



Induction Pack

Roads Australia Fellowship Program 2017

The 2017 Roads Australia Fellowship Program is sponsored by



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Snapshot of the Program

Program Objectives

The Roads Australia Fellowship Program was created for young professionals with 10-15 years' experience in the industry, with the aim to further develop their leadership skills and inspire professional success.

This followed discussion by Roads Australia Board Directors on the need to engage with the next generation of industry leaders and assist in building networks among more than the most senior levels of its member organisations.

The program commenced in 2014 with an inaugural intake of 22 Fellows.

The program is not about technical or project management skills. Through the mentoring and other activities, the program addresses self-awareness, career development, and the ability to successfully lead projects and personnel.

Program Highlights

The program is highly interactive and allows Fellows to individualise their goals with their mentors. In addition, there are opportunities throughout the year to learn from peers, meet eminent guest speakers at Fellows and Young Professional lunches and network across the Roads Australia membership through Industry Lunches and Policy Events.

Key Dates

The 2017 Fellowship formally get together three times a year:

- Induction Workshop: Melbourne, November 2016
- Mid-Year Workshop: Sydney, May 2017
- End of Year Workshop: Melbourne, November 2017

The Annual Fellows Dinner is held every year in November in Melbourne.

In addition, the Fellowship Chapter arranges a number of Fellows-only lunches and events that cater to young professionals working with Roads Australia members.

Fellows Team Projects

A key skill for Fellows as future leaders is being the ability to understand key issues and challenges faced by the industry, develop a collective response on behalf of the industry and to communicate a convincing argument to key stakeholders to gather support for action.

As part of the program, Fellows will undertake a project that will contribute to Roads Australia's policy work. The topic for research for these projects will be discussed and set at the mid-year workshop with presentations related to the topic delivered at the end of the year.

The Role of the Mentor

What is a Mentor?

Mentors are industry leaders external to organisation where their Fellow (mentee) works. They provide a sounding board and an alternative perspective, particularly in relation to leadership issues and opportunities.

Unlike a supervisor in the workplace, a Mentor cannot provide feedback based on direct observations or detailed understanding of their mentee's specific work environment. However as senior leaders external to the organisation, they are a valuable source of open and honest conversations about some topics that may be difficult in the more formal hierarchical relationship.

Fellows NB: this program is about forming a relationship with someone with the wisdom of foresight - this is not about getting a leg up or contacts, but developing as a person and as a leader.

Topics for Discussion

The initiative should come from the mentee to plan what they would like to get out of the overall program and each meeting. Mentors can take on a range of roles (challenging, listening, coaching, etc).

Fellows should consider what they want out of the year and discuss this openly with their Mentor. Think of a few key issues you would like to work on the year and come up with a few points you would like to discuss at each meeting.

According to Roads Australia's survey of past mentors and fellows, the subject areas covered most often were:

1. Career pathways and development
2. Personal skills relating to the workplace
3. Professional skills relating to the workplace
4. Personal issues unrelated to the workplace
5. Other

Getting Started

In order to maximise the benefits of the mentorship, it is important for each Fellow to organise a meeting with their Mentor as early as possible. Preferably, an informal catch-up before or just after the Christmas and New Year holiday period will enable you to establish a rapport and hit the ground running early in 2017.

It is the primary responsibility of the Fellow to contact their Mentor to arrange these meetings. Past Fellows and Mentors have found it useful at the start of the year to schedule meetings at regular intervals.

Establishing the right context for mentoring

The key to a successful mentoring relationship is to establish the right context in which to have the mentoring conversations.

Time Ideally allow at least an hour for each conversation and, if possible, a bit more for the initial ones as it may take some time to get to the important issues.

While there are no hard and fast rules, we suggest that initially you try and meet at least monthly. This will help develop the relationship more rapidly than more infrequent meetings. A survey of past Fellows and Mentors indicates that more than 65% met monthly and found that this worked well. 25% met quarterly – in these circumstances, while mentors felt this was sufficient, Fellows would have liked to meet more frequently.

Getting together earlier in the day can be more productive, as later on in the day participants can become caught up in the daily work mindset and may find it harder to be open to different perspectives.

Place Mentoring conversations will benefit from choosing a neutral environment. This might be away from the office altogether or simply in a meeting room away from your desk. It is important that the conversation can be uninterrupted and private.

Fifty-five percent of past mentors and fellows believe that their most productive and valuable meetings were held in a café/restaurant environment; 14% preferred the office environment; and 32% felt it didn't matter either way.

Touching base over the telephone or by email also has its place. Often if a meeting has to be cancelled, a simple email or telephone call can maintain momentum and keep things on track.

Agenda If there is no set agenda, Mentors should ask upfront at each meeting whether there are specific things to discuss, to make sure they don't get missed if time runs out. In addition, follow up on items from the previous meeting. This will help reinforcing commitment and accountability.

Mentors may find that the most salient issues arise from a side remark, particularly while wrapping up the conversation. By being attuned to those, you may be able to draw out issues that the participant was hesitant to bring up, or issues of which he or she did not fully appreciate the importance.

Mindset Mentoring conversations require a different mindset than most (purely task-focused) conversations. Participants should allow some time prior to the meeting to read through previous notes or reflect on, for example, any issues that the mentee has in relation to some of their leadership challenges and development goals.

Key things that make a mentoring relationship successful

(as suggested by previous Mentors)

- Be a good listener
- Be a confidante
- Get the mix / chemistry right between the Mentor and Fellow
- Relevant skill sets – openness and generosity with a desire to listen, guide and help
- Good matching between Mentor and Fellow
- Both parties feel comfortable
- Balance between formality of the program and informality in meetings
- Honesty
- Absolute trust
- Being challenged
- The ability to share experiences rather than simply telling Fellows what to do
- Sincere commitment
- The ability to adjust your outlook and be less direct
- Put yourself in the Fellow's shoes
- Understand the Fellow's leadership regime and corporate environment
- Take into consideration what other leadership development programs the Fellow is involved in
- Tailor your mentoring style to suit your individual Fellow and his / her needs
- Enjoy the relationship
- Address any issue or incompatibilities immediately
- Challenge the Fellow's thinking
- Your interest is in them, not their employers
- Give feedback in a way that they are not going to get from anybody else
- Set ground rules and know the boundaries / limitations
- Understand what your fellow's expectations of the relationship are

Practical Tips for Mentors

1. Take time to build trust and develop the relationship
2. Share key experiences that shaped leadership practices at the organization.
3. Avoid giving 'right answers', but encourage your mentee to think through issues and develop their own answers by asking relevant, open-ended questions.
4. Be 'carefrontational': honest but compassionate in your feedback. Nothing breeds success like encouragement
5. Understand your fellow's aspiration, where they want to be in ten years' time – both in their career and their private lives
6. Development goals will evolve – be flexible but keep accountable. Balance focus on long term goals and day-to-day challenges
7. Make notes to better be able to follow up on commitments and plans
8. Always have a next meeting scheduled
9. Regularly reflect on how the process is going, and expect to adapt the process along the way

Recommended Follow-up Material

***Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time* by Susan Scott.**

Available through Amazon - <http://www.amazon.com/Fierce-Conversations-Achieving-Success-Conversation/dp/0425193373>

***Life Launch: A Passionate Guide to the Rest of Your Life* by Frederic M. Hudson, Pamela D. McLean & Hudson M. Frederic.**

Available through Amazon - <http://www.amazon.com/Life-Launch-Passionate-Guide-Rest/dp/1884433847>

Dr Brené Brown – *The Power of Vulnerability* - TED Talk

https://www.ted.com/talks/brene_brown_on_vulnerability

Timeline for 2017 Mentoring Program

PRE-PROGRAM – 2016

- Call for Fellowship Nominations - June
- 2017 Fellows announced - September
- Fellows matched with Mentors - October

**INDUCTION WORKSHOP AND ANNUAL
FELLOWS DINNER**
15 November 2016
Melbourne

Fellows and Mentors are provided with an overview of the program. Meet previous participants of the program.

December/January

Initial meeting between Fellows and Mentors

Discussion of mutual expectations and goals for the year ahead.

2017

Commence mentoring meetings
(recommended monthly)

**FELLOWS MID YEAR WORKSHOP /
SITE VISIT**
April/May 2017 – date tbc
Sydney

*Team projects for Fellows set at workshop
Mentors and Fellows invited to dinner*

Continue mentoring

**END OF YEAR WORKSHOP (Fellows only)
AND ANNUAL FELLOWS DINNER**
November 2017 – date tbc
Melbourne

*Presentation of Team Projects
Mentors and Fellows invited to dinner*

PROGRAM END

Mentoring relationships often extend over many years to the benefit of both parties. It is up to you to determine if and how to proceed.

Key Contacts:

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Ross Campbell (*2015 RA Fellow*)

RA Fellows Chapter Deputy Chair

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CEO - Roads Australia

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Ray Fisher (*for advice to Mentors*)

RA Board Member and Immediate Past President

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RA Fellows LinkedIn Group: <https://www.linkedin.com/groups/6985065>

Contact Details 2017 Fellows

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QUEENSLAND



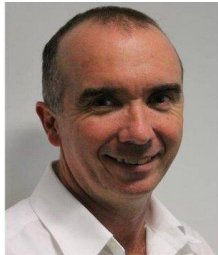
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Manager (Road System Strategy)

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Airportlink Tunnel & Inner City Bypass

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Fulton Hogan

Appendix A - Current and Past Mentors

Marco Alpini	Country Manager	Salini Impregilo Australia
Jim Appleby	National GM Road Surfacing	Downer Infrastructure
Wes Ballantine	Group General Manager Queensland	Transurban
Richard Boggon	General Manager, Transport Services	WSP Parsons Brinckerhoff
Tim Boyle	Non-Executive Director, Chairman	Lindsay Dynan Consulting Engineers
Patrick Cashin	Regional Director VIC/SA/QLD	Laing O'Rourke Australia
Dennis Cliche	Chief Executive Officer	Sydney Motorway Corporation
Ken Daley	Director	KF&A Consult
Paul Dalton	EGM Southern Region	Boral Construction Materials
Philip Davies	Chief Executive Officer	Infrastructure Australia
Mario D'Elia	Partner - Infrastructure Advisory	PricewaterhouseCoopers
Sandra Dodds	CEO, Infrastructure, Australia & NZ	Broadspectrum
John Douglas	Former CEO and MD	Coffey International
Peter Duncan AM	Chairman	ARRB Group
Danny Elia	Executive Director	Industry Funds Management Pty Ltd
Greg Evans	Director, Asset Maintenance	Roads and Maritime Services
Mark Fairweather	Managing Director	HDR
Geoff Fogarty	Former Director	Roads and Maritime Services
Ray Fisher	Immediate Past President	Roads Australia
Jim Frith	Managing Director	McConnell Dowell Constructors
Clare Gardiner-Barnes	Deputy Secretary	Transport for NSW
Bruce Gidley	Business Development Manager Vic/SA	Laing O'Rourke Australia
Hon Nick Greiner AC		Former NSW Premier and Treasurer
Hon Matthew Guy MP	Leader of the Victorian Liberal Party	Victorian Government
Greg Hallam PSM	Chief Executive Officer	Local Government Association Qld
Menno Hennevel	Strategic Advisor Transport Infrastructure	Laing O'Rourke
Rod Hook	Owner	Rod Hook & Associates
Colin Jordan	Former CEO	RACV
John Kirkwood	Managing Director	Seymour Whyte Construction
Nick Koukoulas	Chief Executive	Austroads
Gary Liddle	CEO	VLine
Philip Lovel AM	Executive Consultant	Former CEO, VTA
Nina Lyhne	Managing Director, Transport Services	WA Department of Transport
Nick Marinelli	Chief Operating Officer – Industries	Fulton Hogan
Greg Martin AM PSM	Director	Greg Martin Transport Strategies
Ken Mathers	Chairman	Office of Projects Victoria (OPV)
Norm McIlfratrick	Partner	Elphinstone Consulting
Lauchlan McIntosh AM	Chairman	ANCAP Australasia Ltd
Colin Meeking	Principal/WA Transport & Resources Leader	Arup
Andrew Milazzo	Independent Transport Consultant	Former Chief Executive, DPTI
Hon Daniel Mulino	Parliamentary Secretary -Treasury &Finance	Victorian Government
Cathal O'Rourke	Managing Director	Laing O'Rourke Australia
Lara Poloni	Chief Executive - Australia New Zealand	AECOM
Scott Power	Group Executive Director - Operations	BMD Group
Ray Rawlings	Group Director Civil Infrastructure, Southern Region, Australia & New Zealand	AECOM

Dan Reeve	General Manager Transport	SMEC Australia
David Robinson	Former Managing Director	McConnell Dowell Constructors
Kate Roffey	Director, Wyndham City Council	Former CEO Committee for Melbourne
David Saxelby	Director	Decmil Australia
Neil Scales OBE	Director General	QTMR
Mike Stapleton	Deputy Director General	QTMR
Greg Steele	Chief Executive Officer	Arcadis Australia Pacific
Chris Stoltz	President - Victoria	Engineers Australia
Jay Stricker	Industry Director - Transportation	AECOM
David Stuart-Watt	RA President	WSP Parsons Brinckerhoff
Lisa Tobin	General Manager - Technology	Transurban
Peter Todd	Chief Operating Officer	VicRoads
Stephen Troughton	Deputy Secretary, Infrastructure & Services	Transport for NSW
Vin Vassallo	Group General Manager, Victoria	Transurban
Reece Waldock	Formerly Director General	WA Department of Transport
Ray Wilson	Infrastructure Advisory Consultancy	Former CEO, Brisconnections

Appendix B - Roads Australia Fellows (by year)

2015

Alex Yee	Associate Director - Head of Consulting Australia Fellows Chapter Chair	Amey Australia
Ross Campbell	Associate Principal Highways Leader VIC/SA Fellows Chapter Deputy Chair	Arup
Guillem Clemente	Senior Project Engineer	Acciona Infrastructure
Tim De Young	Director	GTA Consultants
Peter Doran	Road Operations Manager	Transurban
Renae Elrington	Regional Manager Southern Region	Roads and Maritime Services
Matthew Gurney	Construction Manager	Civilex
Damien Hense	Team Leader Technology Innovation ARRB Academy	ARRB Group
Chris Hutchins	General Manager Sales	Transpacific Industries Group
Simon Jones	Business Development - Govt Infrastructure	Jacobs Group
Nina Kilpinen	Managing Director	Seed Engineering
Hayley Lajszczak	Investment Planning & Policy Manager	Main Roads WA
Richard McKenna	Principal Engineer	CMW Geosciences
Jason Petsos	Principal	Urbsol
Scott Powell	Client Director - QLD/NSW	Aurecon
Cameron Silverthorne	Infrastructure Operations Manager, NSW/ACT	John Holland Pty Ltd
Soren Tellegen	Managing Director	Kapsch TrafficCom Australia Pty Ltd
Ilir Thaqi	State Sales Manager - Vic & Tas	Ingal Civil Products
David Thompson	Associate Principal Highways Leader NSW & ACT	Arup Pty Ltd
Kerry van Donderen	Area Manager SA	AECOM
Belinda Virant	Business Leader - Highways NSW	Arcadis Australia Pacific
Phillip Walsh	Transport Leader, Victoria and Tasmania	Mott MacDonald
Scott Whitaker	Director and Project Manager	MJM Developments
Michael Workman	Project Manager	Seymour Whyte

2016

Anna Andrews	Manager Communication/Stakeholder Engagement	Roads and Maritime Services
Simon Berry	Technical Lead - Roads	Mouchel International Jersey Limited
Alex Borg	Associate Principal QLD Transport & Resources	Arup
Phil Bullock	Senior Manager	Transport for NSW
Xabier Campo	Business Development Manager VIC & SA	Acciona Infrastructure Australia Pty Ltd
Justin Carr	Regional Operations Manager - West	Ventia
Gavin Chadbourn	AM Coordinator	Aurecon
Dalia Dakkan	Senior Highway Engineer	WSP Parsons Brinckerhoff
Emma Davies	A/g Principal Manager Project Development	Roads and Maritime Services
Mark Elvidge	Manager Infrastructure NSW	Beca
Etienne Fourie	Associate	Aurecon Group
Peter Halligan	Independent Consultant	Formerly NTC
Paul Hannan	Risk and Insurance Manager	Laing O'Rourke
Michael Hill	Business Manager - Canberra	Opus International Consultants
Mark Johnson	Group Manager - Business & Systems Integration	Transmax
Kath Johnston	Principal Engineer (Network & Performance)	QTMR
Warren Makin	Manager, Roads	Jacobs Group
Kenneth McTiernan	Senior Manager	Main Roads WA
Adam Mellino	Principal Engineer Civil	Arcadis Australia Pacific
Kym Murphy	Regional Director (Downs South West Region)	QTMR

Richard Pearson
 Brandon Perrin
 George Vasiliadis
 Yosu Zubizarreta

General Manager Industries - Queensland
 Senior Engineer Geologist
 Technical Manager, Operations & Maintenance
 Business Development Director

Fulton Hogan
 John Holland Group
 Broadspectrum
 SICE Pty Ltd

2017

Andrew Ackerman
 Anna Beesley
 Brodie Birkett
 Jill Boag
 Kate Borg
 Jessica Georgeski
 Belinda Gibbs
 Brendan Gough
 Isaac Hoklas
 Brendan Hoyle
 Robert Hunter
 Roy Jones
 Keith Kim
 Martin Kinski
 Justin Lowe
 Debbie McMillan
 Matt McQuaid
 Brett Mottolini
 Liam O'Donohue
 Anthony Penn
 Richard Robinson
 Mario Saliba
 Austen Shoebotham
 Bill Sibahi
 Hugh Tait
 Nicole Vukic
 Kake Wong
 James Yerbury
 Diana Zagora

General Manager, Bayswater LCRP
 Manager Legislative Policy
 Principal Advisor
 Senior Project Manager
 Senior Project Manager, Transport
 Works Program Delivery Manager
 Project Engineer
 Operation & Maintenance Manager
 Civil and Structural Engineer
 Manager (Road System Strategy) Roads, Rail & Ports
 Design Manager
 Senior Estimator
 Senior Civil Engineer
 Acting General Manager
 Construction Manager
 Technical Director
 Business Development - Engineer Northern Region
 Sales & Marketing Manager
 Technical Leader | Transport and Resources
 Service Group Manager - Roads
 Design Manager
 Senior Associate - Civil Engineering
 Associate Technical Director - Highways
 Project Delivery Manager
 Sector Leader Transportation Asset Development
 Associate Director
 Associate Director - Structures
 National Pre Contracts Manager | Roads | Services
 Senior Transport Planner

Laing O'Rourke
 National Transport Commission
 Amey Australia
 John Holland Group
 WSP Parsons Brinckerhoff
 Transurban
 Lendlease Engineering
 Ventia
 Jacobs Group
 QTMR
 SMEC Australia
 Rider Levett Bucknall
 BG&E Pty Limited
 Downer Infrastructure
 Acciona Infrastructure
 Aurecon
 John Holland Group
 Fulton Hogan
 Arup
 GHD
 BMD Constructions
 Beca
 Arcadis Australia Pacific
 VicRoads
 Opus Consultants
 GTA Consultants
 AECOM
 Lend Lease Services
 Transport for NSW

Appendix C - Roads Australia Fellows Chapter

Statement of Common Principle

The Roads Australia Fellowship comes together to strengthen the future of Roads Australia by uniting all sectors of industry through diverse representation on the Fellowship, and in the pursuit of common objectives.

In this endeavour, we commit to:

- Supporting through active involvement, the Mission and Board of Roads Australia.
- Retaining a long-term vision of the requirements of Australia's road network system
- Developing the skills and capacity of Fellows to successfully lead the industry into the future.
- Continuing to develop, enhance and support the Fellowship experience for all current and future Fellows.
- Always acting on behalf of the interests of the wider industry and not for personal, professional or corporate gain.

RA Fellows Council – governance structure

Purpose:

- To provide governance over the Roads Australia (RA) Fellowship Program and the RA Fellowship Network.
- To lead activities which deliver on the Mission of the RA Fellowship Network and develop the next generation of leaders for Australia's road transport industry.
- To provide advice to the RA Board on the RA Fellowship Network or any other matters relevant to its mission.

Membership:

- The RA Fellows Council ("the Council") consists of (i) a Chair and Deputy Chair appointed by the RA Board and (ii) four Council Members subsequently appointed by the Chair and Deputy Chair.
- Only Members of the Fellowship Chapter are eligible to be considered as Members of the Council.
- Guiding principles for the selection of Members of the Council include:
 - Ensuring representation from a variety of industry sectors including road construction, professional services and government
 - Providing continuity of Council Members, ensuring at least one current Council Member has served under a previous term of the Council
 - Supporting diversity initiatives, particularly related to industry representation, gender and cultural perspectives.
- The Members of the Council including the Chair and Deputy Chair are to be appointed for a period of 2 years via a call for nomination process. The period of appointment may be extended by a maximum of 1 year by the RA Board should an extension be warranted to support the Fellowship activities or initiatives.

- Appointments for the Fellowship Council will occur 1-year after the appointment of the Fellowship Chapter Chair and Deputy Chair to allow consistency of leadership and direction and will.
- Appointment to the Fellowship Council will be by selection from volunteers to be decided by the Fellowship Chair and Deputy Chair, and subsequent recommendation to the board for endorsement.

Roles and responsibilities

- The Council is the governing body of the Fellowship Chapter and meets as required to coordinate activities and business on behalf of the Chapter.
- A Chair will be selected by the RA Board to attend Board meetings, initially in an observer capacity, with consideration by the RA Board of a permanent position in the future.
- The Council will have a strong focus on the development of leadership capacity of Alumni in the Fellowship Network.
- The roles and responsibilities of the Council Members will be flexible and support the needs of the Chair and Deputy Chair and the RA Board. When there is a critical mass among volunteers within the Fellowship Network, the RA Board may consider options to amend the Charter of the Council or other aspects of governance such as including state chapters and possibilities for elections and potential leadership positions, e.g., Secretary/Treasurer.

Operation of the Council

- Meetings can be called by any of the Members of the Council, and held at intervals determined by the Council.
- A quorum will consist of the Chair or Deputy Chair and at least two Council Members
- Meetings may be held in person or virtually, as determined and agreed by Members of the Council.
- Actions from meetings of the Council will be recorded and may be provided to the RA Board if requested.
- More formal rules and procedures may be adopted for the operation of the Council and the Fellowship Chapter expands, subject to the approval of the RA Board.
- Support for the operation of the Council may be provided by RA.

Review

- The Charter for the Fellowship Chapter and Fellows Council should be reviewed by the RA Council and recommendations for further improvement submitted to the RA Board no later than 12 months following appointment, or at any other intervals determined by the RA Board.
- Any changes to the Charter which may be recommended by the Council will require the approval of the RA Board.
- The RA Board may alter the Charter or Membership of the Council at any time and without approval of Members of the Council to ensure that the Council remains effective in meeting the needs of the RA Board.

Fellows Chapter Priorities 2016

Organisational			
KRA	2016 Action	Target 2019	Target 2021
Long-term Sustainability of Fellowship	Creation of the Fellowship Committee with fixed 2 or 3 year terms for chair holders.		
	Elect President of Committee.		
Retention rate in RA post-Fellowship	Retain the undoubted capabilities of the Fellows as active long-term members.		
Support of new intake by Fellows	Visible and meaningful support of new Fellows by existing Fellows.		
Industry hunger for Fellowship positions	Drive an increased hunger of industry to either be a Fellow or have representatives of their organisation as a Fellow.		
Calibre of Fellows	Restrict annual intake of Fellows to 9 No. max.		
	Create ROI process for intake to ensure tracking of industry desire is maintained.		
Leadership Development			
KRA	2016 Action	Target 2019	Target 2021
3 Key Areas of Leadership for Fellows	Create and implement leadership development focus on: <ul style="list-style-type: none"> Individual Leadership; Organisational Leadership; and Industry Leadership. 	Successful operation of the Leadership Development Program including recognition of the benefits provided by: <ul style="list-style-type: none"> Fellows; Parent organisations of Fellows; Mentors; and RA Board. 	
	Initiate a series of leadership development engagements for the Fellowship group that align with the 3 key leadership areas listed above.		
	Review and restructure the program for the two main Fellowship Program interactions advancing further the Fellowship Chapter purpose.		
	Induction pack and mentoring guideline prepared for 2017 Fellowship program.		
Industry Recognition of Leadership Development of Fellows	Raise awareness of the Fellowship as the pre-eminent leadership development opportunity within industry.	Minimum 100 No. individual registrations of interest for Fellowship positions.	

Fellows in Positions of Industry Leadership	Nil.	Nil.	
Emerging Road and Transport Professionals			
KRA	2016 Action	Target 2019	Target 2021
Identify and Engage with Emerging Professionals.	Engage with RA member organisations to identify the current emerging professionals that show potential as future industry leaders.		
Event Program for Emerging Professionals	Develop and hold an event/s targeted at emerging road and transport professionals that will be held annually that promotes RA agenda and adds individual value to attendees.	Successfully established yearly calendar of emerging professional events in each region.	
		Full support and attendance by member organisations.	
Active Participation of Emerging Professionals in Roads Australia			
Diversity			
KRA	2016 Action	Target 2019	Target 2021
Fellowship Diversity Policy	Creation of a Diversity sub-committee.	Active Diversity Sub-Committee that is widely recognised by RA with visible impact on the diversity intentions as identified by the Policy.	Successfully achievement of metrics associated with the diversity targets and industry recognition of the positive impact of the sub-committee.
	Define the Fellowship Diversity Policy.		
	First draft plan for Diversity Action Plan to be submitted for review.	Action plan to have considered and implemented diversity targets and metrics.	
Chapter Engagement			
KRA	2016 Action	Target 2019	Target 2021
Active participation of Fellows in Policy Chapters	Early engagement of at least 1 Fellow in each Policy Chapter.	Active participation in each Policy Chapter by a number of Fellows and emerging professionals.	At least 1 Policy Chapter, other than Fellowship, developed and led by a Fellow.
Increased awareness of Policy Chapters by Emerging Professionals	All applicants for 2017 intake of Fellows to register the Policy Chapter preferences as part of the application.		