

# RAIA Member Research

Research Playback

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# Project Purpose

To build a clear, evidence-led picture of what matters most to RAIA members across roles, regions and career stages, and use that understanding to shape a more relevant, responsive and trusted professional body.

This project lays the groundwork for a more member-informed RAIA. One that doesn't just consult occasionally, but listens continuously - with the tools, insight and confidence to make decisions that reflect the evolving needs of the profession.

# A Human-centred design methodology.

To truly understand members, we get amongst them. Seeing their context, hearing their voices, and feeling what matters.

Human-centred research goes beyond surface-level surveying: we engage members end-to-end and invite them to shape how they're heard.

The Institute's Vision

We advance architecture together

The Institute's Member Vision

Position RAlA as a future-fit institution  
where members feel proud to belong

Catalyst for Change

Enable RAlA as an essential,  
valued partner in Architecture

Project North Star

Build a trusted, evidence-led  
understanding of member needs



# 45

Staff Engaged  
in Research

# 870+

Members Engaged  
in Research

# 200+

Akelo Hours in  
Research Phase



# 1070+

Hours of Member participation

# 6197

Verbatims gathered from  
survey

# 100%

Enthusiasm for the  
Practice Research project

# We'll start with a temperature check of how members say they are feeling.

*Frustration & Anger*

*Disheartened*

*Apathy*

*Content & Satisfied*



Feedback existed at both extremes, but the tone gravitates towards a feeling of disheartenedness.

**That disheartened position leaves members cautious to lean-in, and their relationship with the Institute becomes transactional.**

So, they are less likely to see the good, and less likely to engage.

**They voiced concern over the Institute's image, its visibility and its voice - saying the Institute isn't offering the broader support they need.**

**They shared hope too. Members have genuine affinity for their Chapters, find value in the tools, and take pride in their profession. When the Institute has visibly shown up - it's appreciated.**

**There's work to do, let's be candid about it. But members can see and appreciate that the Institute is already listening.**

*“Thank you for the survey, about time for some introspection.”*

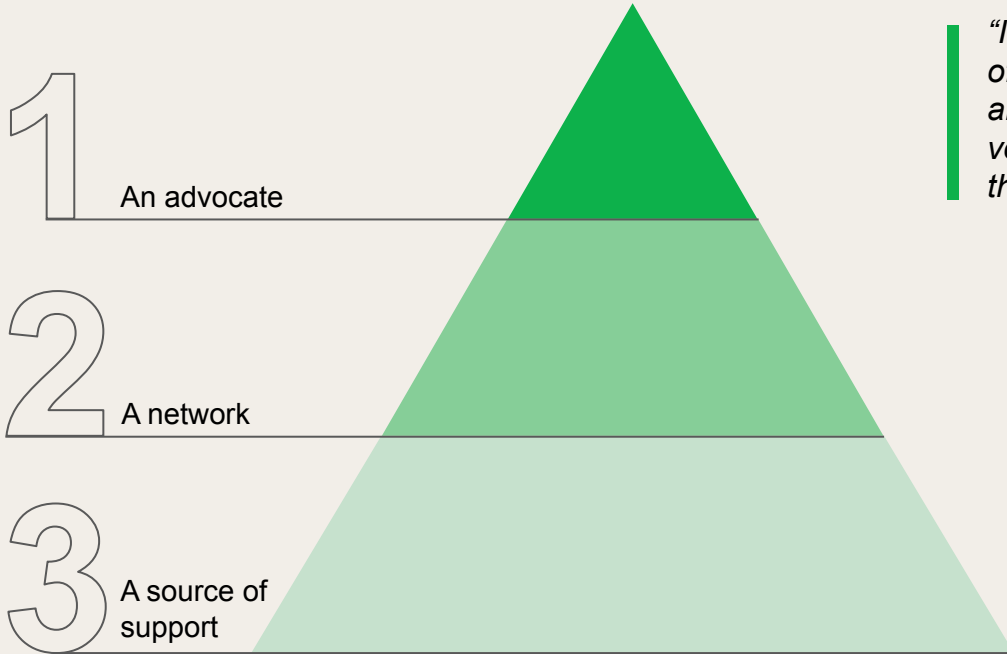
*“Thank you for sending this survey. All the staff and volunteer members are doing an amazing job thank you!”*

SECTION TWO

# High-level Findings



# How members describe the Institute:



*“It is a forum for trying to improve the work and the lives of architects and, broadly, society. It provides a way for architects to communicate and provides a collective voice on occasions. Architects who want to give back to the community can use the forum to progress ideas”*

# How members would describe the Institute:

An advocate

*“It’s there to help protect architects as well as celebrate our achievements, and potentially tell society more about what architects do”*

- Women in Practice FG

A network

*“It functions as a community for support and regulation, inviting those interested in architecture to join”*

- Graduate FG

A source of support

*“The Institute also provides technical notes that underpin practice and provide a consistency of where we put our expertise”*

- Mid Career FG

*“Its advocacy role is a really important one, and I think most architects like advocating for design equity and lots of issues, so it’s a good forum”*

- Mid-Career FG

*“A support body for architects, emphasising social networking and a resource for business advice”*

- Emerging FG

*“A support system for anyone in the fraternity, providing services like a body people can turn to”*

- Graduate FG

# Overall value

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NEARLY HALF

Said that membership represents good value for money.

HIGH-LEVEL FINDINGS

# Member Satisfaction



- Students and those not working most satisfied
- Small and sole practices, as well as key decisions makers least satisfied

Q7a. Overall, how satisfied are you with your membership? n835.

# Net Promoter Score

ONLY  
**1** in 5  
WOULD RECOMMEND

- Students and grads most “promoters”
- Key decisions makers and business owners most “detractors”

Q11. How likely are you to recommend membership of the Institute to others? n835

# What members said

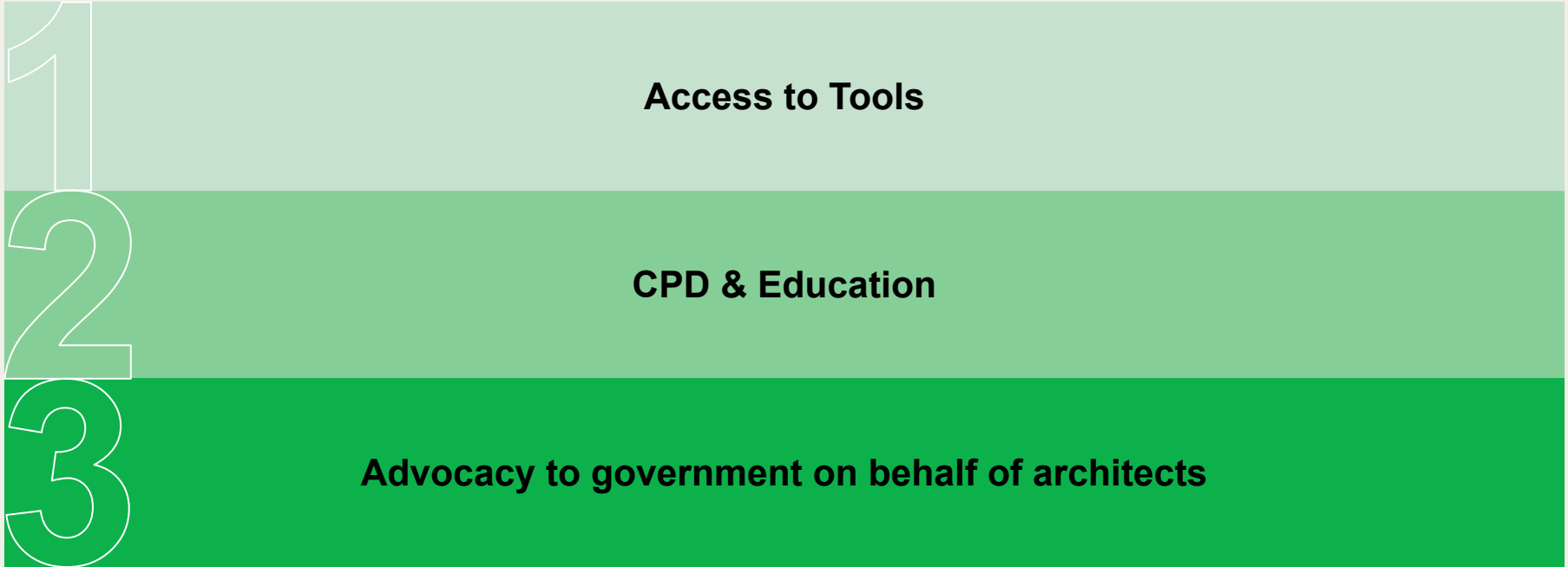
## *On satisfaction*

*“Whilst I am an active contributor to the Institute I have noticed member services are declining.”*

*“I am satisfied by my membership. Although I do wish the Institute was a more powerful mouthpiece for making better cities.”*

*“Membership feels like something I need to do, but I don’t feel a strong affinity for the organisation.”*

# What members say they value most in the Institute:



## Access to Tools (inc Standards)

Access to standards is considered an essential baseline value offering to those who have it.

- Only a ¼ of those with access would still see value in the Institute if it were removed.
- 80% of participants agreed that having access would improve their value perception of the Institute

## Access to CPD & Education

People are generally happy with the education offered.

- 68% satisfied with quality
- 62% satisfied with topics
- 60% satisfied with usefulness
- **But** only 42% satisfied with value for money [CPD specifically]

## Advocacy to government

Consistently in the top 3 across cohorts, members share a strong belief that the Institute is a key voice in Advocacy work.

- Sustainability and Environment, Statutory Planning, & Professional Voice and Practice were voted most important topics
- 58% said more advocacy would improve perception

# What members said

## *On Institute value*

*“I have engaged with the senior counsellor service, acumen notes, standards, and CPDs this year and have really valued these services.”*

*“Generally I am happy with some parts of it - access to CPD, events, Australian standards and awards.”*

*“There are great features such as the Australian standards and CPD course and acumen, but I would like to see more advocacy for great design.”*

SECTION THREE

# Thematic Findings



# Transparency

## An overarching theme you'll see crop up across all findings

As we began sifting through the data one major trend emerged. It shows up in different ways and relates to a multitude of topics.

It's evident that members feel a lack of transparency across the Institute, and this seems to drive a lot of their opinion and perception of value.

An ask for more  
**Advocacy**

1

Unrepresentative  
**self-image**

2

A declining sense  
of **belonging**

3

Strong **Chapter**  
**affinity**

4

Feeling that  
**relevance** is  
slipping

5

Seeking to feel  
**greater pride**

6

THEMATIC FINDINGS

# An ask for more Advocacy

Members say they can't see the Institute's advocacy work, and therefore feel their voice in industry and government may be underrepresented. They imagine the Institute to be megaphone for their collective voice.



# Verbatim temperature

## *On advocacy*

"We want more visible advocacy."



*"Don't feel like the Institute is very effective in advocating for architects or architecture."*

*"I'd like the Institute advocating more widely for the profession... particularly to the greater public."*

*"Stronger advocacy for the profession and our value is fundamental."*

# The advocacy gap

100%

of respondents want the Institute to  
advocate on their behalf

But only  
**14%**  
believe it does  
so effectively

Q19a. Do you feel the Institute represents your voice effectively to government & industry? (n=834)

# Why is there an ask for more advocacy?

1

## Communication and transparency

Members don't know what advocacy work is happening, and say they can't see the advocacy wins or efforts.

2

## Worried about representation

Respondents felt that the Institute prioritises large firms and award winners while marginalising small practices, regional architects and everyday practitioners.

3

## Seeking visible impact and influence

There is a perception that the Institute is lacking meaningful influence with government and industry, seeing minimal impact from advocacy efforts.

4

## Concerns on public and media presence

Advocacy work is perceived as being virtually invisible in the public realm. Many see awards as the only time architecture is discussed publicly.

5

## Profession already diminished

There is a belief that Architects have already lost ground to other professions and their role has been eroded.

# How members want to see the Institute advocate

Members want the voice of architects to be present in relevant legislative conversation, and they want the public to understand the value of architecture the same way they do in other regions like Europe.

**The Institute need marketing to build prestige among Australians**

**The Institute needs political lobbying for better industry outcomes**

**They want the Institute to have a position on social issues that impact the industry**

THEMATIC FINDINGS

# Unrepresentative self-image

Members feel that while awards have a place, the Institute's spotlighting of the glossy, aesthetic side of the industry feels out of touch with their day-to-day practice, which leaves many feeling disillusioned.



# Verbatim temperature

## *On self-image*

“What we see you portray, isn’t what we feel we are.”



*“I am absolutely so tired of seeing projects which are more art than shelter... refurbishment projects get sidelined for the flashy stuff.”*

*“Focus on awards feels out of touch... most of us are managing compliance, risk, and delivery.”*

*The Institute’s kind of stuck on this very narrow definition... the big focus is just on the awards and celebrating beautiful buildings... [that] really sells our skill set short.”*

# Feeling towards awards is skewing members view of the Institute

- On the whole members can see value in awards. With around 60% agreement that awards are valuable
- There is high appreciation for localised awards and prizes

However, awards was ranked as one of the least valuable benefits and verbatims share a strong critical stance

Q27 Listed are some the Institute's recognition programs, how valuable do you believe them to be? n835  
Q8 If you were to rank membership benefits by both their value and relevance to you, what would that look like? n835

JUST OVER

1/3

SAY RECOGNITION ISN'T REPRESENTATIVE

*"The awards bias is to buildings and not members, a week after the announcement of awards the architect is forgotten. Shift the bias to the people."*

*"I do not feel national awards are at all representative."*

*"The awards programme seems to reward the same architects again and again. Possibly they are found the best work but it would be good to review how juries are selected in case it is self perpetuating."*

26a [in regard to awards and recognition] From what you understand, do you feel these opportunities are representative of you and your work? n835

# Broaden recognition of design excellence

Members want awards and recognition programs to better reflect the full spectrum of quality design - not just striking new buildings, but also thoughtful, community-minded and adaptive work.

They believe this shift will help the public see the true breadth of architects' value and contribution.

**They want awards that celebrate  
substance, not just aesthetics**

**They want RAIA to drive  
appreciation of the industry  
as a whole, not just the most  
glitzy outputs**

**They believe it's important to  
balance recognition programs so  
awards don't dominate perception**

THEMATIC FINDINGS

# A declining sense of belonging

Members are questioning their belonging to the Institute. They value the tools, but low transparency and under-representation is brewing skepticism and driving disengagement.



# Verbatim temperature

## *On representation*

"I'm not sure who the Institute is for, but I'm not getting what I need."



*"It still feels dominated by old white men."*

*"I don't think it represents the 'everyday member'."*

*"The Institute's got to cater to the broader audience... architects write, do code work, or teaching."*

# Verbatim temperature

## *On transparency*

"I feel like they're not telling us everything."



*"The Institute is not transparent in its governance or finances."*

*"Everyone I have ever spoken to has a beef with National and the way things are run and the fact that there is no transparency."*

*"I'd feel truly proud to be a member of the Institute if it embodied the same principles it asks of architects: integrity, transparency, and courage to innovate."*

# Most members doubt that the Institute represents everyone fairly

64%

Disagree that the Institute represents all members equitably

Q23. To what extent do you agree with the following statement:  
The Institute represents all members equitably (large/small practices, students, employees, etc.)  
(n=834)



Disagree that the Institute represents all members equitably



Agree that the Institute represents all members equitably

# Where are perceptions of inequity strongest?

Just myself (sole practitioner)

69.1% Disagree



Small practice (2–6 people)

70.0% Disagree



Mid-sized practice (6–50 people)

51.4% Disagree



Large practice (51+ people)

57.3% Disagree



Outside of traditional practice  
(e.g. government, academia, industry, or allied profession)

73.4% Disagree



Disagree that the Institute represents all members equitably



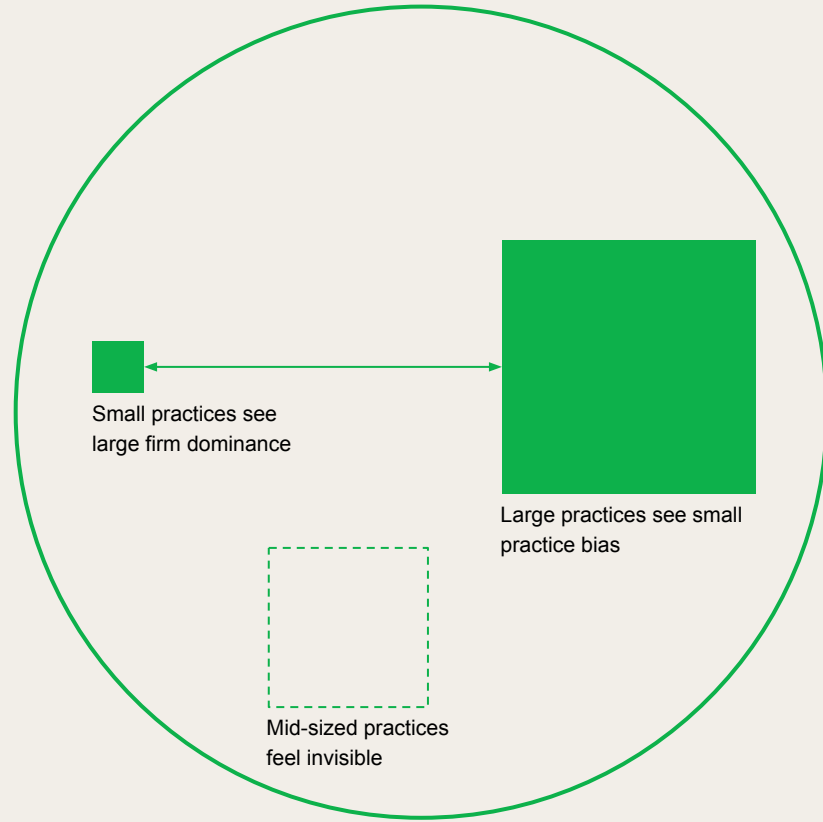
Agree that the Institute represents all members equitably

Q23. To what extent do you agree with the following statement:  
The Institute represents all members equitably (large/small practices, students, employees, etc.)  
(n=834)

# Many see others represented, but few feel seen

Collectively, the Institute is perceived to be serving a narrow band of “ideal” practices - established enough to win awards, traditional enough to fit conventional definitions, but not so large as to seem corporate.

Q23. To what extent do you agree with the following statement: The Institute represents all members equitably (large/small practices, students, employees, etc.) (n=834)



Non-traditional practitioners feel excluded entirely

THEMATIC FINDINGS

# Strong Chapter affinity

There's a perceived divide between community-led chapters and an opaque national centre. Local support is valued by members and needs prioritisation.



# Verbatim temperature

## *On Chapter affinity*

"My chapter helps me feel connected, but I can't see National so well"



*"We've got a good strong local chapter."*

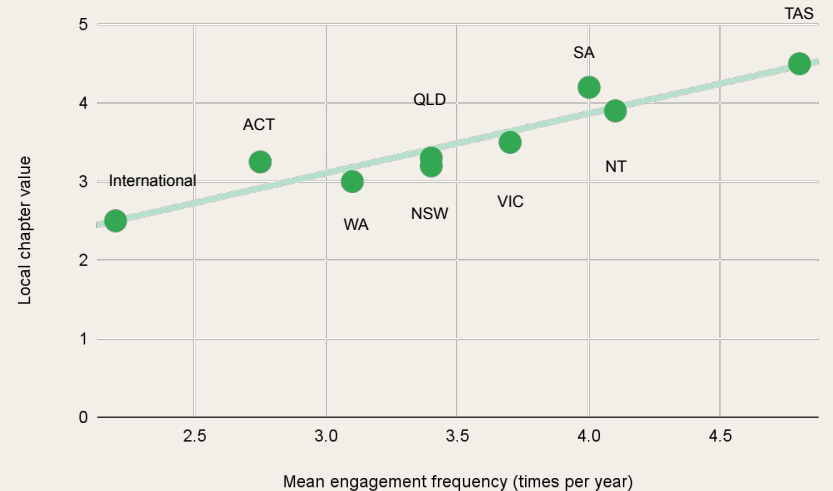
*"The national chapter does quite often feel far-reaching."*

*"I want to thank the Victorian chapter for committing to the regional committee as I feel regional issues are finally being heard."*

# An engaging local chapter has high impact

- There's a correlation across engagement, value of chapter and verbatim references.
- People were less likely to say location was a barrier to engagement if they scored their local chapter high on value. Those high rankers left more verbatim calling out the value they felt in chapter.
- 68.5% of members preferred Chapter emails as a channel for comms.
- Chapter presidents commended for increasing visibility and positioning

Q9. How often have you engaged with Institute services or activities, and Q25. How valuable do you find access to your local Chapter Office? n=835.



# Verbatim patterns amplify a sense of distance members feel between Chapter and National

“ National feels opaque – I don’t know what’s being pushed or what changed. ”

“ National feels opaque while chapters feel accessible, you can actually see and talk to people locally. ”

# Chapters seen to deliver tangible value

Members strongly associate their sense of belonging and support with local chapters, praising regional staff and teams for their connection and responsiveness.

There is a growing tension between financial/cost pressures vs local agility - it feels like local agility and relevance is being constrained.

**It feels like the Chapters give all the support but have no autonomy**

**Improve information and collaboration and remove any divisions between chapters and national.**

**Improved communication and shared decision making can support necessary changes.**

THEMATIC FINDINGS

# Feeling that relevance is slipping

Members feel support and positioning aren't keeping pace with how people work now. Blanket comms and unclear priorities make the Institute feel antiquated.



# Verbatim temperature

## *On relevance*

“Architecture is changing and my needs are changing... I'm not sure if the Institute is”



*“Our job is getting more complicated with compliance and risk... not clear the Institute is fully across this.”*

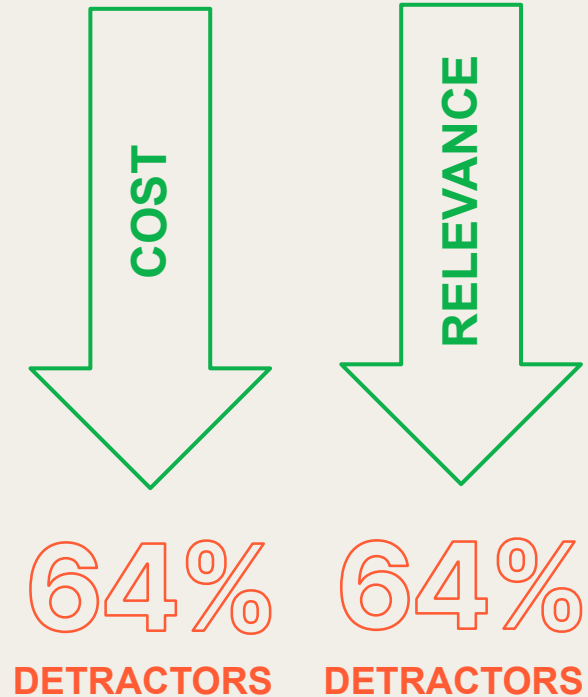
*“I don’t think the Institute is very relevant or supportive anymore.”*

*“We need more practical discussion... navigating HDAs, QA, writing fees - not curated events.”*

# Time as barrier is a symptom, not a cause

Time, cost and relevance are leading reasons people don't engage, however cost and relevance are linked greater detractors.

- The less relevant or valuable members find the Institute, the less time they're prepared to give to it.
- With less time and interest, engagement in comms is lower.
- Around 1/10 verbatims referenced a perceived lack of relevance.



# ***Relevance*** **dependent on public signal and member experience**

The Institute's day-to-day relevance is impeded by a 'clunky' member experience and a narrow public perception of what architecture is.

Members are asking for modern UX, tailored comms, practice-first CPD. They're asking for a visible, continuous national advocacy.

**Members want communication that feels relevant to their needs, not a stream of generic emails or a difficult to navigate website.**

**They want development and resources that evolves with them through their careers.**

**They need the Institute to tackle the real, current day practice realities they face.**

THEMATIC FINDINGS

# Seeking to feel greater pride

Frustration sits alongside hope. Members want the Institute to succeed, value the good, and still feel pride - it's just tarnished. When they feel genuinely served, the positives come through.



# Verbatim temperature

## *On pride in community*

“Whilst I’ve been disappointed I do have pride in the profession and that extends to the Institute.”



*“Despite my answers... the institute does an excellent job 90–95% of the time!”*

*“I’ve been delighted to hear of recent progress... truly listening and formulating a plan.”*

*“A bit frustrated...but they are excellent people who do help when I reach them.”*

# There is pride in the Membership

40%

Say the Institute helped strengthen their pride in their profession

Q24 Has membership delivered any of the following outcomes for you in the past 12 months?(n=835)

71%

Say membership helps them feel part of a professional community

Thematic synth of verbatim

THEMATIC FINDINGS

# Findings by Cohort



# Students



Students see the Institute as a helpful “handrail” that connects the community and sets standards, but not yet a main career springboard, citing an exclusive vibe and a need for more practical support like software skills and access to standards.

They want the Institute to prioritise functional services such as integrated internships and work integrated learning.

## Relationship

It currently feels like a supportive “handrail” rather than the main stepping-stone into practice, with community value strongest where peers are already connected.

## Their needs

Practical/legislative resources (standards), real industry exposure (internships), and targeted support for international students.

*“Provide access to standards... more work-integrated learning.”*

## What they like

A sense of being part of a profession-wide community that bridges students and architects, plus learning via Institute magazines/awards content.

## What they’d change

Open up standards access, integrate work-integrated learning/placements, and create stronger SONA–university linkage with more diverse mentors.

# Graduates



Graduates dip into the Institute for practical checks (NCC/standards), events and mentoring, but engagement is uneven and often event-driven.

They asked for better promotion of grads, targeted event marketing and support for international graduates, plus a more welcoming, diverse “café” culture that showcases broader materials, ideas and people.

## Relationship

They're proud to be members, and most engaged with events, basic resources. Engagement is mostly around events and peer conversations, which signals untapped value beyond the events calendar.

## Their needs

Orientation to local practice for internationals and an inclusive, welcoming professional space.

## What they like

They like the opportunity to connect with the industry and network with potential mentors and employers.

## What they'd change

They want more support with setting up their early career, like mentoring and networking. “*Career fairs... AIA graduate program with year-long experience*”.

# Emerging



This cohort values active local chapters but is frustrated with the national body's cost, clunky website and limited advocacy impact; they want affordable CPD, easier tools and more tangible business/legal support.

They called for stronger public/legislative advocacy, awards criteria that prioritise sustainability/substance, and a dual model that nurtures local connection while representing the profession nationally.

## Relationship

It's a support/advocacy body that can feel bureaucratic and distant at national level, with cost/website barriers noted.

## Their needs

Good, affordable CPD; easier access to information/tools; and practical guidance (legal, business, marketing).

## What they like

Networking, awards visibility, and chapter events that feel connected to their region.

## What they'd change

Bigger legislative/public campaigns about the value of architects, awards criteria that foreground sustainability, and a model that serves both local connection and national advocacy.

# Mid-career



Mid-career members see the Institute primarily as an advocacy/regulatory body and want more public-facing advocacy plus seasoned practice content (business, contracts, procurement) so membership feels less transactional.

They suggested clarifying scope and partnering with bodies like ACA/Parlour, investing in marketing and government lobbying, and shifting awards toward design substance.

## Relationship

They see it as an advocacy and regulatory body whose value has shifted over time, with local chapters often feeling more approachable than “national”.

## Their needs

Practice-oriented content (business, contracts), clearer communications about what the Institute will and won't do, and visible wins in government/market forums.

## What they like

Chapter-level connection and the idea of a more comfortable, less formal “home base” for members.

## What they'd change

Clarify scope of national, partner with groups that already do things well, and invest in professionals who can lobby/challenge policy and procurement.

*“We could definitely do with someone with some heavy weights in our corner at a political level.”*

# Established



Established practitioners described the Institute as disconnected/elitist and overly awards-focused, with poor digital experience (website/Acumen) and limited proactive guidance on issues like AI and commercial pressures.

They want leadership on industry conversations, more transparency, public education about architects' value and collaboration across committees.

## Relationship

For many (especially regional), it feels remote/disconnected, “city-centered” and used more as an online tool than a human-centred body.

The Institute was described as “elitist” and “like a Starbucks” (a place of last resort).

## Their needs

Real advocacy (including with client groups like tier-one builders), proactive intel on upcoming changes, and a website/Acumen that truly works.

## What they like

Access to CPD/standards via the site is useful (even if currently clunky), and the conversation can be valuable when it actually connects.

## What they'd change

Define the Institute's role, lead rather than follow, invest in public campaigns (even a separate public website) and enable transparency/cross-pollination across committees.

# Retirees



Retired architects remain positively engaged through advocacy, networks and volunteer roles, but worry about an Eastern-states tilt, remote leadership and “newsletter overload.”

They proposed decentralising staff/committees, creating Institute “workspaces/cafés,” and a roving secretariat that meets members where they are to rebuild belonging and relevance.

## Relationship

They see it as a representative or advocacy body and a platform for intellectual engagement and volunteering in later career.

## Their needs

Better two-way communication (beyond newsletter blasts) and more structured ways to contribute on issues that matter.

## What they like

The potential for connection. They saw the RAIA “café” as a space for conversation, journals, and design discussion that brings people together.

## What they’d change

Remove the “headquarter mentality,” spread support staff across all states, and use a “roving secretariat” to engage members in their own offices.

Leadership can sometimes feel “remote” and out of touch.

# Outside of career stage cohorts, why did we dig deeper on others?

These groups were selected based on signals from the survey and interview phases that suggested meaningful differences in engagement and perceived support.

Additional focus groups were run to explore these signals further, with a focus on Engagement Extremes, Women and Key Decision Makers.

We also had a Peripheral/Adjacent Audience group locked in, unfortunately no one invited went on to attend.

# Engagement Extremes

Across highly engaged and lightly engaged members, three pain points dominated: awards-centrism, the disbandment of advocacy capacity, and an “awful” website/UX, along with a call to reflect diverse architectural roles beyond building design.

Proposed fixes included more interest-group forums and casual meetups, a social media-style community that links with external groups (e.g., Parlour), a functional website, and recognition pathways beyond aesthetic awards.

## Relationship

Relationships range from transactional/use-only-for-standards to barely engaged, with some members turning to external providers for community and discussion.

They likened the current vibe to “Starbucks”: predictable but not desirable.

## Their needs

Responsive mentoring, topic-based forums, and recognition for the many roles architects now play beyond “award” projects.

## What they like

Acumen/standards access and the idea of a multi-location, biophilic “cafe”/co-working space with knowledgeable architects.

## What they’d change

Stronger advocacy voice, functional website, more diverse/fun events, and social-media-native communications tied into external groups like Parlour.

# Women

Women value standards and industry news but feel under-supported on equity/parenting and were disappointed by the Institute's response to broader humanitarian/advocacy concerns.

They want less “glitz” and more “nitty-gritty” advocacy, public education about design's value, structural support for parents and inclusive leadership pathways, with one suggestion to base the national body in Canberra to strengthen government engagement.

## Relationship

Engagement exists (e.g., ARB examining, chapter councils), but some feel culturally excluded and hesitate to seek leadership roles.

When likening RAIA to a cafe they noted the barista is “always really cliquey”.

## Their needs

Support for parents, safe/real advocacy spaces, and public education on the value of architects.

## What they like

Acumen keep them connected and practically supported. Especially during maternity leave periods. For example, one member shared an idea that would allow women on maternity leave to partner with another member and keep their business running.

## What they'd change

Facilitate short-term staffing between practices, reduce “glitziness,” reclaim responsibilities lost to project managers, and consider Canberra for national lobbying.

# Key decision makers

Senior leaders described long, positive relationships with the Institute but flagged corporatisation, reduced human connection and recent state/national redundancies as risks to service and advocacy.

They support keeping awards while simultaneously strengthening national advocacy (consistent codes, stronger government ties), adding specialised chapters, and investing in youth engagement and international sister-links.

## Relationship

Described as a “friend” through different life stages, offering resources, connections, and support from student to board roles.

The Institute has been “a really good solid friend the whole way through”.

## Their needs

Continuous relationship-building advocacy at national level and resources to do both awards and advocacy well (not either/or).

## What they like

Acumen, contracts/CPD, unseen advocacy, and the “clubby” human connection of gatherings.

## What they’d change

Build a cadre of “passionate vision-makers,” create more specialised chapters, “add A to STEM,” and infiltrate government (e.g. city architects); pursue a truly national construction code.

# Peripheral / adjacent audience

Peripheral members reported low engagement and satisfaction across groups. NPS sits at -55, with a high number of detractors. Many indicated that the Institute has not delivered tangible outcomes in the past year (“none of the above” was the most selected option). Six in ten believe membership is not good value for money, while over half feel the Institute does not represent their interests or all members effectively.

*[Survey only findings]*

## Relationship

Tricky, they think the Institute isn't necessarily *for them* or what *they need*. Their relationship with the Institute is distant and transactional. They recognise its authority but don't feel personally connected or represented.

## Their needs

They need clearer, tangible benefits that relate to their day-to-day work - cross-disciplinary practice support, visibility in industry networks, and inclusion in advocacy that extends beyond traditional architectural concerns.

## What they like

They value the Institute's reputation, credibility, and influence within the built environment, even if they don't directly benefit from it. There's respect for the brand and the professional standards it upholds.

## What they'd change

They'd likely call for broader inclusivity - recognition of non-architect roles, more accessible membership value *for them*, and advocacy that reflects the full ecosystem of adjacent roles, not just architects.

# Engagement needs by career stage

Stage	What they value most	What would lift engagement
<b>Students</b>	Competitions, networking, functional prep (software/portfolio), standards	Standards access, internships/WIL, clearer SONA–chapter links
<b>Graduates</b>	Mentoring, job leads, events	Career fairs, portfolio nights, RAIA grad program
<b>Emerging</b>	Affordable CPD, business/marketing, sustainability, broader recognition	CPD reform, awards overhaul, practical legal/HR support
<b>Mid-career</b>	Standards/CPD; community when chapters are active	Union-style advocacy, mid-level pathways, better marketing/lobbying
<b>Established</b>	Acumen/standards; informed discourse	Public advocacy, transparency, usability (site/Acumen)
<b>Retired</b>	National network, volunteering, belonging	Decentralised presence, interest-based comms, member “workspaces”

# We can define the cohorts' relationship with RAIA on two axes

## FOR ME

Access to literature and standards that help them with core job functions

vs

## FOR THE INDUSTRY

Advocating on behalf of architecture in front of government and consumers, taking a position on issues that impact the industry

## FOR NETWORKING

A foot in the door, getting their name out there, learning from the best

vs

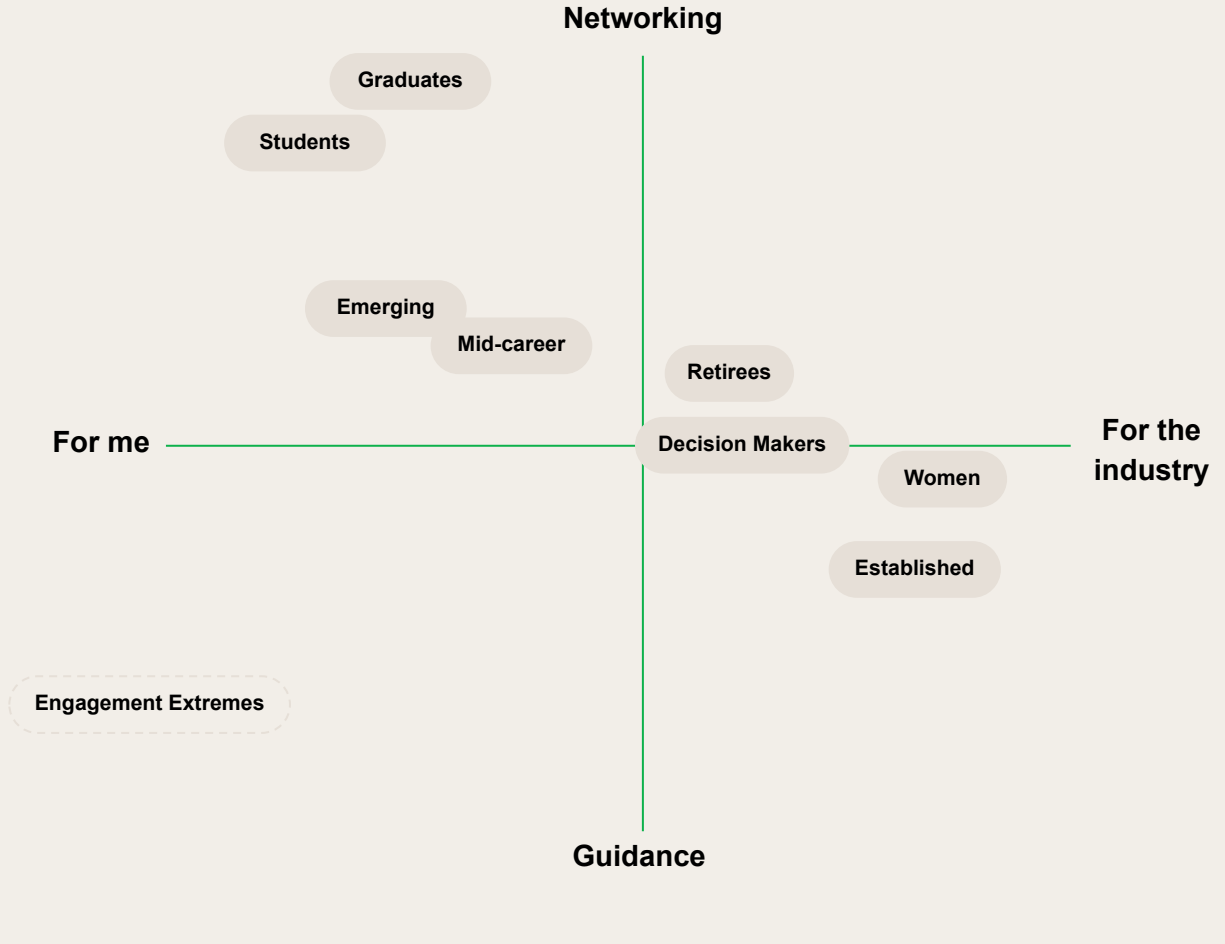
## FOR THE GUIDANCE

Support that aids development across their entire career path from the pragmatic to the inspirational

# Career progression tracks from personal to societal needs

Students come in with a sense of excitement and potential - they are starting their journey, its an important tool, for education and connection. They're looking for access to standards, WIL and clear pathways.

By mid-career, members are looking for practical know-how, non-product CPD and the opportunity to engage with mentoring. They're starting to need more of a societal leaning from the body, something which only exacerbates once they reach the established stage of their career.



# This map provides clarity and focus

This map provides guidance for how the institute should tailor its services and communications to its different audiences. Even when the subject matter is the same.

For example, awards have a role for all career stages, but their role changes. When younger they exist to raise the profile of individual architects and firms, but as members evolve they are looking for awards to tell a bigger societal story about sustainability and quality.

Similarly, whilst established architects still gain personal value from access to standards, the deeper sense of belonging will come from an institute that prioritises representing the industry more broadly.

*“Absolutely fantastic... I represented my firm that night, got up on stage. We got a commendation that night and that was really fantastic recognition”*

- Emerging

*“I am absolutely so tired of seeing projects which are more art than shelter... refurbishment projects get sidelined for the flashy stuff”*

- Established / Women

SECTION FOUR

# Tactical Findings



## Poor Digital Experience

Members are vocal about their frustrations of the website. They feel the public facing website and the internal portal are not reflecting the profession, and not meeting their needs.

*“IMPROVE THE WEBSITE. It is a mess”*

*“The website is very hard to navigate”*

*“The website is so painful and out of date.”*

## Blanket Email Comms

Many shared that they receive excessive emails and most feel irrelevant to them. Members said they’d prefer more tailored comms across different channels, especially more localised Chapter comms.

*“Communication... there is a lot and not enough ...website awful to navigate”*

*“Very poor communication to members”*

*“I find communication with the Institute cumbersome”*

## No Clear Feedback Loop

Consistently across the research but highlighted in the focus groups, members feel like their input and feedback isn’t a closed loop. They share insight and then hear nothing. Unsure if their contribution was impactful.

*“Do something meaningful with these results”*

*“There is no way of communicating with the HQ executive and there is little experience of being valued by the national organisation as it is opaque”*

*“Please increase the level of communication and transparency. Too much still appears to happen behind closed doors”*

# Our research is dotted with hopeful and grateful verbatim

*“You are all amazing and doing a great job. Don't stop! Thank you!”*

*“Thank you for such thought provoking survey questions.”*

*“Thank you for reaching out with this survey!”*

*“Thank you for sending this survey. All the staff and volunteer members are doing an amazing job thank you!”*

*“Thanks for listening. I remain optimistic about the future...”*

*“Thanks for being brave for a survey like this.”*

*“It is great that this survey has been circulated to all members. A very positive step forward.”*

*“It is really refreshing to see the AIA finally self-assessing, it is not an easy task!”*

*“Please publicize better the next survey. I thank and support the improvement effort.”*

**Members want to see the Institute succeed, but to do that we need to find ways to show we're listening, showing we understand and start to take action to address members needs.**