The Career Progression of Women in the Architectural Profession

Findings of a national study examining the careers of women in the architectural profession in Australia
by Dr. Paula Whitman
Team members

Dr. Paula Whitman
Senior Lecturer and Chief Investigator,
School of Design, Faculty of Built Environment & Engineering
Queensland University of Technology.

Associate Professor Kerry Brown
Research Mentor,
School of Management, Faculty of Business
Queensland University of Technology.

Sarah Rush
Student, School of Design, Faculty of Built Environment & Engineering,
Queensland University of Technology.

Miriam Warr
Student, School of Design, Faculty of Built Environment & Engineering,
Queensland University of Technology.

Whay Lee
Student, School of Design, Faculty of Built Environment & Engineering,
Queensland University of Technology.

Pamela Whitman
Organisational Psychologist and Senior Research Assistant.

Sarah Briant
Architect and Senior Research Assistant.

Advisory panel

Caroline Pidcock
President, New South Wales Chapter,
Royal Australian Institute of Architects.

Melonie Bayl-Smith
Architect, Liquid Architecture.

Catherine Baudet
Architect, Ferrier Baudet Architects.

Acknowledgments

An Early Career Research grant from the Queensland University of Technology funded this national study of the career progression of women in the architectural profession. The study was supported by the Royal Australian Institute of Architects (RAIA) through the distribution of the survey to its membership, and the promotion of the survey findings via RAIA functions and committees.

A group of students in the Bachelor of Architecture course at the Queensland University of Technology - Sarah Rush, Miriam Warr and Whay Lee - worked on the survey during the data collection and data analysis stages. They did this work as part of an architectural research unit within the final year of the Bachelor of Architecture course. Their contribution to the study was significant and sustained. Much of what is written in this report is based on the work done by these students, and attribution is given as such.

The ongoing good cheer of both Judith Gilmore, State Manager of the Queensland Chapter of the RAIA, and Warren Kerr, the National President of the RAIA is gratefully acknowledged, as is the endless support from my beautiful boys, John, William and Charlie.

Dr. Paula Whitman, FRAIA
School of Design, Faculty of Built Environment and Engineering,
Queensland University of Technology
President, Queensland Chapter, Royal Australian Institute of Architects
Foreword

Architectural Profession

During 2004, Australia celebrated the Year of the Built Environment through over 800 events and activities initiated by the Royal Australian Institute of Architects (RAIA). The aims of YBE2004 were threefold:

- To encourage Australians to understand how the built environment contributes to their quality of life
- To celebrate and analyse what has been achieved to date, and most importantly,
- To improve the way we plan, design, construct and operate our urban infrastructure.

The important study outlined in this report helps to address the third aim of the Year. The findings seek to address the fundamental question posed by Dr Paula Whitman and her team which was “Why is it that women, who in 2002 comprised 43% of architectural students, only progress to become less than 1% of the company directors of architectural practices in Australia?”.

The answers to this question are being viewed by the RAIA as one part of the strategy which needs to be formulated if we are to improve the design of the built environment in Australia.

To assist with this study, the research team wrote to all female architects and graduates who were members of the RAIA, seeking their response to a survey questionnaire formulated to address this question. From the 1120 surveys distributed, 550 responses were received, achieving a return rate of 49% - an excellent response for this type of survey.

Clearly, based on the statistics outlined in this report, Australia is missing out on the contribution at a senior level of many individuals trained to advise on and design the built environment. Based on the premise that the directors of architectural practices are the personnel in the architectural profession who are most likely to influence the design of the built environment, the findings of this study highlight a significant blockage in fulfilling the aspirations of female architectural practitioners to contribute to the improvement of our urban infrastructure.

This should be a concern both for the architectural profession and the Australian community which form our client base. The RAIA is therefore committed to addressing the issues highlighted in the report through a series of initiatives coordinated by a small Steering Committee, known as SWIPE – Supporting Women in the Professional Environment.

Some of the findings are already being implemented. Many others however need to await comparative data being sourced from a similar survey of males in the architectural profession. Because no comparative data exists for a similar male cohort, it is not possible to definitely state whether the responses from women architects are similar to or diametrically opposed to their male colleagues.

To make the most effective use of the findings from this survey, a similar survey of male architects is currently being planned by the RAIA. It is hoped that this will provide valuable feedback for determining strategies on how the profession can best address the issues raised for both women and men.

Paula Whitman’s survey is an excellent first step in addressing these important issues for the architectural profession. Hopefully through her initiative, the important contribution of women to the architectural profession can be enhanced and more ably facilitated through a range of actions to be promoted by the RAIA.

Warren Kerr FRAIA Hon AIA
RAIA National President

Snapshot of women in the architectural profession

Women are...

- Working flexibly
- Seeking balance
- Developing their own practices
- Declining promotions
- Desiring improved remuneration
- and feeling very satisfied
Summary of major findings

1. That a majority of women would sacrifice career progression for the sake of achieving “balance” in their lives.

2. That women are somewhat reluctant to undertake formal career planning, preferring to respond to opportunities if and when they present themselves.

3. That offers of career advancement within existing practices are often rejected by women as they question the capacity of the advancement to satisfy their career aspirations.

4. That there is a high level of satisfaction amongst women with their current jobs in terms of balancing work and personal lives and having control over their professional activities.

5. That there is a low level of satisfaction amongst women with their current jobs in terms of remuneration, present rate of career progress and long term career opportunities.

6. That the most important career goals for women include building their own practices and taking on new project types and professional challenges.

7. That the greatest barriers to career progress experienced by women in the profession include family commitments, lack of time and poor relationships within the industry.

8. That by the time women retire, they hope to achieve professional satisfaction and the completion of benchmark projects that make a difference in cultural and environmental terms.

9. That women believe that career progression is based on previous performance and technical competency, compatibility with management and staff, as well as having an ability to bring in work.

10. Given that women believe “you are only as good as your last project”, the discontinuous pattern of many women’s careers is potentially problematic.

11. That women reject the scale of a project, practice size, awards and journal coverage as measures of their personal success, but believe that the profession generally value these factors as indicators of career progression.

12. That personal satisfaction and client satisfaction are the most meaningful measures of career progression for women.

Summary of recommendations

Workplace policies

- **Strategy 1** Develop principles for sound equal opportunity workplace policies specific to small, medium and large scale practices.
- **Strategy 2** Develop principles for flexible working arrangements specific to small, medium and large scale practices.

Re-entry programs

- **Strategy 3** Provide support for women to start their own business and/or re-enter the profession after an absence.

Recognition of absences from the profession

- **Strategy 4** Provide assistance for women to become and remain members of the RAIA, acknowledging the non-linear and interrupted career path of many female members.

Considerations for architectural curriculum

- **Strategy 5** Consider revisions to the architectural curriculum that address the issues of gender and career planning.
- **Strategy 6** Strengthen the teaching of practice and business management principles to students and recent graduates.

Redefining achievement within the architectural profession

- **Strategy 7** Recognise, reward and promote the broad range of skills that contribute to great architecture.

Supporting women in practice

- **Strategy 8** Provide mentoring for women in practice.
- **Strategy 9** Review registration procedures to ensure equal opportunity.
- **Strategy 10** Monitor changes to the situation of women within the RAIA membership.
Background to research study

In 2002, 43% of the total population of architecture students in Australia were female (Royal Australian Institute of Architects, 2003, p.71). Yet in the same year, according to the Queensland Board of Architects, less than 1% of the total number of registered architects who were directors of architectural companies in Queensland were female\(^1\). This discrepancy might be viewed as a “time lag” problem, given that women are relatively new to the profession, and with time, their representation in senior positions will increase. Yet studies in other countries show that “time lag” cannot wholly account for the persistence of women’s under-representation within the upper ranks of the profession (Shannon, 1996; Adams & Tancred, 2000)\(^2\). Despite an increasing proportion of female students studying architecture over recent decades, there continues to be a lack of women in senior roles within architectural practice. This study aims to identify the reasons behind this lack of representation of women in significant leadership positions within practice. It identifies the barriers and enabling factors that impact on and affect women’s attainment of senior positions. Some of these factors are common to other professions, while others are unique to architectural practice. This report sets out recommendations aimed at allowing women to fully participate and contribute to the development of the architectural profession.

An earlier report regarding women in the profession within Australia, published in November 1986 by the RAIA and funded in part by the Human Rights Commission, provides a longitudinal context within which to set this study (Royal Australian Institute of Architects, 1986). The report discussed the findings of a national survey undertaken in 1984 that was aimed at gauging the attitude of architects regarding a wide range of professional and related issues. The report noted that while there was little direct evidence to indicate that discrimination based on gender was systemic or condoned, there were sufficient statements of disadvantage, degrees of sexual harassment and other problems related to gender that concern was still warranted. These concerns related to women’s incomes, employment conditions and education and suggested deep, pervasive patterns of difference between the experience of male and female architects which were no less important for their subtlety.

In addition to this earlier research, this study builds on related research in associated professional disciplines, such as engineering and surveying (Roberts & Ayre, 2002), as well as other disciplines outside the building industry, including accounting (Morley, Bellamy, Jackson and O’Neil, 2000; Hoddinott & Jarratt, 1998), law (Victorian Law Foundation, 1996), management (Sinclair, 1995; Wood & Lindorff, 2000) and the public sector (Brown, 1997, 2002a, 2002b). Research studies on gender issues within the architectural profession undertaken in other countries, such as New Zealand (Auckland Uniservices Limited, 2001), Canada (Adams & Tancred, 2000; Royal Architectural Institute of Canada, 2003) and Britain (de Graft-Johnson, Manley and Greed, 2003) provide a useful international perspective on the issues. This study extends these other studies by providing a specific account of the situation of women within the architectural profession in Australia today. No other such account of women and their careers within contemporary architectural practice in Australia currently exists.

In contemplating the gender issues associated with contemporary practice, it is instructive to consider the historical record of female architects within Australia. Willis and Hannah (2001) provide an excellent account of the role of women in the architectural profession in Australia from 1900-1950. Their research shows that, contrary to popular belief, there were a number of women active in the profession during this period, but their contribution to the profession was simply not recorded or celebrated.

“Women’s absence from architectural history can be seen to be most fundamentally a problem of recognition. While women have been graduating and working as architects in substantial careers in ever increasing numbers throughout the twentieth century, architectural history has largely failed to notice their existence or acknowledge their achievements”. (Willis and Hannah, 2001, back cover)

This failure to acknowledge the role of women can be attributed to a range of factors, many of which continue to influence the profession today. This study on contemporary career progression offers new insights that challenge the popular understanding of how women fit within the profession, just as Willis and Hannah challenge the historical interpretation and “invisibility” of women architects.

Methodology

The study was based on a written questionnaire distributed nationally and supplemented with a small number of interviews and focus groups. 1120 surveys were distributed. 1079 of these went to RAIA graduate members and members of “higher” categories within the Institute. The 41 that were distributed to non-members were largely sent in response to direct requests to be included in the survey. Analysis of the responses did not separate members and non-members. Of the 1120 surveys distributed, 550 surveys were returned, achieving a 49% response rate.

Female student members of the RAIA were not included in the survey, as the focus was on career progression and experiences in the workplace, and most students have only a limited, if any, experience within practice. The perspective of female students was gathered through focus group discussions and a number of individual interviews (See Appendix 1, “The student view: Focus group with female students of architecture”).

---

1 It is difficult to provide a national figure for the number of women directors within architectural companies, as the registration boards in most States do not collect this information. It is suggested that the Queensland figures provided would not vary greatly to a national average.

2 Refer to Appendix 2 for data related to gender distribution of registered architects in Australia.
Characteristics of the survey sample

It is important to remember that the survey participants are not a representative sample of all women within the architectural profession, but rather, a particular sub-set of female architectural professionals, that is, members of the RAIA. The survey sample is drawn from what might be considered a professionally “engaged” group, that is, graduate and corporate members of the RAIA. Membership of industry organisations such as the RAIA can be considered to be a measure of professional involvement. A large number of the respondents, 408 of the total of 550, are registered architects. Registration is also an indicator of professional engagement (Auckland Uniservices Limited, 2001). Findings from the survey should not, therefore, be generalised to all women within the profession.

A group of interest that was not reached by the survey were women who have graduated from architectural degree courses, and have subsequently left the profession altogether. This group would potentially have a unique perspective, having decided, after making a significant commitment in terms of undergraduate study, that an architectural career was not for them. While this survey cannot begin to uncover the reasons behind such decisions, an excellent study by the Royal Institute of British Architects entitled “Why do women leave architecture?” addresses these issues in detail (de Graft-Johnson, Manley, & Greed, 2003).

In terms of the demographic of the survey sample, a majority of the respondents (38.5%) were in the 31-40 age group. This group might be considered to be in the early to mid career stages, and to have particular concerns and opinions related to that career stage. This emphasis is reflected in many of the major findings.

Survey results

1.0 Demographic information

The following information describes the major demographic characteristics of the respondent group.

Ages of respondents

<table>
<thead>
<tr>
<th>Age cohort</th>
<th>Number</th>
<th>Percentage of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-30 years</td>
<td>123</td>
<td>22.4%</td>
</tr>
<tr>
<td>31-40 years</td>
<td>212</td>
<td>38.5%</td>
</tr>
<tr>
<td>41-50 years</td>
<td>132</td>
<td>24%</td>
</tr>
<tr>
<td>51-60 years</td>
<td>61</td>
<td>11.1%</td>
</tr>
<tr>
<td>61-70 years</td>
<td>17</td>
<td>3.0%</td>
</tr>
<tr>
<td>Over 70</td>
<td>5</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>550</td>
<td>100%</td>
</tr>
</tbody>
</table>

Job Titles

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sole Practitioner / Self Employed</td>
<td>109</td>
</tr>
<tr>
<td>Director / Principal / Partner</td>
<td>221</td>
</tr>
<tr>
<td>Manager</td>
<td>18</td>
</tr>
<tr>
<td>Business Consultant</td>
<td>4</td>
</tr>
<tr>
<td>Project Architect / Project Leader</td>
<td>33</td>
</tr>
<tr>
<td>Graduate Architect</td>
<td>94</td>
</tr>
<tr>
<td>Other</td>
<td>54</td>
</tr>
<tr>
<td>Non reply</td>
<td>17</td>
</tr>
</tbody>
</table>

Total: 550

Registration

- 74.2% of the women are registered architects.

Location

- 84.4% work in a capital city, 11.3% in a regional centre and 1.8% internationally.

Hours

- Average hours worked per week is 30.9 hours.

Do you have children?

- 48% of the women have children.

Flexible working arrangements

- 48.7% have worked part time.
- 47.1% have worked from home.
- 2.7% have job shared.

Percentage of parental responsibility

- 84.2% of the mothers have over 50% of the parental responsibilities and approximately half of this group have over 70% of the parental responsibilities.

Level of impact that parental responsibility has had on their careers

- No Impact: 3%
- Small Impact: 8%
- Moderate Impact: 21.5%
- Significant Impact: 42.7%
- Very Significant Impact: 24.8%
2.0 Attitudes towards career progression

This section of the survey sought to identify women’s personal attitudes towards career progression. Women were asked to indicate their level of agreement to a variety of statements, from strongly disagree, to strongly agree.

Attitudes towards career progression

```
<table>
<thead>
<tr>
<th>Attitudes</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My major priority for personal happiness is to advance my career.</td>
<td>36.4%</td>
</tr>
<tr>
<td>2. I wish to balance my career and personal life, but I am willing to compromise personal priorities if necessary to obtain career advancement.</td>
<td>34.7%</td>
</tr>
<tr>
<td>3. I am willing to forego career success if it threatens personal happiness and balance in my life.</td>
<td>43.5%</td>
</tr>
<tr>
<td>4. All I want is to be able to do interesting work and receive an appropriate salary.</td>
<td>40.1%</td>
</tr>
<tr>
<td>5. I have to work. It is a necessary evil.</td>
<td>14.4%</td>
</tr>
<tr>
<td>6. I routinely and regularly review my career and plan for my future. I set goals and I know what I have to do to achieve them.</td>
<td>69.1%</td>
</tr>
<tr>
<td>7. I look out for opportunities to advance my career, but I don’t regularly make plans or set goals.</td>
<td>26.9%</td>
</tr>
<tr>
<td>8. I do not consciously look for opportunities for career advancement, but if they present themselves, I make the most of them.</td>
<td>22.6%</td>
</tr>
</tbody>
</table>
```

“It’s very hard to balance a career in architecture and a family. All the clients want to see you ‘after hours’ and when a job needs to be done it needs to be done NOW. As a woman I am given significantly more latitude than my architect husband who has been told his career progression will not continue unless he can commit 100% to it, so it’s me doing it all with the family.”

Survey respondent, project architect, 43 years old

The findings demonstrate that women are very determined to find “balance” in their lives, and that they would be willing to compromise progress to preserve personal happiness. This is demonstrated by the fact that 69.1% of the women agree or strongly agree with the statement that they are willing to forego career success if it threatens personal happiness and balance in their lives.

Another high priority is the desire to “do interesting work and receive an appropriate salary”, with 68% of the women supporting that statement.

Women clearly do not consider working to be “a necessary evil”.

In terms of career planning, there are a range of responses, with no single predominant view. The idea of remaining open to possibilities as they present themselves, but not consciously looking for them, suggests that women are somewhat reluctant to undertake formal career planning, but would rather take opportunities if they come their way.

A number of the statements used in this section of the questionnaire on attitudes to career progression were drawn from a similar survey of women in the accounting profession (Morley, Bellamy, Jackson & O’Neil, 2000). Comparison of the results from the women architects and the women accountants might form the basis of a future cross-disciplinary study.

“I’d like to work in a large practice where I can be mentored. I don’t want to learn the hard way by starting up by myself. However, this may be the only option available (given my family commitments)”

Survey respondent, architectural graduate, 39 years old
3.0 Opportunities for progression within the profession

Male directors of architectural practices often make comment that they would welcome more female directors, and that they seek to appoint women to more senior positions, but that the women turn down their offers of advancement. This section of the survey sought to establish if there was any truth to these anecdotal tales.

It would appear that this is indeed the case, as 26% of the women surveyed, (145 of the 550) had at some stage in their career declined an offer to take a more senior role within a practice. Their reasons for doing so are set out in the chart below.

Reasons for declining a more senior role within a practice

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I had different career aspirations</td>
<td>64.1</td>
</tr>
<tr>
<td>2. I felt that I would not gain any increase in satisfaction in my work</td>
<td>55.2</td>
</tr>
<tr>
<td>3. I did not see the more senior role as offering a viable career path into the future</td>
<td>49.7</td>
</tr>
<tr>
<td>4. I felt that it would take me away from the sort of work that I enjoyed</td>
<td>46.2</td>
</tr>
<tr>
<td>5. I felt it would interfere with my family commitments</td>
<td>42.8</td>
</tr>
<tr>
<td>6. I felt it would interfere with my lifestyle &amp; outside activities</td>
<td>37.1</td>
</tr>
<tr>
<td>7. I felt that the expectations placed on me would be too demanding</td>
<td>35.4</td>
</tr>
<tr>
<td>8. I felt that there was inadequate remuneration offered</td>
<td>32.2</td>
</tr>
</tbody>
</table>

The major reason for women declining an offer is that they have different career aspirations, and that taking the position on offer would not, in their opinion, allow them to effectively pursue these goals. This emphasis on the capacity of the advancement to satisfy their personal aspirations is also seen in the response that they feel that there would be no gain in their sense of satisfaction by taking on a more senior role, and that it would take them away from the type of work that they enjoy. The roles being offered do not generally appear to the women to present a viable career path into the future. These statements seem to accord with the findings regarding the setting of career goals, in as much as women nominate “building their own practice” as a major priority (see Section 5.0, Career goals).

Within the group of women turning down offers, 54% are mothers, and 43% declined an offer due to family commitments. While these commitments are not the major reason for declining promotion, they are nevertheless a significant factor for many.

“Why would anyone want to put up with the hassles of an office and that blokey culture when they can have a satisfying life at home or working for themselves?”
Survey respondent, sole practitioner, 42 years old

“I am happy with my career progression – I have no desire to be a director of a significant firm and if I did it would bugger the family”.
Survey respondent, project architect, 43 years old

“My work is done professionally and on time. My children and my family are never used as an excuse for non performance, lack of professionalism etc. We are fortunate in architecture that we do have flexibility in our time frames. We do not have to be consistently at our desk between the hours of 8.30 – 5.30 to enable us to perform our jobs.”
Survey respondent in personal correspondence.
4.0 Current job satisfaction

Given that this study was prompted by a perceived lack of career progression for women in the profession, the issue of women’s level of satisfaction with the status quo deserved attention. It is fair to suggest that the research team anticipated a level of dissatisfaction, given the apparent inequities existing between the genders within the profession. This did not prove to be the case, as the level of satisfaction regarding a number of measures related to current employment are remarkably high for the women surveyed.

**Current job satisfaction**

![Graph showing the percentage of very satisfied/satisfied vs. very dissatisfied/dissatisfied responses across various aspects of current employment.]

- **Aspects of current employment**
  - 1. Skill development opportunities
  - 2. Control over own work
  - 3. Opportunity for high profile work
  - 4. Remuneration Package
  - 5. Organisational culture
  - 6. Flexibility and control over working hours
  - 7. Support to develop professionally
  - 8. Support to develop personally
  - 9. Balance of work and private life
  - 10. Long term career opportunities
  - 11. Short term career opportunities
  - 12. Present rate of career progression
  - 13. Variety of tasks
  - 14. Intellectual challenges
  - 15. Personal autonomy

Generally there is a high level of satisfaction on most measures. The potentially problematic areas related to “balancing” one’s work and personal life, such as having control over one’s own work, controlling one’s working hours in a flexible manner, and having a sense of personal autonomy all attract remarkably high rates of “very satisfied” and “satisfied” responses. The levels of satisfaction in relation to professional development aspects of a career, such as being intellectually challenged, having the opportunity for skill development and working on a variety of tasks, are similarly high.

When looking at those factors of their current job that are judged to be “dissatisfactory” and “very dissatisfactory”, the women give voice to a complaint common to the architectural profession, and no doubt shared by their male colleagues, related to the level of remuneration.

Other areas that attract the women’s dissatisfaction relate to career prospects, both in terms of their present rate of progression, and their long-term career opportunities. The low level of satisfaction with these aspects of their current employment is clearly of concern to this study, but it is important to acknowledge that the levels of dissatisfaction with these factors are far lower than the surprisingly high levels of satisfaction with other aspects of their current careers.

**How things change?**

An extract from “Architecture as a Profession”, published by the Royal Australian Institute of Architects, February 1944.

“It is only fair to conclude by mentioning that although Architecture is a fascinating profession, the pecuniary rewards it offers are not great. Considering the training required, the worrying nature of the work, and the variety of services given, the tangible rewards are probably less than those of any profession, except perhaps the Church. To the real Architect, however, architecture is not unlike the Church in that it provides ample opportunity for service. Because of this, and because, despite the amount of Science, Business and Law in it, it is still an Art, it brings its own rewards. As Carlyle said: ‘Blessed is the man who has found his life-work; let him ask no other blessedness.’”
5.0 Career goals

It is interesting to place the concerns regarding the rate of career progression and long term career opportunities identified in the last section alongside a consideration of the career goals as nominated by the respondents.

The most nominated career goal is to grow one's own practice. This is followed by the desire to take on new project types and professional challenges. Both of these goals demonstrate a willingness on behalf of the respondents to make their way in the profession, either in one's own practice or elsewhere. These two goals rate significantly higher than all other career goals.

“To achieve independent income streams by developing my own properties, using my architectural skills: identifying sites, design and documentation. Use my skills in community organisations ie: school board. Possibly train young architects?”

Survey respondent, sole practitioner, 42 years old

Another factor to consider regarding career goals is how goals change from one age cohort to the next. This changing perspective is summarised by the following findings.

**Age: 20 – 30 years**

*Highest rated goal:* Get registered

*2nd highest rated goal:* Grow my own practice

*3rd highest rated goal:* Get promoted within my current practice

**Age: 31 – 40 years**

*Highest rated goal:* Grow my own practice

*2nd highest rated goal:* Take on new project types/professional challenges

*3rd highest rated goal:* Balance in my life between personal and professional demands.

**Age: 41 – 50 years**

*Highest rated goal:* Take on new project types/professional challenges

*2nd highest rated goal:* Grow my own practice

*3rd highest rated goal:* Finish/attain benchmark leading projects

**Age: 51 – 60 years**

*Highest rated goal:* Take on new project types/professional challenges

*2nd highest rated goal:* Grow my own practice

*3rd highest rated goal:* Be more profitable

This summary shows that growing their own practice remains a consistent goal for all age cohorts. It also demonstrates that goals vary in accordance with where women are in terms of their careers. Therefore it is not surprising that registration is important for the 20-30 year olds, finding balance between personal and professional demands becomes a priority for the 31-40 year olds, and finishing benchmark projects is one of the major focuses for the 41-50 year olds. How strange that being more profitable only appears in the top three career goals for the 51-60 year olds!
6.0 Future career plans and perceived barriers to progress

Having identified the career goals of the respondent group, the survey asked the women to consider their future career plans, and what they considered to be the greatest barriers to achieving their goals. The survey posed a series of open questions regarding these issues. In terms of perceived barriers, the responses were coded into 10 categories. These categories are described below.

**Barriers to career progression**

- **Family commitments**
  This category of barriers included the demands associated with running households, raising children, maternity leave, general parental responsibilities as well as acting as care-givers to grandchildren and elderly parents.

- **Lack of time**
  These barriers included not having enough time to pursue goals outside of work hours, to continue one’s education, to expand one’s skill base and to market work.

- **Poor relationships within industry**
  Poor relationships within the Industry took account of an individual’s failure to network, lack of reputation, inability to make contacts and lack of opportunities. The idea of “too much competition” also fell within this category.

- **Lack of professional support**
  This barrier was nominated by those who felt that their employers and industry have not supported them throughout their careers. The barriers included marginalising the type of work done by women, not offering women new challenges and opportunities and not being supportive of women’s out of hours responsibilities.

- **Negative personality characteristics**
  Negative personality characteristics were “self diagnosed” by the respondents, and included such things as a lack of confidence, questioning one’s capacity to make a contribution and considering oneself to have poor organisational abilities.

- **Financial barriers**
  These barriers included low wages, the costs of registration and insurances, and individuals not being paid for all overtime worked.

- **Gender**
  This category included all direct references to gender.

- **Lack of respect for the role of architects within the community**
  This barrier involved larger societal issues related to the perception and image of architects as they function within the community, and the sense that architects are kept from achieving their goals by a public that fails to appreciate them.

- **Age**

- **Self discipline**
  A lack of self discipline involved being unable to make the personal commitment required to succeed and being distracted by other external factors. This category shared some common ground with “Negative Personality Characteristics”.

![Bar chart showing frequency of barriers](chart.png)
In summary, the women see family commitments as by far their greatest barrier to career progression. This is followed by lack of time, poor relationships within industry, lack of professional support, negative personality characteristics and financial barriers.

It is interesting to make a closer examination of those respondents who nominate family commitments as a career barrier. Almost half of these women are in the age group of 31-40 years, which is not surprising, as this is a time in a woman’s life when “family commitments” tend to have a certain biological urgency and demand attention.

Yet, interestingly, only 57% of the women that report family commitments as a barrier actually currently have children, suggesting that “family commitments” is also classed by some as a possible “future” barrier. In addition, this statistic suggests that “family commitments” should not be taken as simply referring to childrearing, either present or possible. Rather, it appears to include a range of obligations, such as those that might be shared with a partner, or care-giving for other members of one’s family.

Almost three quarters of the mothers who nominate family commitments as a barrier actually have over 70% of their families’ parental responsibilities, and 80% of these mothers believe that their level of parental responsibilities has had a significant, or very significant impact on their career.

The women who nominate family commitments as a career barrier are quite clear on the desire to find balance in their lives, with 72% of the group either agreeing or strongly agreeing with the statement that they would be willing to forego career success if it threatened personal happiness and balance in their life. Working part-time or from home has been part of the experience of just over 50% of this group.

“The reason I don’t wish to stay in and progress in an architectural career- financial rewards are appalling, I don’t have the ‘character’ to succeed in a large firm or the ability to win enough work to be a sole practitioner”.
Survey respondent, project architect, 27 years old

“Tiredness may ultimately be the barrier to the rather modest goals I have identified. I love what I do and love the profession, but sometimes I just get worn out balancing a full time job that I am passionate about, and running a family and being a loving partner.”
Survey respondent, associate in practice, 42 years old

“My greatest barriers are personal exhaustion and loss of patience with a culture that advances men and single women. Insularity of the architectural profession- not aware of contemporary advances in workplace culture- for example, women lawyers can and do work part time and still hold senior management and partnership positions.”
Survey respondent, senior urban designer/architect, 37 years old
Given that family commitments are clearly an issue for women in the profession, a comparison of the career barriers perceived by mothers and non-mothers is useful.

**Barriers to career progression for mothers and non-mothers**

Not surprisingly, the hierarchy of barriers changes from mothers to non-mothers, although, curiously, one constant is that family commitments are seen as the greatest barrier for both groups. The four top barriers for the non-mothers are very close in range. These are, in order, family commitments, negative personality characteristics, poor relationship within industry and lack of professional support. These are followed closely by lack of time and financial barriers.

In comparing mothers to non-mothers, the results illustrate that lack of time is a very significant barrier for mothers, whilst it is somewhat less of an issue for non-mothers. Another interesting comparison is the difference of the impact of “negative personality characteristics”. Non-mothers rate lack of confidence and negative self-perception as being their second greatest barrier, whilst mothers see such things as far less significant, nominating it as their 6th greatest barrier.

These results suggest that, for mothers, the challenges to progress are quite clear, and revolve around a smaller range of issues that focus on balancing their family commitments and time management. For the non-mothers, the “spread” of barriers is wider, with a number of issues attracting similar levels of recognition.

“Career progression is reduced for a female aged 30 - 35 who is married, or a female with children. I don’t believe this applies to single women or to younger or older women who are working full time and don’t have children.”

Survey respondent, director, 32 years old

“I never returned from unpaid maternity leave after my second child… they never even called once to see how I was or ask about the baby. I’d worked for them for five and a half years. One of the partners had eight kids and thought that made him family friendly – (hah!).”

Survey respondent, sole practitioner, 42 years old
7.0 Career goals at retirement

Having identified potential barriers to their careers, the survey addressed the issue of what it was that women hoped to achieve by the time they retired. Responses to this open question were coded into eleven categories as illustrated below.

Career goals at retirement

The most popular responses are clearly focused on professional satisfaction and the completion of benchmark projects that make a difference in both cultural and environmental terms. Profitability, and issues associated with remuneration, also rank highly. The very small number of women who nominate departing the industry as a career goal indicates the level of engagement and commitment of the respondent group to continuing within the profession.

“What do I hope to achieve in terms of my career by retirement?…Sanity! – I could retire tomorrow except I’d go mad with lack of mental stimulation.”

Survey respondent, project architect, 43 years old
8.0 Employment history

As well as looking forward to retirement, the survey was interested in the employment history of the respondents. This interest was based on the anecdotal reporting that many women have a "discontinuous" pattern of employment, moving in and out of architectural practice and the profession. The survey found this to be the case, with 63% of the women (345 of the 550) having taken a break during their last five periods of employment. These breaks range from 3 months to 24 months.

**Reasons for taking a break in employment**

The most common reasons for taking breaks are family commitments followed closely by travel and study leave. Leave to raise children and fulfil family commitments generally ranges from 6 - 24 months, while travel leave generally only lasts up to 6 months. Study leave is mostly around 12 months in duration.

The high incidence of periods of leave suggests that women do, indeed, have a discontinuous career pattern, spending significant amounts of time away from employment within the profession. As with most of the findings of this study, it is not possible to compare this employment pattern with those of males within the profession, as no such data exists for the male cohort.
9.0 Perceptions regarding career progression: What does it take?

Employment for many women in the profession may well be interrupted and “stop/start” in nature, but is this pattern seen by the women as disruptive to their careers? What does it take to succeed in the profession? This section sought to identify the factors that women perceive to be important in terms of career progression.

“I believe that career progression for an architect within a practice is commonly based on”

In summary women suggest that good performance on previous projects, compatibility with senior management and office culture, as well as an ability to manage and lead staff are the key factors upon which career progression is commonly based. This suggests that progress is dependent on solid previous experience and corporate “fit”.

There is some uncertainty regarding the significance of the number of hours worked as a factor in career progression, as around half of the group “agree” or “strongly agree” that it plays a role in advancement, while the other half of the group do not see it as an issue. The ability to do overtime is often quoted as a problem for women with family commitments, and is believed to be a key factor in getting ahead by 62.7% of the group.

It is interesting to look at the response to this question by those respondents who nominate family commitments as a career barrier in the earlier part of the survey. This sub-group seem to align with the views of the full group on most counts, acknowledging that previous performance on projects (94%) and one’s compatibility with office culture (85%) and senior management (91%) are key components in building a career.

These findings suggest that there is a strong view, particularly within the group for which family commitments is an issue, that “you are only as good as your last project”. Therefore, if your “last project” is some time ago, there is a real challenge to one’s prospects of career progression. Given the discontinuous nature of many women’s careers, this emphasis on good performance on previous jobs has the potential to be problematic.

“It is difficult) to keep your personal and professional confidence intact when you are in a situation that keeps you some distance from the office, whether it be having babies- colleagues think you are obsolete- or living away- they simply don’t think about you- you have to keep yourself current”

Survey respondent, architectural graduate, 39 years old.

“Frankly, I’ve opted out of ‘career progression’ in architectural firms and decided to create my own niche business.”

Survey respondent, sole practitioner, 42 years old
10. Indicators of progression: How is success measured by the individual and others?

The question of how success is measured grew out of a challenge made to the original research question behind this survey, that is “Why is it that approximately 40% of the architecture students, and less than 1% of the directors of architectural companies were female?” It was suggested by some that this was only a problem in terms of career progression if you thought that being a company director was a valid indicator of career success. Some women suggested that this was not the case for them, and that it was counterproductive to continue to promote seniority within a practice as the one true measure of career progress. Thus, this question sought to clarify the multiple perspectives on career progress indicators- what women believe indicates progress, and what women believe others in the profession see as progress.

Indicators of progress as measured by individuals ond others

This question tested the notion that there are two sets of indicators at play in regards to career progression- first, the indicators that women accept themselves as demonstrating progression, and second, the indicators that they believe the rest of the profession generally accept.

The graph shows quite a deal of “mis-match” between what women themselves see as indicators of progression, and what they believe the profession sees as indicators of progression. This suggests a certain “out of step” nature to how the women perceive career progress, in as much as they believe that they are looking at career progression in a different way to that of the “larger profession”.

The strong contrast in views on “size/budget of projects completed” and “number of people employed within a practice” seems to suggest that women reject the scale of a project and practice size as a measure of success- but they believe that these factors are considered important by others. They also reject awards and journal coverage as an accurate indicator of progression, but believe that the rest of the profession see these as marks of success.

There is agreement on two indicators of career progression- that the quality of a project, and income generated, are indicators of career progress. In regard to these indicators, the women feel “in step” with the views of the profession.

Given this contention over indicators of progression, the survey asked directly what other measures of success are considered meaningful by the women.

“I work stupid hours and have at times compromised my personal life, however this is not because I am thinking of success in my career, but that I have a commitment to doing the job at hand well......job satisfaction (is) a major priority, which I try to balance with my personal life. If other women think this way it may begin to explain why we don’t climb that ladder.”

Survey respondent, sole practitioner, mid-30s

- Recognition from peers in the form of awards
- Size/budget of projects completed
- Number of projects completed
- Quality of projects completed
- Income generated
- Number of people employed within a practice
- Coverage of work within professional journals
- Invitations to speak at professional events
- Positions held within professional organisation
- Seniority within a practice - management level

The Career Progression of Women in the Architectural Profession 19
Other measures of success

Personal satisfaction and client satisfaction are considered to be the most meaningful measures of career progression for the women. Personal satisfaction includes the notion of balance within one’s life.

“Career progression as an end in itself has never been an aspiration of mine. I have found my career to be interesting, intellectually challenging and contributing to areas of community benefit (in a professional way) rather than solely aimed at lining the personal pocket.”

Survey respondent, sole practitioner as a landscape architect, 53 years old

Recommendations - Strategies and Implementation

Workplace policies

**Strategy 1:** Develop principles for sound equal opportunity workplace policies specific to small, medium and large scale practices.

**Implementation:**
- RAIA to identify key equal opportunity principles and lead the development of workplace policies in line with best practice.
- Variations of these principles to be developed to suit the different needs of small, medium and large scale practices.
- RAIA to provide leadership by implementing equal opportunity and flexible workplace policies within its own organisation.

**Strategy 2:** Develop principles for flexible working arrangements specific to small, medium and large scale practices.

**Implementation:**
- RAIA to develop guidelines on flexible approaches to work, including job sharing, working part-time, and working from home.
- RAIA to identify the range of requirements that need to be addressed to facilitate individuals working from home, particularly with regard to technology.
- RAIA to identify and promote groups that can assist in the implementation of working from home options.

Re-entry programs

**Strategy 3:** Provide support for women to start their own business and/or re-enter the profession after an absence.

**Implementation:**
- Given the discontinuous nature of women’s careers, programs aimed at easing the challenges of re-entering the profession after a significant break should be developed. These programs should include:
  - Continuing education and training programs that focus on recent developments within the industry, including technological advances within CAD systems, new legislative requirements and governmental processes, and any other industry wide changes that have impacted on practice in the previous 2-5 years. These programs could be developed in association with other disciplines within the construction industry.
  - Training in the principles and practices of small business, in order to assist women who wish to re-enter the profession by establishing their own practice.
Strategy 6: Strengthen the teaching of practice and business management principles to students and recent graduates.

Implementation:
- Increase the coverage of the principles of business management within undergraduate architectural courses.
- Develop post-graduate short courses with an emphasis on small business management.

Calls for a greater focus on the business aspects of practice within undergraduate courses are regularly made by the profession, as there is a common perception that graduates are ill equipped to deal with the business demands of running a practice. Countering these claims is the notion that graduates will learn these skills, eventually, given a few years in practice. This situation is, however, compounded when graduates have only a few years in practice before taking a leave of absence, as typified by the “twenty-something” female graduate with plans to have children before they are “thirty-something”. The post graduation period is usually spent trying to gain as much project experience as possible, with little time to develop the specialist skills of practice and business management. It is therefore recommended that thought be given as to how business management skills might be incorporated more effectively into undergraduate architectural courses, to the benefit of all students.

Recognition of absences from the profession

Strategy 4: Provide assistance for women to become and remain members of the RAIA, acknowledging the non-linear and interrupted career path of many female members.

Implementation:
- Adopt a nationwide approach to parental leave deductions for membership.
- Review membership categories to include one suited to couples living together.

This recommendation deals directly with RAIA membership categories. Currently there is no direct allowance for maternity leave in the membership categories. Members may apply for Section 88 which provides fee relief under special circumstances. This allowance is not satisfactory, as it is invoked as a “special circumstance”, and must be applied for in writing, and granted by State Chapter Councils. Membership arrangements should be more flexible, “family friendly”, and reflective of current community realities. Continuity of membership of professional organisations is an excellent way for women to remain involved with and informed about the profession during extended periods of leave, and the RAIA should implement membership arrangements to ensure this continuity.

Considerations for architectural curriculum

Strategy 5: Consider revisions to the architectural curriculum that address the issues of gender and career planning.

Implementation:
- Embed diversity principles, including reference to the work of women architects in both an historical and contemporary context, in all courses.
- Encourage discussion of the variety of career paths open to graduates.
- Introduce structured career planning activities in the final year of courses, supported by members of the RAIA.
- Establish good practice guidance for the management of the design studio crit process, with specific reference to gender issues.

Strategy 7: Recognise, reward and promote the broad range of skills that contribute to great architecture.

Implementation:
- Introduce new awards for issues such as:
  - Overall work contribution
  - Documentation excellence
  - Measure of client satisfaction
  - Contributions to team work
- Stage exhibitions and talks that promote the diversity of contributions made by the various members of an architectural team.
- Work with universities to promote greater recognition of the multiplicity of skills that contribute to the architectural endeavour.
Supporting women in practice

**Strategy 8:** Provide mentoring for women in practice.

**Implementation:**
- Adapt and extend current student mentoring networks to include women in practice.
- Identify senior practitioners to mentor women on issues such as:
  - Business and practice management principles
  - Commercial projects
  - Negotiations
  - Successful networking tips
- Identify other groups, both within the construction industry and in other industries, that offer mentoring for women, such as NAWIC (National Association of Women in Construction), and promote these groups within the profession.

**Strategy 9:** Review registration procedures to ensure equal opportunity.

**Implementation:**
- Work with the Architects Accreditation Council of Australia (AACA) to review:
  - Procedures and conduct of examiners
  - Feedback from exams to all participants
- Review delivery options of the RAIA Practice of Architecture Lecture Series (PALS). Times should be devised to suit a wide range of candidates (6-9pm in the city, on a weekly basis does not suit all people). Intensive weekend programs might offer flexibility for candidates, particularly those not located in capital cities.
- Promote reviews of the registration procedures to all members

**Strategy 10:** Monitor changes to the situation of women within the RAIA membership.

**Implementation:**
- Provide opportunity for feedback and input from women on the RAIA web page.
- Contact any female members (especially students and graduates) who leave the RAIA and identify reasons for leaving.

---

How things change?


“If an affirmative action policy was developed (by the RAIA) it should address the issues of

- public awareness of contributions by women architects
- increased enrolments in architecture schools
- promote equal opportunity
- increase number of women RAIA members
- ensure participation of women at all RAIA levels
- actively discourage discriminatory practices in architecture”

**Twenty years later, are we still calling for the same things?**
Focus for future research

There are a number of interesting questions that are prompted by the findings of this study. These questions should form the focus of future research programs.

The portfolio career

The survey established that many women have an interrupted career pattern, moving in and out of employment within the profession. This pattern is in contrast to the more traditional, continuous, “climbing the ladder” employment model of previous generations. In the portfolio model, an individual takes on various appointments and roles over a period of time, collating, in the manner of a portfolio, a range of experiences and skills. The portfolio career is increasingly common in a range of industries, and is clearly moving into the architectural industry. Further research into how the portfolio career might work for not just women architects, but all architects, is worthy of investigation.

Women don’t ask?

In a recent publication, Babcock and Laschever (2003) make the provocative suggestion that ‘women don’t ask’. They discuss and raise many theories about women in the workforce, posing a number of challenging questions. Are women setting low goals and safe targets because they have a lack of confidence when it comes to their ability to negotiate effectively? Do women care too much about the impact of negotiations on their relationships? Do women lack belief in their capacity to influence change? Have women been systematically socialised to expect less?

The findings of the survey showed that women are generally very satisfied, saying that they are getting what they want. However, might it be suggested that what they want is not very much? Do women have safe targets and low goals when it comes to their careers? Have the respondents manoeuvred themselves into a comfort zone, a position that they are satisfied with, or are they just happier with less? Babcock & Laschever suggest that women may also expect less and feel satisfied with less because they feel they do not deserve more. A large percentage of women suffer from what social scientists call a low sense of personal entitlement. This is “a problem that research has shown to be rampant among women” (Babcock and Laschever, 2003, p51). These questions should be investigated in detail in future studies.

Is one’s own private practice the answer?

The most nominated career goal of the respondent group was to grow one’s own practice. Yet, in discussing this finding with a range of female sole and small practitioners, there is a degree of disbelief expressed. They recount, anecdotally, the immense challenges that they face in running their practices. The comment has been made, “If being a sole practitioner is the answer, then I think we need to have a good hard look at the question!”. More research clearly needs to be done in this area.

What about other female professionals?

The issues of concern identified by the study are not restricted to the architectural profession. They influence all working women, to greater and lesser extents depending on the nature and conditions of the workplace. Future research should aim to identify how the career experiences of female architects are similar to, and differ from, other professional women.

What about other women in the architectural profession?

As discussed at the start of this report, the survey participants were not a representative sample of all women within the architectural profession, but rather, a particular sub-set of female architectural professionals, that is, members of the RAIA. Future research should identify the broader status of all women in the profession, not just those who are members of the RAIA.

And finally … What about the boys?

The survey has collated a great deal of data on the career experiences of women in the architectural profession. How do these compare with the experiences of men in the profession? What factors do they share in common, and on what counts do they differ? Consideration should be given to re-running the survey with male members of the RAIA. This would allow a “compare and contrast” exercise to be done between the genders.
How things change?

An extract from “Architecture as a Profession”, published by the Royal Australian Institute of Architects, February 1944.

“The question is often asked whether Architecture is a suitable profession for girls. So far as aptitude goes there is little to choose between girls and boys. Boys commonly have a stronger flair for construction - for inventiveness - but girls often have a better “eye for colour” and sometimes they are more imaginative in the highest artistic sense. Girls often develop into splendid draughtswomen. Frequently, too, they are good at Statics and Structural Engineering. Women architects have long been accepted on an equality with men in the Architectural Profession, but for some reason- popular prejudice possibly- there are few practicing women Architects”.

24 The Career Progression of Women in the Architectural Profession
Bibliography


Appendix 1

The student view: Focus group with female students of architecture by Miriam Warr

In order to canvas the thoughts of female architecture students regarding career progression, a focus group discussion was held with nine female students from the University of Queensland (UQ) and the Queensland University of Technology (QUT) in May 2004. The women had a range of experience within practice, as the Bachelor of Architecture course at QUT is offered in a part-time mode, allowing students to be employed full time in architectural offices. Some of the students from UQ had gained work experience during breaks from university. The students were in the last three years of their degrees, and discussed at length their ambitions and thoughts regarding how they imagine their careers might progress. Their age ranged from 20-34 years old. The following extracts are taken from a report of the focus group discussion prepared by Miriam Warr.

Students’ goals for their careers

Presented with the question: “Imagine you are at retirement age. What do you hope to have achieved in your career?” participants in the female student focus group outlined a number of goals which they held to be of greatest importance. There was a general overriding sense of needing to feel personally fulfilled with their career, but also a desire to contribute to the wider community, or to “give something back”. A number saw themselves taking on roles in architectural education as tutors or lecturers, while others hoped to give something back through involvement in pro-bono architectural work or work benefiting the wider community.

One of the aims most commonly mentioned as a career goal by the female students was a need to maintain integrity, which was broken down into terms of “design integrity” and ideas about “personal integrity”. There was discussion around the notion of maintaining quality in their architecture, and the importance of not compromising on personal beliefs or “doing wrong” by anybody else in the pursuit of making architecture. One student noted that she wanted to achieve “personal satisfaction, but not to the detriment of anyone else”. Tied up in this same discussion on integrity was the fact that the students, largely, did not desire to take on “ego jobs”. Rather, they saw more importance in keeping their personal pride.

Public recognition did, however, rate a mention as a desired achievement for a couple of the students. One respondent said she’d like to be remembered for the work she’d done, saying she wanted “to be considered a serious architect within the profession”. On the lighter side, another said she’d “like to be a Trivial Pursuit answer”!

Much of the discussion centred around the desire to achieve a balance between family life and work commitments, and, interestingly, it was highlighted that men and women have a tendency to achieve this balance quite differently. That is, the ratio of time dedicated to family time and work commitments in order to hold that a balance was met seemed to be tipped much more heavily toward family duties in the case of women. On the other hand, as one participant suggested, a male architect could simply have a family and consider himself to have a balanced life. This goal of successfully combining career and family mimics the aspirations of the survey of the wider profession. Interestingly, around seventy percent of the wider sample of females in the industry said they were “willing to forego career success if it threatened personal happiness and balance in their lives”.

Another goal which rated highly among the group of students included the desire to run their own firms or sole practices – possibly viewed as a way in which to achieve the aforementioned balance. This also echoed the findings in the wider survey, where a great many women recorded a desire to form their own practice as a career goal by the time they retired.

Female role models in architectural education

Mixed feelings were expressed on the topic of female role models in the arena of architectural education. While all participants were very positive of the female lecturers encountered during their education, there was discontent voiced over the lack of historical female architectural figures discussed at university. Looking further into architectural research, it seems many female students are dissatisfied with the recognition given to women architects in their education. Also, it seems that female students place much less value on the work of “star” architects – that is, well-known architects – than male students do (Ahrentzen & Groat, 1996, pp.174). The women in the focus group pointed out that they felt that famous females in architectural history were conceived of as “off-siders” and that “society views women as the assistants of architects”. Moreover, they felt that this phenomenon was not particular to architecture, but, rather, that it was a common problem in many professions, including law and medicine.

Following on from this discussion of the women they had encountered in teaching positions in the education, an interesting topic of competition between women in architecture arose.

Competition

Throughout the duration of the focus group, the supportive, nurturing nature of women in the profession was praised, but, interestingly, the problem of competition between women was raised a number of times. In both the environments of education and work, the participants expressed concerns about the regular occurrence of negative female-versus-female competition.
On further discussion, these highly competitive attitudes seemed to stem from a perception that there are simply not enough roles at the top of the profession for females. Such a phenomenon was summed up as an “I win/you lose mentality”:

> There are so few positions at the top, and we’ve become so competitive for those positions that we beat each other down. And we say, ‘no, you’re not going to get there – I’m going to get there’, and so we don’t actually lift each other up…. (There’s a feeling that) I’ve got to be the top woman, because there’s not enough space for us all to be up there.

The students acknowledged the highly negative effects that such inter-gender competition could bring.

> Sometimes the worst enemy is other females.

Two participants admitting that they would rather work with men because of the highly competitive nature of females. A number of the students had shared an experience of a female tutor who seemed to show no interest in the female students she was mentoring.

> She had no time whatsoever for the female students… it was so obvious.

This lack of support was viewed by the women in the focus group to be a defensive mechanism stemming from a feeling of being threatened by other female architects-to-be. One student even said, “Well, can you really blame her?”, meaning that she could appreciate that the tutor could see only limited (and keenly sought) opportunities open to her as a female.

One student pointed out that male architects gained strength through the networks that they formed.

> You notice that men really rally together, or they have some sort of camaraderie going on… We need to become more pro-active in that.

It was interesting that the women were not critical of there existing a type of “boys club”, but rather acknowledged the benefits that gender networking could offer and discussed ways in which women may adopt similar systems. On a very positive note, one student noted that women can in fact be very supportive of one another.

> You don’t need to be a man to get to the top… but this needs to be taught at uni.

In contrast to the fiercely competitive tussle described as existing between women pushing to get to the top, there was expressed a view that women are too often ready and willing to let men take the limelight, power and credit in the practice of architecture.

> Female architects seem so willing to give away their creative identity to their male partners or husbands. So many female architects are completely overshadowed by their male architect partners.

It is interesting that the students noted that women are quick to cut-down another woman in an effort to reach “the top”, and yet will often willingly hand-over deserved praise and recognition to a male peer.

Educational considerations as barriers to achieving career goals

There was a general consensus that the process of obtaining an architecture degree could, in itself, act as a barrier to female students achieving their broader career goals. Certainly, the extended time it takes to complete the course – at least six years in most cases – coupled with the time taken preparing for, and gaining, registration, was a significant worry to many of the females involved in the focus group. One participant stated that, as a thirty-year-old in the fourth year of her degree, she found the deadlines she had set for obtaining the degree, followed by registration and having children “very scary”. She also commented that the degree had “aged” her because of the time taken, coupled with the stresses the degree placed upon her.

One respondent, in regards to the question: “What do you consider to be the greatest barriers to you achieving these goals?” stated:

> As a mature aged student time is my greatest barrier and I see that as my biological clock is ticking. I realise time out of a career plan to have children is a necessity, I think that the industry also perceives me to perhaps be more of a hindrance due to these factors.

The students were very aware of the way in which the heavy workload and long hours demanded by the degree impacted upon their ability to lead a “balanced” life – even as students. Many felt that they had compromised personal relationships as a direct result of the high demands of the course, saying they felt they had to “sacrifice… personal relationships while studying”.

> Your friends, family, partners have to be so understanding and forgiving… you don’t sleep, you’re never home, you have no time for anything other than architecture… your brain is always else where.

Comments such as “uni doesn’t allow the balance”, “architecture is all-consuming” and “you have to sacrifice too much personally to achieve the degree”, and the subsequent idea that these things contribute markedly to the “huge drop-out rate” demonstrate a need to carefully analyse the course structure.

Lack of confidence as a barrier to career progression

A theme which was raised throughout the entire discussion was that of a lack of self-confidence in their abilities experienced by the women, both at university and in the workplace. Asked to share any barriers she saw in achieving career progression, one woman said,

> …a lack of self-belief. I don’t think that it’s cultural or generational…. I do think that women and men have a different make-up. Women’s self-worth and self-value are based upon different things than a guy’s self-worth and self-value. To see a practical example of that is to look at crits at uni – at least in the first three years of the degree – so many more girls than guys cry in crits… Women seem to take it that “It’s my personality that they’re attacking”. I’d say to the guys, “How can you not be crying or upset by
that?" and they’d say “Oh, I just didn’t listen to them”. I’m sure that has contributed to (men) still dominating the profession.

Wider reading of the literature concerning the critique process seems to support the claims of the highly stressful, critical nature of the system, and could perhaps begin to explain why students, in particular females, feel such a lack of confidence in the reviews.

“One of the ‘rites of institution’ in architectural education…is the studio system (Ahrentzen and Anthony, 1993; Walker, 1997, p.10, 26; Weisman, 1999, p.169-170)... The design juries are the most feared and revered part of architectural education, where student’s models for their final projects are at stake, shaping their future careers...Design education is structured through an individualistic masculine culture somewhat like a boot camp (Stevens, 1995, p.112), which is dominated by competitions, star systems, and high-risk gambles (Ahrentzen and Groat, 1992).”

(Fowler and Wilson, 2004, p.106)

Perhaps another component of this lack of confidence in females in particular is women’s tendency to take other people’s opinion into account quite strongly. Throughout the discussion, it was often voiced—in relation to a wide range of topics—that “opinions of others matter to women”, and “I don’t want to be ridiculed or thought badly of...”. One student said that she feared she lacked “the willingness to take risks, seize opportunities and leave her comfort zone.” Clearly concerns of this nature may well be shared by male students, but appear endemic to women.

**Studio culture**

As the focus group was a meeting of students, it presented a good opportunity to glean information on how women felt the education process may shape their career progression. As discussed earlier, an area in which the women voiced very strong opinions was that of the critique process—particularly the ways in which male and female students seemed to deal with formal criticism. It was acknowledged that “women and men feel things differently” and thereby have a “different basis for self worth”. There was an acknowledged link between the way in which male and female students took criticism at university and the manner in which architects functioned in the workplace.

*Men in the workplace decide they’re right and plough ahead and get to the top.*

However, it was interesting to note the various methods by which the female students “get through”. Some found it essential for the females to stick together, while another said that she would often question the males on their techniques for surviving critiques and not taking criticism personally. She said she used to say to them, “Please, show me, teach me”. Another example of female students looking to male students for support was raised.

*There’s one particular girl at uni who has become one of the boys.*

It was felt that this student had joined up with a group of males as a kind of coping mechanism, perhaps finding the males to be more supportive than other female students. Again, this may be due, at least in part, to the previously mentioned female versus female competition, or perhaps the male students tend to possess a different set of skills from the female students.

The focus group offered an opportunity to compare the attitudes of students who worked in the field while studying, with the feelings of students who studied full-time. While the students who undertook full time schooling with one year out in employment viewed their studio culture to be “very supportive, because we spend so much time together”, the working students told of a different educational experience. “Competitive”, “intense”, “secretive” and “show-and-tell” were words used to describe these students’ time in design studios at university.

From both the wider reading of articles on architectural education and the input from the students of the focus group, it seems that the critique process causes a great deal of pressure and stress for female students. Some articles suggest that the critique method is biased in favour of males in its competitive nature.

*Female faculty have argued that these methods rely on a male model that privileges competition and the public, frequently uncivil critique of students’ work.*

(Ahrentzen & Groat, 1997, p. 280)

This comment came from a study based on interviews conducted by Ahrentzen and Groat of forty women faculty in architecture schools in America. There was wide-spread concern among the women faculty about the star system. One woman voiced her concern that the star system was discouraging to female students.

*I think we have to restructure the curriculum. We have to do things that will attract people who wouldn’t normally be attracted to this profession... Why aren’t we doing more collaborative work? Why aren’t we doing work that would address... relationships (among people)... that would attract more women into the field? The only architects you hear about are stars. I’m not sure women are interested in becoming stars, but actually want to deal with addressing large problems at the social level.*

(Ahrentzen & Groat, 1997, p.282)

Judging from the focus group participants’ responses to what they hope to achieve by retirement, it seems many would agree with this statement. Their concentration upon “giving something back” over the importance of winning “ego jobs” supports the idea that women architects are often attracted to the social aspect of architecture.
Students’ experiences in the workplace

Coming from the two universities which have different course structures and different requirements for work experience over the duration of the degree, the students involved in the focus group offered different experiences and views on their time spent in an architectural practice. One student cited the case of a director telling her that he in fact preferred to hire female students, saying that male students “come in with an ego”, whereas female students were willing to say “I don’t understand”. Another said that she had questioned a director of her firm as to whether he saw any difference in male and female students, and he replied that some male students tended to have more highly developed CAD (computer aided drafting) skills, but that this was not of great importance to him when making recruitment choices.

The influence that other women in the workplace had on the students was also discussed. A number of students felt that they lacked female role models in the workplace, particularly in positions of power such as in the role of directors. Another described how the experiences of other women in her place of work had swayed the direction she saw her future taking. Initially, she had seen herself as becoming a female director, but through her work experiences, she “has seen high-positioned females leave, then come back, and no longer value being at the top”. By this, she meant that motherhood had changed their priorities.

I don’t believe I couldn’t make it, but I now question if I really want it.

The question of practical experience on building sites was briefly touched upon. While one student felt that she got absolutely no respect on the work site she had visited, another said “I find age a bigger issue on site than gender.”

Registration

The topic of obtaining registration was of interest to the group, with all in agreement that they intend to register, but there existed differences of opinion regarding how long after completion of the degree they intended to sit the necessary exams. When asked how long they saw themselves waiting to get registered after graduation, initial responses were “As soon as I can”, “Straight away”, “I’m not afraid of failing – I think go straight away, as I know I’ll always be learning” and “Why wouldn’t you?”. However, on further discussion, it seemed a number of the participants felt a need to feel “deserving” of registration, or to feel confident that they were fully prepared and ready to be registered.

I’d like to travel. Working has changed my opinion. I would like to go to get registered feeling confident and happy with what I know.

Another of the women suggested,

I don’t feel pressure to get registered. I want to feel like I deserve it and am ready to get registered.

A positive future: views of what women could offer to the workplace

Though the students involved in the group could clearly foresee barriers which had the potential to hinder their career progression, the general feeling regarding their futures as practicing architects appeared very positive. They eagerly discussed a number of benefits they see which women bring to the workplace, and made suggestions as to how to strengthen women’s networks and ways of improving their working environments so as to permit a more balanced lifestyle.

In pointing out that women and men have different emotions and coping strategies, one student spoke of the way in which women can bring about a more sensitive, caring environment, possibly more conducive to learning and achieving. She pointed out women’s ability to listen and learn and proposed that a lot of men in positions of power could gain a great deal by adopting these attributes. Another highlighted the personal aspect women may lend to the profession.

Women bring a humanity to architecture that architecture could benefit from. We need to hold this up.

Perhaps the most positive opinions expressed by the group surrounded the idea of women supporting each other, and the passion and strength which they viewed women in the profession to hold. In acknowledging the strength women show in making progress in their architectural careers, one participant expressed her total love for architecture.

I’m in love with architecture…and any girl who has come this far and will graduate with a Bachelor of Architecture has more determination and strong-will than those who do arts or science.

Another suggested,

To get through six years you have to be pretty strong-willed…even getting through folio twice a year is tough.

Another highlighted the value that the support of other women can bring.

You need to surround yourself with strong women.

This was a comment on which there was general agreement.
Ideas for the future – a self-help approach

On reflection, the “self-help” attitudes displayed by the students attending the focus group actually demonstrated the strength which they had said they admired in women who had completed the architectural degree. Rarely did discussion take a negative tone, and, when problems were raised, most often they were met with suggestions of how others had successfully dealt with them or ideas to overcome the situation.

The women in attendance discussed ways in which they had heard of women successfully manipulating their environments, so as to create a more family-friendly work situation. The idea, as seen overseas, of a “Designer Creche” – that is “a female design cooperative…where female architects work together and have their babies together and work in a home environment and raise your children and work” – ignited a great deal of interest. Comments such as “we could take that as a model” and “maybe we could foster that” portray the students’ enthusiasm and pro-active stance in wanting to bring about changes to the industry that will allow them to more successfully achieve the “balance” which they all appear to desire. However, one student raised the issue of possibly being pigeon-holed or stereotyped due to involvement in such a team.

Do you want to be looked at as separate?

Clearly, there is a perception and concern that potential clients and professional peers may view architect-mothers and their skills or time dedication differently from mainstream architects.

One of the most positive outcomes of the focus group may be the benefits and importance of such meetings of women in the profession. This was expressed at the end of the meeting. All agreed that there was a lack of interaction between the various schools of architecture, and even amongst years in their design courses. Surely, such gatherings could only help to overcome the damaging phenomenon of female-versus-female competition, as described by the participants, and begin the vital process of networking. This, in turn, could aid in boosting low confidence levels, which the participants noted as being a prime barrier to their progression through university and into practice.
Appendix 2:

Numbers of registered architects within Australia, 2004.

<table>
<thead>
<tr>
<th>State</th>
<th>Year</th>
<th>Total No of Reg. Architects</th>
<th>No of Females</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qld</td>
<td>2004</td>
<td>2175</td>
<td>253</td>
<td>11.6%</td>
</tr>
<tr>
<td>Victoria</td>
<td>2004</td>
<td>2761</td>
<td>505</td>
<td>18.2%</td>
</tr>
<tr>
<td>ACT</td>
<td>2004</td>
<td>436</td>
<td>51</td>
<td>11.7%</td>
</tr>
<tr>
<td>NT</td>
<td>2004</td>
<td>180</td>
<td>15</td>
<td>8%</td>
</tr>
<tr>
<td>NSW</td>
<td>2004</td>
<td>3686</td>
<td>552</td>
<td>15%</td>
</tr>
<tr>
<td>Tas</td>
<td>2004</td>
<td>238</td>
<td>16</td>
<td>6.7%</td>
</tr>
<tr>
<td>WA</td>
<td>2004</td>
<td>1028</td>
<td>114</td>
<td>11%</td>
</tr>
<tr>
<td>SA</td>
<td>2004</td>
<td>751</td>
<td>87</td>
<td>11.5%</td>
</tr>
</tbody>
</table>

Information from Registrars of Board of Architects.
Appendix 3:
Survey Form

SECTION 1. BIOGRAPHICAL DETAILS

Q1. Age: ......years

Q2. Marital Status
   Never married □ 1  Widowed □ 3
   Married or with partner □ 2  Divorced/separated □ 4

Q3. Is your spouse/partner an architect?
   Yes □ 1  No □ 2

Q4. Is your spouse/partner working in an allied discipline within the building industry?
   Yes □ 1  No □ 2

Q5. Do you have children?
   Yes □ 1  No □ 2
   If no, please go to Q.8
   If yes, please list the ages of your children as at January 2004.
   ......................................................................................................................
   ......................................................................................................................

Q6. In terms of parental responsibilities, (looking after young children, caring for school aged children etc), in an average working week, what percentage of the responsibilities do you fulfil, and what percentage is fulfilled by others?
   I fulfil ......% of the responsibilities
   Others fulfil ......% of the responsibilities
   TOTAL  100 %

Q7. What level of impact do you believe your parental responsibilities have had on your career?
   No impact □ 1  A significant impact □ 4
   A small impact □ 2  A very significant impact □ 5
   A moderate impact □ 3

Q8. Are you a registered architect?
   Yes □ 1  No □ 2
   If yes, in what State, Territory, or Country are you registered?
   ......................................................................................................................
   In what year did you register?
   ......................................................................................................................

Q9. What tertiary degrees have you received?
   Graduate Diploma □ 1  Masters degree □ 4
   Graduate Certificate □ 2  PhD □ 5
   Bachelor degree □ 3  Other .................................................................

Q10. At which university/universities did you study for your architecture degree?
   ......................................................................................................................

Q11. What year did you graduate with your “end qualification” architecture degree?
   ......................................................................................................................

Q12. In what State are you currently working?
   ......................................................................................................................
   Are you working in a
   Capital City □ 1  Remote location □ 3
   Regional Centre □ 2  International □ 4
   Other .................................................................................................

Q13. Have you ever worked with flexible employment arrangements such as:
   working part time  Yes □ 1  No □ 2
   job sharing  Yes □ 1  No □ 2
   working from home  Yes □ 1  No □ 2
   Other .................................................................................................

Q14. What is your current work title?
   ......................................................................................................................
Q15. How many hours of architectural work per week are you currently paid for?
......................................................................................................................

Q16. How many hours of architectural work per week do you currently do?
......................................................................................................................
......................................................................................................................

Q17. Please list your memberships of professional organisations associated with architecture and the building industry.
......................................................................................................................
......................................................................................................................

Q18. Please describe any official positions (volunteer or elected) that you have held within these organisations.
......................................................................................................................
......................................................................................................................

Q19. Do you believe that your membership of professional organisations has had an effect on the following factors?
Your career progression
Yes □ 1  No □ 2

Your ability to network with others in the industry
Yes □ 1  No □ 2

Your sense of attachment to the profession
Yes □ 1  No □ 2

Your capacity to maintain involvement with the profession during periods of non-employment
Yes □ 1  No □ 2

SECTION 2. PERSONAL ATTITUDES TO CAREER PROGRESSION
Please indicate below your agreement with the following statements.
1 Strongly disagree  2 Disagree  3 Neither agree nor disagree  4 Agree  5 Strongly agree

1. My major priority for personal happiness is to advance my career.
1 2 3 4 5

2. I wish to balance my career and personal life, but I am willing to compromise personal priorities if necessary to obtain career advancement.
1 2 3 4 5

3. I am willing to forego career success if it threatens personal happiness and balance in my life.
1 2 3 4 5

4. All I want is to be able to do interesting work and receive an appropriate salary.
1 2 3 4 5

5. I have to work. It is a necessary evil.
1 2 3 4 5

6. I routinely and regularly review my career and plan for my future. I set goals and I know what I have to do to achieve them.
1 2 3 4 5

7. I look out for opportunities to advance my career, but I don’t regularly make plans or set goals.
1 2 3 4 5

8. I do not consciously look for opportunities for career advancement, but if they present themselves, I make the most of them.
1 2 3 4 5
SECTION 3. OPPORTUNITIES FOR PROGRESSION WITHIN THE PROFESSION

Q1. Have you ever declined an offer to take a more senior employment role within a practice?
Yes ☐ 1  If yes, please indicate if any of the following factors were involved.
No ☐ 2  If no, please go to Section 4.

1. I felt that there was inadequate remuneration offered.
Yes ☐ 1  No ☐ 2

2. I felt that I would not gain any increase in satisfaction in my work.
Yes ☐ 1  No ☐ 2

3. I felt that it would take me away from the sort of work that I enjoyed doing.
Yes ☐ 1  No ☐ 2

4. I felt that it would interfere with my family commitments.
Yes ☐ 1  No ☐ 2

5. I felt it would interfere with my lifestyle and outside activities.
Yes ☐ 1  No ☐ 2

6. I had different career aspirations, eg. to establish my own practice.
Yes ☐ 1  No ☐ 2

7. I felt that the expectations placed on me would be too demanding.
Yes ☐ 1  No ☐ 2

8. I did not see the more senior role as offering a viable career path into the future.
Yes ☐ 1  No ☐ 2

Other reasons for declining an offer: Please specify:
......................................................................................................................
......................................................................................................................
......................................................................................................................

SECTION 4. CURRENT JOB SATISFACTION

In this section you are asked to consider your current employment and your level of satisfaction with various aspects of your work life.

Please indicate below how satisfied or dissatisfied you are with these aspects of your current employment.

1 Very dissatisfied  2 Dissatisfied  3 Neither  4 Satisfied  5 Very satisfied

1. Skill development opportunities
2. Control over own work
3. Opportunity for high profile work
4. Remuneration package
5. Organisational culture
6. Flexibility and control over working hours
7. Support to develop professionally
8. Support to develop personally
9. Balance of work and private life
10. Long term career opportunities
11. Short term career opportunities
12. Present rate of career progression
13. Variety of tasks
14. Intellectual challenge
15. Personal autonomy

SECTION 5. FUTURE CAREER PLANS.

What are your career goals for the next five years?
......................................................................................................................

What will it take to achieve these goals?
......................................................................................................................

What do you consider to be the greatest barriers to you achieving these goals?
......................................................................................................................

What do you hope to achieve in terms of your career by the time you retire?
......................................................................................................................
SECTION 6. BASIS FOR PROGRESSION

Making progress in an architectural career is potentially dependent on a range of factors. This section asks you to indicate your agreement with the following statements.

"I believe that career progression for an architect within practice is commonly based on":

1. Technical competence
2. Compatibility with office culture
3. Compatibility with senior management
4. Ability to manage and lead staff
5. Length of work experience
6. Academic qualifications
7. Academic achievement
8. Number of hours worked
9. Appearance
10. Gender
11. Business income generated
12. Age
13. Ability to bring in clients and work
14. Good performance on previous projects
15. Availability to do overtime

1 Strongly disagree  2 Disagree  3 Neither agree nor disagree  4 Agree  5 Strongly agree

SECTION 7. RECORD OF WORK EXPERIENCE

In this section you are asked to record your current employment, as well as your past 5 jobs within the architectural industry. Do not include periods of full-time study within this record. Please describe these jobs in the table provided on the following page, using CODE A, CODE B and CODE C below. If you have been employed concurrently in more than one work area/work status (eg. you were a fulltime employee in private practice while doing part time work in academia) you may note more than one code per entry line.

CODE A: WORK AREA
1. Private architectural practice
2. Government/Public Service- Architecture/Building Industry related
3. Allied field within building industry
4. Academia
5. Other

CODE B: WORK STATUS
1. Employee - full time
2. Employee - part time
3. On contract
4. Self-employed/own business
5. Academic appointment- full time
6. Academic appointment- fractional (.6 or >)
7. Academic appointment- part time or casual
8. Other

CODE C: REASONS FOR LEAVING EMPLOYMENT
1. I was dissatisfied with the remuneration.
2. I felt a lack of satisfaction in my work.
3. I wasn’t doing the sort of work I wanted to do.
4. I was not happy with the conditions, eg. high stress, poor security .
5. I wanted a break to raise children/fulfil family commitments.
6. I felt that my employment was interfering with my family commitments.
7. I felt that my employment was interfering with my life style.
8. I had particular career aspirations, eg. to establish my own practice.
9. I felt that the expectations placed on me were too demanding.
10. There was no viable career path. offered.
11. I was unable to do the work required of me.
12. I found a better position elsewhere.
13. I felt it was the wrong career for me.
14. I wanted to work less hours per week/find part time work.
15. I was in conflict with my employer.
16. I was returning to study.
17. I went on an extended holiday/break.
18. I was retrenched.
19. Other

Q.1 Using CODE A, CODE B and CODE C, please describe below your current job, as well as your previous 5 jobs within the architectural industry.
Q.2 How many years in total does the table above describe?

........... years

Q.3 During the years described in the table above, did you have any breaks from your employment in the architectural industry of 3 months or more?

Yes □ 1  If yes, please indicate below if you have had breaks for the following reasons during the time described in the table above. If you have had breaks for these reasons, please note how many months in total you were absent from employment for that particular reason.

No □ 2  If no, please go to SECTION 8

<table>
<thead>
<tr>
<th>REASONS FOR BREAKS IN EMPLOYMENT</th>
<th>NO</th>
<th>YES</th>
<th>TOTAL NO. OF MONTHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To raise children/fulfil family commitments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. To study full time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. To travel overseas/interstate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. To work outside the architectural industry</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Personal illness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Illness of others requiring my care</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Inability to find employment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. To take a rest from employment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Other - Details …</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION 8. INDICATORS OF PROGRESSION.

The following items are commonly considered to be indicators of career progression and success within the field of architecture.

You are asked to rate the level of importance on a 5 point scale from 1 to 5 where:

1 Very unimportant indicator of career success
2 Unimportant indicator of career success
3 Neither unimportant nor important indicator
4 Important indicator of career success
5 Very important indicator of career success

<table>
<thead>
<tr>
<th>Indicator of career recognition</th>
<th>i. The view of others in the profession</th>
<th>ii. Your own view</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Recognition from peers in the form of awards</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Size/budget of projects completed</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. Number of projects completed</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. Quality of projects completed</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. Income generated</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. Number of people employed within a practice</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. Coverage of work within professional journals</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. Invitations to speak at professional events</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. Positions held within professional organisations</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. Seniority within a practice - management level</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

Please list other measures of success that are meaningful to you as an individual in relation to your own career progression.

Many thanks for your participation in this study.

To assist in the timely analysis of data, you are asked to return the completed survey form within 10 working days of receipt of the survey in the reply paid envelope provided.

If you have any questions about the study, please contact
Dr. Paula Whitman, School of Design and Built Environment
Queensland University of Technology, Brisbane QLD 4000
07 3864 2027 (ph)  07 3864 1528 (fax)  p.whitman@qut.edu.au