projects tendered,
approximately what percentage
were successful?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	38%	31%	0%	0%	0%
1-5%	8%	0%	0%	14%	0%
6-10%	15%	0%	7%	0%	0%
11-20%	31%	23%	29%	7%	8%
21-50%	0%	38%	57%	0%	84%
50% +	8%	8%	7%	79%	8%

Approximately what percentage of your staff are employed on a part-time basis?

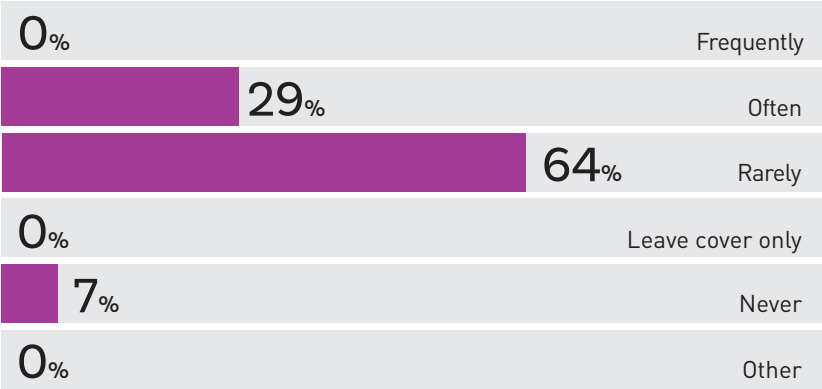
0%	75%	73%	29%	23%	23%
1-5%	8%	0%	7%	8%	15%
6-10%	17%	9%	21%	15%	8%
11-20%	0%	18%	29%	15%	46%
21-50%	0%	0%	7%	8%	8%
50% +	0%	0%	7%	31%	0%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

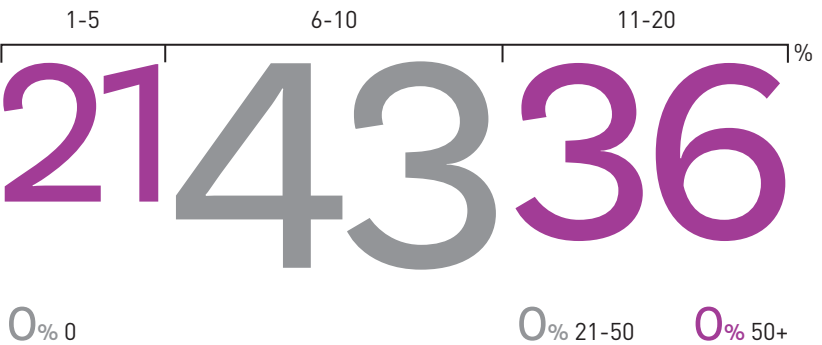
0%	91%	100%	29%	75%	54%
1-5%	9%	0%	50%	17%	23%
6-10%	0%	0%	14%	0%	15%
11-20%	0%	0%	0%	0%	8%
21-50%	0%	0%	7%	8%	0%
50% +	0%	0%	0%	0%	0%

hr & talent

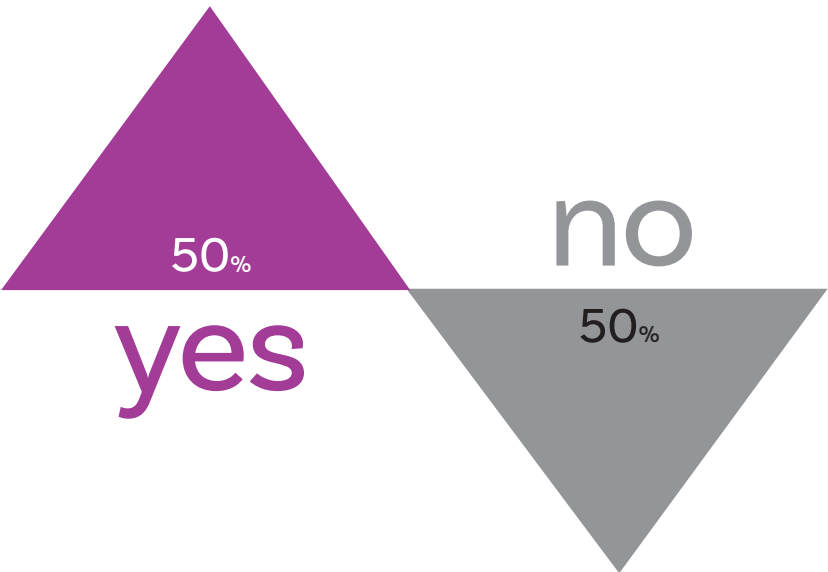
How often do you employ temp/contract staff?



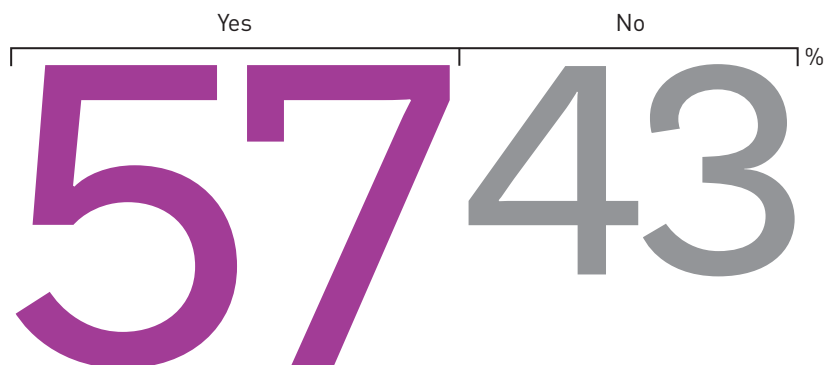
Approximately what percentage of your staff are employed as support staff?



Does your organisation employ an internal talent acquisition team or professional?



Did you recruit any graduates in 2019?



Are you currently pre-approved to provide visa sponsorship to employees?

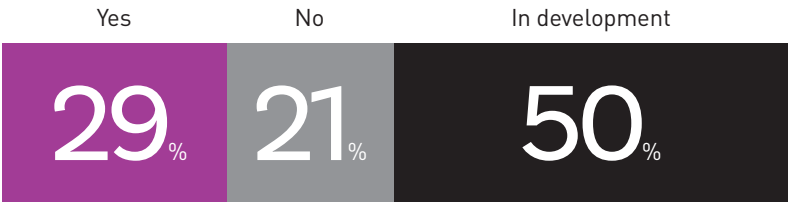


Did you provide visa sponsorship to any employees in 2019?

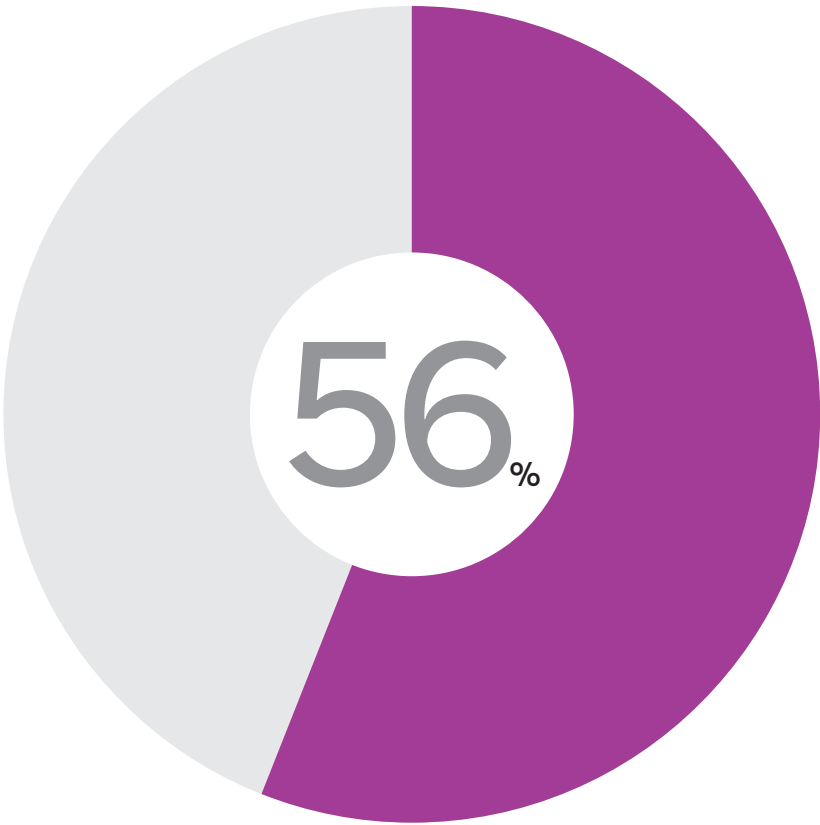


hr & talent

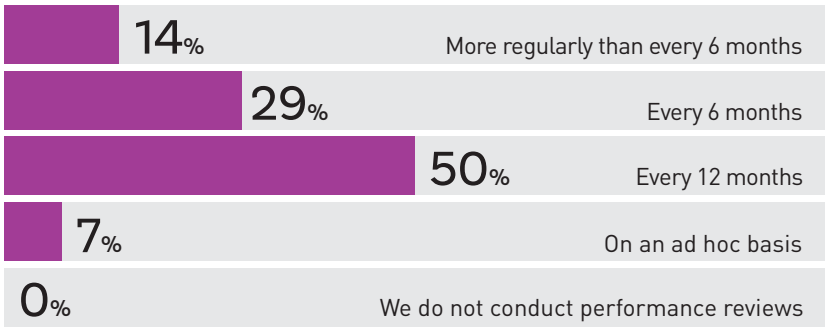
To your knowledge, does your organisation have a diversity policy for hiring new staff?



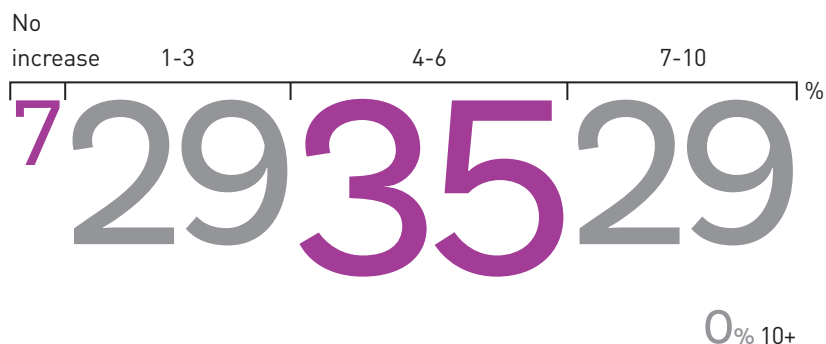
Approximately what percentage of organisation revenue is spent on wages?



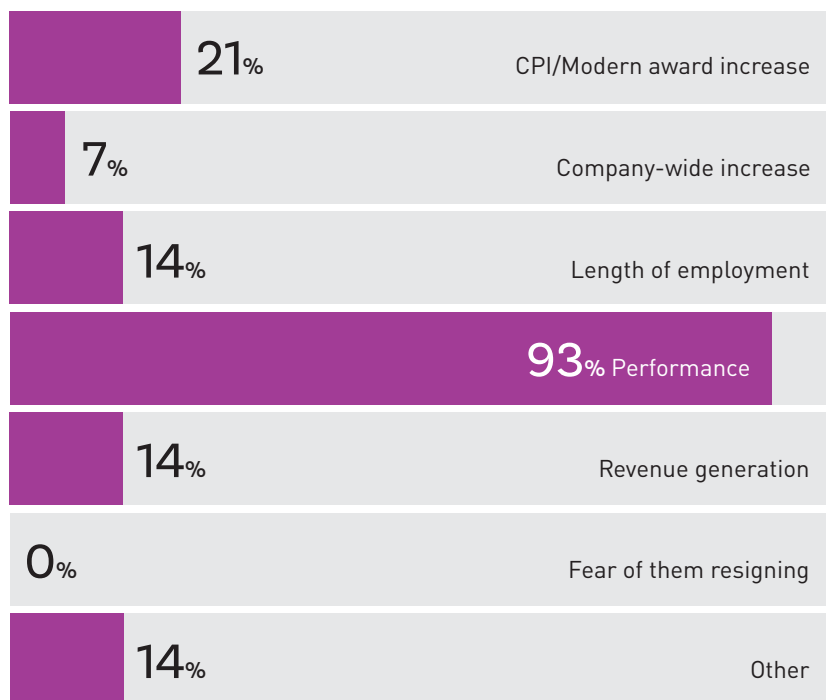
How often do you conduct performance reviews?



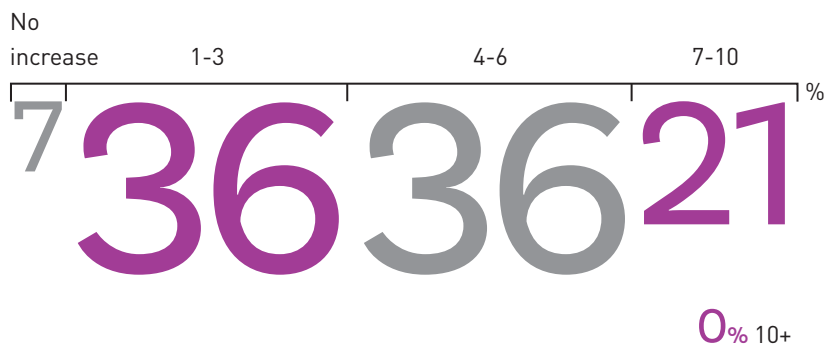
In your last round of performance reviews, what was the average percentage salary increase?



Of those employees who recieved an increase in salary, what were the most common reasons?



In your next round of performance reviews, what do you expect to increase salaries by?



hr & talent

Do you pay overtime to:

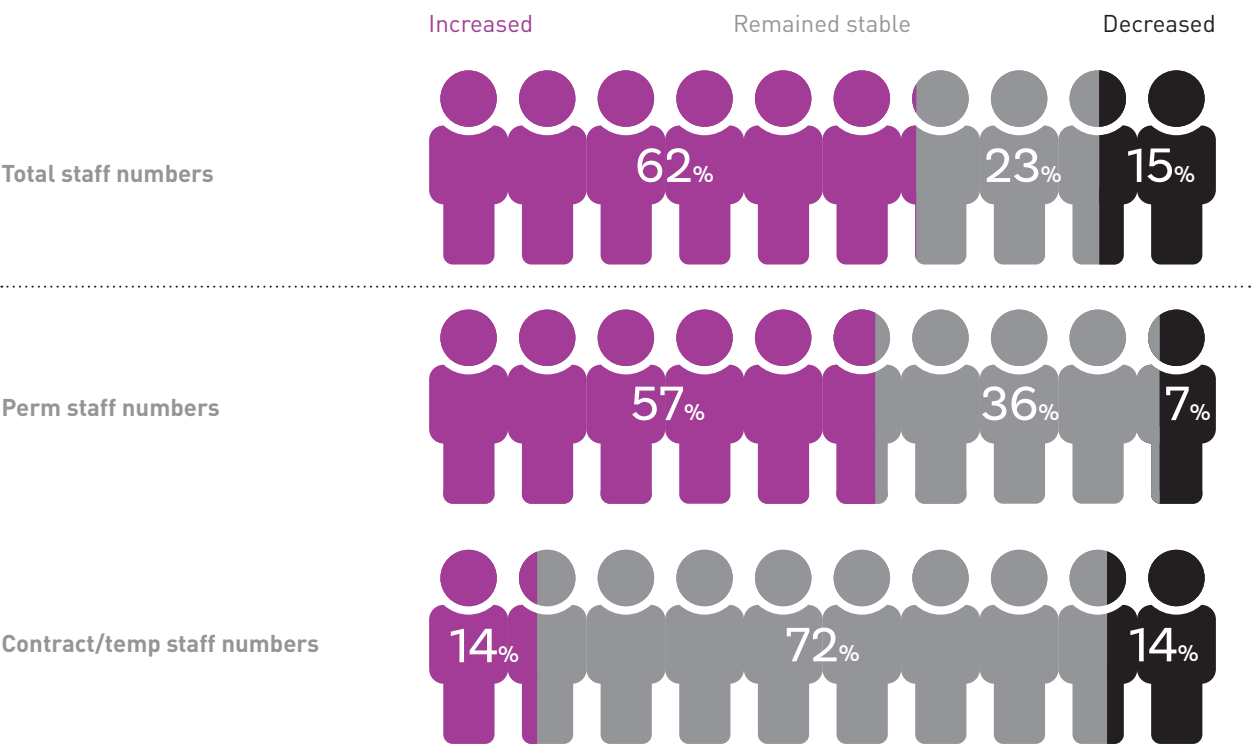
	Executive	Mgmt	Technical	Support
Yes	0%	0%	7%	7%
Time in Lieu	14%	14%	29%	29%
No	86%	86%	64%	64%

What are the most important characteristics when looking for potential employees for your organisation?

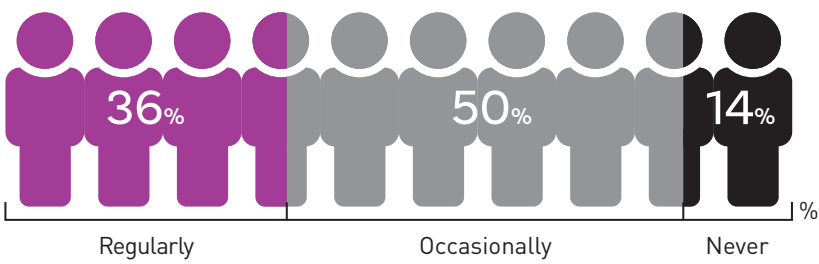
	Executive	Mgmt	Technical	Support
Communication skills	30%	33%	45%	80%
Project management skills	20%	44%	73%	0%
Job specific/ technical skills	10%	22%	55%	80%
Stakeholder engagement skills	30%	22%	9%	0%
Leadership skills	80%	78%	0%	0%
Business development skills	70%	44%	0%	10%
Cultural fit	50%	56%	55%	70%
Academic qualifications	0%	22%	27%	10%
Project experience	30%	44%	55%	0%

retention & turnover

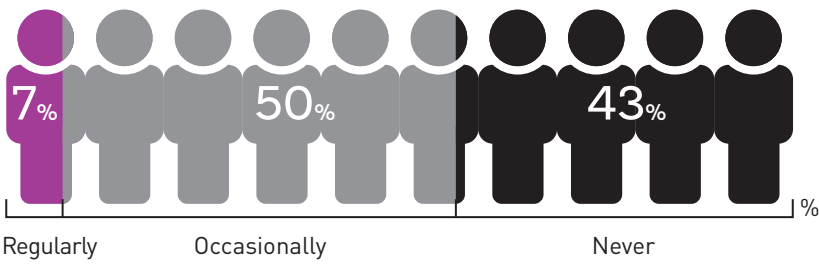
In 2019, have staff numbers within your organisation:



In 2019, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

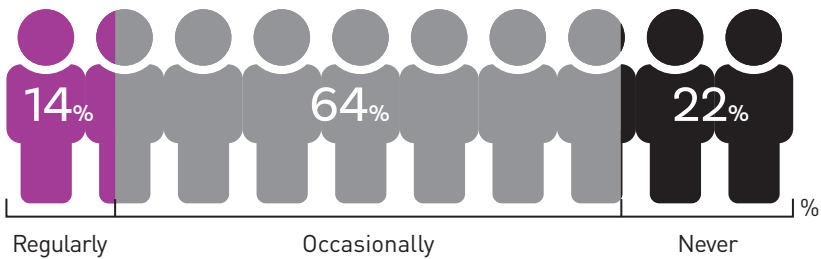


In 2019, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?



retention & turnover

When recruiting staff in 2019, did you have to pay higher salaries than you expected to in order to secure your preferred candidate?



Approximately what percentage of voluntary staff turnover (resignations) did your organisation experience in 2019?



What were the most common reasons for staff resigning in 2019?

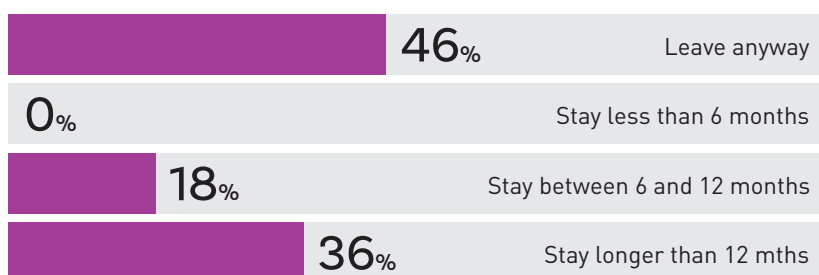


*Personal circumstances i.e. Parental leave, relocation, health, retirement

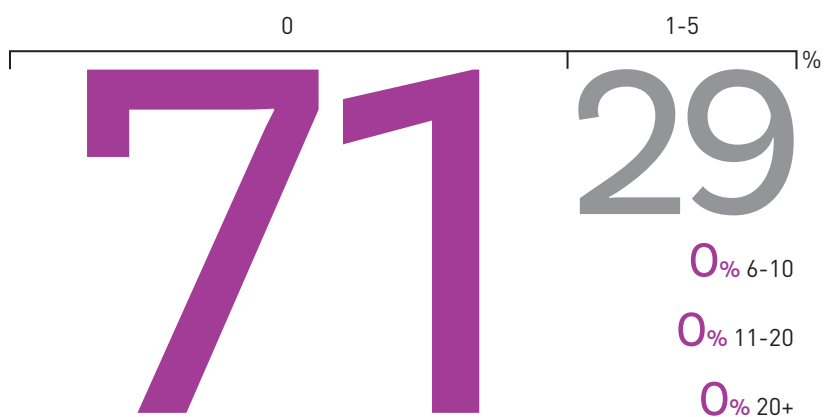
Do you counter offer departing staff?



Of those counter offered, do they usually:



Approximately what percentage of your staff were made redundant in 2019?



Did you enforce reduced work hours for any permanent employees during 2019, due to reduced workload?

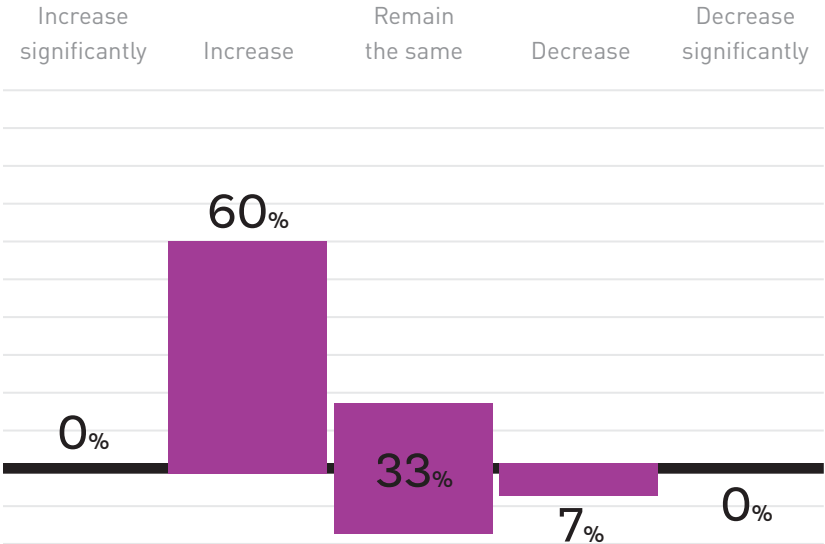


flexibility & benefits

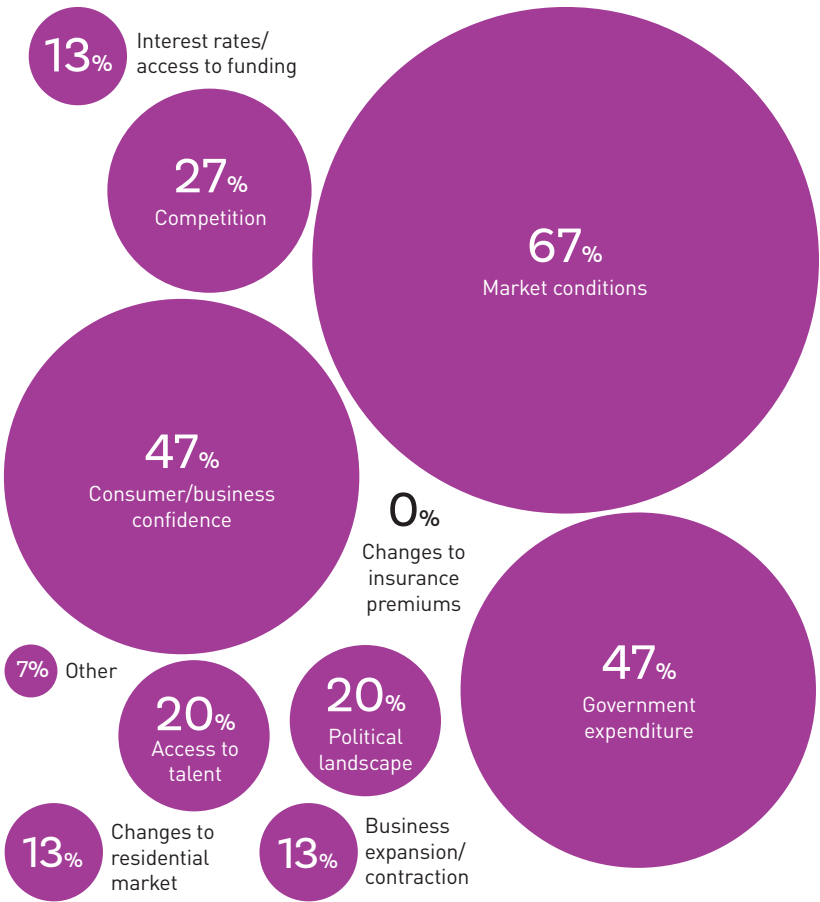
		Executive	Mgmt	Technical	Support	All staff
Do you offer any of the following monetary employee benefits?	Car/car allowance	31%	8%	8%	8%	8%
	Parking	46%	8%	8%	0%	0%
	Additional Superannuation	15%	15%	8%	8%	8%
	Insurance	8%	8%	8%	8%	8%
	Salary sacrifice	69%	62%	62%	62%	62%
	Bonuses	77%	77%	77%	54%	54%
	Profit share	77%	23%	8%	8%	8%
	Financial support for study	38%	46%	46%	31%	31%
	Additional paid parental leave	31%	31%	31%	31%	31%
Do you offer any of the following non-monetary employee benefits?	Health & wellbeing programs/allowance	54%	54%	54%	54%	46%
	Casual dress policy	69%	69%	69%	69%	62%
	Birthday day-off	15%	15%	15%	15%	15%
	Externally facilitated training	92%	92%	92%	92%	85%
	Additional annual leave	46%	8%	46%	38%	38%
	Paid study leave	23%	23%	23%	23%	23%
	Additional unpaid parental leave	38%	38%	38%	38%	38%
Do you offer any of the following flexible workplace practices?	Flexible work hours	85%	85%	77%	77%	77%
	Flexible workplace/work from home	77%	77%	85%	69%	69%
	Compressed working week	8%	8%	15%	15%	8%
	Part-time hours	69%	69%	85%	92%	69%
	Job sharing	8%	8%	8%	15%	8%
	Career breaks	23%	23%	23%	23%	23%

next 12 months

Compared to 2019, do you expect to see business activity in 2020 to:

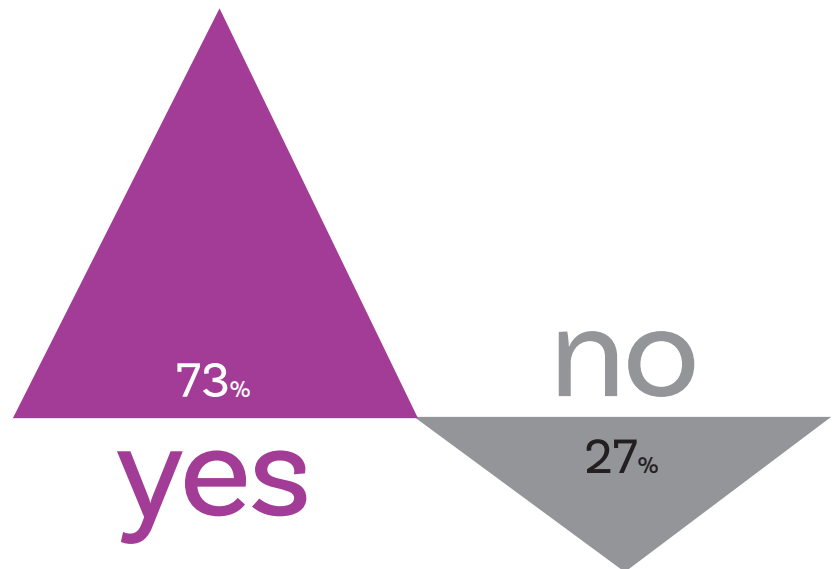


What do you predict will have the biggest impact on business levels in 2020?

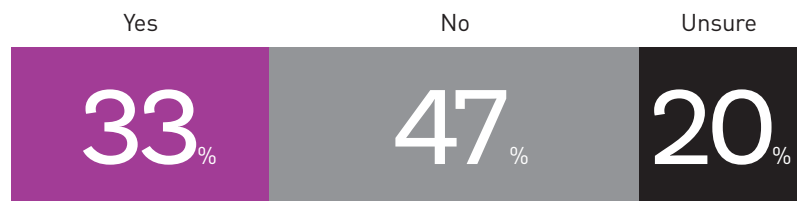


next 12 months

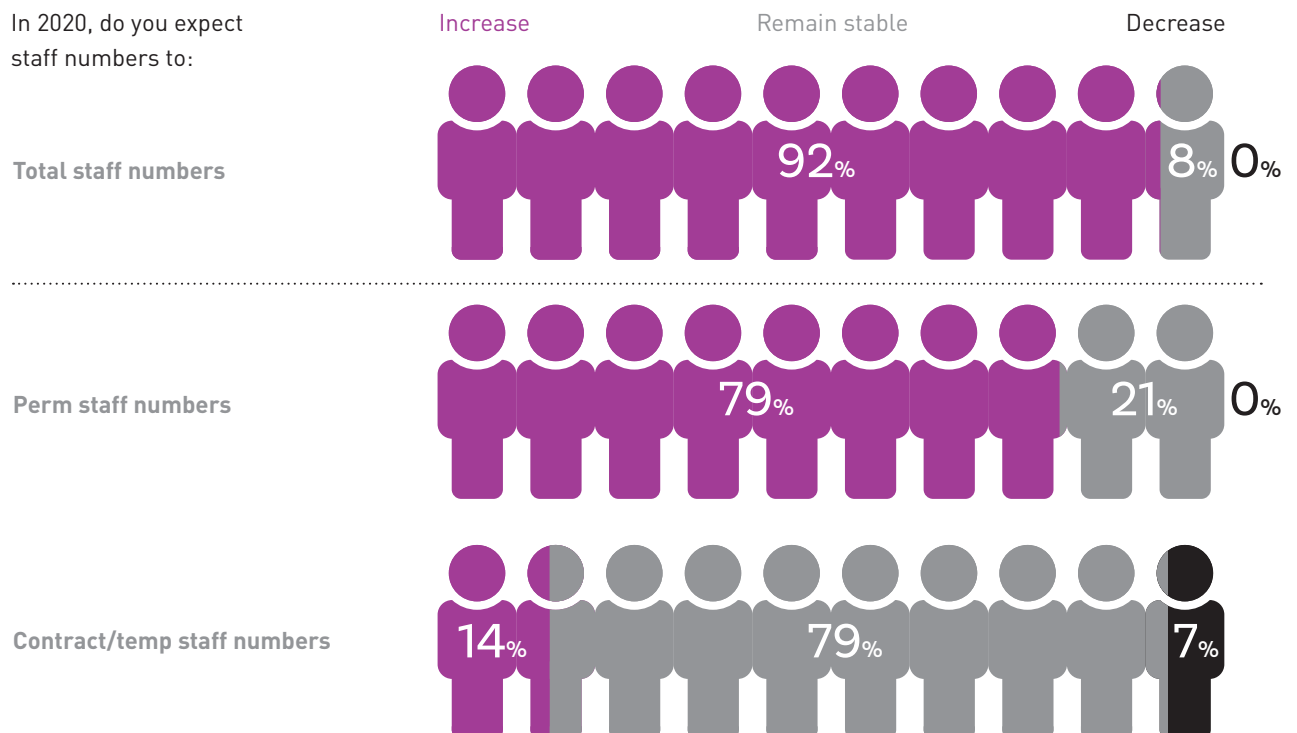
Do you think talent shortages will impact the operation of your organisation in 2020?



Are you currently, or do you plan to restructure your department/organisation in 2020 to keep up with changing business needs?



In 2020, do you expect staff numbers to:



project management

SALARY LEVELS & TABLE

Project Manager

project management

SALARY LEVELS

Project Management Consulting

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Assist with documentation, tenders and exposure to contract administration.	Undergraduate/ part-time or no professional experience	Graduate
LEVEL 2	Minor liaison with external consultants. Assisting project team with documentation, may attend and minute PCG meetings.	Circa 1 - 5 years	Assistant Project Manager
LEVEL 3	Starting to take lead role on smaller projects or possibly package lead on bigger projects. Lead PCG meetings, support senior project team.	Circa 5 - 10 years	Project Manager
LEVEL 4	Extended project responsibilities. Managing a project team and external stakeholders. May have business development requirements.	Circa 8 - 15 years	Senior Project Manager
LEVEL 5	Highly skilled project manager taking lead role on projects and leading full delivery team. Managing projects to completion and perform project reviews. May have leadership and business development responsibilities.	Circa 12+ years	Project Director
LEVEL 6	Involved in business development and client management, budgeting, resourcing and project director/lead on major projects. Leader, mentor, manager.	Circa 15+ years	Associate
LEVEL 7	Experienced professional leading a consultancy or specialist division. Project director overseeing business development, tender and fee submissions and strategic direction for projects and the overall business.	Circa 15+ years	Director

project management

SALARY TABLE

Project Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$51,500	\$59,000	\$61,000
LEVEL 2	\$77,500	\$82,500	\$92,500
LEVEL 3	\$110,000	\$117,500	\$122,500
LEVEL 4	\$142,500	\$152,500	\$162,500
LEVEL 5	\$177,500	\$187,500	\$210,000
LEVEL 6	\$215,000	\$225,000	\$245,000
LEVEL 7	\$255,000	\$295,000	\$330,000

All salaries listed in the 2020 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

NG

planning
INDUSTRY FACTS



In 2019 the planning industry experienced a two-speed market - 40% of firms added to headcount, while 30% decreased numbers.

introduction

OBSERVATIONS FROM 2019

The Victorian planning market was relatively subdued in 2019, with more firms (40%) reporting a contraction in business activity, as opposed to 30% that experienced an increase in business. This closely aligns with what was predicted 12 months ago, with 38% of companies predicting a slowdown.

Access to funding continued to present a bottleneck to developments and remained a key challenge facing the industry, while a changing political landscape also added a turbulent year. However, 30% of responding firms did experience increased business activity, indicating a “two-speed” planning industry in Victoria.

Interestingly, the number of firms that tendered for projects increased from 63% to 80%, while the percentage of successful tenders also increased from 53% to 80%.

The planning industry remains at the forefront of the built and natural environment in regard to offering part-time work to staff, with 78% of firms offering part-time employment. Conversely, there is a hesitation to offer contract or temporary employment with no firms regularly using contract staff to manage workloads.

However, this would likely correlate to the above industry standard for flexible workplace practices offered by planning firms. Almost all staff are offered flexible work hours, over 80% of technical, management and executive staff are offered flexible workplace options, and 60% for support staff – which is significantly higher than any other industry.

THE TALENT MARKET

In 2019, the workforce has been stable for the Victorian planning industry. While 40% of firms added to their headcount, 30% reduced staff numbers and the other 30% remained the same. This is down significantly from the last two years as 75% of responding firms increased their staff numbers in 2018 and 89% in 2017. However, this is just reflective of the two-speed market experienced in the past year.

Wage increases in the planning industry remain modest, with an average salary increase of 3.8% in 2019, slightly down from 4% in 2018.

Voluntary staff turnover stayed relatively low, decreasing from 7% in 2018, to 5.8% in 2019, with 80% of responding firms electing not to counter offer staff in an effort to change their minds.

This natural attrition seems to have supported the management of more turbulent business conditions, with only 10% of firms making redundancies or enforcing reduced work hours.

WHAT LIES AHEAD

After a slower 2019, the market is predicted to bounce back in 2020 with 80% of responding firms expecting to see an increase in business activity during the year ahead. Access to funding remains front of mind with an optimism around further interest rate cuts. Government policies and investment will also play a role in the future of the market in 2020, as will consumer and business confidence.

Senior Manager and town planning specialist, Mark Parrent adds that *"Improved government policies that accommodate for affordable housing and population growth pressures, as well as speeding up infrastructure delivery, will also play a role in the future of the market in 2020."*

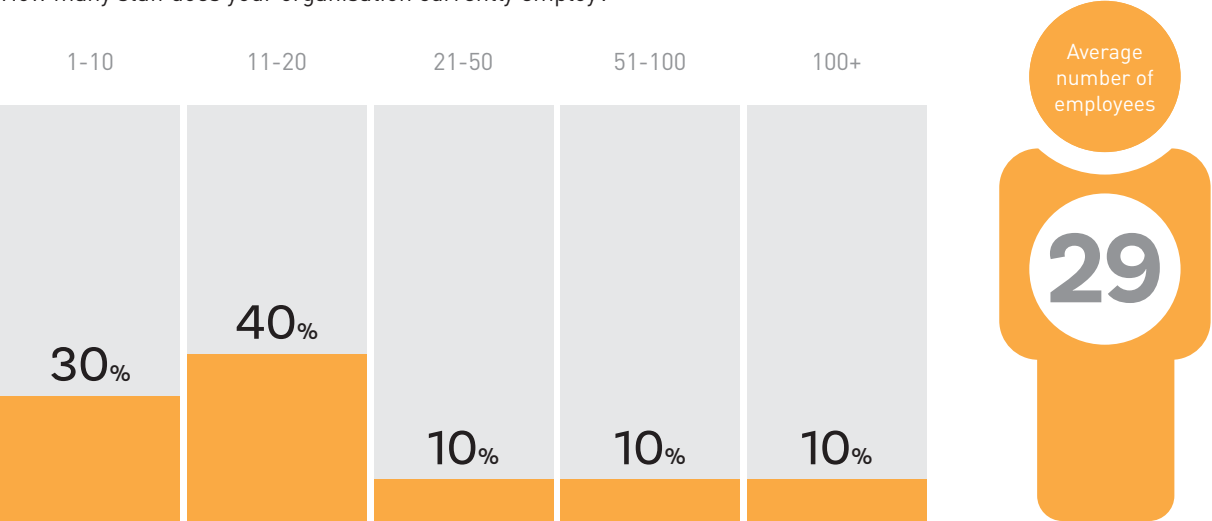
Encouragingly, 50% of firms expect to increase their headcount in 2020, while the other 50% expect to remain stable, having the capacity to absorb increased business activity with current staff levels.

Wage growth is expected to further plateau, with an average salary increase of only 3.2% expected in 2020. It's unsurprising to see stagnated wage growth after a cooling year, but with much healthier business conditions predicted in 2020 coupled with low wage growth; there is likely to be an increase in resignations as hiring becomes a priority to manage increased workloads.

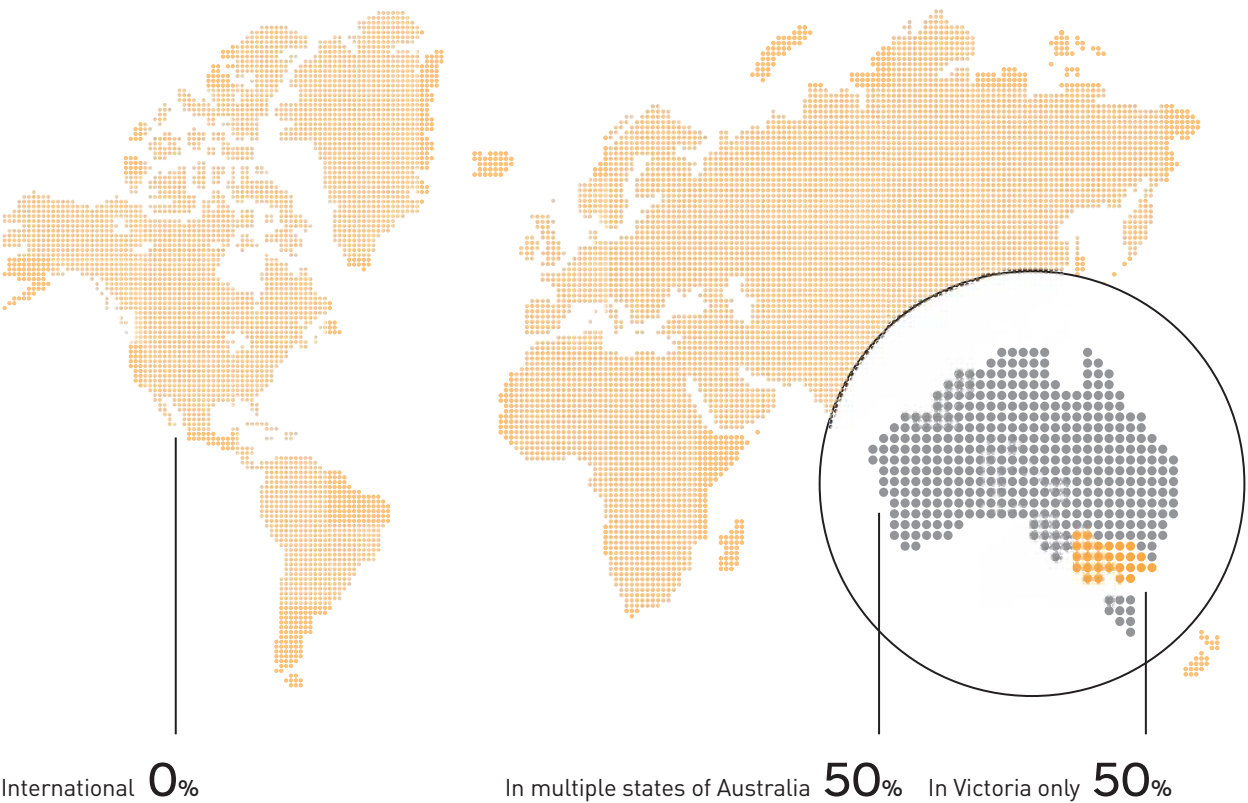
However, the growth strategies may be stalled by significant world events and their economic impact on the 2020 market.

company demographics

How many staff does your organisation currently employ?

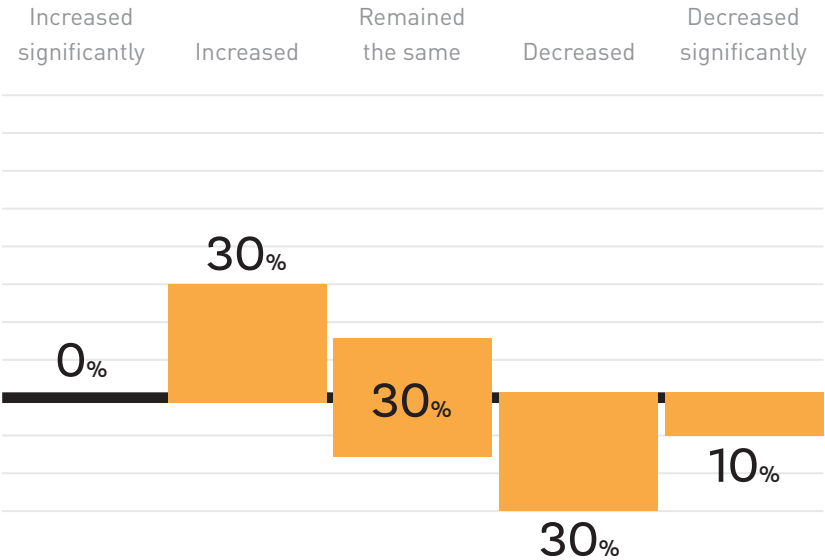


Location of Offices

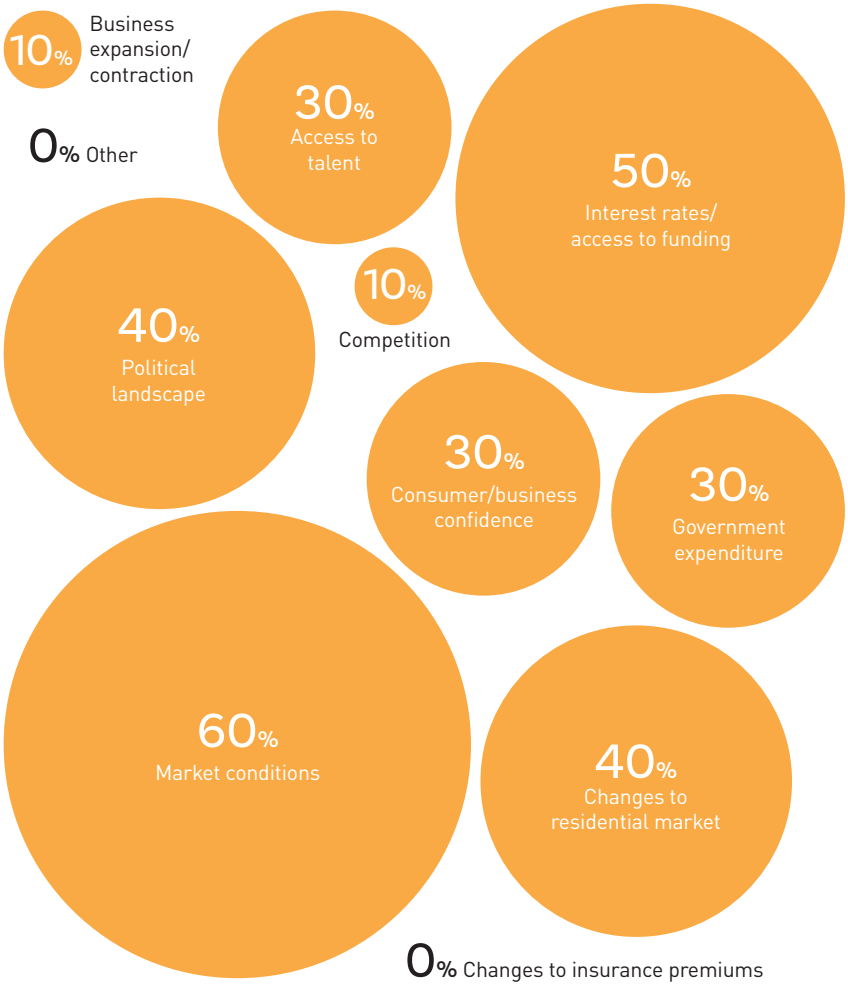


business activity

Compared to 2018, has business activity in 2019:



What has had the biggest impact on business activity levels in 2019?

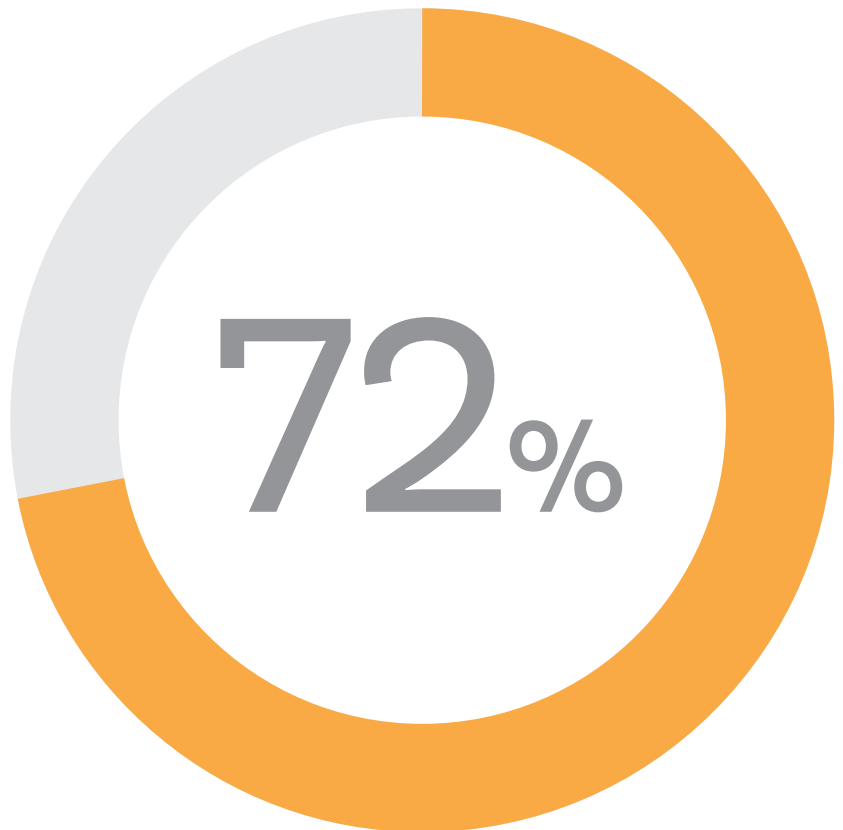


business activity

Does your organisation
tender for projects?



Of projects tendered,
approximately what percentage
were successful?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	30%	0%	20%	20%	0%
1-5%	20%	0%	0%	0%	0%
6-10%	0%	20%	10%	0%	0%
11-20%	0%	0%	0%	0%	10%
21-50%	20%	40%	50%	0%	50%
50% +	30%	40%	20%	80%	40%

Approximately what percentage of your staff are employed on a part-time basis?

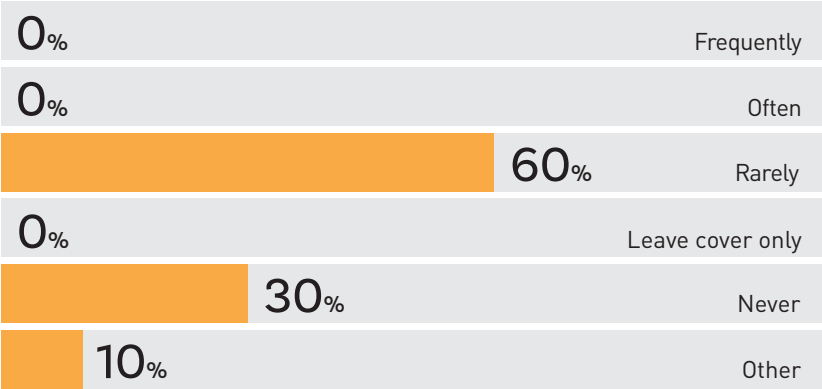
0%	80%	40%	50%	40%	22%
1-5%	10%	10%	12.5%	0%	0%
6-10%	0%	10%	0%	20%	22%
11-20%	0%	0%	12.5%	20%	22%
21-50%	10%	40%	12.5%	10%	22%
50% +	0%	0%	12.5%	10%	12%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

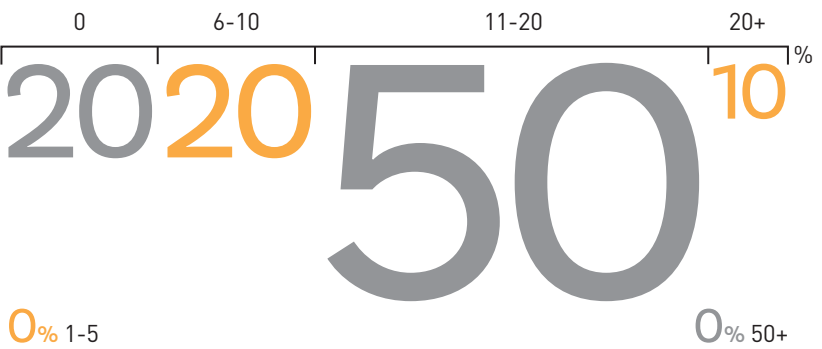
0%	100%	100%	70%	100%	70%
1-5%	0%	0%	20%	0%	20%
6-10%	0%	0%	10%	0%	10%
11-20%	0%	0%	0%	0%	0%
21-50%	0%	0%	0%	0%	0%
50% +	0%	0%	0%	0%	0%

hr & talent

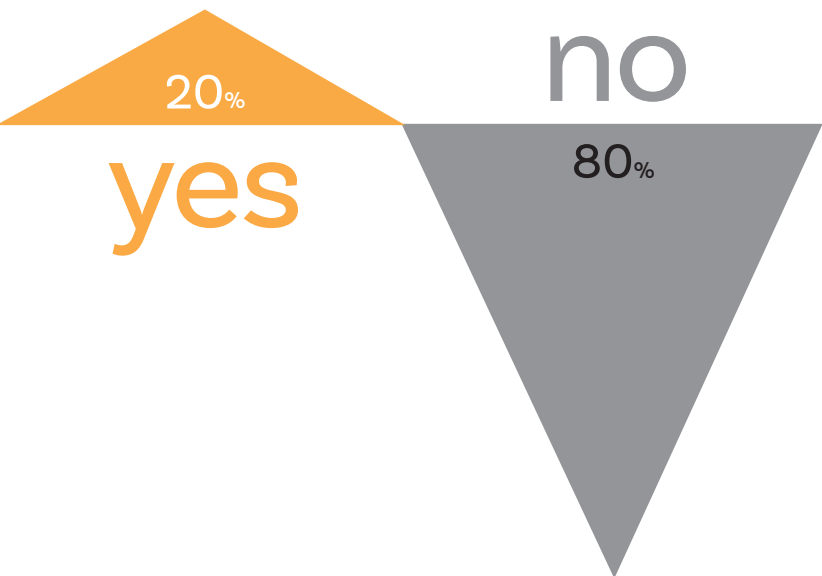
How often do you employ temp/contract staff?



Approximately what percentage of your staff are employed as support staff?



Does your organisation employ an internal talent acquisition team or professional?



Did you recruit any graduates in 2019?



Are you currently pre-approved to provide visa sponsorship to employees?

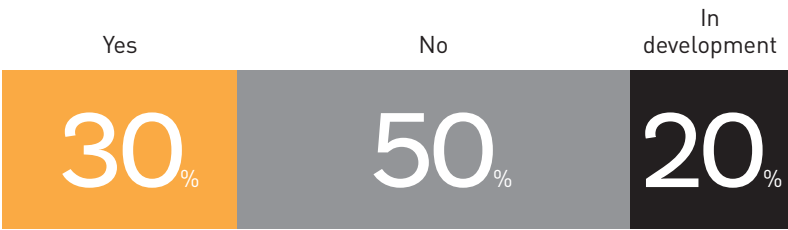


Did you provide visa sponsorship to any employees in 2019?

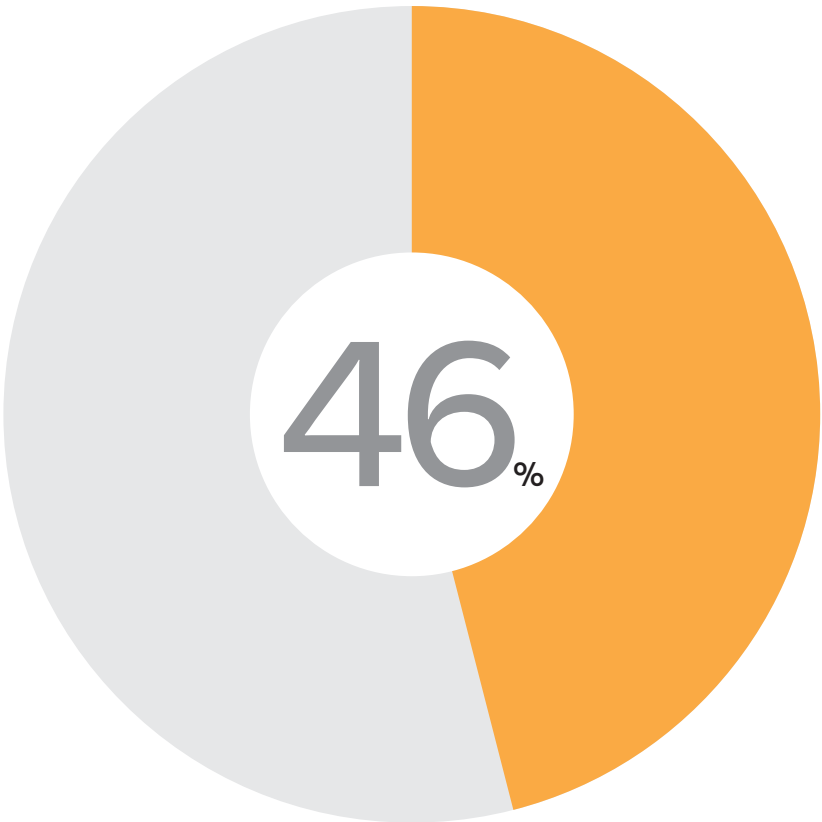


hr & talent

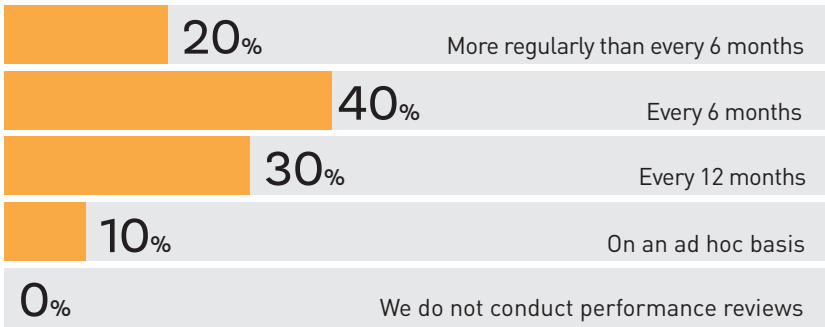
To your knowledge, does your organisation have a diversity policy for hiring new staff?



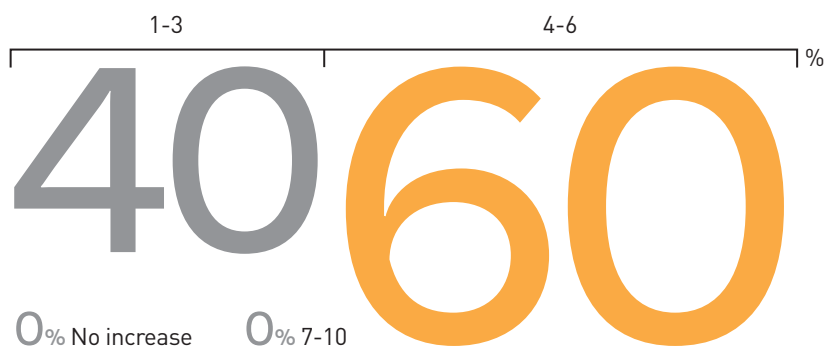
Approximately what percentage of organisation revenue is spent on wages?



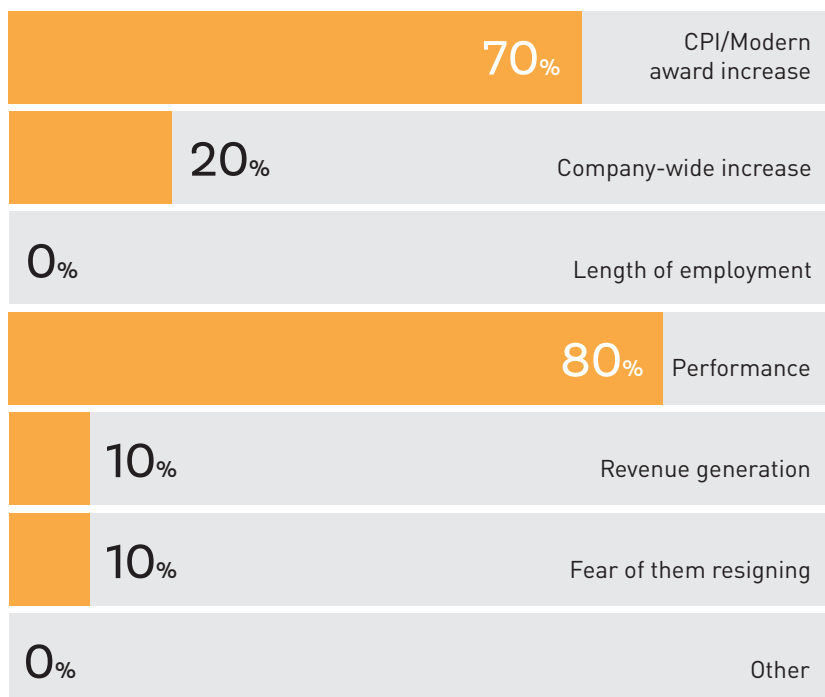
How often do you conduct performance reviews?



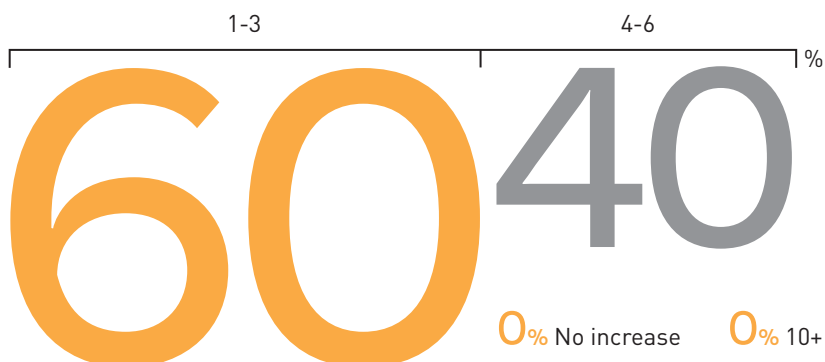
In your last round of performance reviews, what was the average percentage salary increase?



Of those employees who recieved an increase in salary, what were the most common reasons?



In your next round of performance reviews, what do you expect to increase salaries by?



hr & talent

Do you pay overtime to:

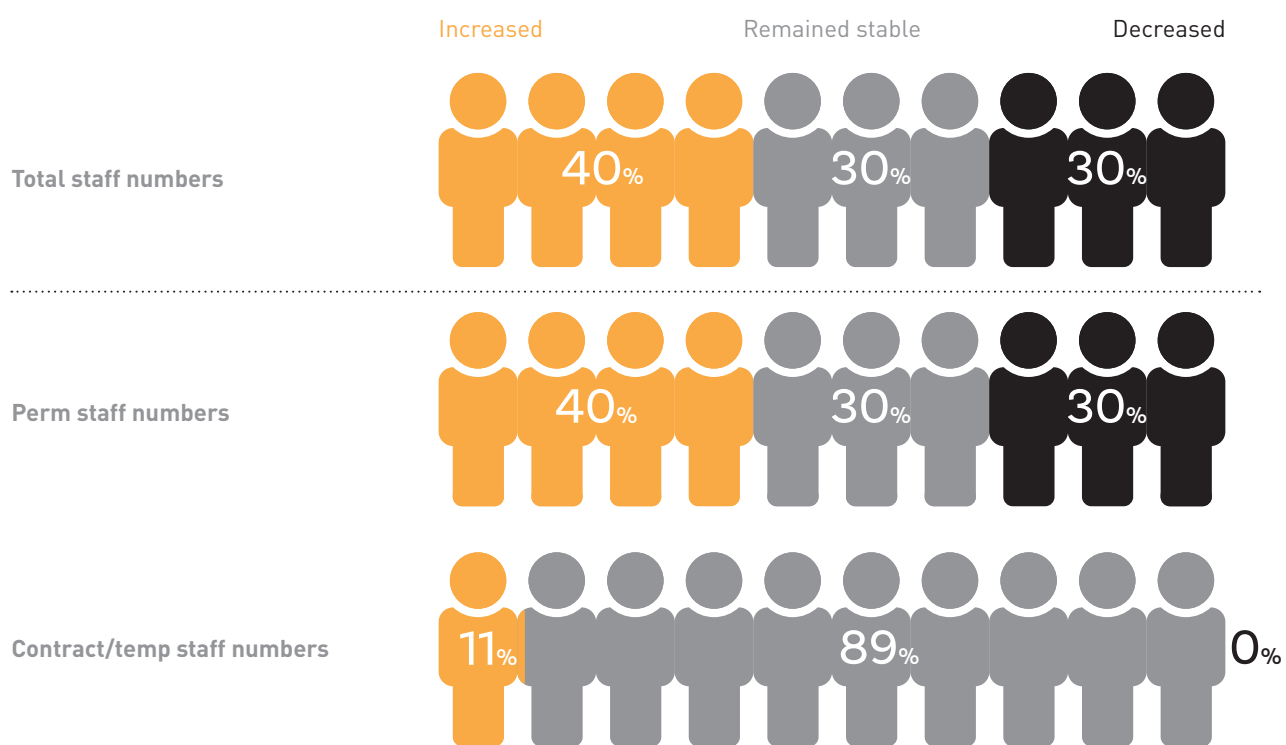
	Executive	Mgmt	Technical	Support
Yes	0%	10%	22%	22%
Time in Lieu	33%	30%	33%	33%
No	67%	60%	45%	45%

What are the most important characteristics when looking for potential employees for your organisation?

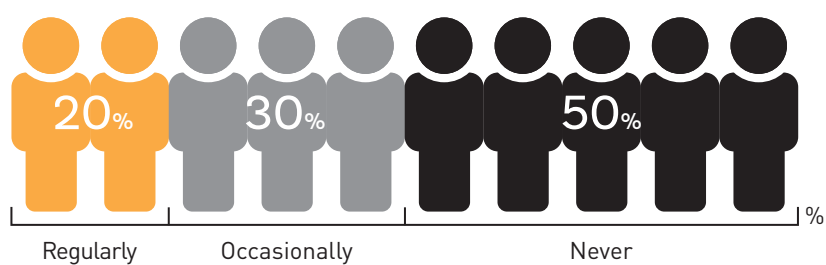
	Executive	Mgmt	Technical	Support
Communication skills	75%	78%	75%	100%
Project management skills	50%	44%	0%	0%
Job specific/ technical skills	38%	56%	50%	67%
Stakeholder engagement skills	25%	22%	0%	0%
Leadership skills	75%	44%	13%	17%
Business development skills	38%	22%	0%	0%
Cultural fit	50%	67%	63%	83%
Academic qualifications	25%	22%	38%	0%
Project experience	38%	33%	38%	0%

retention & turnover

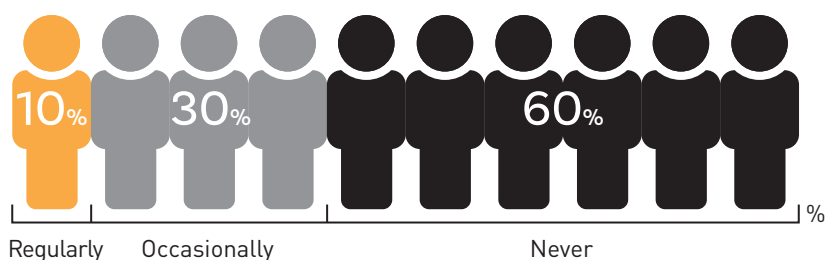
In 2019, have staff numbers within your organisation:



In 2019, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

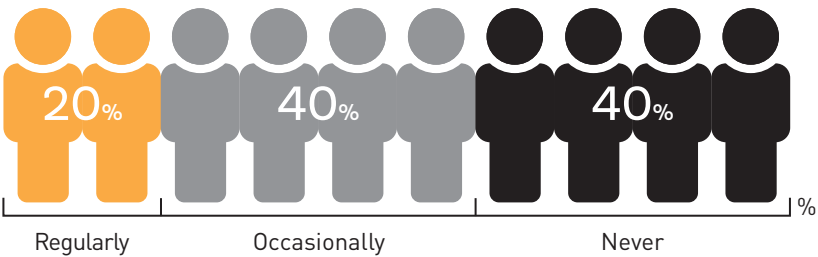


In 2019, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?

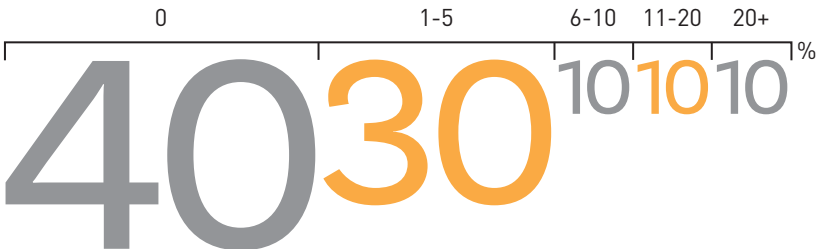


retention & turnover

When recruiting staff in 2019, did you have to pay higher salaries than you expected to in order to secure your preferred candidate?



Approximately what percentage of voluntary staff turnover (resignations) did your organisation experience in 2019?

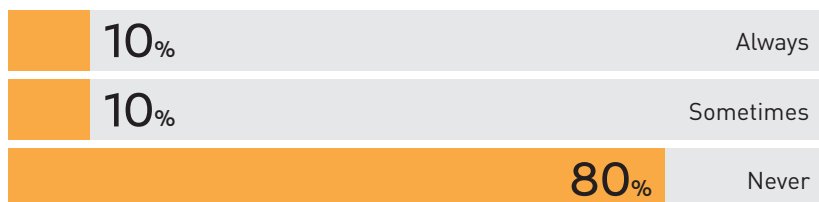


What were the most common reasons for staff resigning in 2019?

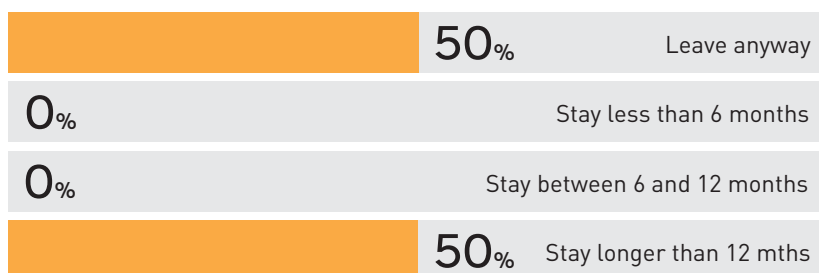


*Personal circumstances i.e. Parental leave, relocation, health, retirement

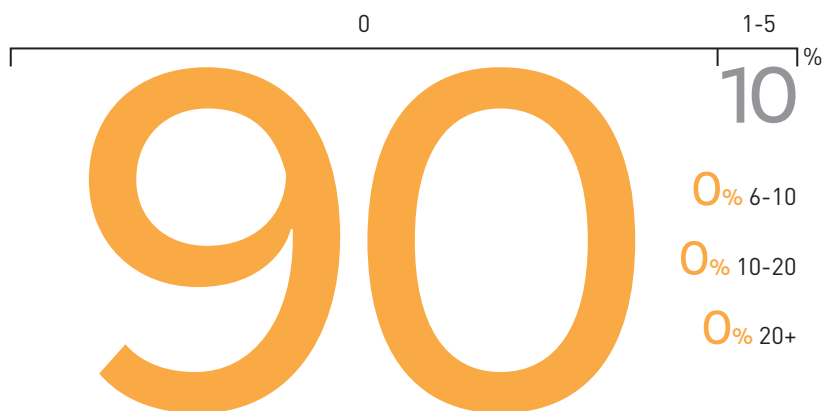
Do you counter offer departing staff?



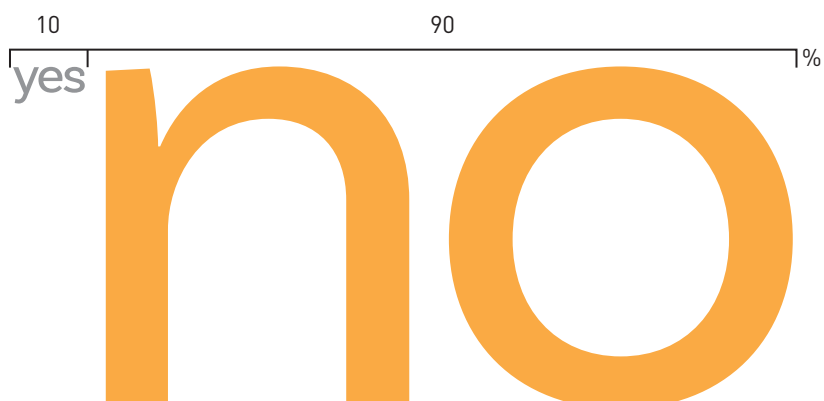
Of those counter offered, do they usually:



Approximately what percentage of your staff were made redundant in 2019?



Did you enforce reduced work hours for any permanent employees during 2019, due to reduced workload?

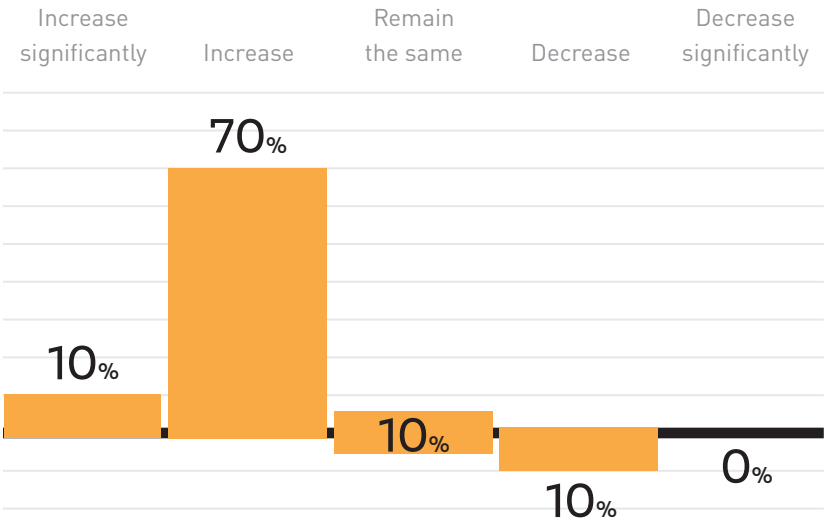


flexibility & benefits

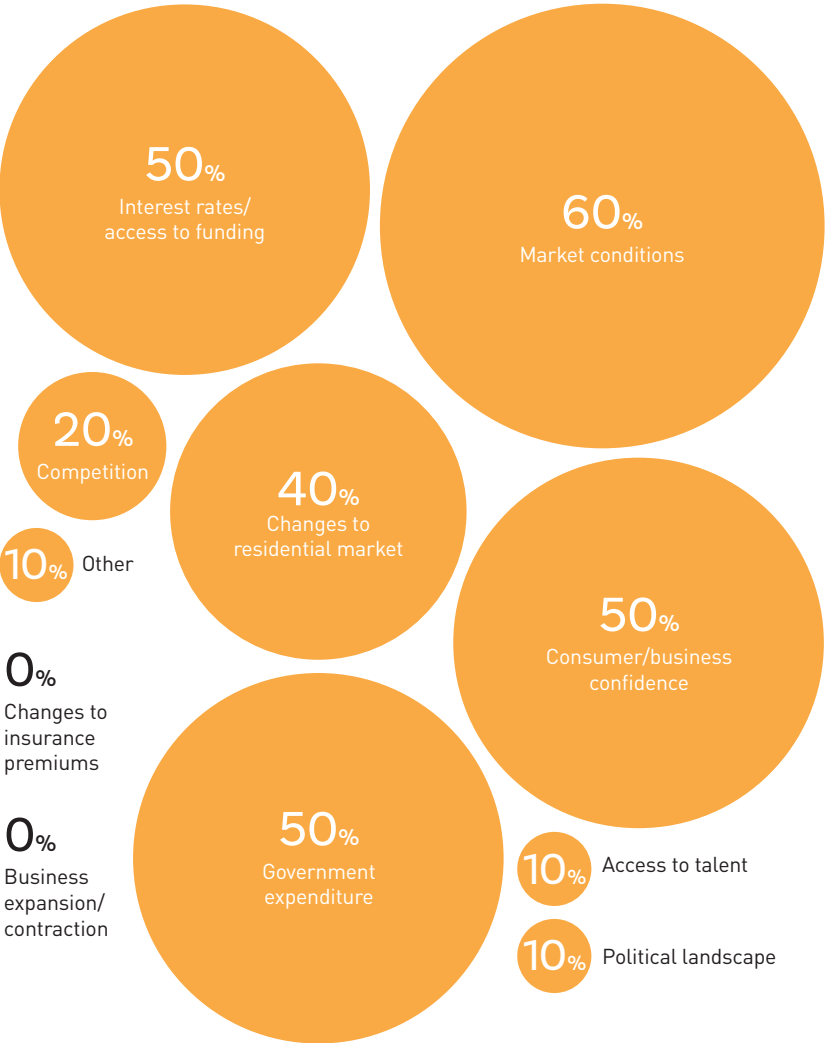
		Executive	Mgmt	Technical	Support	All staff
Do you offer any of the following monetary employee benefits?	Car/car allowance	30%	10%	10%	0%	0%
	Parking	60%	30%	20%	10%	10%
	Additional Superannuation	10%	20%	10%	10%	10%
	Insurance	30%	10%	10%	10%	10%
	Salary sacrifice	80%	60%	70%	60%	50%
	Bonuses	70%	90%	70%	60%	60%
	Profit share	50%	10%	0%	0%	0%
	Financial support for study	30%	40%	40%	40%	30%
	Additional paid parental leave	10%	10%	0%	0%	0%
Do you offer any of the following non-monetary employee benefits?	Health & wellbeing programs/allowance	50%	60%	50%	50%	50%
	Casual dress policy	90%	100%	90%	90%	90%
	Birthday day-off	20%	30%	20%	20%	20%
	Externally facilitated training	90%	90%	90%	90%	90%
	Additional annual leave	30%	30%	20%	20%	20%
	Paid study leave	30%	30%	30%	30%	30%
	Additional unpaid parental leave	30%	30%	30%	30%	30%
Do you offer any of the following flexible workplace practices?	Flexible work hours	80%	100%	70%	70%	70%
	Flexible workplace/work from home	70%	90%	60%	60%	60%
	Compressed working week	20%	40%	10%	10%	10%
	Part-time hours	70%	90%	70%	70%	70%
	Job sharing	20%	20%	20%	30%	20%
	Career breaks	30%	30%	40%	40%	30%

next 12 months

Compared to 2019, do you expect to see business activity in 2020 to:

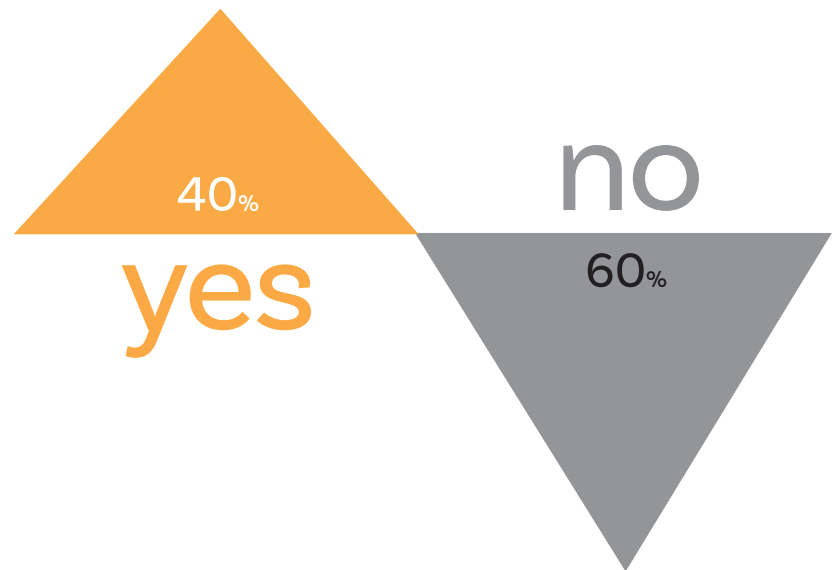


What do you predict will have the biggest impact on business levels in 2020?



next 12 months

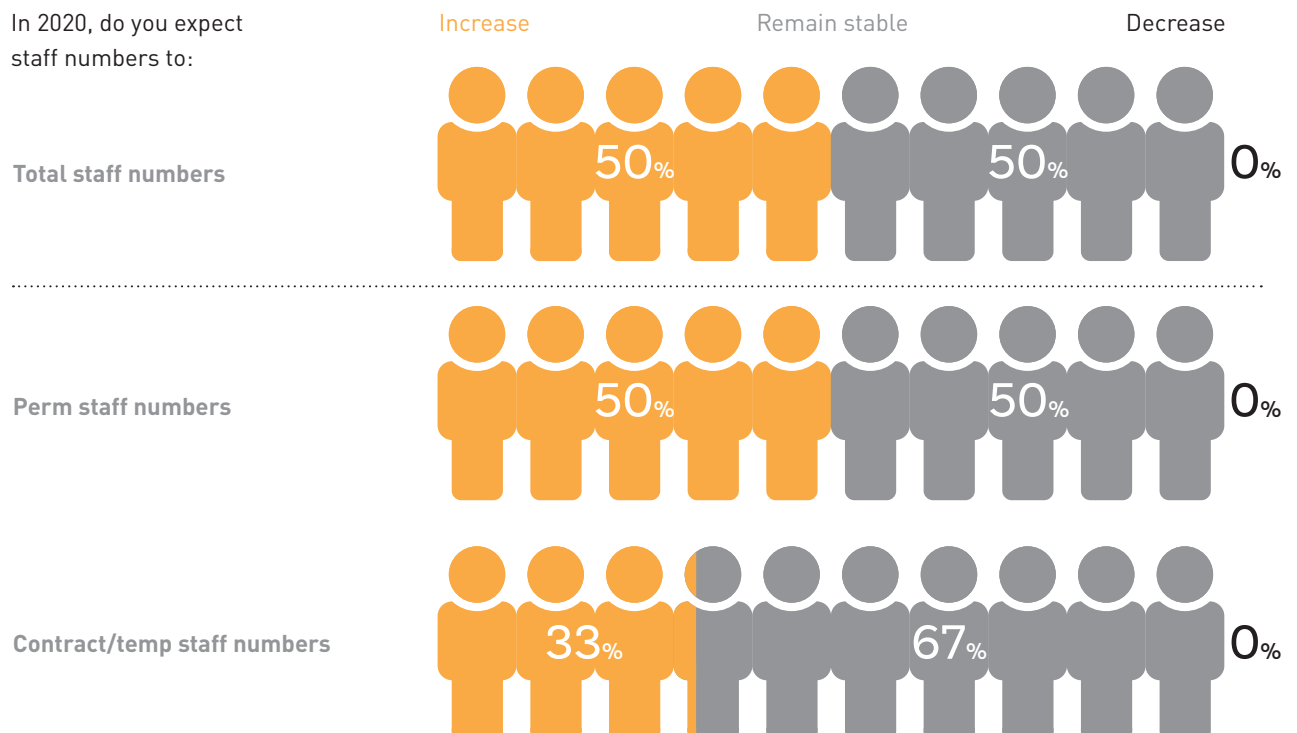
Do you think talent shortages will impact the operation of your organisation in 2020?



Are you currently, or do you plan to restructure your department/organisation in 2020 to keep up with changing business needs?



In 2020, do you expect staff numbers to:



planning

SALARY LEVELS & TABLES

Urban Planner

Urban Designer



planning

SALARY LEVELS

Planning

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Entry level/administrative responsibilities. Closely supervised.	Undergraduate/ part-time or no professional experience	Assistant Planner
LEVEL 2	Research and report writing. Reports to a senior staff member. Regular supervision on all tasks.	Circa 1 - 2 years	Graduate Planner
LEVEL 3	Research and report writing. Reports to a senior staff member. Irregular supervision on familiar tasks.	Circa 2 - 3 years	Junior Planner
LEVEL 4	Preparation of technical reports, liaising with relevant stakeholders. Report to team leader and mentored by senior.	Circa 3 - 5 years	Planner
LEVEL 5	Working autonomously. Little supervision. Managing existing client relationships and projects. Mentors junior planners.	Circa 5 -10 years	Senior Planner
LEVEL 6	Leading a team and accountable for delivering project, client management.	Circa 10+ years	Team Leader/ Associate
LEVEL 7	Business development responsibilities. Leading a team and entirely accountable for group performance.	10+ years	Principal/Director

planning

SALARY TABLES

Urban Planner

	LOW	AVERAGE	HIGH
LEVEL 1	\$45,000	\$51,000	\$53,000
LEVEL 2	\$53,000	\$57,000	\$61,000
LEVEL 3	\$61,000	\$67,000	\$79,000
LEVEL 4	\$72,500	\$77,500	\$87,500
LEVEL 5	\$87,500	\$97,500	\$112,500
LEVEL 6	\$115,000	\$120,000	\$140,000
LEVEL 7	\$145,000	\$185,000	\$200,000

Urban Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$47,000	\$51,000	\$55,000
LEVEL 2	\$54,000	\$62,000	\$70,000
LEVEL 3	\$61,000	\$69,000	\$75,000
LEVEL 4	\$77,500	\$82,500	\$97,500
LEVEL 5	\$87,500	\$110,000	\$122,500
LEVEL 6	\$115,000	\$145,000	\$155,000
LEVEL 7	\$145,000	\$165,000	\$185,000

All salaries listed in the 2020 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.



architecture

INDUSTRY FACTS



52% of architecture firms are planning to grow their staff numbers in 2020 to manage increasing workloads.

introduction

OBSERVATIONS FROM 2019

2019 was another positive year for the Victorian architecture and design industry, with 57% of firms experiencing an increase of business activity, albeit slightly down from the 64% reporting an increase in the prior 12 months. Like the rest of the built and natural environment, business and consumer confidence levels proved to be a significant influence on business activity during the year.

Ben Mitchell, Architecture and Design Manager at Aspect, offers further insight into how the market unfolded last year, *"While 2019 was a year of positive growth for industry, it remained a two-speed environment with continuing headwinds in the residential sector and house prices hitting low marks through the year. The strength in the design market was centred around infrastructure spending with education and commercial sectors also performing well."*

Tender success rates have remained consistent with the previous year. Responding firms reported a one-in-three success rate, indicating levels of competition have also remained constant with work available.

THE TALENT MARKET

In 2019, 52% of architecture and design practices added to their headcount. 72% of responding firms experienced difficulty in attracting technical professionals, while 51% of companies experienced difficulty in sourcing support professionals, drastically up from just 7% 12 months ago.

“Submissions and marketing professionals with industry experience have been in high demand and increasingly hard to source and attract. In particular, firms are looking for administrators with InDesign skills – in order to produce more eye-catching submissions.” says Sara Fife, Aspect’s Manager for Business Support.

Wage growth remains a challenge for the industry, with 76% of firms having to pay higher than expected salaries to attract candidates, while concurrently increasing salaries of current staff by an average of 4.7% in 2019. Despite this, average percentage of revenue spent on salaries has remained stable at 51%, meaning increases in labour costs have been managed effectively.

It should also be noted that the architecture and design industry, on average, offered far less to their employees in the way of flexibility and benefits than other organisations operating in the built and natural environment. If this is not addressed, there is a danger that architects and designers could be lured away from traditional architectural practices and into bigger/multidisciplinary organisations who offer better flexibility and benefits, compounding the difficulty firms are already having in attracting staff.

Architecture and design firms are leading the way regarding the use of contract and temporary staff, with 30% of firms regularly using contract and temporary staff to manage workload, more than any other type of business surveyed.

Mitchell adds that *“Contractors remain an efficient approach to manage the vagaries of a project-based environment. With less studios finding a reliable offshore solution to manage the ebbs and flows in workload; local contractors are proving to be a useful and viable option.”*

WHAT LIES AHEAD

Participating firms are optimistic about market conditions in 2020, with 52% expecting to see business activity increase, while only 5% expect to see conditions retract. The same key issues that impacted the market in 2019, are expected to continue into 2020 – that is consumer/business confidence and government expenditure.

However, Mitchell observes that *“With Victoria remaining the fastest growing state in Australia by both percentage and raw numbers growth, the market-driven hiatus in residential construction appears to be leading us into a new housing shortage and will fuel a new housing boom in the coming years.”*

Similarly, 52% of organisations plan to increase staff numbers to manage increasing workloads, indicating firms are operating at capacity. The majority of firms (53%) are planning to do so by increasing permanent staff numbers, while only 20% plan to increase contract staff numbers, which suggests a confidence in an ongoing increase in workload.

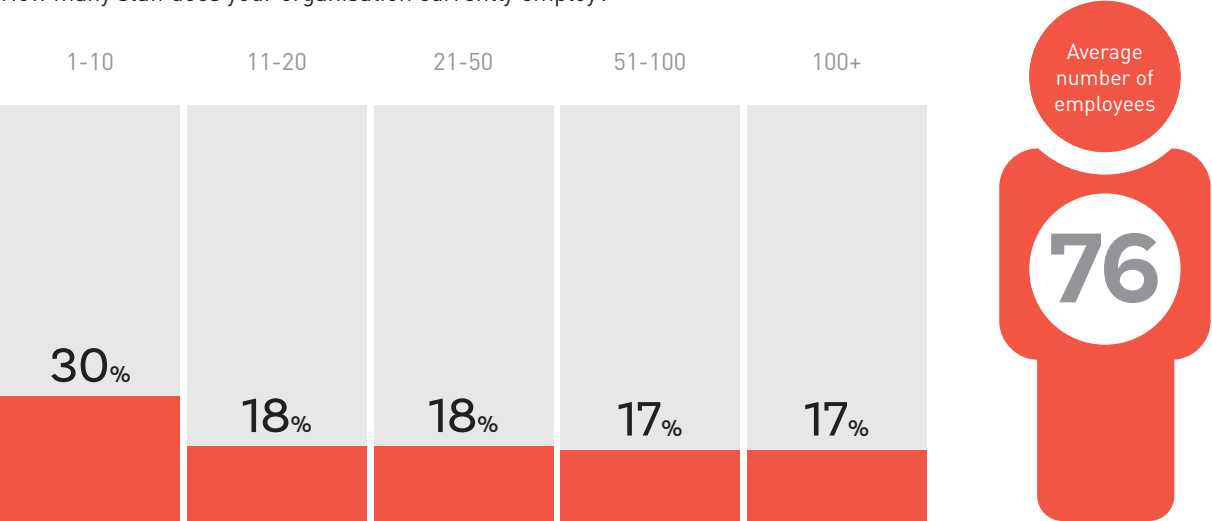
With increasing market conditions and intent to hire in 2020, salary increases are set to be higher than the national average again in 2020, with a forecast increase of 3.7%. With a likely increase in demand for talent, ensuring transparent conversations with staff around performance, engagement and salary will be key to ensuring resignation levels do not escalate in 2020. It will also be important to review non-monetary benefits and flexibility options as staff demand a better work-life balance.

Succession planning is also on the agenda for 2020. A number of firms are considering an organisational restructure to future-proof the business. This may give employees the motivation to remain at their current organisation, especially as 25% of staff who resigned in 2019 indicated they were leaving due to career advancement.

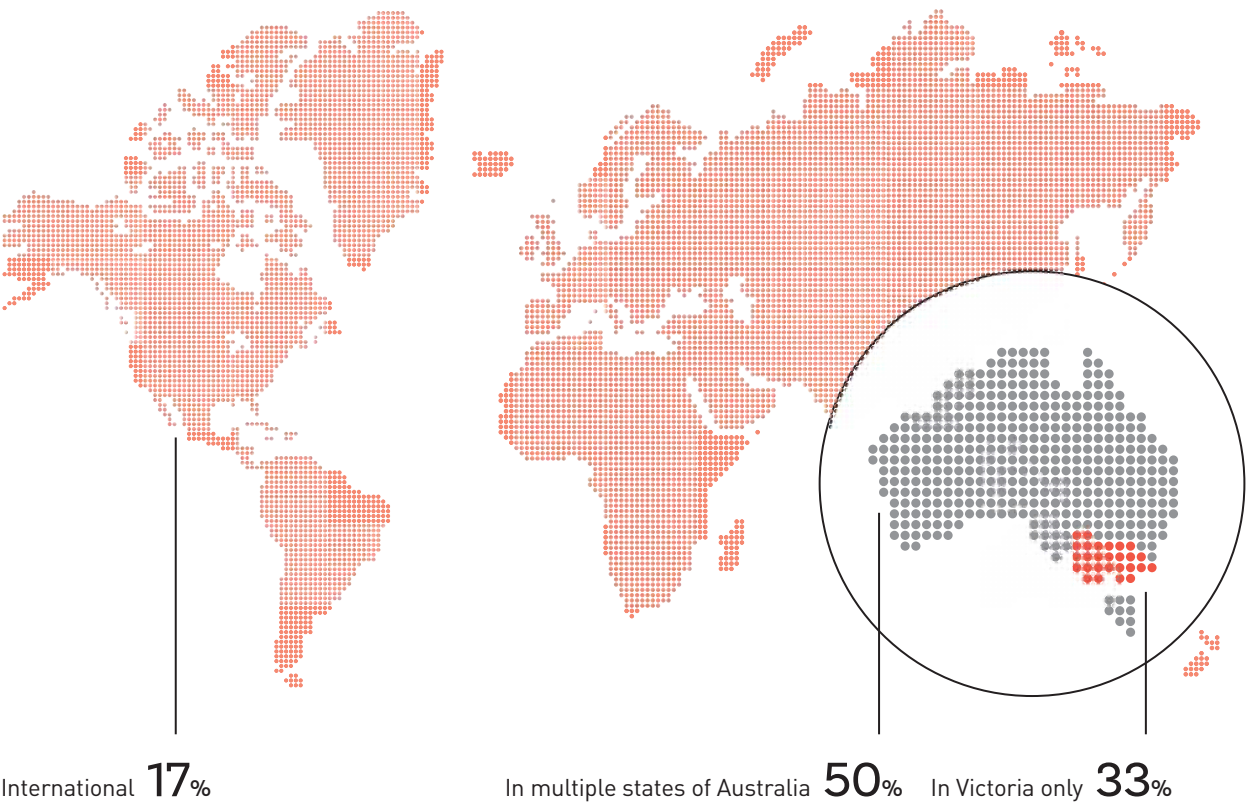
However, the growth strategies may be stalled by significant world events and their economic impact on the 2020 market.

company demographics

How many staff does your organisation currently employ?

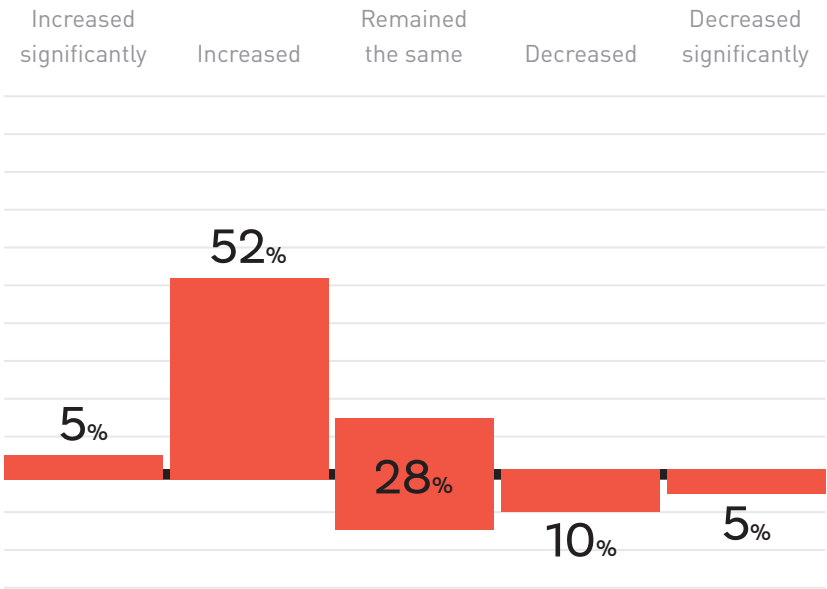


Location of Offices

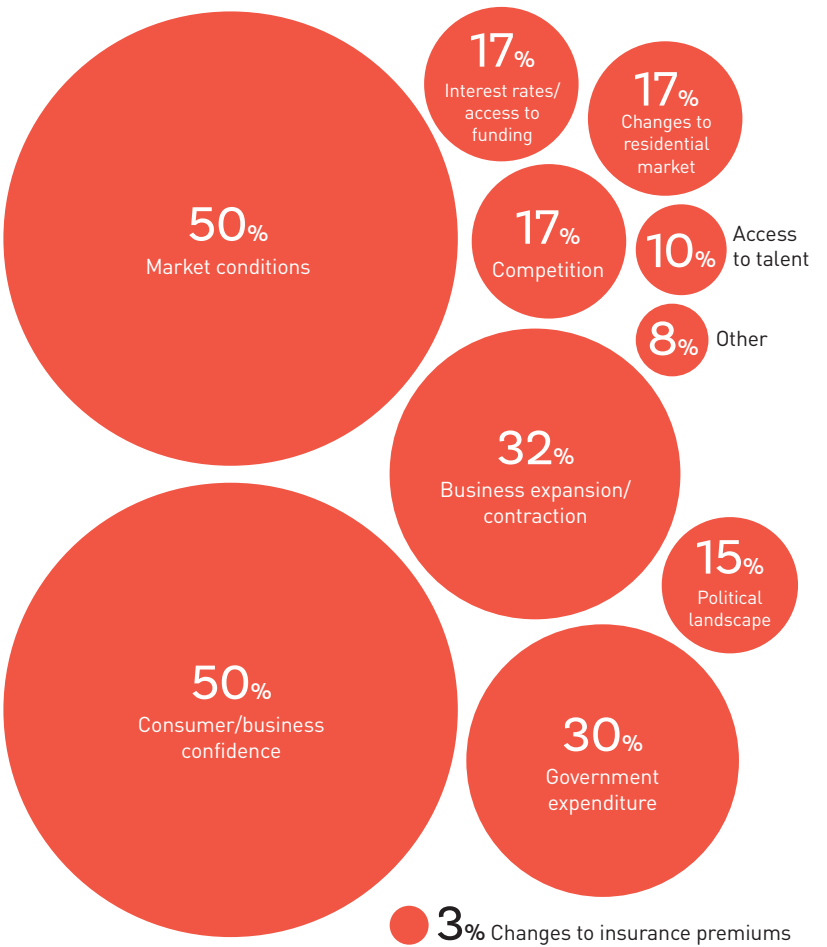


business activity

Compared to 2018, has business activity in 2019:



What has had the biggest impact on business activity levels in 2019?

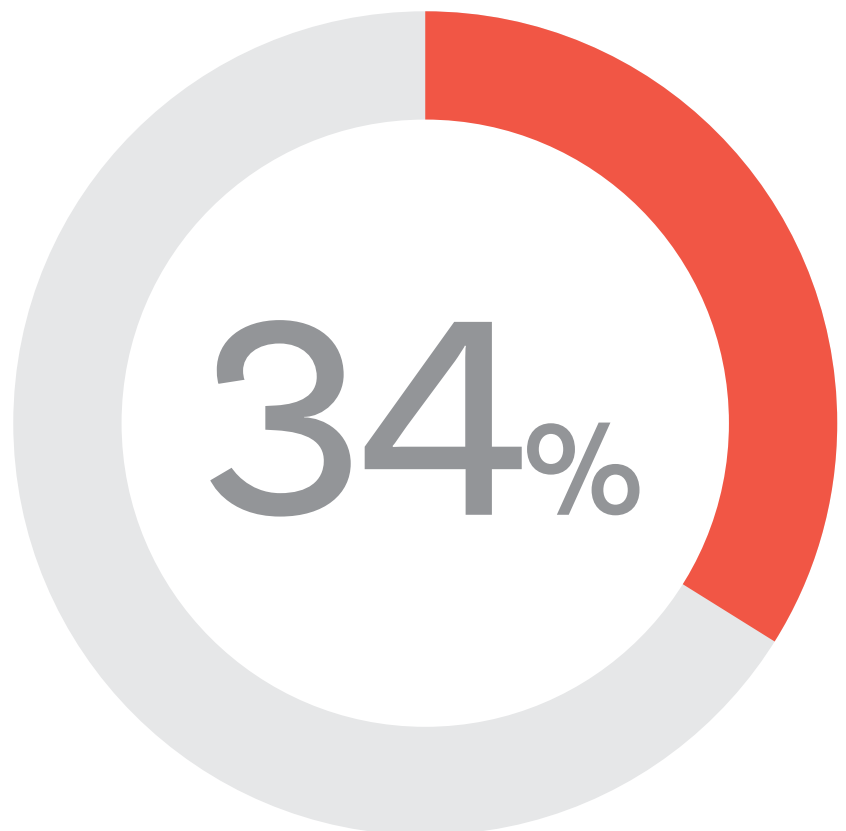


business activity

Does your organisation
tender for projects?



Of projects tendered,
approximately what percentage
were successful?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	42%	15%	4%	8%	0%
1-5%	8%	9%	2%	2%	0%
6-10%	6%	8%	2%	6%	0%
11-20%	6%	9%	9%	6%	2%
21-50%	21%	40%	52%	13%	57%
50% +	17%	19%	31%	65%	41%

Approximately what percentage of your staff are employed on a part-time basis?

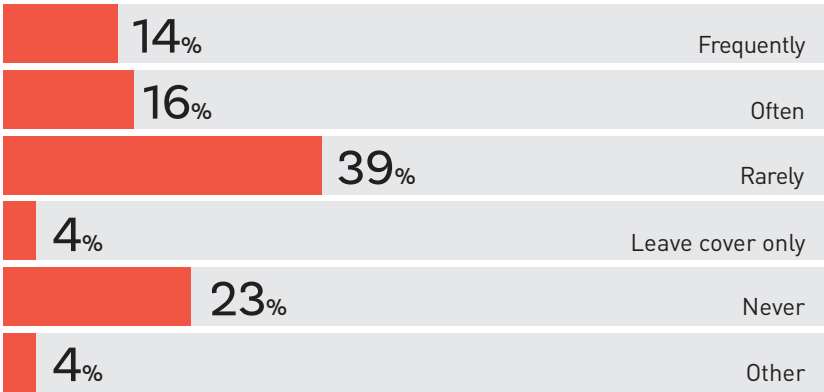
0%	76%	55%	27%	27%	12%
1-5%	8%	21%	15%	23%	17%
6-10%	4%	6%	24%	15%	19%
11-20%	4%	12%	25%	11%	37%
21-50%	6%	6%	7%	13%	15%
50% +	2%	0%	2%	11%	0%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

0%	98%	94%	38%	71%	44%
1-5%	0%	4%	29%	17%	34%
6-10%	0%	2%	19%	6%	15%
11-20%	0%	0%	12%	2%	5%
21-50%	2%	0%	0%	2%	0%
50% +	0%	0%	2%	2%	2%

hr & talent

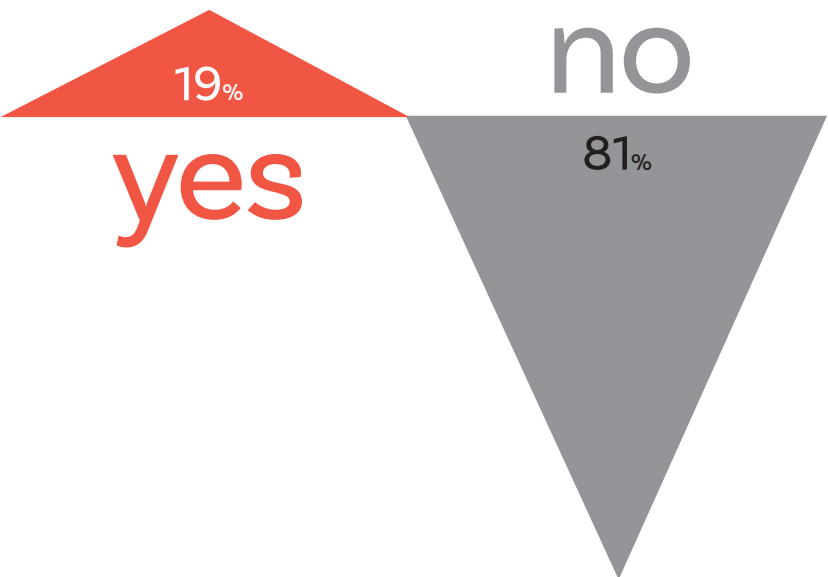
How often do you employ temp/contract staff?



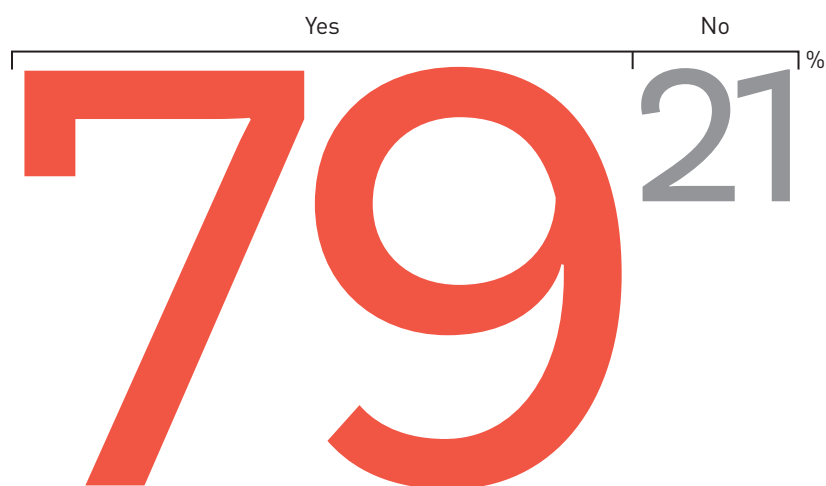
Approximately what percentage of your staff are employed as support staff?



Does your organisation employ an internal talent acquisition team or professional?



Did you recruit any graduates in 2019?



Are you currently pre-approved to provide visa sponsorship to employees?

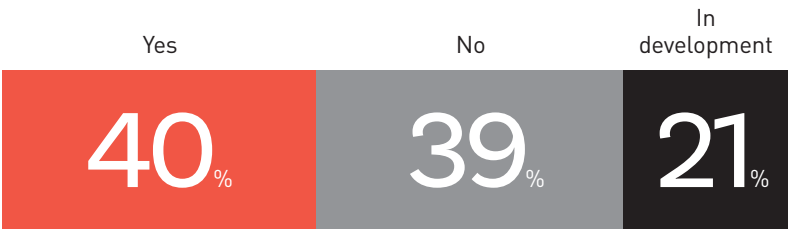


Did you provide visa sponsorship to any employees in 2019?

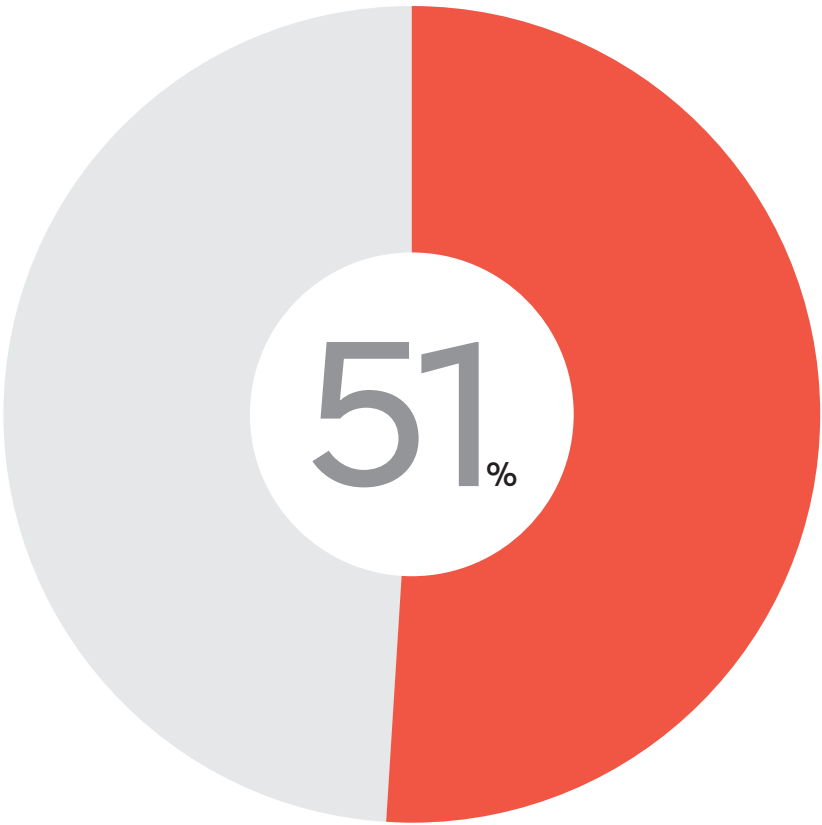


hr & talent

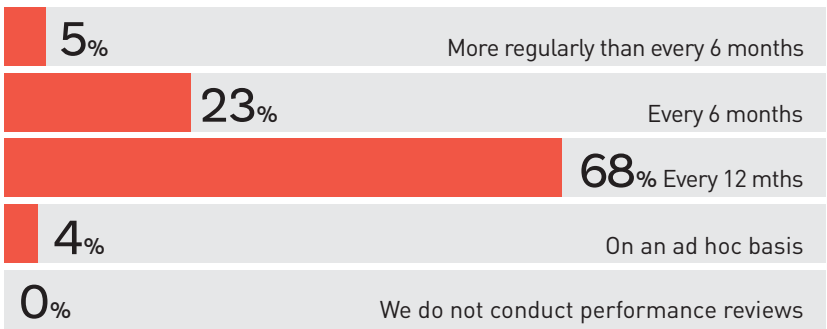
To your knowledge, does your organisation have a diversity policy for hiring new staff?



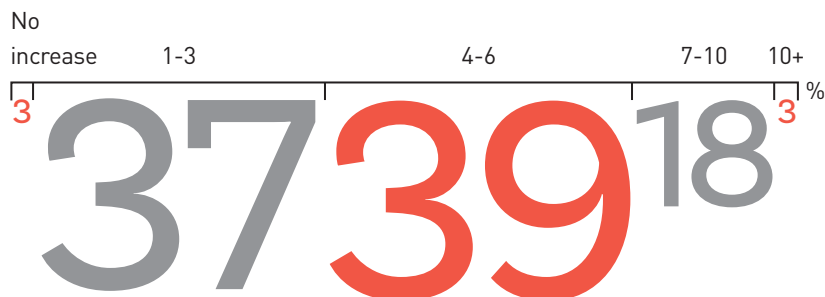
Approximately what percentage of organisation revenue is spent on wages?



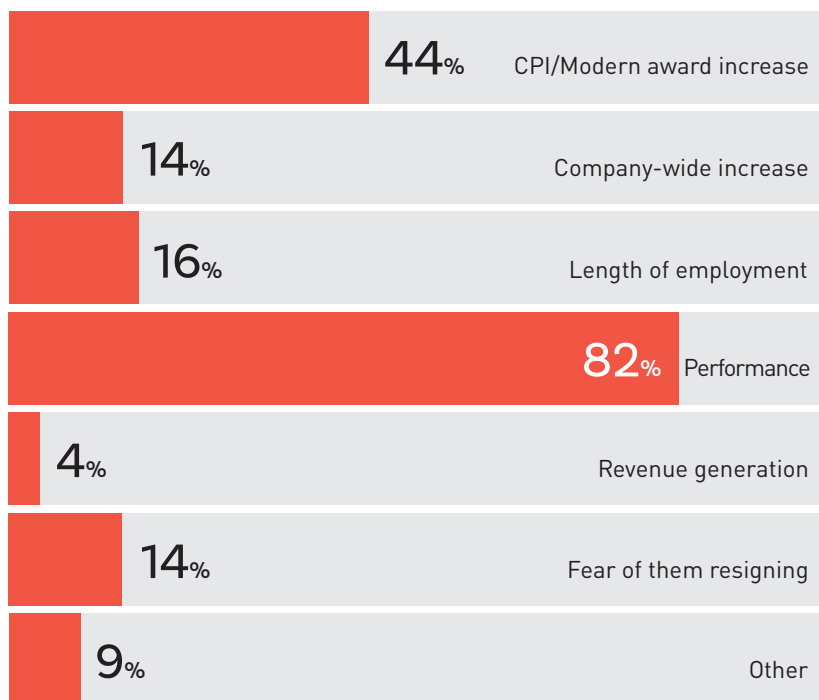
How often do you conduct performance reviews?



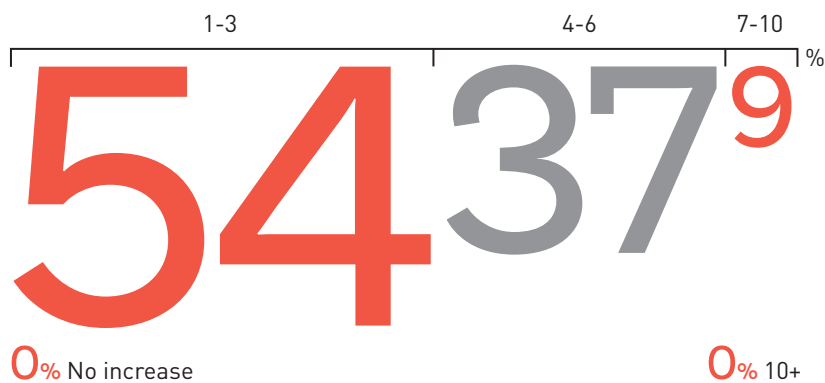
In your last round of performance reviews, what was the average percentage salary increase?



Of those employees who recieved an increase in salary, what were the most common reasons?



In your next round of performance reviews, what do you expect to increase salaries by?



hr & talent

Do you pay overtime to:

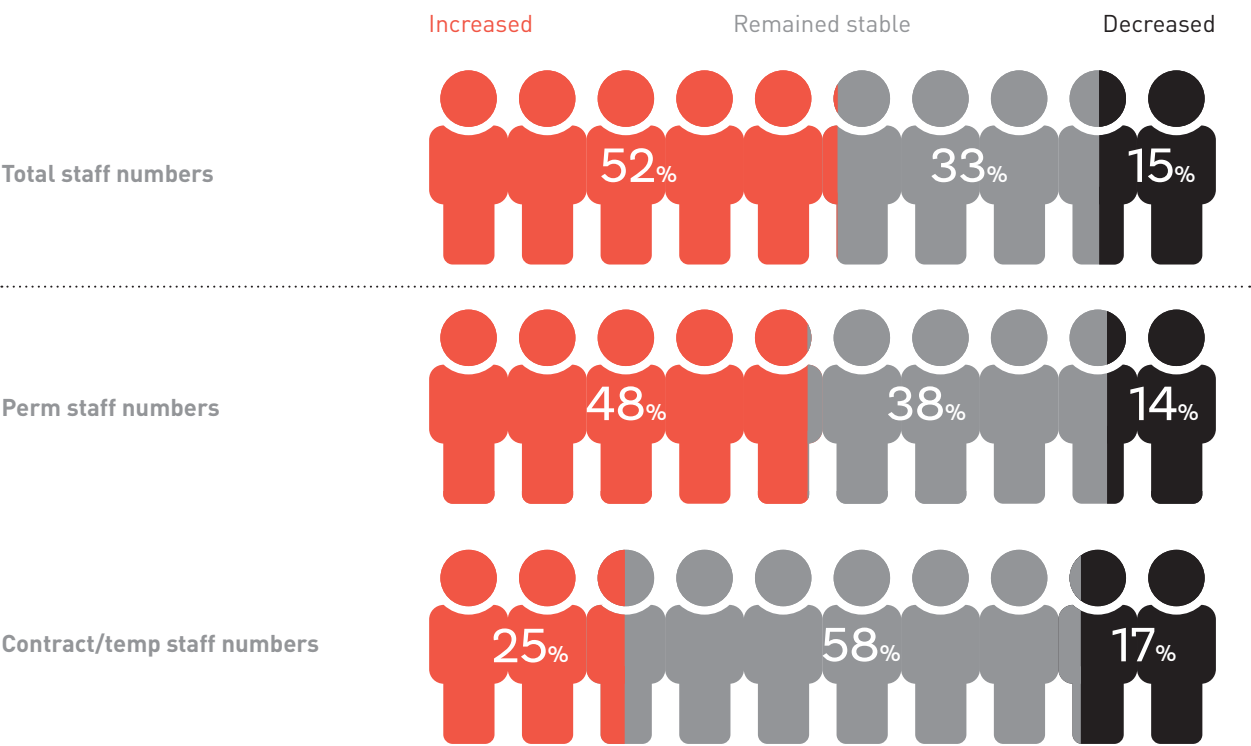
	Executive	Mgmt	Technical	Support
Yes	4%	5%	21%	16%
Time in Lieu	16%	33%	54%	46%
No	80%	62%	25%	38%

What are the most important characteristics when looking for potential employees for your organisation?

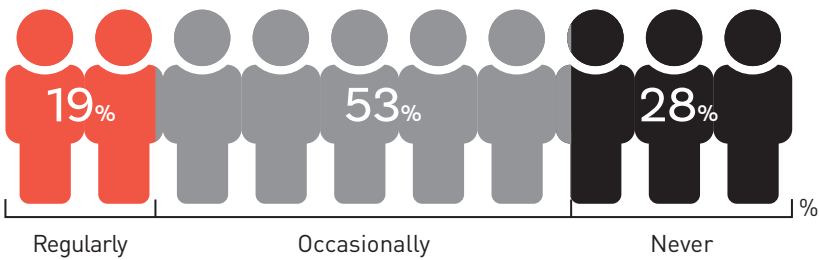
	Executive	Mgmt	Technical	Support
Communication skills	66%	56%	44%	88%
Project management skills	40%	53%	22%	9%
Job specific/ technical skills	29%	36%	83%	63%
Stakeholder engagement skills	20%	22%	11%	9%
Leadership skills	91%	83%	6%	6%
Business development skills	60%	28%	3%	3%
Cultural fit	57%	61%	69%	81%
Academic qualifications	17%	19%	31%	3%
Project experience	26%	39%	64%	13%

retention & turnover

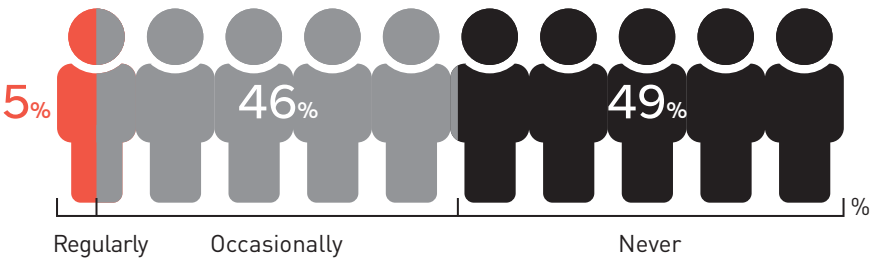
In 2019, have staff numbers within your organisation:



In 2019, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

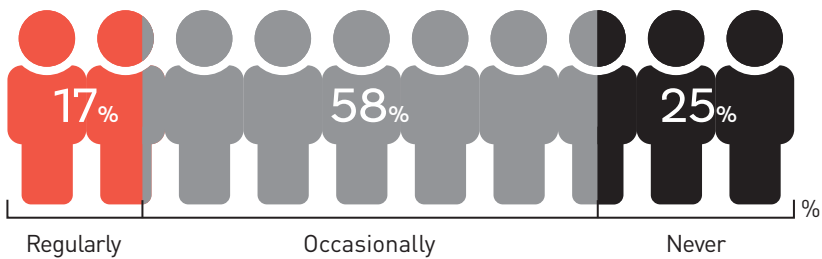


In 2019, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?



retention & turnover

When recruiting staff in 2019, did you have to pay higher salaries than you expected to in order to secure your preferred candidate?



Approximately what percentage of voluntary staff turnover (resignations) did your organisation experience in 2019?

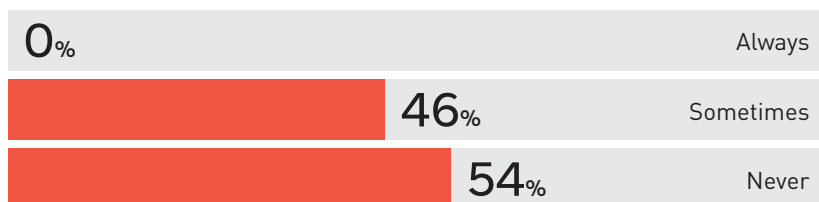


What were the most common reasons for staff resigning in 2019?

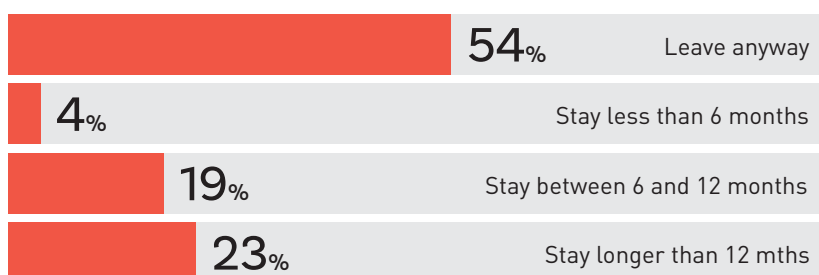


*Personal circumstances i.e. Parental leave, relocation, health, retirement

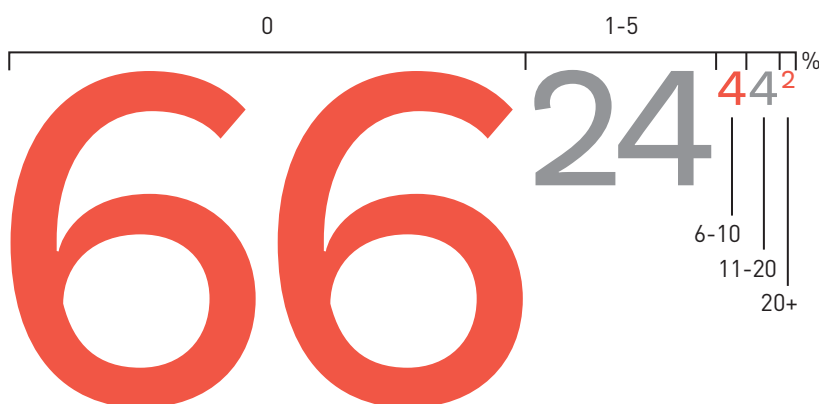
Do you counter offer departing staff?



Of those counter offered, do they usually:



Approximately what percentage of your staff were made redundant in 2019?



Did you enforce reduced work hours for any permanent employees during 2019, due to reduced workload?

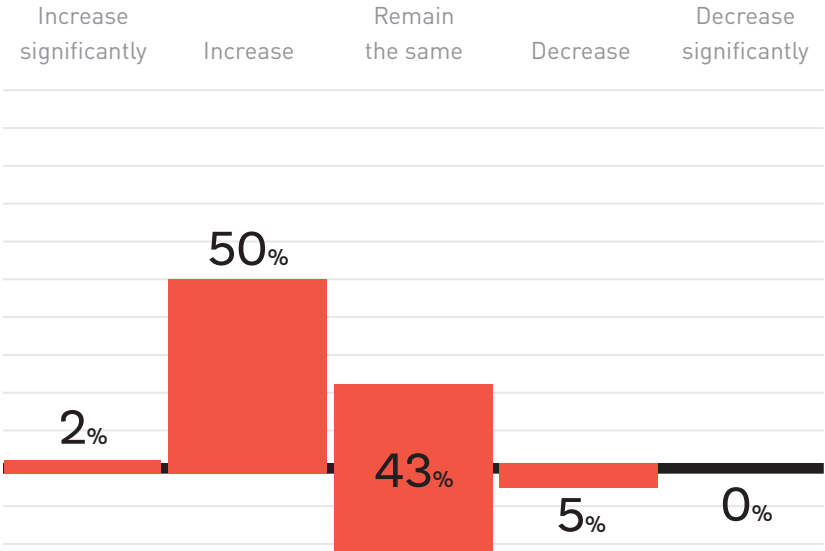


flexibility & benefits

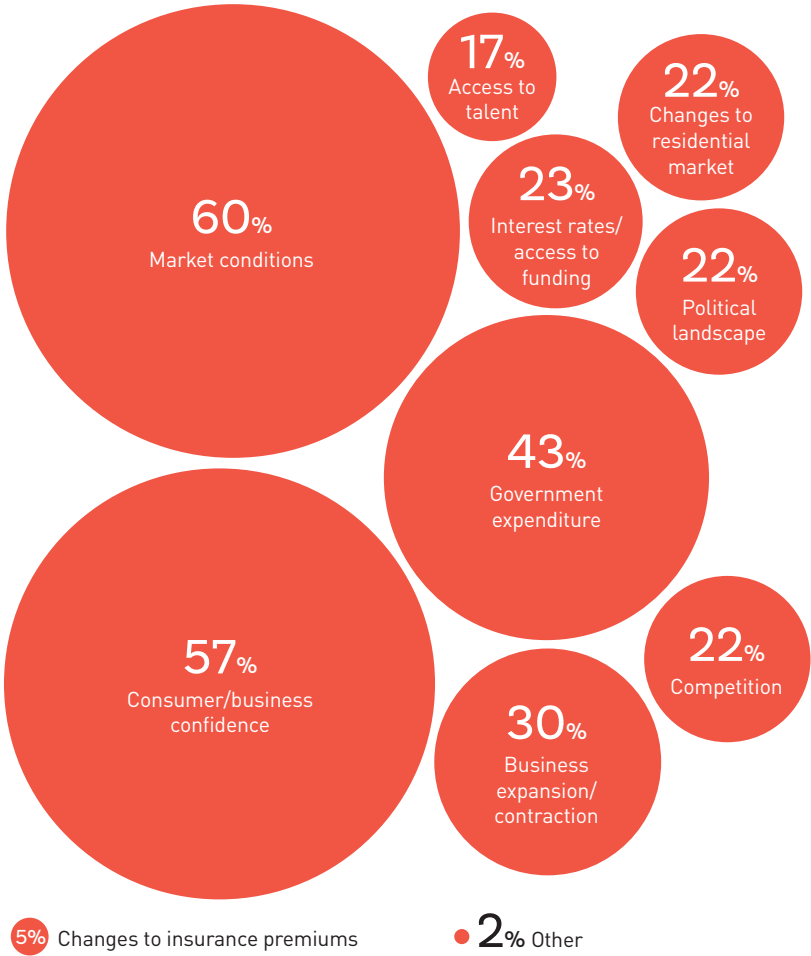
		Executive	Mgmt	Technical	Support	All staff
Do you offer any of the following monetary employee benefits?	Car/car allowance	42%	20%	11%	9%	9%
	Parking	51%	35%	15%	9%	9%
	Additional Superannuation	7%	4%	0%	0%	0%
	Insurance	16%	9%	9%	7%	7%
	Salary sacrifice	33%	31%	31%	31%	31%
	Bonuses	53%	53%	49%	47%	36%
	Profit share	44%	16%	4%	4%	4%
	Financial support for study	27%	29%	36%	25%	25%
	Additional paid parental leave	22%	22%	24%	22%	22%
Do you offer any of the following non-monetary employee benefits?	Health & wellbeing programs/allowance	25%	25%	24%	24%	24%
	Casual dress policy	65%	65%	65%	65%	65%
	Birthday day-off	2%	2%	2%	2%	2%
	Externally facilitated training	55%	55%	56%	56%	55%
	Additional annual leave	25%	7%	18%	18%	18%
	Paid study leave	27%	31%	35%	27%	27%
	Additional unpaid parental leave	33%	35%	35%	35%	33%
Do you offer any of the following flexible workplace practices?	Flexible work hours	69%	71%	64%	69%	60%
	Flexible workplace/work from home	60%	62%	47%	45%	44%
	Compressed working week	16%	18%	16%	16%	16%
	Part-time hours	65%	71%	75%	76%	64%
	Job sharing	5%	5%	5%	7%	5%
	Career breaks	27%	27%	25%	25%	25%

next 12 months

Compared to 2019, do you expect to see business activity in 2020 to:

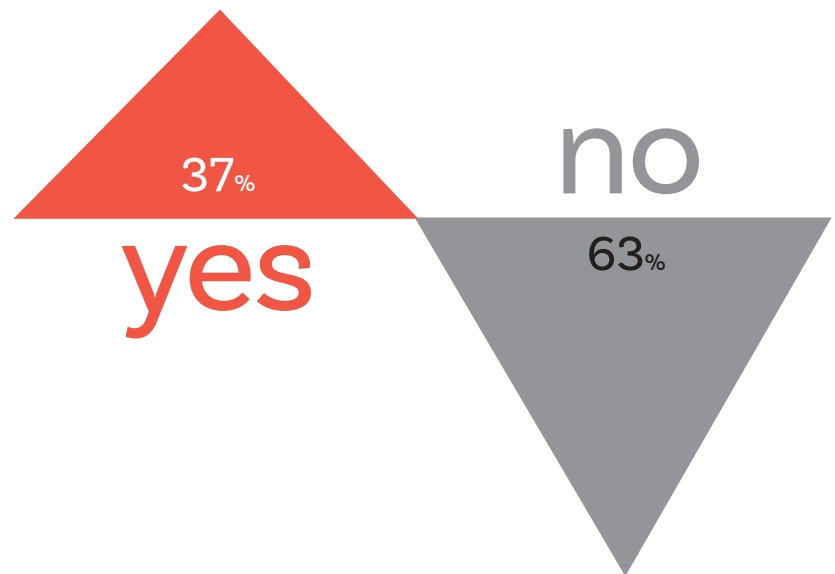


What do you predict will have the biggest impact on business levels in 2020?

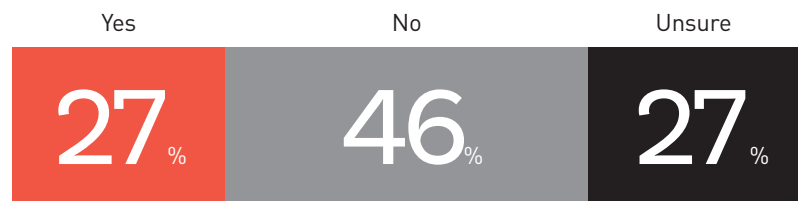


next 12 months

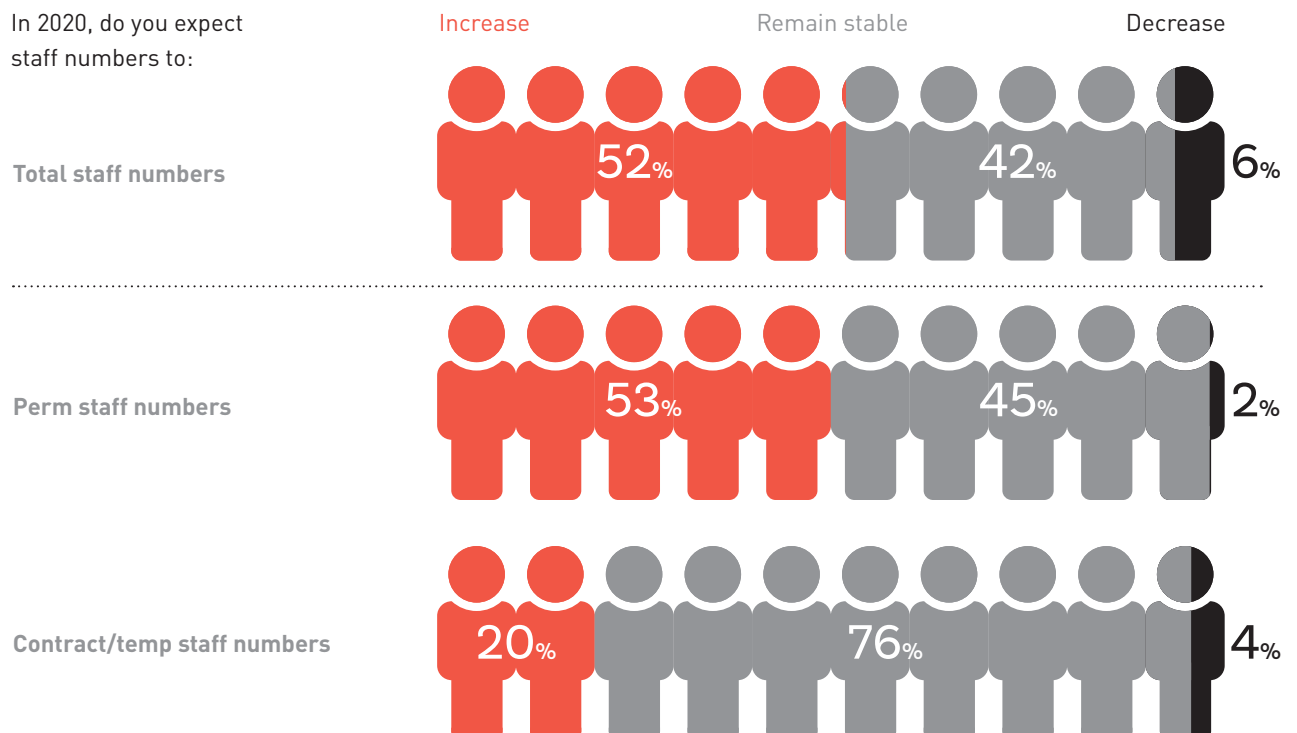
Do you think talent shortages will impact the operation of your organisation in 2020?



Are you currently, or do you plan to restructure your department/organisation in 2020 to keep up with changing business needs?



In 2020, do you expect staff numbers to:



architecture

SALARY LEVELS & TABLES

Architect/Architect Assistant

Interior Designer

Landscape Architect

Urban Designer

Architectural Documenter

Interior Documenter

BIM Manager

Practice Manager

architecture

SALARY LEVELS

Architecture

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Basic drafting. Design or documentation team member working to senior's mark-ups.	Undergraduate/ part-time or no professional experience	Student/ Architectural Graduate
LEVEL 2	Intermediate drafting. Requires work to be regularly checked. Minor liaison with external consultants.	Circa 1 - 3 years	Architectural Graduate
LEVEL 3	Starting to take lead role on smaller projects or possibly package lead on bigger projects. Competent design skills.	Circa 3 - 6 years	Architect/Interior Designer
LEVEL 4	Extended project responsibilities. Managing a documentation team and external stakeholders.	Circa 6 -10 years	Senior Design Architect/Senior Interior Designer
LEVEL 5	Highly skilled designer/documenter taking lead role on projects and leading design delivery team and doing mark-ups. Managing projects to completion including contract administration.	Circa 10+ years	Project Architect/ Senior Interior Designer
LEVEL 6	Involved in business development and client management, budgeting, resourcing and project architect on major projects. Leader, mentor, manager.	Circa 10+ years	Associate/Senior Project Architect
LEVEL 7	Experienced professional leading a practice or specialist division. Design leader. Project director overseeing business development, tender and fee submissions and strategic direction for projects and the practice.	Circa 10+ years	Principal/Director

architecture

SALARY TABLES

Architect/Architect Assistant

	LOW	AVERAGE	HIGH
LEVEL 1	\$45,000	\$51,000	\$53,000
LEVEL 2	\$55,000	\$61,000	\$65,000
LEVEL 3	\$67,500	\$72,500	\$77,500
LEVEL 4	\$77,500	\$82,500	\$97,500
LEVEL 5	\$95,000	\$100,000	\$115,000
LEVEL 6	\$115,000	\$125,000	\$135,000
LEVEL 7	\$145,000	\$165,000	\$205,000

Interior Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$47,000	\$51,000	\$57,000
LEVEL 2	\$58,000	\$60,000	\$65,000
LEVEL 3	\$62,500	\$72,500	\$72,500
LEVEL 4	\$77,500	\$82,500	\$87,500
LEVEL 5	\$95,000	\$105,000	\$105,000
LEVEL 6	\$115,000	\$125,000	\$135,000
LEVEL 7	\$145,000	\$155,000	\$195,000

All salaries listed in the 2020 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

architecture

SALARY TABLES

Landscape Architect

	LOW	AVERAGE	HIGH
LEVEL 1	\$45,000	\$47,000	\$55,000
LEVEL 2	\$55,000	\$59,000	\$63,000
LEVEL 3	\$65,000	\$70,000	\$72,500
LEVEL 4	\$75,000	\$85,000	\$90,000
LEVEL 5	\$85,000	\$100,000	\$105,000
LEVEL 6	\$100,000	\$110,000	\$115,000
LEVEL 7	\$125,000	\$140,000	\$145,000

Urban Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$47,000	\$51,000	\$55,000
LEVEL 2	\$54,000	\$62,000	\$70,000
LEVEL 3	\$61,000	\$69,000	\$75,000
LEVEL 4	\$77,500	\$82,500	\$97,500
LEVEL 5	\$87,500	\$110,000	\$122,500
LEVEL 6	\$115,000	\$145,000	\$155,000
LEVEL 7	\$145,000	\$165,000	\$185,000

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At
9.35%

voluntary staff
resignations in
2019 were at the
highest level
in 8 years of the
PACE report.

architecture

SALARY LEVELS

Architecture Documentation

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Basic drafting. Design or documentation team member working to senior's mark-ups.	Undergraduate/ part-time or no professional experience.	Trainee Drafter
LEVEL 2	Intermediate drafting. Still requires work to be regularly checked.	Circa 1 - 3 years	Junior Drafter
LEVEL 3	Well-developed drafting skills. Generally works with limited supervision. Increasing external responsibilities, e.g. with consultants.	Circa 3 - 6 years	Drafter
LEVEL 4	Takes lead role in the documentation team. May take project coordinator role. High degree of technical skill.	Circa 6 -10 years	Senior Drafter
LEVEL 5	Technical expert. Leader, teacher and mentor. More strategic responsibility ensuring systems are in place to ensure the quality and accuracy of the practice's documentation output.	Circa 10+ years	CAD/BIM Manager
LEVEL 6	Experienced professional leading a practice or specialist division. Design leader. Project director overseeing business development, tender and fee submissions and strategic direction for projects and the practice.	Circa 10+ years	Principal/Director

architecture

SALARY TABLES

Architectural Documenter

	LOW	AVERAGE	HIGH
LEVEL 1	\$41,000	\$47,000	\$55,000
LEVEL 2	\$51,000	\$59,000	\$69,000
LEVEL 3	\$62,500	\$67,500	\$77,500
LEVEL 4	\$77,500	\$82,500	\$97,500
LEVEL 5	\$90,000	\$105,000	\$117,500
LEVEL 6	\$122,500	\$145,000	\$155,000

Interior Documenter

	LOW	AVERAGE	HIGH
LEVEL 1	\$45,000	\$55,000	\$58,000
LEVEL 2	\$56,000	\$61,000	\$70,000
LEVEL 3	\$67,500	\$72,500	\$82,500
LEVEL 4	\$77,500	\$87,500	\$97,500
LEVEL 5	\$107,500	\$115,000	\$125,000
LEVEL 6	\$122,500	\$145,000	\$155,000

BIM Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$92,500	\$120,000	\$140,000

Practice Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$95,000	\$115,000	\$145,000

All salaries listed in the 2020 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

construction

INDUSTRY FACTS



90% of construction firms confirmed they paid higher than expected salaries to attract and secure staff in 2019.

introduction

OBSERVATIONS FROM 2019

Overall, another positive year for the Victorian construction industry, with 48% of participating firms reporting an increase in business activity – though noting this figure is down from 61% in the prior year. Business and consumer confidence, as well as the political landscape (including expenditure decisions) led the way of external factors impacting business levels in 2019.

On reflection, Tom Skevington, Senior Consultant – Construction says “*Last year saw the industrial market expand aggressively; industrial specialists grew from strength-to-strength and the more opportunistic builders ventured into the warehouse market. The fitout and refurbishment market was last year’s late bloomer; with a relatively slow start to the year, it was followed by an eruption of activity. This fitout & refurb boom, fuelled by Melbourne’s lowest ever CBD vacancy rates, continues into 2020 and doesn’t look like slowing down anytime soon.*”

However, margins have experienced further strain in 2019. The percentage of revenue spent on wages has increased to 28% in 2019, double the 14% reported in 2018. Competition has increased, with 92% of respondents having to tender for work in 2019, up from 83% in the prior 12 months, while tender success rates have dropped from 38% to 29%. In addition, companies have also stated that in order to remain competitive, it has been necessary to offer more competitive pricing in a price-sensitive market.

A cooling of the residential market coupled with the increasing challenge of securing project finance, contributed to uncertainty within the industry. This has led to prolonged decision-making processes and delayed project start dates with planning and building approval timeframes often being pushed out. All these factors combined has meant that 24% of construction companies experienced a decrease in business activity during 2019, up from 11% in 2018.

THE TALENT MARKET

Talent shortages remain a bottleneck, with construction firms continuing to report a difficulty in sourcing both technical and support professionals. In 2019, 85% of responding firms reported that attracting technical staff was a challenge (up from 59% in 2018), and 65% reported difficulty in securing support staff (up from 13% in 2018).

As a result of talent shortages, 90% of participating construction firms confirmed they had to pay higher salaries than expected to attract and secure the right candidates. This upward pressure on wages has been compounded by an average salary increase of 5.4% offered to construction professionals in 2019.

Another contributing factor to wage growth in the sector is the propensity of firms to counter offer departing staff, with 70% of Victorian construction businesses counter offering departing staff in an effort to change their mind. This strategy to offer departing staff more money to stay has been relatively successful, as 46% of staff counter offered have stayed with the business for over a year. But, it does inevitably come at a higher cost and sets a dangerous precedent for others within the business.

Diversity continues to be an issue in the construction industry with low numbers of females employed from executive right down to support roles. However, this is widely recognised and being responded to as nearly half (45%) of organisations have implemented a diversity policy for hiring new staff – well above the other PACE industries.

WHAT LIES AHEAD

Despite a slightly subdued 2019, the Victorian construction industry is approaching 2020 confidently, with 71% of respondents anticipating increased business activity and only 5% expecting the market to slow. Skevington mirrors these sentiments; *"If the start of 2020 is anything to go by, the institutional and industrial sectors will lead the charge for construction again this year, but a large increase in apartment approvals would suggest a significant rebound from the apartment builders could be on the cards. The commercial fitout market is showing no sign of easing off – the ever-present demand for high quality CBD office space combined with the c270 planning laws means upgrading existing facilities is the way forward."*

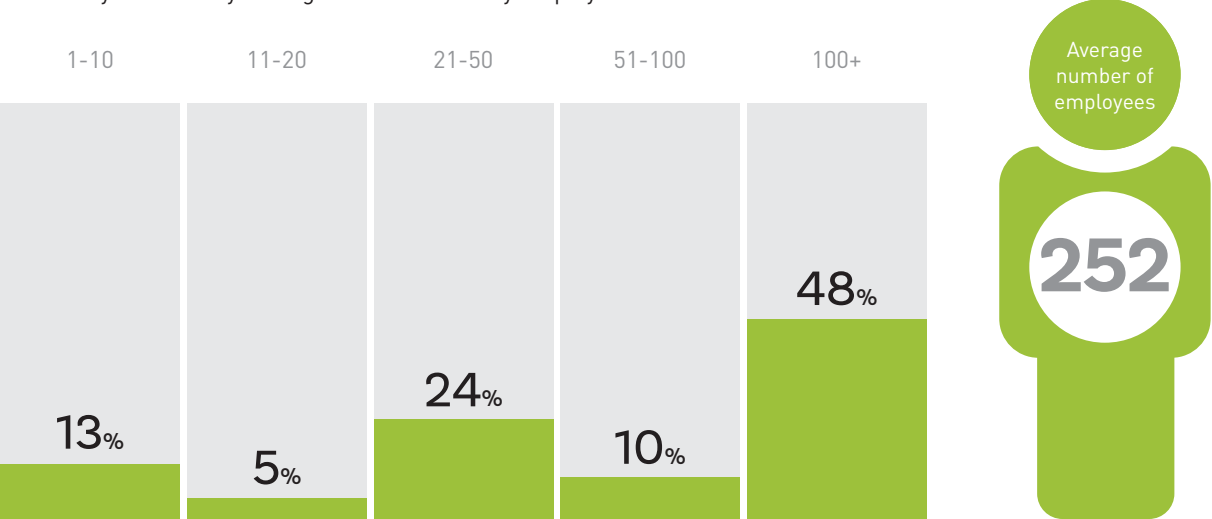
While macroeconomic conditions still pose questions about what lies ahead, a year free of a federal or state election should provide more predictability regarding government investment making the institutional and infrastructure market a key focus for many.

This predicted increase in business activity directly correlates to an expected increase in headcount, with 71% of construction firms looking to add to their staff numbers in 2020. The competition for staff will likely remain a hurdle for construction firms, with 52% of firms expecting that talent shortages will impact their firm's operations in 2020.

However, the growth strategies may be stalled by significant world events and their economic impact on the 2020 market.

company demographics

How many staff does your organisation currently employ?

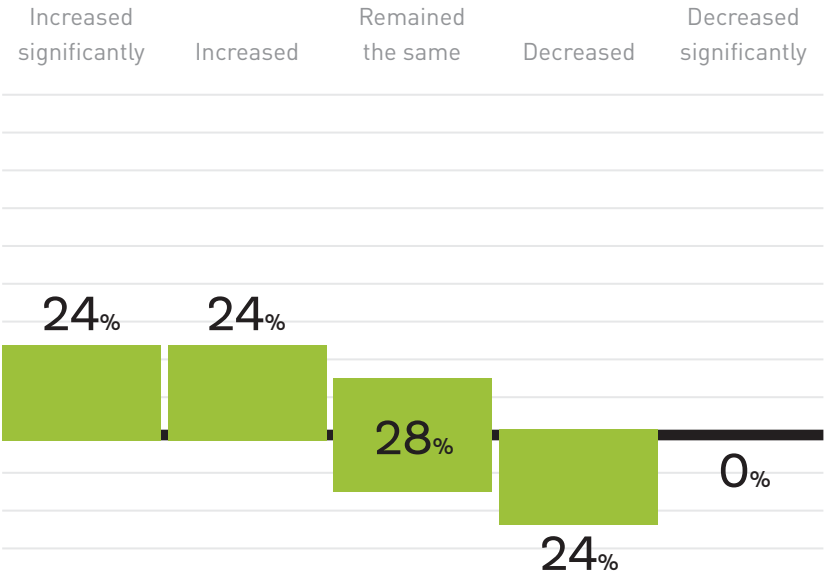


Location of Offices

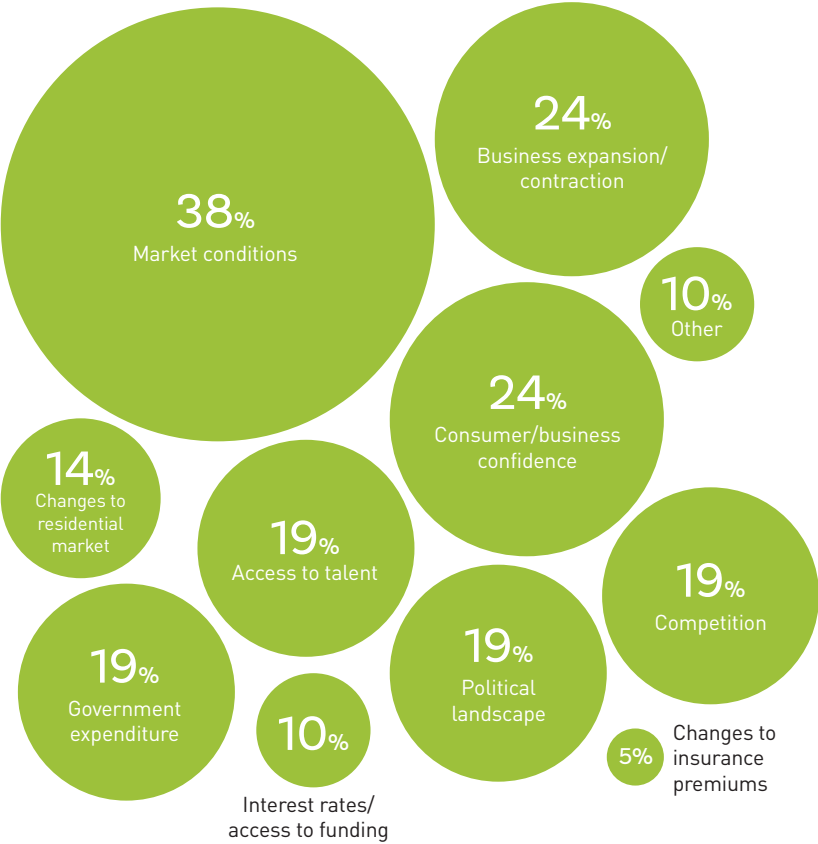


business activity

Compared to 2018, has business activity in 2019:



What has had the biggest impact on business activity levels in 2019?

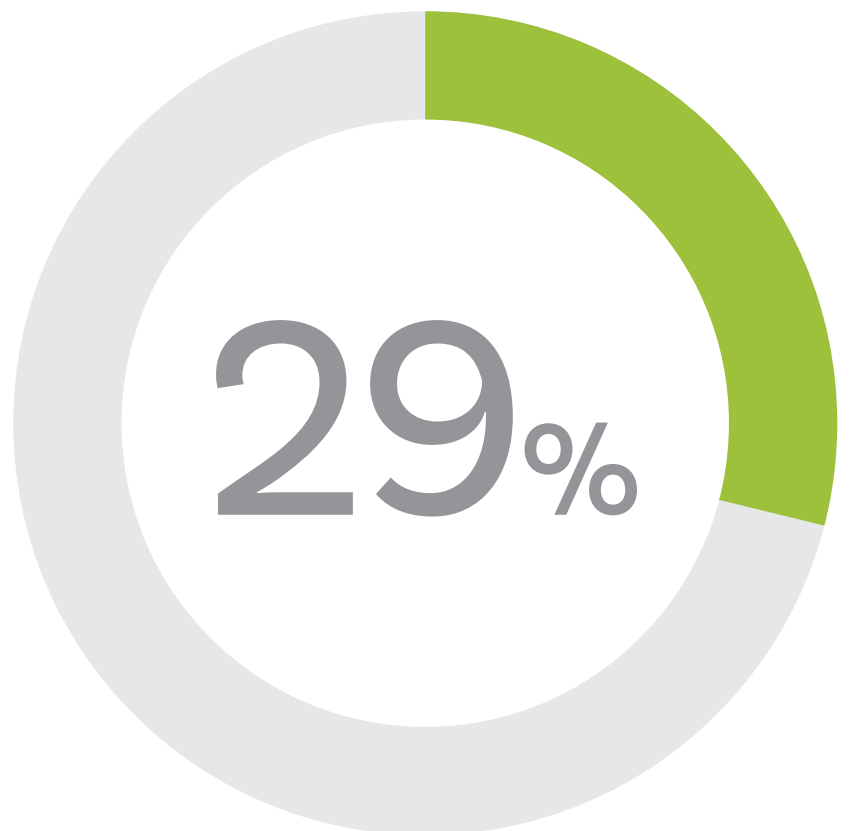


business activity

Does your organisation
tender for projects?



Of projects tendered,
approximately what percentage
were successful?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	25%	5%	11%	5%	5%
1-5%	35%	35%	39%	10%	19%
6-10%	10%	10%	17%	30%	5%
11-20%	10%	25%	17%	15%	47%
21-50%	20%	20%	11%	20%	24%
50% +	0%	5%	5%	20%	0%

Approximately what percentage of your staff are employed on a part-time basis?

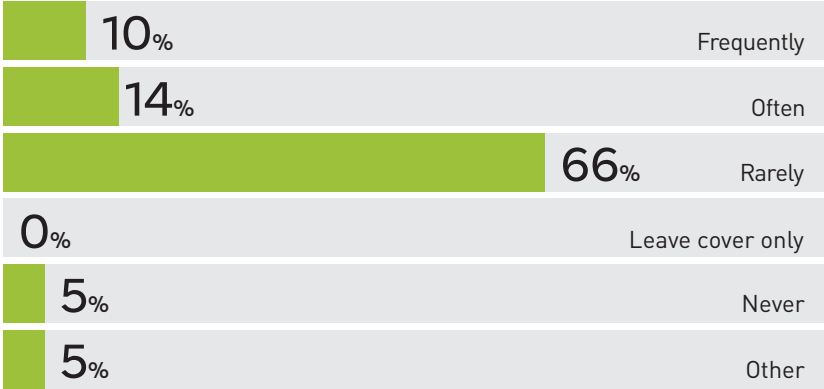
0%	64%	65%	56%	42%	35%
1-5%	24%	17%	19%	31%	40%
6-10%	0%	6%	13%	11%	5%
11-20%	6%	6%	6%	11%	10%
21-50%	0%	6%	6%	5%	10%
50% +	6%	0%	0%	0%	0%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

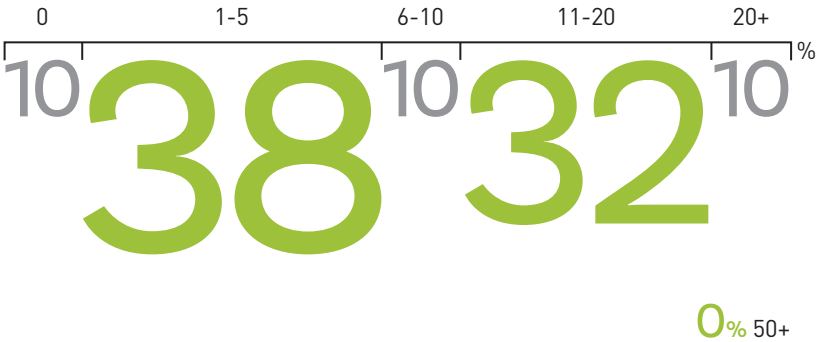
0%	94%	94%	50%	60%	55%
1-5%	6%	6%	39%	35%	35%
6-10%	0%	0%	11%	5%	10%
11-20%	0%	0%	0%	0%	0%
21-50%	0%	0%	0%	0%	0%
50% +	0%	0%	0%	0%	0%

hr & talent

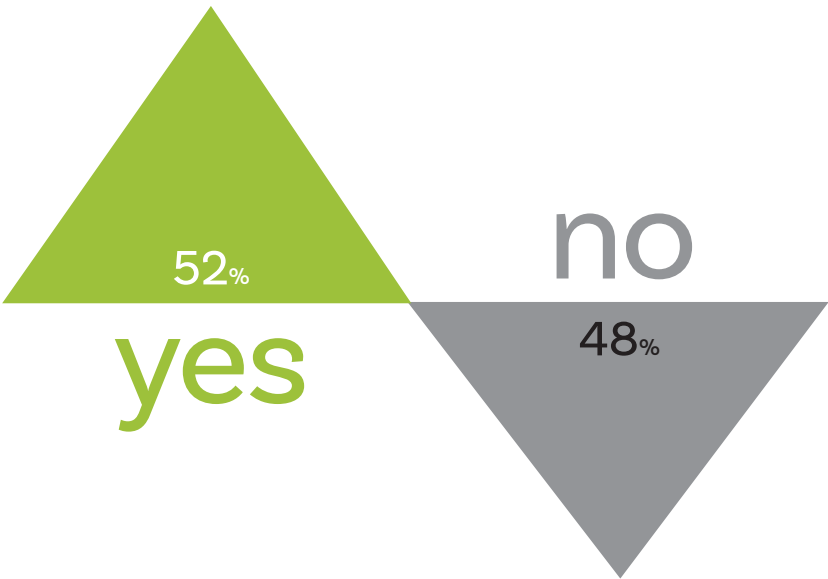
How often do you employ temp/contract staff?



Approximately what percentage of your staff are employed as support staff?



Does your organisation employ an internal talent acquisition team or professional?



Did you recruit any graduates in 2019?



Are you currently pre-approved to provide visa sponsorship to employees?

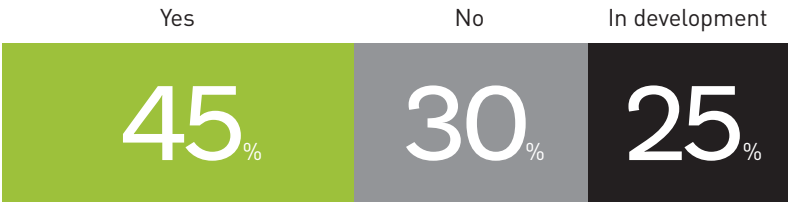


Did you provide visa sponsorship to any employees in 2019?



hr & talent

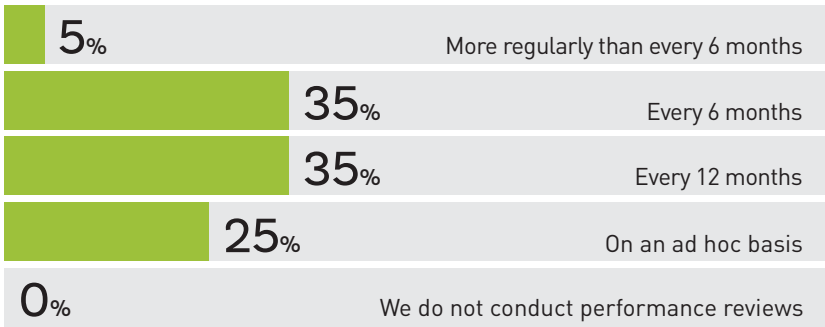
To your knowledge, does your organisation have a diversity policy for hiring new staff?



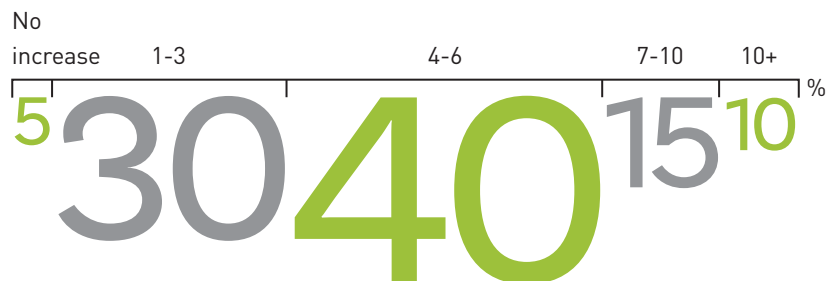
Approximately what percentage of organisation revenue is spent on wages?



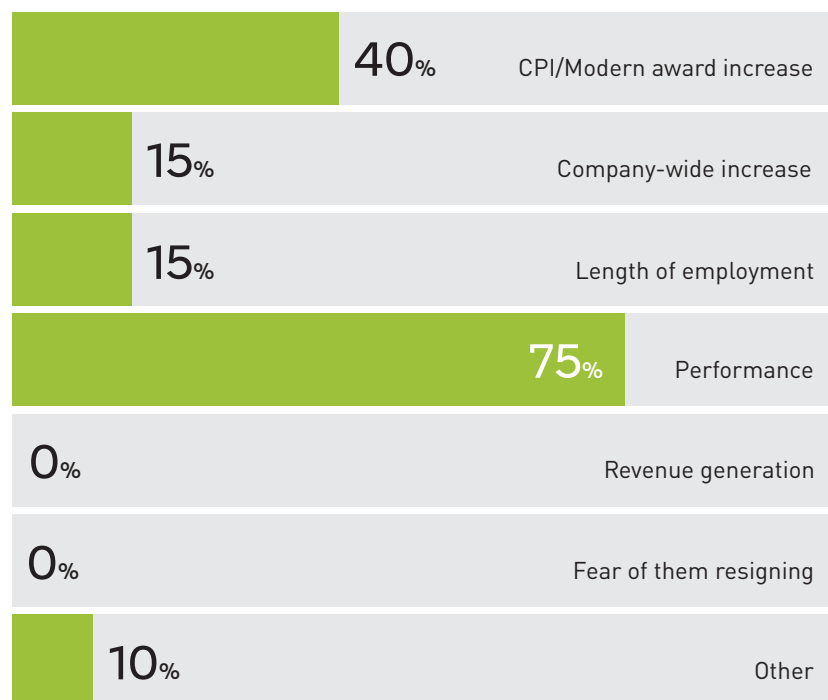
How often do you conduct performance reviews?



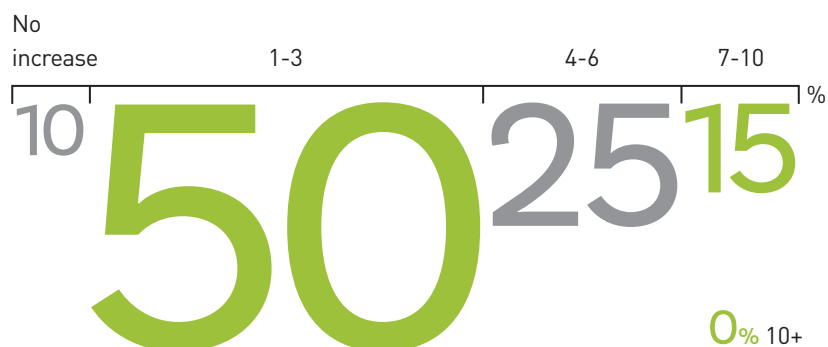
In your last round of performance reviews, what was the average percentage salary increase?



Of those employees who recieved an increase in salary, what were the most common reasons?



In your next round of performance reviews, what do you expect to increase salaries by?



hr & talent

Do you pay overtime to:

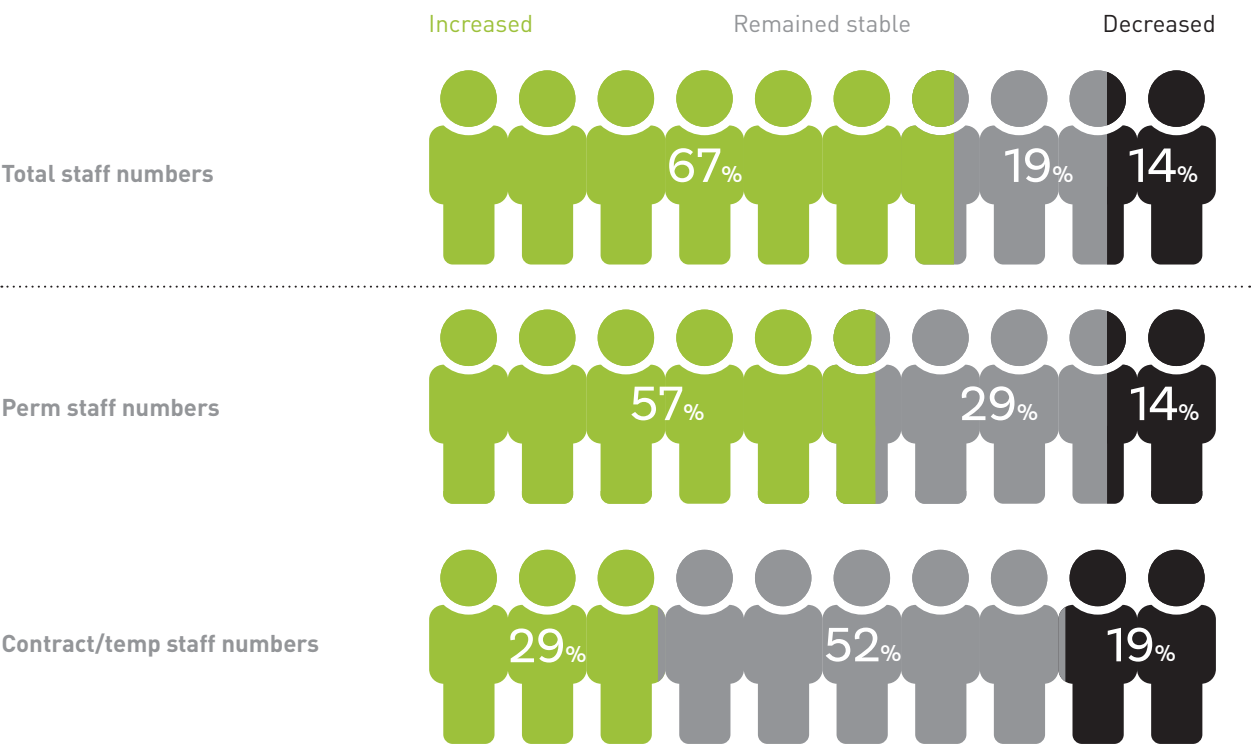
	Executive	Mgmt	Technical	Support
Yes	0%	0%	32%	5%
Time in Lieu	15%	30%	32%	45%
No	85%	70%	36%	50%

What are the most important characteristics when looking for potential employees for your organisation?

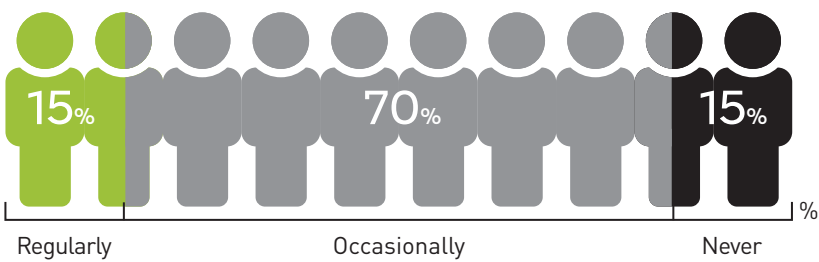
	Executive	Mgmt	Technical	Support
Communication skills	67%	79%	62%	67%
Project management skills	20%	36%	23%	8%
Job specific/ technical skills	20%	29%	85%	92%
Stakeholder engagement skills	20%	14%	0%	8%
Leadership skills	53%	50%	15%	0%
Business development skills	20%	14%	8%	0%
Cultural fit	27%	43%	54%	50%
Academic qualifications	0%	0%	15%	0%
Project experience	13%	7%	15%	17%

retention & turnover

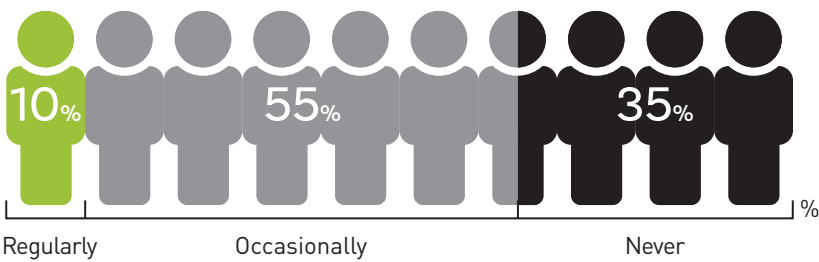
In 2019, have staff numbers within your organisation:



In 2019, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

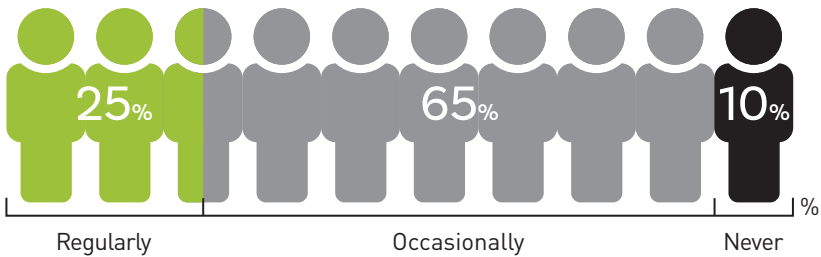


In 2019, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?



retention & turnover

When recruiting staff in 2019, did you have to pay higher salaries than you expected to in order to secure your preferred candidate?



Approximately what percentage of voluntary staff turnover (resignations) did your organisation experience in 2019?

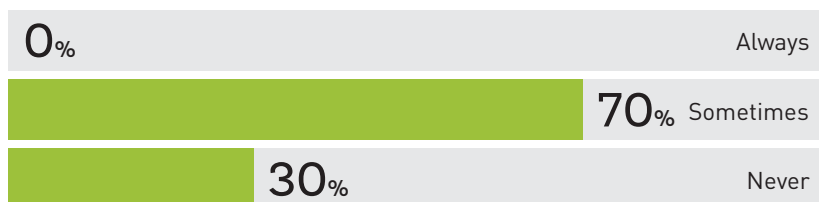


What were the most common reasons for staff resigning in 2019?

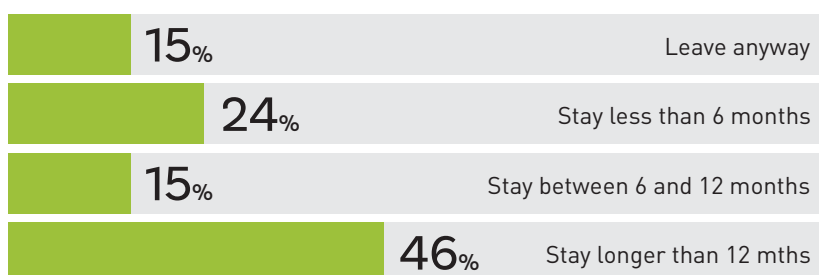


*Personal circumstances i.e. Parental leave, relocation, health, retirement

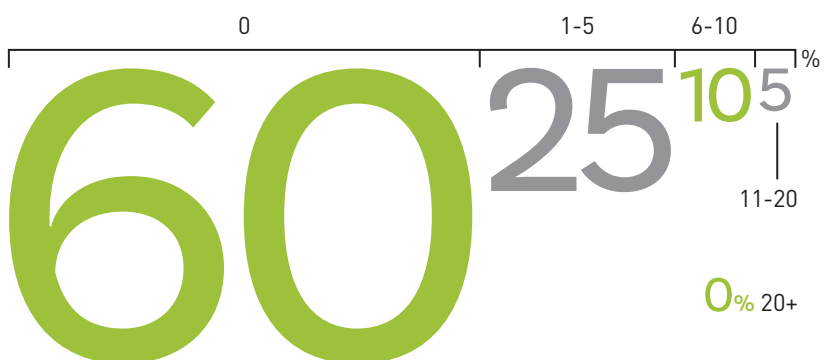
Do you counter offer departing staff?



Of those counter offered, do they usually:



Approximately what percentage of your staff were made redundant in 2019?



Did you enforce reduced work hours for any permanent employees during 2019, due to reduced workload?

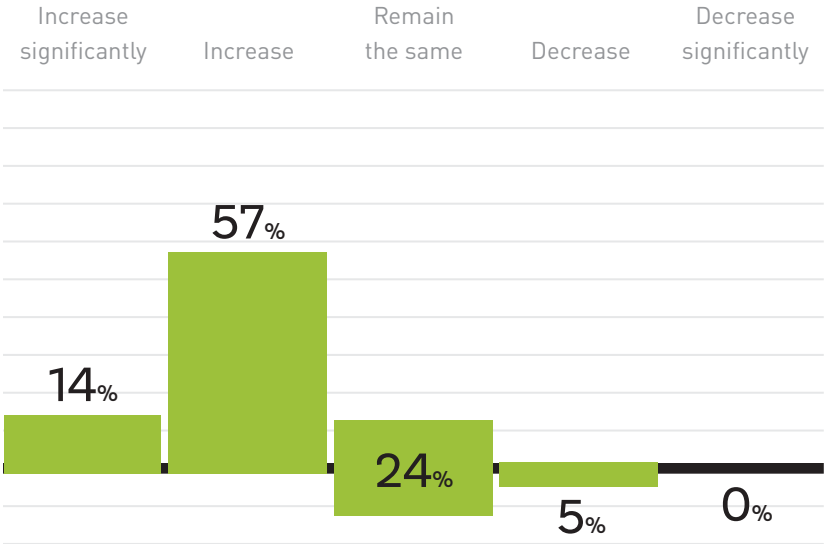


flexibility & benefits

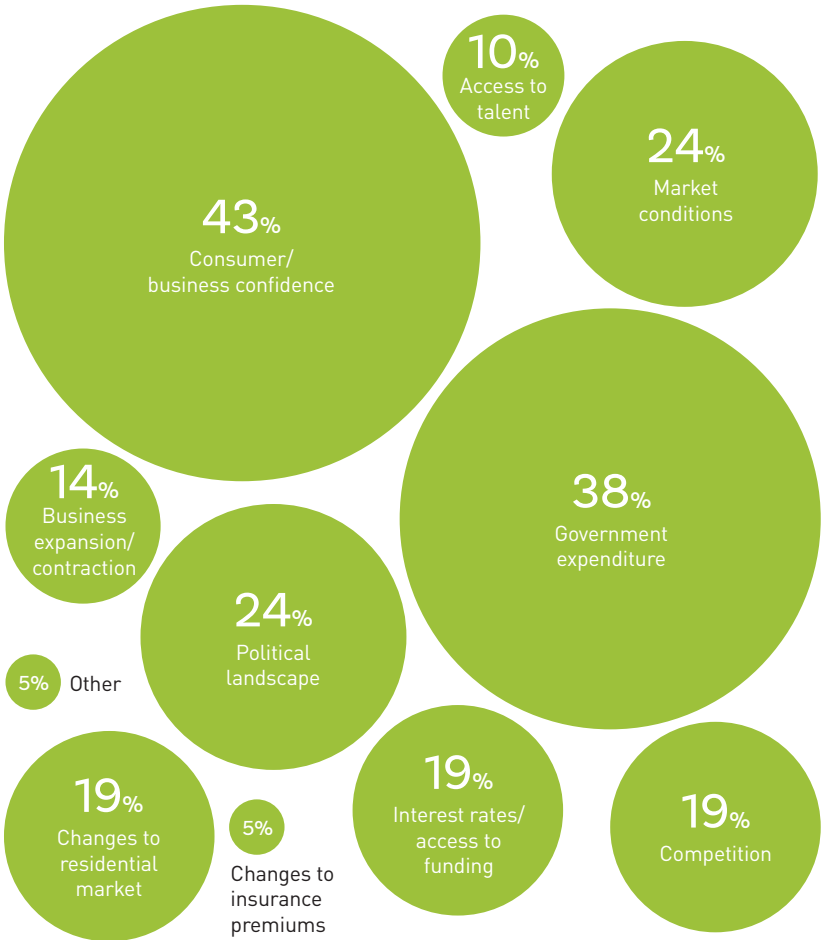
		Executive	Mgmt	Technical	Support	All staff
Do you offer any of the following monetary employee benefits?	Car/car allowance	79%	74%	58%	32%	26%
	Parking	63%	63%	53%	53%	53%
	Additional Superannuation	5%	5%	5%	5%	5%
	Insurance	11%	16%	5%	5%	5%
	Salary sacrifice	32%	32%	32%	26%	26%
	Bonuses	58%	58%	53%	53%	42%
	Profit share	11%	11%	0%	0%	0%
	Financial support for study	32%	32%	37%	32%	32%
	Additional paid parental leave	16%	16%	16%	16%	16%
Do you offer any of the following non-monetary employee benefits?	Health & wellbeing programs/allowance	37%	37%	37%	37%	37%
	Casual dress policy	68%	68%	68%	68%	68%
	Birthday day-off	5%	5%	5%	5%	5%
	Externally facilitated training	68%	68%	68%	68%	68%
	Additional annual leave	16%	5%	16%	16%	16%
	Paid study leave	26%	26%	26%	26%	26%
	Additional unpaid parental leave	16%	26%	16%	16%	16%
Do you offer any of the following flexible workplace practices?	Flexible work hours	63%	63%	58%	58%	53%
	Flexible workplace/ work from home	42%	42%	26%	32%	26%
	Compressed working week	11%	11%	11%	11%	11%
	Part-time hours	16%	16%	21%	42%	16%
	Job sharing	11%	11%	11%	21%	11%
	Career breaks	21%	21%	21%	21%	21%

next 12 months

Compared to 2019, do you expect to see business activity in 2020 to:

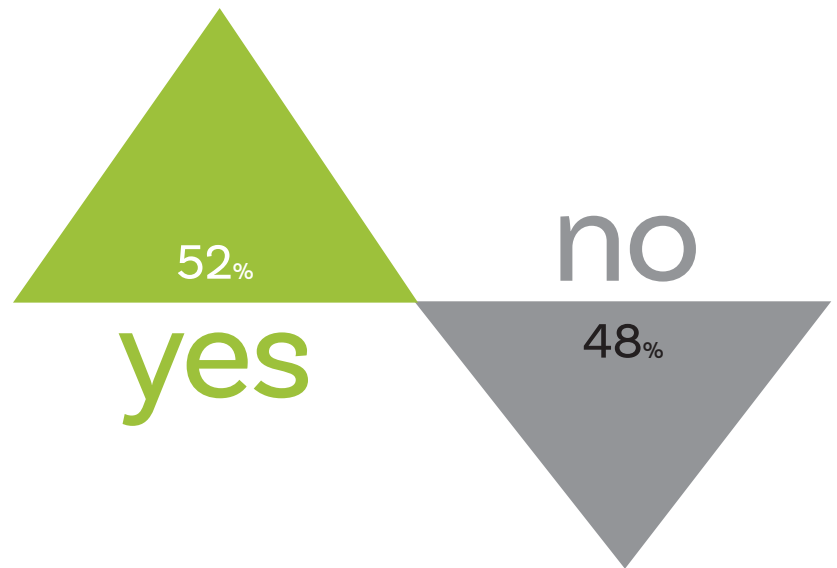


What do you predict will have the biggest impact on business levels in 2020?



next 12 months

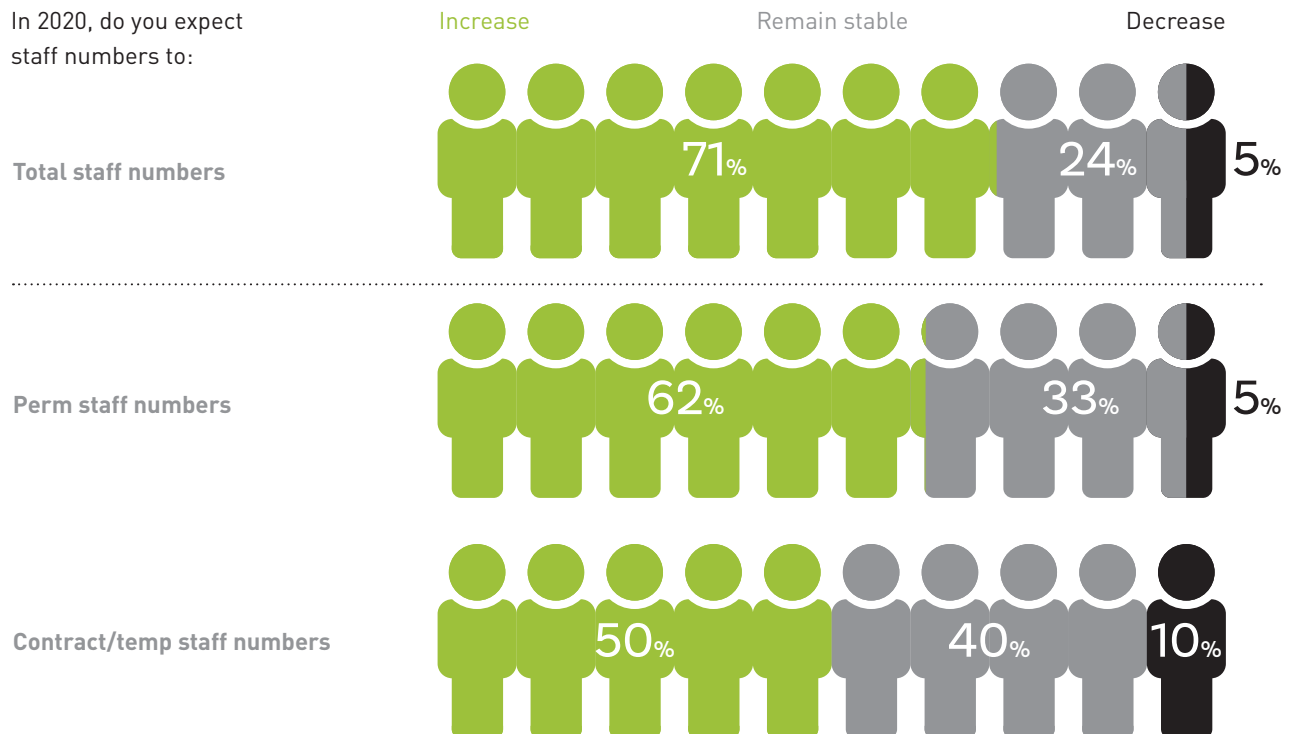
Do you think talent shortages will impact the operation of your organisation in 2020?



Are you currently, or do you plan to restructure your department/organisation in 2020 to keep up with changing business needs?



In 2020, do you expect staff numbers to:



construction

SALARY LEVELS & TABLES

Site Engineer

Project Engineer/Assistant Project Manager

HSEQ Coordinator

HSEQ Manager

Contract Administrator

Site Foreperson

Site Manager

Project Manager

Construction Manager

Estimator

Project Director

construction

SALARY LEVELS

Construction

	DESCRIPTION	ESTIMATED EXPERIENCE
LEVEL 1	New to the role. Skill set still developing. Requires mentoring.	Circa 0 - 2 years
LEVEL 2	Has successfully completed the role on prior projects. Experienced and competent in most tasks.	Circa 2 - 6 years
LEVEL 3	Extensive experience in the role, successfully working on a number of projects. Can complete all responsibilities with complete autonomy.	Circa 6+ years

construction

SALARY TABLES

Site Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$62,500	\$72,500	\$77,500
LEVEL 2	\$77,500	\$87,500	\$92,500
LEVEL 3	\$90,000	\$115,000	\$125,000

Project Engineer/Assistant Project Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$62,500	\$72,500	\$77,500
LEVEL 2	\$92,500	\$102,500	\$125,000
LEVEL 3	\$110,000	\$120,000	\$150,000

HSEQ Coordinator

	LOW	AVERAGE	HIGH
LEVEL 1	\$72,500	\$85,000	\$95,000
LEVEL 2	\$92,500	\$105,000	\$112,500
LEVEL 3	\$100,000	\$107,500	\$135,000

HSEQ Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$102,500	\$112,500	\$132,500
LEVEL 2	\$122,500	\$137,500	\$142,500
LEVEL 3	\$152,500	\$157,500	\$172,500

All salaries listed in the 2020 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.

construction

SALARY TABLES

Contract Administrator

	LOW	AVERAGE	HIGH
LEVEL 1	\$67,500	\$72,500	\$82,500
LEVEL 2	\$92,500	\$102,500	\$117,500
LEVEL 3	\$115,000	\$120,000	\$135,000

Site Foreperson

	LOW	AVERAGE	HIGH
LEVEL 1	\$82,500	\$90,000	\$105,000
LEVEL 2	\$100,000	\$110,000	\$120,000
LEVEL 3	\$115,000	\$135,000	\$145,000

Site Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$97,500	\$107,500	\$127,500
LEVEL 2	\$125,000	\$130,000	\$155,000
LEVEL 3	\$135,000	\$175,000	\$185,000

Project Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$97,500	\$117,500	\$127,500
LEVEL 2	\$115,000	\$135,000	\$155,000
LEVEL 3	\$145,000	\$155,000	\$185,000

construction

SALARY TABLES

Construction Manager

	LOW	AVERAGE	HIGH
LEVEL 1	\$155,000	\$165,000	\$205,000
LEVEL 2	\$175,000	\$190,000	\$245,000
LEVEL 3	\$215,000	\$255,000	\$285,000

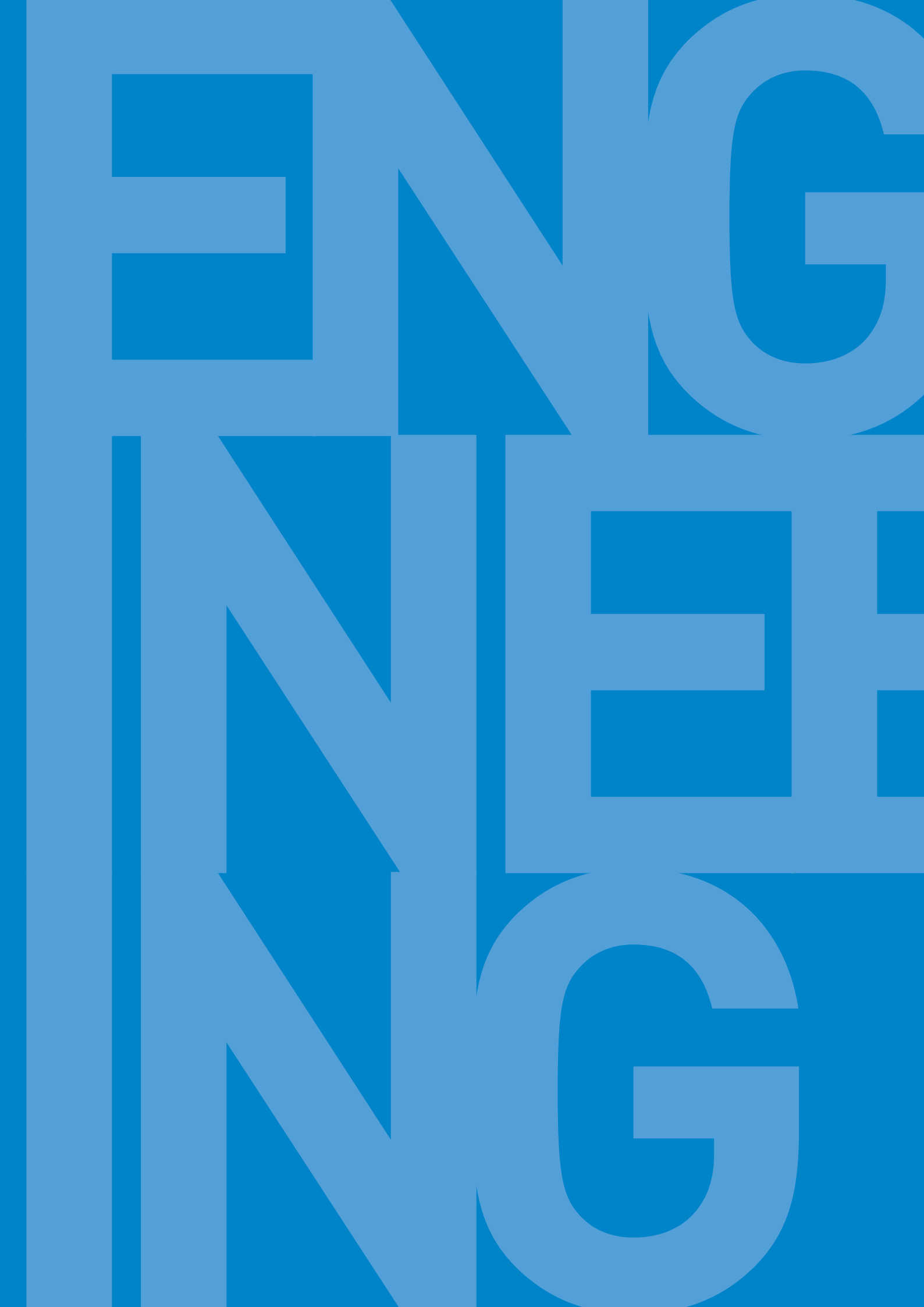
Estimator

	LOW	AVERAGE	HIGH
LEVEL 1	\$72,500	\$82,500	\$87,500
LEVEL 2	\$82,500	\$97,500	\$110,000
LEVEL 3	\$115,000	\$135,000	\$155,000

Project Director

	LOW	AVERAGE	HIGH
LEVEL 1	\$210,000	\$225,000	\$250,000

All salaries listed in the 2020 PACE survey refer to the total remuneration packages and are inclusive of all benefits such as superannuation, motor vehicles, etc. Average salary represents the median salary reported by respondents; the low & high salary representing the lower and upper quartile of responses, respectively.



engineering

INDUSTRY FACTS



Engineering firms are approaching 2020 confidently, with a stabilised political landscape and more predictability around government expenditure.

introduction

OBSERVATIONS FROM 2019

The Victorian engineering market continued its strong performance, with 70% of responding firms reporting an increase in business activity in 2019, well up from the prediction of a 50% increase in 2018.

While merger and acquisition activity was significant in 2019, so too was the scaling of start-up businesses entering growth phase. A number of mature businesses were acquired by larger multidisciplinary consultancies, while a number of boutiques added to their headcount as they evolve into the next generation of specialist engineering consultancies.

Adam Brown, Aspect's Manager – Engineering also notes similar trends, "*The 2019 PACE survey forecast a stable and 'business as usual' year, with infrastructure spending expected to prop up a slower residential market. There was optimism, albeit cautious. In reality, we saw the property market rebound to health, at the same time as an infrastructure boom and a continued robust commercial sector. It was the first time in some years where all sectors seemed healthy, at the same time. The changing company landscape, due to mergers and acquisition saw an even spread of workload and in some cases, movement of key people between companies.*"

THE TALENT MARKET

Demand for engineering services continues to grow, as 62% of firms increased their headcount in 2019. This has been no easy task, with 77% of responding companies advising they have had to pay higher than expected salaries in order to attract additional teammates.

As the market continues to boom, opportunities for career advancement at competitor organisations will become more prevalent. Last year, 25% of staff advised that career advancement was their most common reason for resigning. Although only up slightly from 23% in 2018; to retain employees, engineering consultancies should start to prioritise

and develop career plans and career paths, so their staff understand the opportunities available to them internally.

Changes to legislation has increased both the cost and complexity of hiring international talent, leading to only 26% of responding firms sponsoring candidates in 2019. Instead, companies report a strong preference to train their own as a means of tackling candidate shortages, with 86% of engineering firms hiring graduates in 2019.

Wage creep remains an issue within the industry. 2019 saw the average employee of an engineering firm receive a 4.4% increase in salary, with over a quarter of firms attributing salary increase to the fear of their employees resigning. The average percentage of revenue spent on wages increased from 53% to 57% year-on-year. Coupled with a downward pressure on pricing, the sustainability of such wage increases will be put to the test in the years to come.

In terms of flexibility and benefits offered to staff, the engineering sector is performing better than the overall industry. Approximately 86% of firms offer flexible work hours, and 64% offer a flexible workplace. These perks will be increasingly important differentiators to attract and retain staff as the ability of firms to pay higher salaries is tested.

Sara Fife, Manager – Business Support acknowledges that, *“Flexibility is now, without doubt, front-of-mind for support candidates when seeking a new role – and not just those candidates with family commitments. More people are looking for flexible options whether this be in working hours, start and finish times, working from home, study leave or additional leave. With this trend, organisations need to be mindful that they have flexibility offerings for all staff; not just technical staff or those who are parents. Those companies who fall behind will risk increasing the already significant challenge of securing new talent.”*

WHAT LIES AHEAD

The Victorian engineering industry is approaching 2020 confidently. Many firms highlight a stabilised political landscape, free of a federal or state election, will bring more predictability around government expenditure which continues to be healthy across both infrastructure and institutional investments. While the residential market has not yet seen a full recovery, there is a sense that it has bottomed out, as reducing interest rates and continuing population growth inspire and necessitate further development in Victoria.

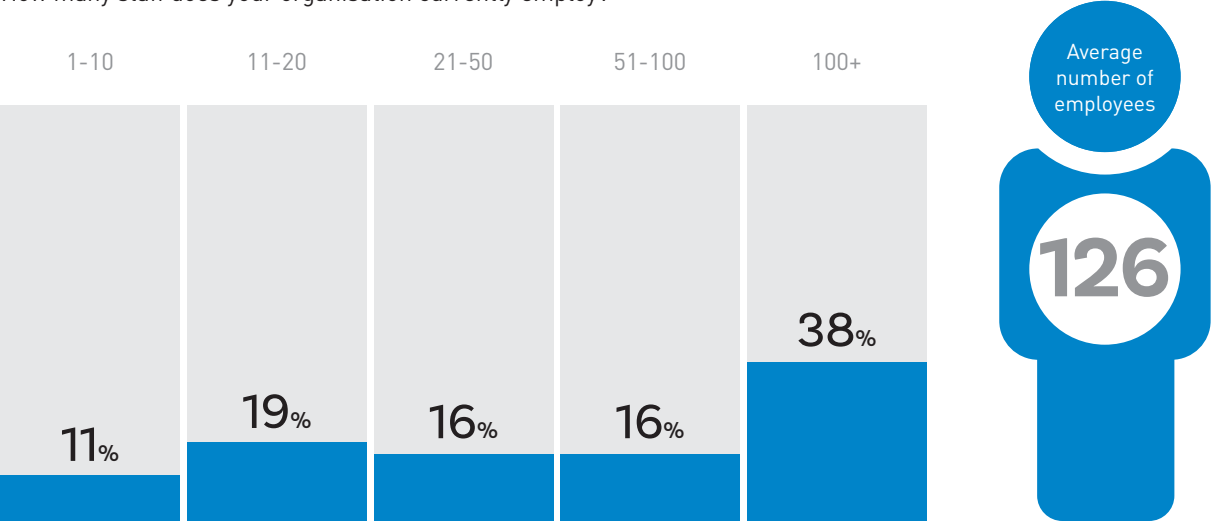
Overall, 67% of respondents anticipate a further increase in business activity, up from 50% in the 12 months prior. Conversely, the number of companies expecting to see a reduction in business activity has decreased to 3%, from 8% the year before. It is likely that this increase in business confidence will result in additional employment opportunities within the sector, as 63% of firms expect to add to their headcount over the next 12 months, up from 49% the prior year.

Brown agrees, *“The year to come looks bright and the mood is upbeat. With most sectors experiencing a solid finish to 2019 and a busy workload right up to the Christmas break; 2020 looks likely to be a promising year. We should see a continued strengthening of the residential a sector and ongoing infrastructure spending. However, rarely does any year come without challenges. It will be interesting to see how our industry copes with unpredictable curveballs such as Coronavirus, a stuttering share market and major transport project contract issues. But again, with such a healthy spread of work and record low interest rates, 2020 shapes up to be a good year.”*

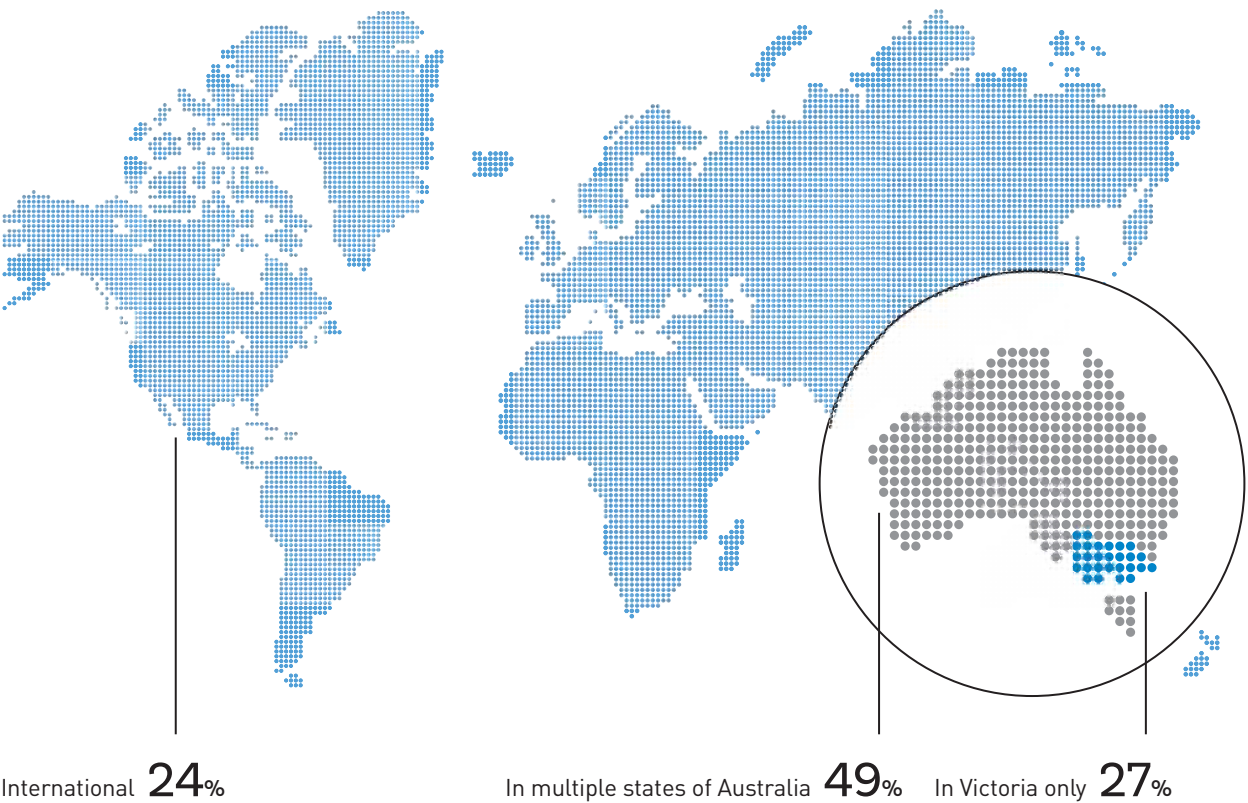
However, the growth strategies may be stalled by significant world events and their economic impact on the 2020 market.

company demographics

How many staff does your organisation currently employ?

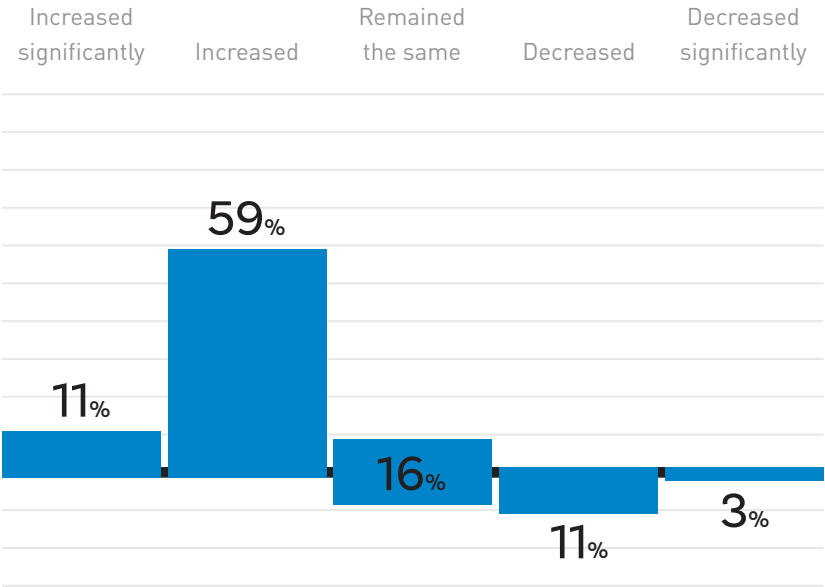


Location of Offices

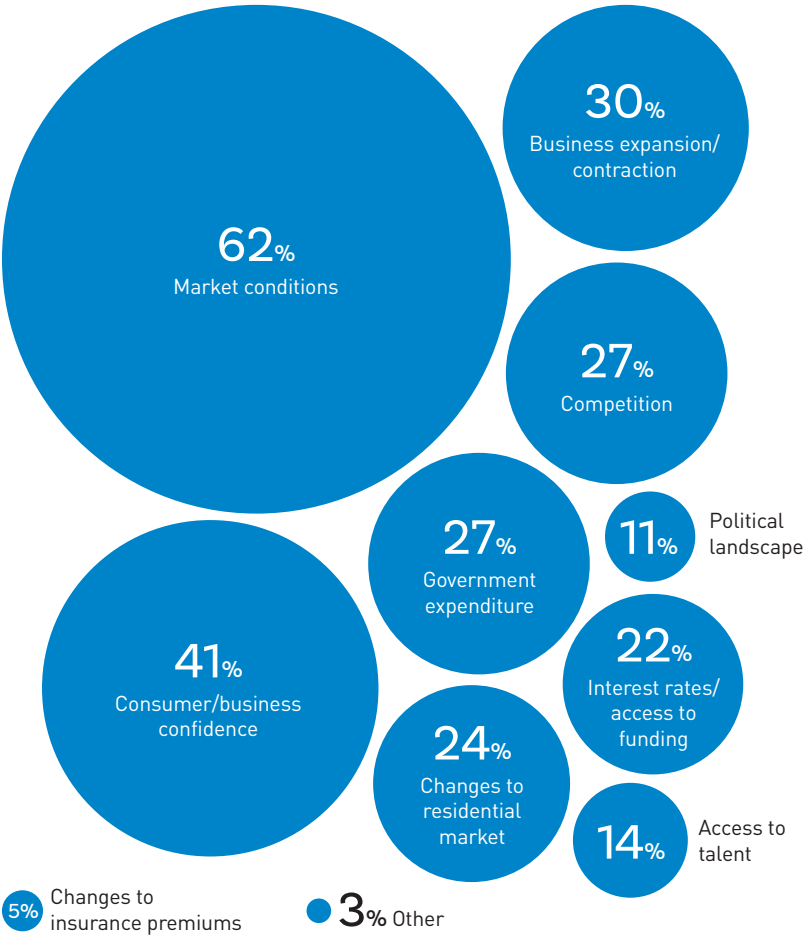


business activity

Compared to 2018, has business activity in 2019:



What has had the biggest impact on business activity levels in 2019?

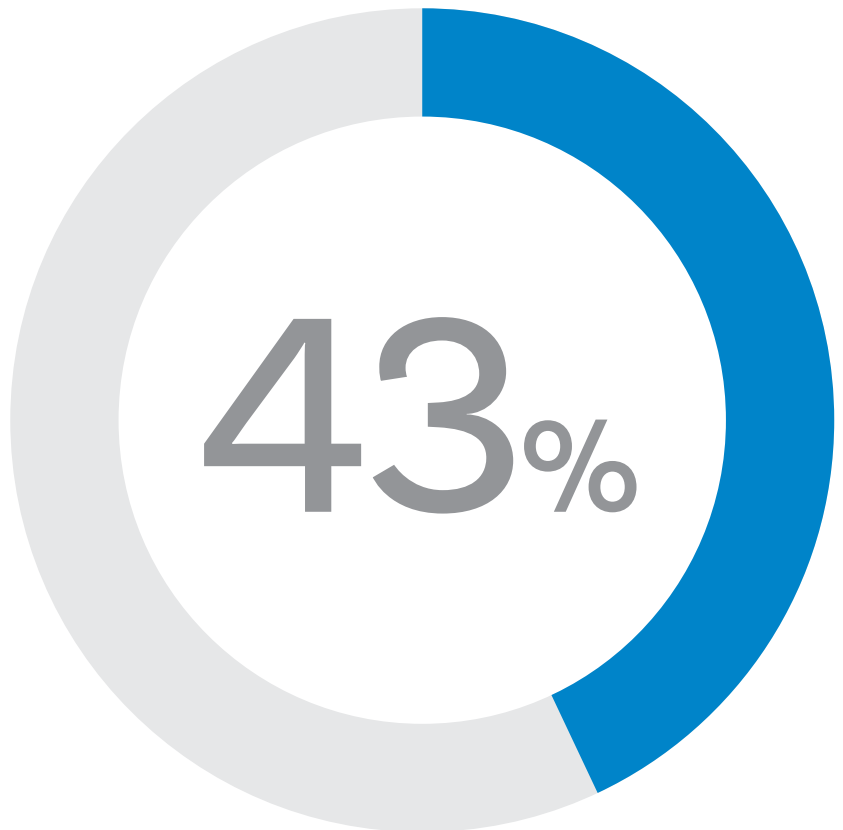


business activity

Does your organisation
tender for projects?



Of projects tendered,
approximately what percentage
were successful?



hr & talent

Approximately what percentage of your staff are female?

	Executive	Mgmt	Technical	Support	All staff
0%	48%	22%	19%	12%	3%
1-5%	15%	31%	16%	9%	9%
6-10%	4%	6%	28%	9%	19%
11-20%	15%	22%	25%	6%	22%
21-50%	18%	19%	12%	15%	47%
50% +	0%	0%	0%	49%	0%

Approximately what percentage of your staff are employed on a part-time basis?

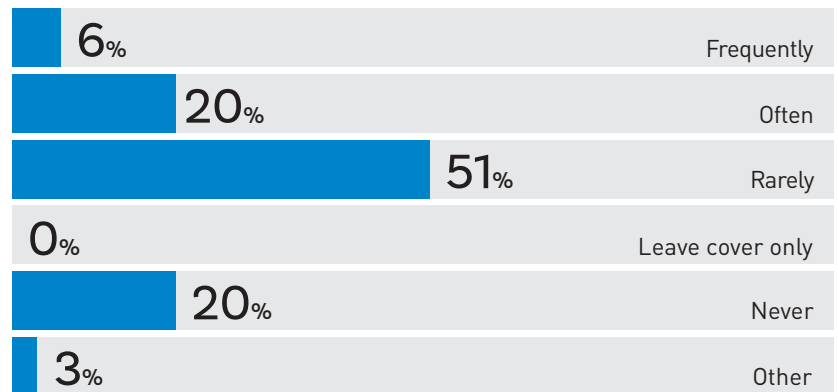
0%	63%	67%	29%	43%	15%
1-5%	9%	15%	21%	21%	31%
6-10%	16%	9%	29%	9%	21%
11-20%	3%	6%	12%	6%	15%
21-50%	3%	3%	3%	15%	18%
50% +	6%	0%	6%	6%	0%

Approximately what percentage of your staff are employed on a contract/temporary basis (staff working full-time hours on a non-permanent basis)?

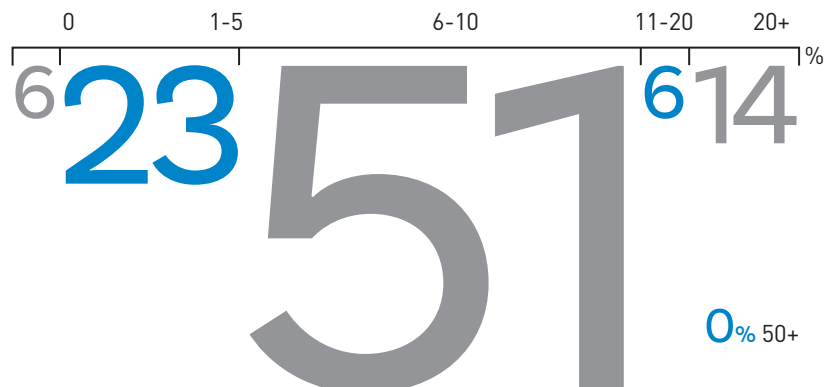
0%	97%	88%	46%	73%	47%
1-5%	0%	6%	23%	6%	29%
6-10%	3%	3%	14%	15%	15%
11-20%	0%	0%	14%	0%	6%
21-50%	0%	0%	0%	3%	0%
50% +	0%	3%	3%	3%	3%

hr & talent

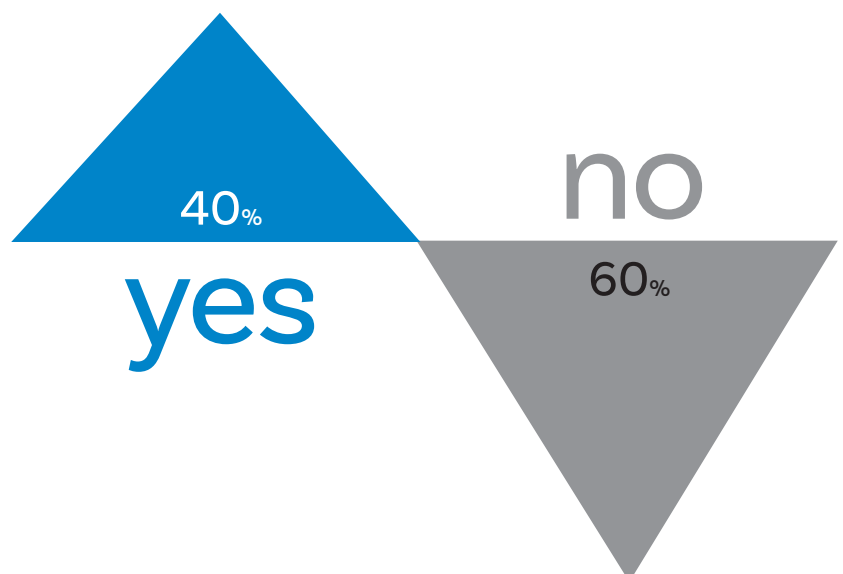
How often do you employ temp/contract staff?

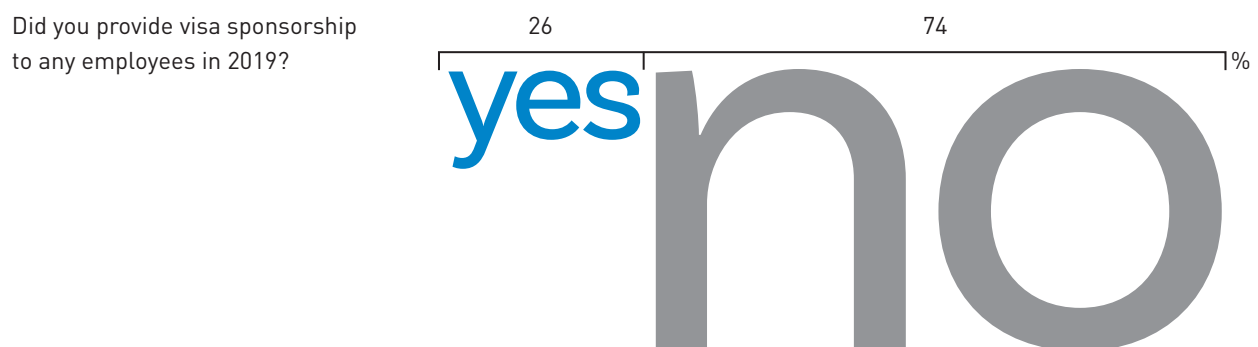
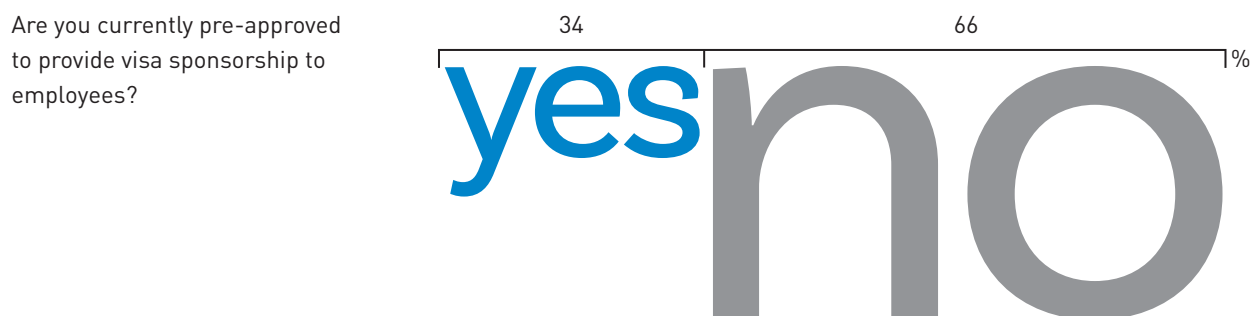
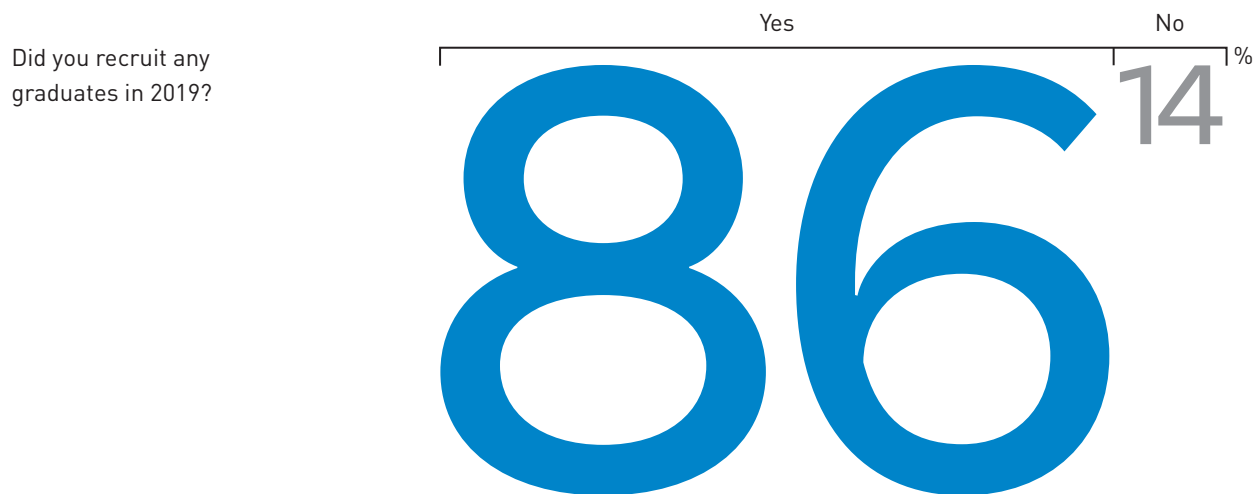


Approximately what percentage of your staff are employed as support staff?



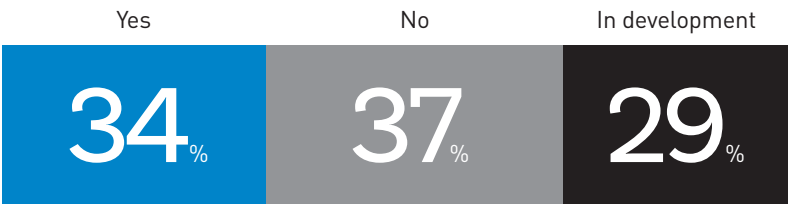
Does your organisation employ an internal talent acquisition team or professional?



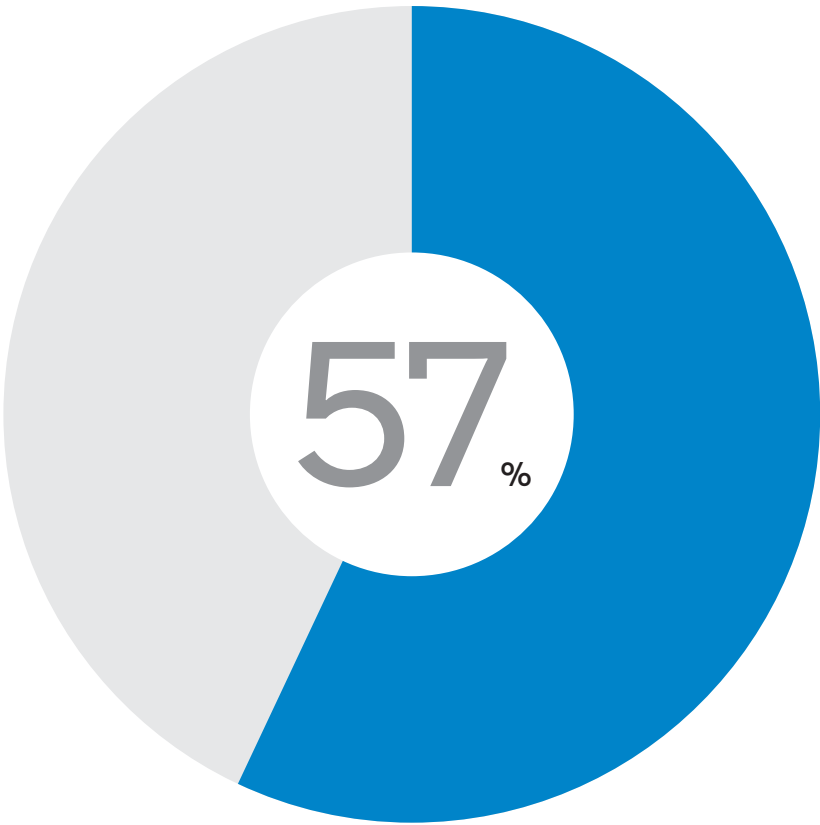


hr & talent

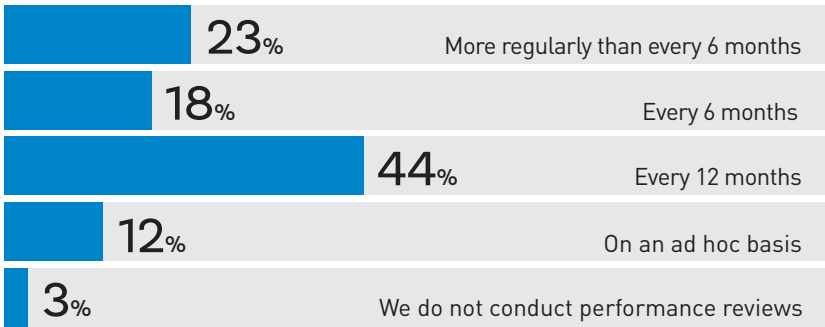
To your knowledge, does your organisation have a diversity policy for hiring new staff?



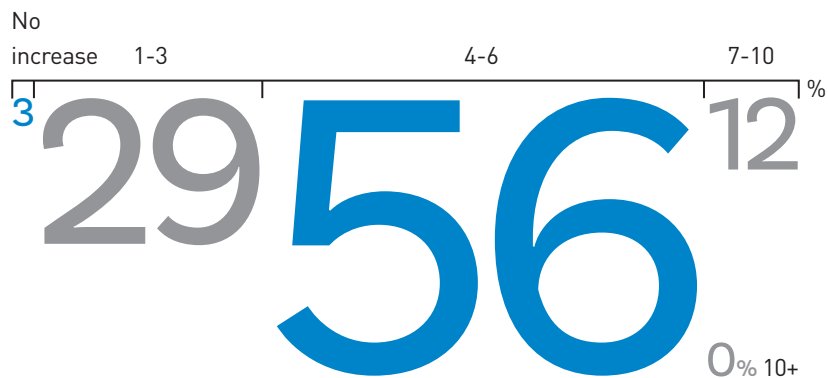
Approximately what percentage of organisation revenue is spent on wages?



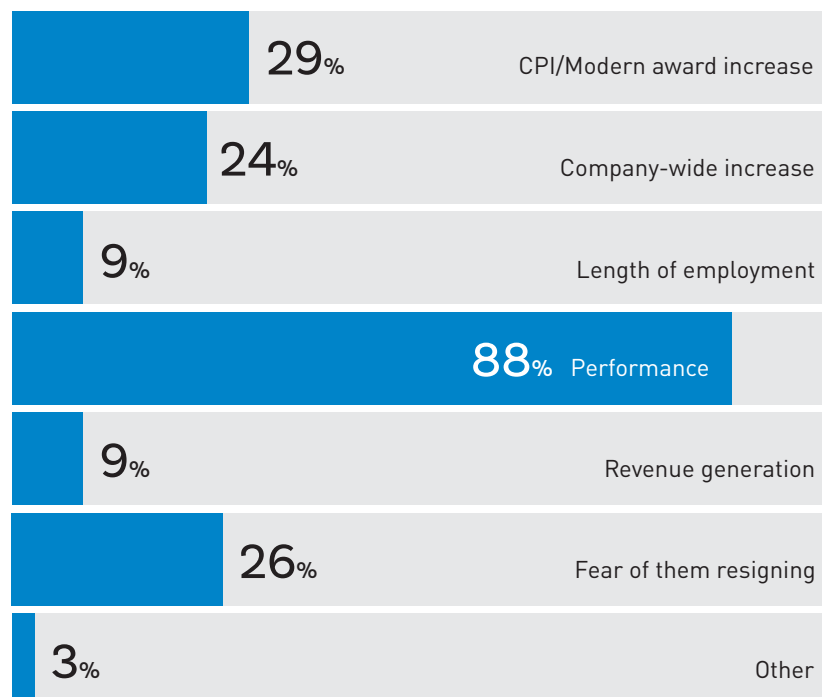
How often do you conduct performance reviews?



In your last round of performance reviews, what was the average percentage salary increase?



Of those employees who recieved an increase in salary, what were the most common reasons?



In your next round of performance reviews, what do you expect to increase salaries by?



hr & talent

Do you pay overtime to:

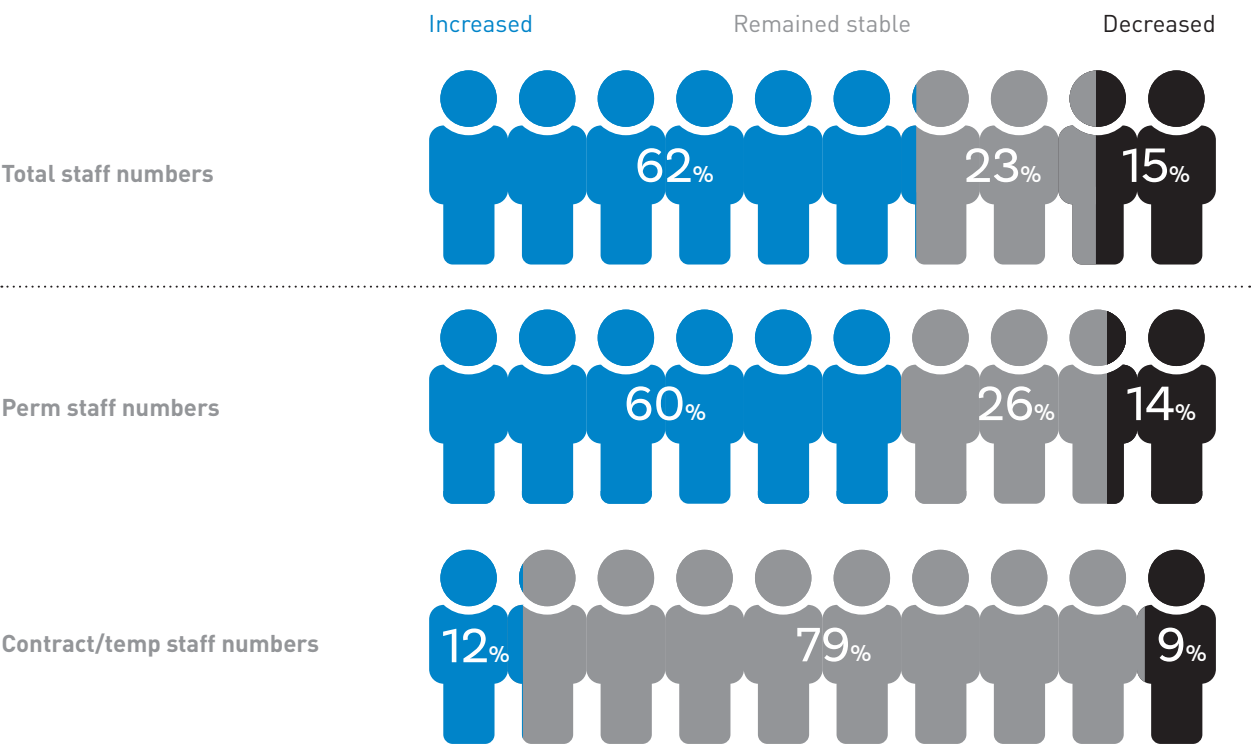
	Executive	Mgmt	Technical	Support
Yes	3%	3%	39%	27%
Time in Lieu	12%	30%	32%	27%
No	85%	67%	29%	46%

What are the most important characteristics when looking for potential employees for your organisation?

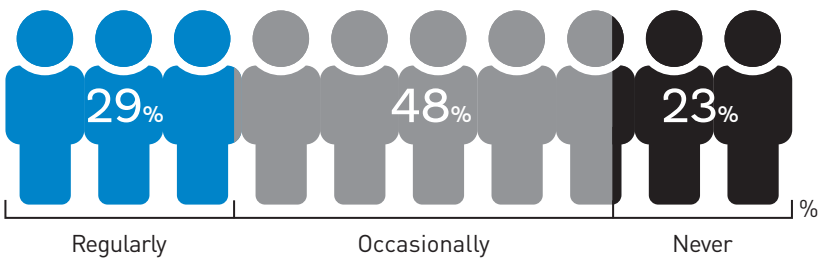
	Executive	Mgmt	Technical	Support
Communication skills	69%	67%	64%	88%
Project management skills	38%	56%	39%	16%
Job specific/technical skills	28%	41%	79%	60%
Stakeholder engagement skills	48%	48%	18%	12%
Leadership skills	72%	48%	14%	12%
Business development skills	59%	37%	4%	4%
Cultural fit	45%	56%	61%	64%
Academic qualifications	17%	26%	54%	4%
Project experience	34%	56%	64%	4%

retention & turnover

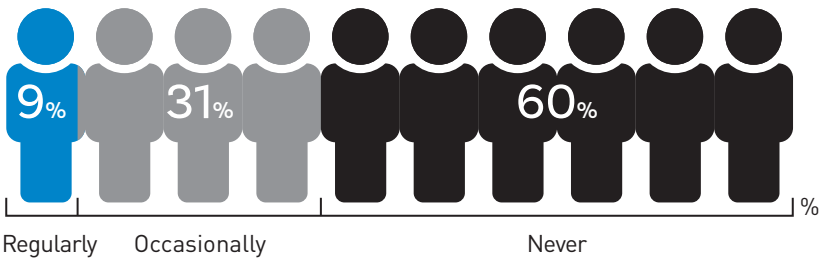
In 2019, have staff numbers within your organisation:



In 2019, did you experience difficulty in sourcing technical professionals without outside assistance (i.e. through a recruiter)?

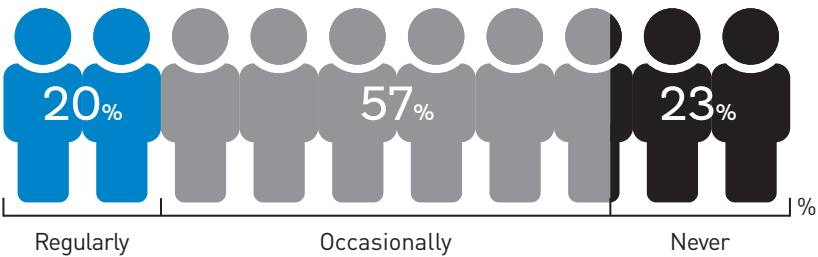


In 2019, did you experience difficulty in sourcing support professionals without outside assistance (i.e. through a recruiter)?

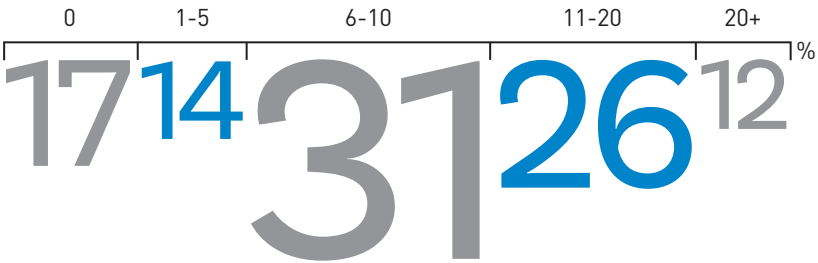


retention & turnover

When recruiting staff in 2019, did you have to pay higher salaries than you expected to in order to secure your preferred candidate?



Approximately what percentage of voluntary staff turnover (resignations) did your organisation experience in 2019?

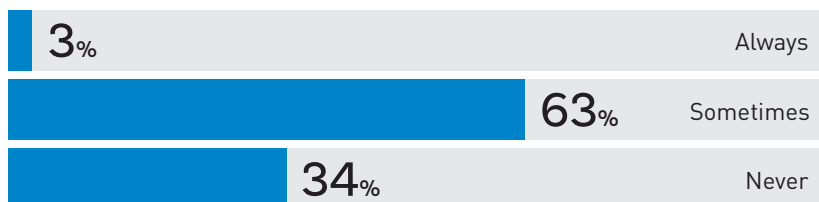


What were the most common reasons for staff resigning in 2019?

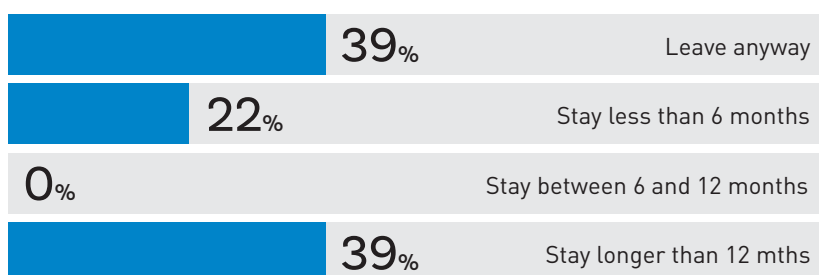


*Personal circumstances i.e. Parental leave, relocation, health, retirement

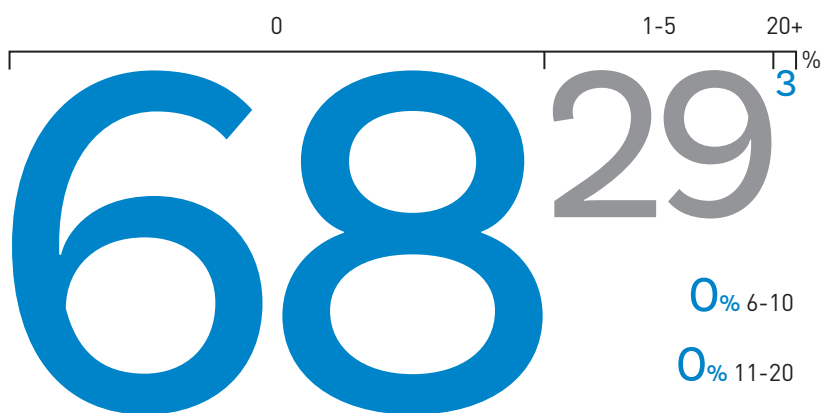
Do you counter offer departing staff?



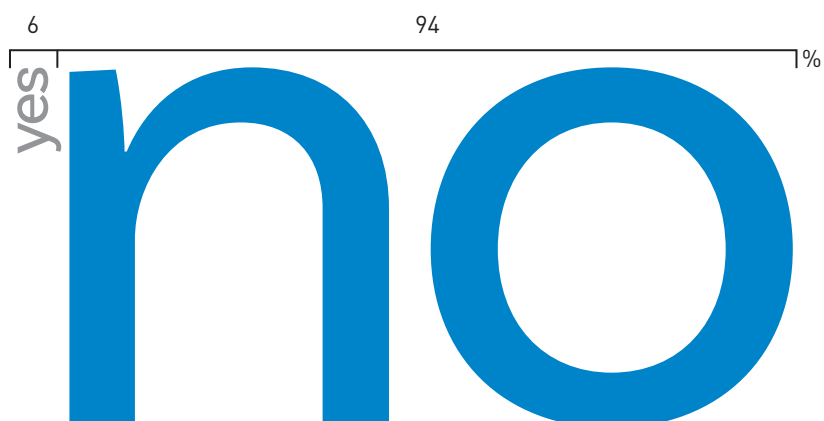
Of those counter offered, do they usually:



Approximately what percentage of your staff were made redundant in 2019?



Did you enforce reduced work hours for any permanent employees during 2019, due to reduced workload?

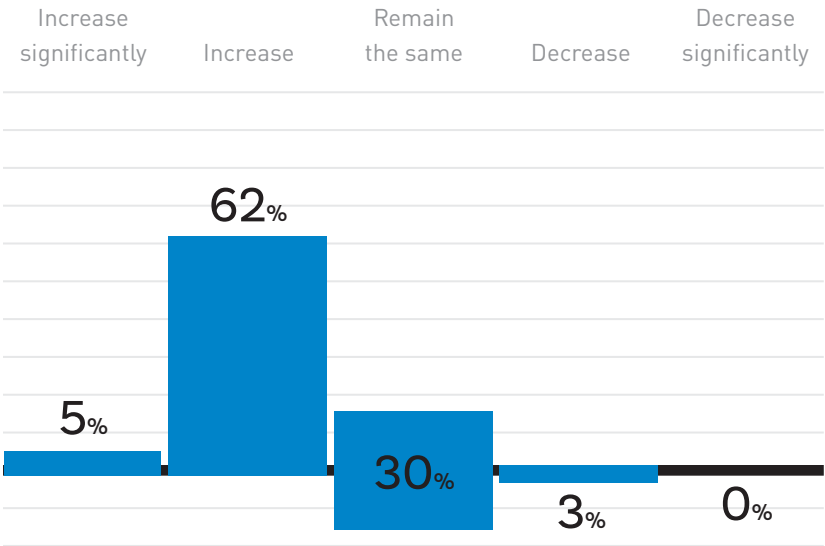


flexibility & benefits

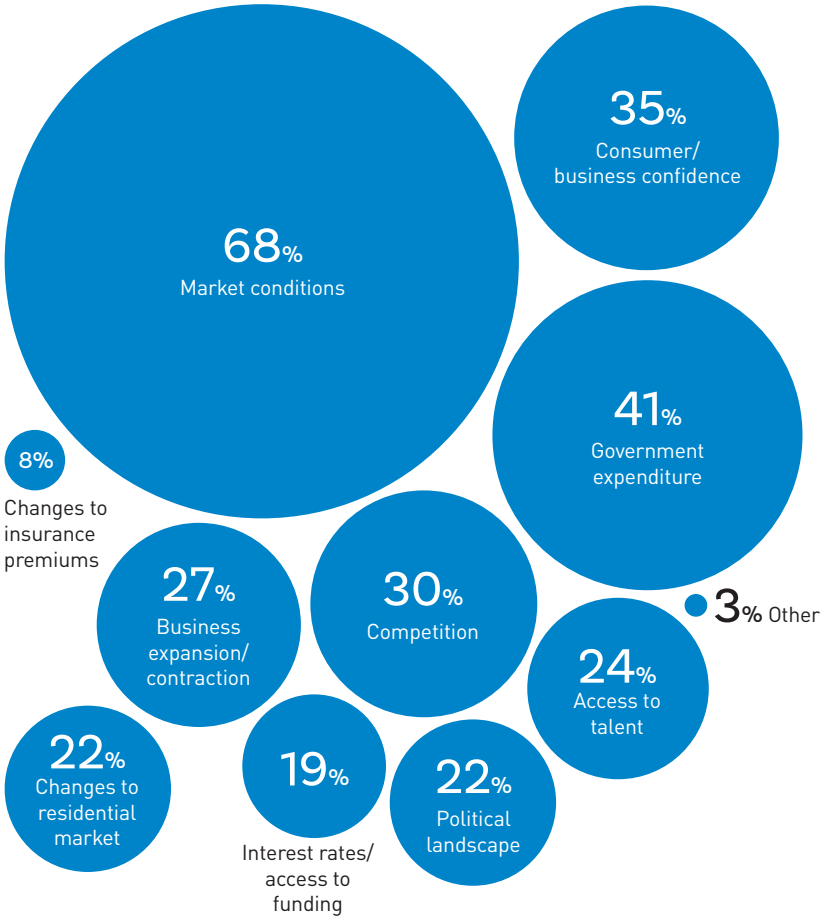
		Executive	Mgmt	Technical	Support	All staff
Do you offer any of the following monetary employee benefits?	Car/car allowance	36%	33%	30%	15%	15%
	Parking	55%	39%	27%	21%	18%
	Additional Superannuation	15%	15%	9%	9%	9%
	Insurance	12%	12%	6%	6%	3%
	Salary sacrifice	61%	55%	52%	48%	48%
	Bonuses	73%	64%	52%	48%	48%
	Profit share	45%	15%	6%	6%	6%
	Financial support for study	42%	45%	52%	42%	36%
	Additional paid parental leave	33%	36%	33%	33%	33%
Do you offer any of the following non-monetary employee benefits?	Health & wellbeing programs/allowance	39%	39%	39%	39%	39%
	Casual dress policy	76%	76%	79%	76%	76%
	Birthday day-off	12%	12%	12%	12%	12%
	Externally facilitated training	64%	64%	67%	64%	64%
	Additional annual leave	36%	18%	30%	30%	30%
	Paid study leave	30%	30%	33%	27%	27%
	Additional unpaid parental leave	33%	36%	36%	33%	33%
Do you offer any of the following flexible workplace practices?	Flexible work hours	91%	88%	88%	85%	85%
	Flexible workplace/work from home	73%	67%	67%	58%	58%
	Compressed working week	24%	21%	24%	24%	21%
	Part-time hours	45%	45%	55%	48%	45%
	Job sharing	6%	6%	9%	9%	6%
	Career breaks	18%	18%	15%	15%	15%

next 12 months

Compared to 2019, do you expect to see business activity in 2020 to:

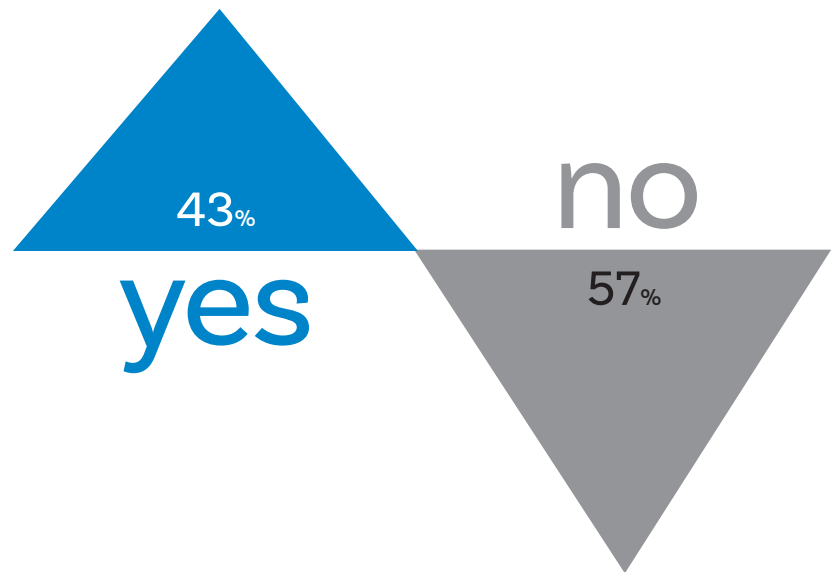


What do you predict will have the biggest impact on business levels in 2020?

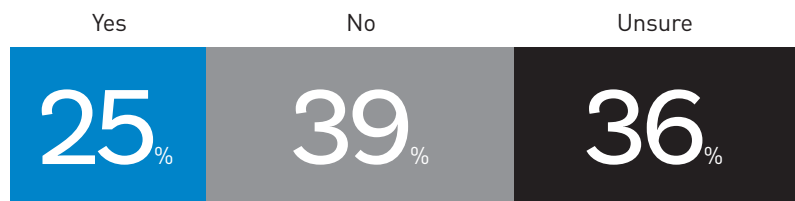


next 12 months

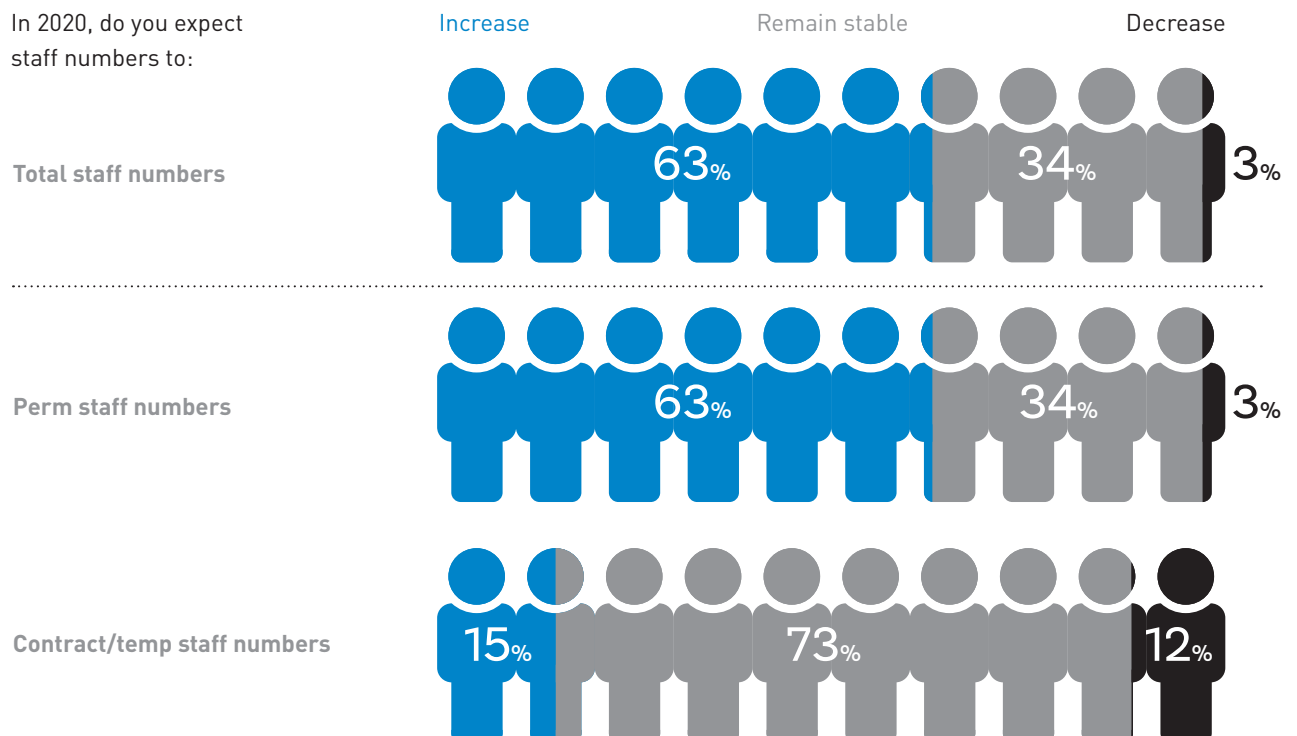
Do you think talent shortages will impact the operation of your organisation in 2020?



Are you currently, or do you plan to restructure your department/organisation in 2020 to keep up with changing business needs?



In 2020, do you expect staff numbers to:



engineering

SALARY LEVELS & TABLES

Civil Engineer

Civil Designer

Structural Engineer

Construction Engineer

Traffic and Transport Engineer

Environmental Engineer

Environmental Scientist

Mechanical Engineer

Hydraulic Engineer/Designer

Electrical Engineer

ESD Engineer

Civil Drafter

Structural Drafter

Mechanical Drafter

Electrical Drafter

Hydraulic Drafter

engineering

SALARY LEVELS

Engineering

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Entry level responsibilities. Tasks of limited complexity. Closely supervised.	Undergraduate/ part-time or no experience	Graduate Engineer
LEVEL 2	Tasks of limited complexity. Work is regularly overseen by senior staff member.	Circa 1 - 2 years	Junior Engineer
LEVEL 3	Mostly technical tasks. Minor stakeholder liaison. Regular supervision. Minor responsibilities for deliverables.	Circa 2 - 4 years	Engineer
LEVEL 4	Mostly technical tasks. Varied engineering responsibilities. Limited supervision. Some autonomy.	Circa 4 - 8 years	Engineer
LEVEL 5	Purely technical tasks. Autonomously responsible for the delivery of technical work. No regular supervision necessary.	Circa 8+ years	Senior Engineer (technical)
LEVEL 6	Responsible for delivery of projects and the coordination of a team. Representing the company to external stakeholders.	Circa 8+ years	Team Leader
LEVEL 7	Leadership position. Responsible for staff and client management. Accountable for project delivery.	Circa 12+ years	Associate Engineer
LEVEL 8	Responsible for business development and revenue generation. Autonomously manage clients, a business unit and project delivery.	Circa 12+ years	Principal Engineer

engineering

SALARY TABLES

Civil Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$55,000	\$56,000	\$63,000
LEVEL 2	\$59,000	\$65,000	\$69,000
LEVEL 3	\$71,000	\$73,000	\$79,000
LEVEL 4	\$77,500	\$87,500	\$92,500
LEVEL 5	\$92,500	\$102,500	\$112,500
LEVEL 6	\$110,000	\$115,000	\$125,000
LEVEL 7	\$125,000	\$125,000	\$160,000
LEVEL 8	\$145,000	\$155,000	\$205,000

Civil Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$51,000	\$53,000	\$61,000
LEVEL 2	\$57,000	\$63,000	\$71,000
LEVEL 3	\$72,500	\$75,000	\$77,500
LEVEL 4	\$82,500	\$87,500	\$90,000
LEVEL 5	\$92,500	\$102,500	\$117,500
LEVEL 6	\$97,500	\$120,000	\$127,500
LEVEL 7	\$95,000	\$130,000	\$155,000
LEVEL 8	\$105,000	\$135,000	\$175,000

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engineering

SALARY TABLES

Structural Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$53,000	\$59,000	\$61,000
LEVEL 2	\$61,000	\$66,000	\$71,000
LEVEL 3	\$71,000	\$75,000	\$79,000
LEVEL 4	\$82,500	\$87,500	\$92,500
LEVEL 5	\$97,500	\$112,500	\$122,500
LEVEL 6	\$107,500	\$117,500	\$142,500
LEVEL 7	\$125,000	\$135,000	\$165,000
LEVEL 8	\$155,000	\$165,000	\$225,000

Construction Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$53,000	\$55,000	\$63,000
LEVEL 2	\$59,000	\$65,000	\$71,000
LEVEL 3	\$78,000	\$80,000	\$84,000
LEVEL 4	\$92,500	\$92,500	\$107,500
LEVEL 5	\$102,500	\$112,500	\$132,500
LEVEL 6	\$125,000	\$135,000	\$135,000
LEVEL 7	\$155,000	\$170,000	\$190,000
LEVEL 8	\$165,000	\$195,000	\$205,000

engineering

SALARY TABLES

Traffic and Transport Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$62,000	\$63,000	\$70,000
LEVEL 2	\$69,000	\$71,000	\$81,000
LEVEL 3	\$79,000	\$82,000	\$87,000
LEVEL 4	\$97,500	\$105,000	\$115,000
LEVEL 5	\$122,500	\$135,000	\$145,000
LEVEL 6	\$140,000	\$150,000	\$155,000
LEVEL 7	\$150,000	\$160,000	\$190,000
LEVEL 8	\$165,000	\$195,000	\$225,000

Environmental Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$57,000	\$59,000	\$63,000
LEVEL 2	\$63,000	\$68,000	\$75,000
LEVEL 3	\$73,000	\$77,000	\$81,000
LEVEL 4	\$82,500	\$97,500	\$97,500
LEVEL 5	\$102,500	\$102,500	\$122,500
LEVEL 6	\$115,000	\$115,000	\$135,000
LEVEL 7	\$135,000	\$145,000	\$195,000
LEVEL 8	\$175,000	\$180,000	\$205,000

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engineering

SALARY TABLES

Environmental Scientist

	LOW	AVERAGE	HIGH
LEVEL 1	\$56,000	\$58,000	\$62,000
LEVEL 2	\$63,000	\$67,000	\$71,000
LEVEL 3	\$74,000	\$77,000	\$78,000
LEVEL 4	\$80,000	\$90,000	\$97,500
LEVEL 5	\$90,000	\$107,500	\$125,000
LEVEL 6	\$105,000	\$130,000	\$150,000
LEVEL 7	\$120,000	\$175,000	\$210,000

Mechanical Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$57,000	\$59,000	\$60,000
LEVEL 2	\$61,000	\$69,000	\$73,000
LEVEL 3	\$69,000	\$77,000	\$85,000
LEVEL 4	\$85,000	\$102,500	\$107,500
LEVEL 5	\$95,000	\$117,500	\$127,500
LEVEL 6	\$125,000	\$125,000	\$140,000
LEVEL 7	\$135,000	\$155,000	\$170,000
LEVEL 8	\$145,000	\$170,000	\$180,000

engineering

SALARY TABLES

Hydraulic Engineer/Designer

	LOW	AVERAGE	HIGH
LEVEL 1	\$55,000	\$57,000	\$59,000
LEVEL 2	\$58,000	\$61,000	\$68,000
LEVEL 3	\$68,000	\$75,000	\$82,000
LEVEL 4	\$80,000	\$102,500	\$110,000
LEVEL 5	\$87,500	\$107,500	\$117,500
LEVEL 6	\$105,000	\$120,000	\$145,000
LEVEL 7	\$120,000	\$135,000	\$155,000
LEVEL 8	\$135,000	\$160,000	\$175,000

Electrical Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$57,000	\$59,000	\$60,000
LEVEL 2	\$61,000	\$64,000	\$70,000
LEVEL 3	\$72,000	\$80,000	\$85,000
LEVEL 4	\$80,000	\$90,000	\$112,500
LEVEL 5	\$102,500	\$117,500	\$127,500
LEVEL 6	\$125,000	\$125,000	\$135,000
LEVEL 7	\$135,000	\$135,000	\$155,000
LEVEL 8	\$165,000	\$175,000	\$185,000

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engineering

SALARY TABLES

ESD Engineer

	LOW	AVERAGE	HIGH
LEVEL 1	\$51,000	\$59,000	\$65,000
LEVEL 2	\$61,000	\$63,000	\$71,000
LEVEL 3	\$68,000	\$73,000	\$78,000
LEVEL 4	\$82,500	\$102,500	\$107,500
LEVEL 5	\$97,500	\$107,500	\$132,500
LEVEL 6	\$115,000	\$130,000	\$150,000
LEVEL 7	\$140,000	\$150,000	\$160,000
LEVEL 8	\$150,000	\$170,000	\$190,000

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77%

of engineering firms
experienced difficulty
sourcing technical
staff in 2019,
the highest rate
in 7 years.

engineering

SALARY LEVELS

Engineering Drafting

	RESPONSIBILITIES	ESTIMATED EXPERIENCE	EXAMPLE JOB
LEVEL 1	Limited responsibilities. Closely supervised.	Undergraduate/ part-time or no professional experience	Trainee Drafter
LEVEL 2	Basic drafting responsibilities. No constant supervision though work checked regularly.	1 - 3 years	Junior Drafter
LEVEL 3	Competent drafter. Undertake a variety of drafting tasks with limited direction from senior staff.	3 - 7 years	Drafter
LEVEL 4	Autonomously undertaking a variety of drafting tasks. Responsible for project deliverables. No supervision.	7+ years	Senior Drafter
LEVEL 5	Management of a drafting team and is responsible for the team's output. CAD system management.	10+ years	Lead Drafter/ Drafting Manager

engineering

SALARY TABLES

Civil Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$43,000	\$47,000	\$55,000
LEVEL 2	\$51,000	\$57,000	\$67,000
LEVEL 3	\$72,500	\$77,500	\$77,500
LEVEL 4	\$87,500	\$92,500	\$97,500
LEVEL 5	\$100,000	\$107,500	\$117,500

Structural Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$42,000	\$51,000	\$60,000
LEVEL 2	\$51,000	\$59,000	\$67,000
LEVEL 3	\$72,500	\$77,500	\$87,500
LEVEL 4	\$90,000	\$100,000	\$117,500
LEVEL 5	\$107,500	\$120,000	\$145,000

Mechanical Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$50,000	\$54,000	\$59,000
LEVEL 2	\$62,000	\$62,000	\$64,000
LEVEL 3	\$75,000	\$80,000	\$86,000
LEVEL 4	\$80,000	\$92,500	\$100,000
LEVEL 5	\$95,000	\$115,000	\$125,000

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Females
represented only

10%

of leadership roles
in 2019, albeit up
from 6% in 2018.

engineering

SALARY TABLES

Electrical Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$52,000	\$56,000	\$59,000
LEVEL 2	\$60,000	\$62,000	\$64,000
LEVEL 3	\$75,000	\$89,000	\$92,000
LEVEL 4	\$87,500	\$87,500	\$97,500
LEVEL 5	\$90,000	\$110,000	\$127,500

Hydraulic Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$48,000	\$54,000	\$57,000
LEVEL 2	\$56,000	\$60,000	\$62,000
LEVEL 3	\$67,500	\$80,000	\$85,000
LEVEL 4	\$82,500	\$87,500	\$92,500
LEVEL 5	\$72,500	\$105,000	\$120,000

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surveying

SALARY LEVELS & TABLES

Survey Assistant

Graduate Surveyor

Project Surveyor

Licensed Surveyor

Survey Drafter



surveying

SALARY LEVELS

Surveying

	DESCRIPTION	ESTIMATED EXPERIENCE
LEVEL 1	New to the role. Skill set still developing. Requires mentoring.	Circa 0 - 2 years
LEVEL 2	Has successfully completed the role on prior projects. Experienced and competent in most tasks.	Circa 2 - 6 years
LEVEL 3	Extensive experience in the role, successfully working on a number of projects. Can complete all responsibilities with complete autonomy.	Circa 6+ years

surveying

SALARY TABLES

Survey Assistant

	LOW	AVERAGE	HIGH
LEVEL 1	\$43,000	\$48,000	\$54,000
LEVEL 2	\$51,000	\$58,000	\$63,000
LEVEL 3	\$59,000	\$66,000	\$72,000

Graduate Surveyor

	LOW	AVERAGE	HIGH
LEVEL 1	\$59,000	\$63,000	\$65,000
LEVEL 2	\$75,000	\$77,000	\$92,000

surveying

SALARY TABLES

Project Surveyor

	LOW	AVERAGE	HIGH
LEVEL 1	\$67,500	\$69,500	\$82,500
LEVEL 2	\$77,500	\$87,500	\$92,500
LEVEL 3	\$90,000	\$95,000	\$107,500

Licensed Surveyor

	LOW	AVERAGE	HIGH
LEVEL 1	\$105,000	\$115,000	\$125,000
LEVEL 2	\$115,000	\$125,000	\$140,000
LEVEL 3	\$135,000	\$155,000	\$175,000

Survey Drafter

	LOW	AVERAGE	HIGH
LEVEL 1	\$45,000	\$46,000	\$50,000
LEVEL 2	\$60,000	\$69,000	\$70,000
LEVEL 3	\$77,500	\$77,500	\$97,500

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business support

SALARY TABLES

Receptionist
Administrator
Project Administrator
Senior Administrator
Office/Administration Manager
Personal Assistant
Executive Assistant
Accounts Administrator
Bookkeeper/Assistant Accountant
Accountant
Finance/Accounts Manager
HR Administrator
HR Coordinator
HR Manager
Marketing Administrator
Marketing Coordinator
Marketing Manager
Submissions Coordinator
Document Controller
Graphic Designer



business support

SALARY TABLES

	LOW	AVERAGE	HIGH
Receptionist	\$52,500	\$57,500	\$67,500
Administrator	\$57,500	\$62,500	\$72,500
Project Administrator	\$72,500	\$82,500	\$82,500
Senior Administrator	\$72,500	\$80,000	\$90,000
Office/Administration Manager	\$72,500	\$82,500	\$92,500
Personal Assistant	\$77,500	\$77,500	\$92,500
Executive Assistant	\$75,000	\$85,000	\$105,000
Accounts Administrator	\$62,500	\$67,500	\$77,500
Bookkeeper/Assistant Accountant	\$65,000	\$72,500	\$82,500
Accountant	\$95,000	\$105,000	\$115,000

business support

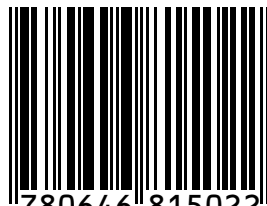
SALARY TABLES

	LOW	AVERAGE	HIGH
Finance/Accounts Manager	\$95,000	\$125,000	\$155,000
HR Administrator	\$57,500	\$67,500	\$82,500
HR Coordinator	\$77,500	\$87,500	\$92,500
HR Manager	\$105,000	\$135,000	\$145,000
Marketing Administrator	\$62,500	\$70,000	\$72,500
Marketing Coordinator	\$72,500	\$77,500	\$87,500
Marketing Manager	\$95,000	\$115,000	\$145,000
Submissions Coordinator	\$72,500	\$82,500	\$97,500
Document Controller	\$72,500	\$82,500	\$92,500
Graphic Designer	\$72,500	\$82,500	\$97,500

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