

National Communique

November 2013

FEES – PROFESSIONAL INDEMNITY INSURANCE

Does your professional indemnity insurance preclude claims for fees? In his third article on fees, Peter Sarlos – architect, lawyer and chartered surveyor – outlines the issues.

In a number of instances over the past few years, architects have received insurance claims for the return of fees or have served a claim for the payment of fees. As a result, these architects – perhaps unwittingly – may have exposed themselves to the loss of cover supposedly offered by their professional indemnity insurance (PI insurance).

This loss of cover is a result of the exception clauses included in most PI insurance contracts. In some cases these clauses are worded ambiguously and are capable of being interpreted in different ways.

The provisions of one such exemption exclude any claim “...for fees by way of damages or otherwise...” (Policy 1). Compare this with the wording of another policy that includes a provision for the recovery of fees that is subject to specific conditions:

“...WE agree to provide cover in respect of any payment of the INSURED’s fee (or balance of the outstanding fee at the time the circumstances outlined within this clause 3.21 arise and are submitted to US for consideration) where a client has expressed dissatisfaction with the work undertaken by the INSURED and demonstrates reasonable grounds for such dissatisfaction and subsequent refusal to pay such fees (including amounts the INSURED is legally obligated to pay subcontractors at the time of the refusal to pay such fees) and threatens to bring a CLAIM against the INSURED for a sum greater than the outstanding fee but agrees not to pursue such CLAIM if the INSURED agrees not to press for their outstanding fee....” (Policy 2)

In recent years, the wording in Policy 1 has been interpreted to mean that the architect has lost the protection of its policy in what can be considered questionable circumstances. This was the situation in the two following examples. In each case the insurer sought to administratively deny cover to the architect based on the interpretation of its exclusion clause.

Case 1

The clients decided that they did not like the architect’s design of their house and made a claim under the Consumer Claims Act (NSW). That claim was formulated to comply with the terms of that Act as a claim for the return of fees. The facts of the claim were in fact a breach of contract and professional negligence.

The insurer administratively interpreted the clause to be excluded and refused to support the architect.

The architect defended the claim and was successful. As the jurisdiction did not make decisions on costs the architect lost in any event.

Case 2

The clients sought to fit out premises for use as an optical laboratory. During the course of the work the architect sought additional fees to cover a series of changes in the brief and scope. Prior to the development application the architect invoiced the client for additional fees. The client responded by terminating the architect's services, copying the PDF drawings submitted for approval prior to submission of DA and submitting them and using them for CC and then issuing them for construction. The builder contacted the architect with a series of RFIs.

The architect lodged a claim for fees. In response, the client crossed for breach of contract and negligence and sought to invoke the PI insurance policy.

The insurer administratively interpreted the clause to be excluded and refused to support the architect.

Such outcomes discourage architects from becoming involved in claims for fees and have a consequential and direct impact on the ability of practices, particularly smaller ones, to maintain the level of service that we expect of ourselves.

Contrast these decisions, and the interpretations they are based on, with the provisions in Policy 2.

The clause in Policy 2 is a clearly defined, unambiguous *inclusion* clause. As such, it is likely to have resulted in a different decision. Discussions with other insurers indicate that their decision-making processes are handled differently and that the harshness meted out in the above decisions is not a universal practice.

This raises a number of questions, including:

- Why do some insurers offer a policy that could be seen as working against the interests of architects?
- Why do some insurers rely on (ambiguous) *exclusion* clauses while others provide carefully worded *inclusion* clauses?

For the moment, the answers are left to you to ponder.

Peter Sarlos is an architect, lawyer and chartered surveyor (building).

The ACA recommends you check the wording of your policy and ensure that it does provide you with effective cover for situations as described above.

ACA KNOW YOUR AWARD – FAIR WORK EMPLOYER CHECKLIST

Do you understand all your key obligations under the national workplace relations system?

The Fair Work Ombudsman has a handy one-page checklist for employers. The [National Workplace Relations Employer Checklist](#) provides a quick and easy way to check that you are on top of everything. Topics covered include: the National Employment Standards, awards and award pay rates, time and wage records, dismissal, flexible work and more.

ACA HEALTH AND SAFETY IN THE WORKPLACE

What are architects' duties as employers under occupation health and safety/work health and safety legislation? Does your practice have policies, processes and procedures in place? Anna Piatkowska invites members to participate in developing a set of guidelines for the profession.

Architects have duties under occupation health and safety / work health and safety legislation, not only as designers of structures, but also as employers. Legislation varies from state to state, with all but Victoria and Western Australia having enacted legislation that largely reflects the Commonwealth Work Health and Safety Act 2011 (the Model Act). Victorian employers' duties are set out in the Occupational Health and Safety Act 2004 (Vic), and those of Western Australian employers under the Occupational Safety and Health Act 1984 (WA).

Ample guidance to these acts is available online, however the ACA believes that a focus on architects as employers may help practices to establish policies, processes and procedures that create a simple, effective system for safeguarding employees' health and safety at work.

To this end the ACA invites members to participate in developing a set of guidelines to assist practices to comply with their obligations as Employer (or PCBU). If you are interested please contact Michelle Eades nat@aca.org.au. The following questions will help members consider the issues.

Can you answer these questions?

Objectives for employees' (or workers') health and safety in the workplace – *What are we trying to achieve?*

Roles and responsibilities – *Who in the practice has a role in relation to employees' health and safety? What are their responsibilities?*

Policy statement regarding Health and Safety *Have we articulated our policy? Does it include policies on site safety, working at home, discrimination, bullying, harassment, drugs and alcohol?*

Risk management – *Is our practice familiar with this process and are the related procedures clear and accessible to those responsible?*

Consultation – *How do we achieve effective consultation and how do we use the results?*

Training – *Do we need any specific training?*

Hazard identification – *How and in what circumstances do we do this?*

First Aid – *What equipment, personnel and procedures do we have available? Are they clearly described, available to all and reviewed from time to time?*

Emergency response – *What procedures are in place? Are they clearly described, available to all, and practiced from time to time?*

Reportable incidents – *How will we recognise, manage and report them?*

Injury management and return to work – *Do we know where to find guidance?*

Records – *What records do we need to keep?*

Forms – *What proforma can help keep clear, accurate, consistent and correctly targeted records?*

Monitoring, reviewing and continuous improvement – *How do we apply lessons learned to improve our system?*

Communication – *How do we communicate all of the above internally and externally?*

Some useful definitions from the Model Act:

Person conducting a business or undertaking (PCBU)

For the purposes of the Act, a person conducts a business or undertaking:

- (a) whether the person conducts the business or undertaking alone or with others; and
- (b) whether or not the business or undertaking is conducted for profit or gain. [Section 5(1)]

A business or undertaking conducted by a person includes a business or undertaking conducted by a partnership or an incorporated association. [Section 5(2)]

If a business or undertaking is conducted by a partnership (other than an incorporated partnership), a reference in this Act to a person conducting the business or undertaking is to be read as a reference to each partner in the partnership. [Section 5(3)]

Workplace

A workplace is a place where work is carried out for a business or undertaking and includes any place where a worker goes, or is likely to be, while at work.

Place includes:

- (a) a vehicle, vessel, aircraft or other mobile structure; and
- (b) any waters and any installation on land, on the bed of any waters or floating on any waters. [Section 8(2)]

Worker

A person is a worker if the person carries out work in any capacity for a person conducting a business or undertaking, including work as:

- (a) an employee; or
- (b) a contractor or subcontractor; or
- (c) an employee of a contractor or subcontractor; or
- (d) an employee of a labour hire company who has been assigned to work in the person's business or undertaking; or
- (e) an outworker; or
- (f) an apprentice or trainee; or
- (g) a student gaining work experience; or
- (h) a volunteer; or
- (i) a person of a prescribed class. [Section 7]

Officer

The same meaning as section 9 of the Corporations Act 2001, but does not include a partner in a partnership. Note that the definition of a PCBU includes a partner in a partnership.

Officer of a corporation means:

- (a) a director or secretary of the corporation; or
- (b) a person:
 - (i) who makes, or participates in making, decisions that affect the whole, or a substantial part, of the business of the corporation; or
 - (ii) who has the capacity to affect significantly the corporation's financial standing; or
 - (iii) in accordance with whose instructions or wishes the directors of the corporation are accustomed to act (excluding advice given by the person in the proper performance of functions attaching to the person's professional capacity or their business relationship with the directors or the corporation).

[Corporations Act 2001 section 9]

Some useful definitions from the Victorian Act:

Employer

A person who employs one or more other persons under contracts of employment or contracts of training. [Section 5]

Workplace

A place, whether or not in a building or structure, where employees or self-employed persons work. [Section 5]

Employee

A person employed under a contract of employment or contract of training. [Section 5]

Officer

Officer of a body corporate, unincorporated body or association or partnership has the meaning (other than in Part 8) given by section 9 of the Corporations Act 2001. [Section 5]

Officer of a corporation means:

See above. [Section 9 Corporations Act 2001]

Officer of an entity that is neither an individual nor a corporation means:

- (a) partner in the partnership if the entity is a partnership; or
- (b) an office holder of the unincorporated association if the entity is an unincorporated association; or
- (c) a person:
 - (i) who makes, or participates in making, decisions that affect the whole, or a substantial part, of the business of the entity; or
 - (ii) who has the capacity to affect significantly the entity's financial standing.

If you would like to participate in developing the ACA guidelines to assist practices to meet workplace health and safety obligations please contact Michelle Eades nat@aca.org.au

TO WORK OR NOT TO WORK? THE PART-TIME QUESTION

Melanie Bayl-Smith argues that flexible work arrangements may be the best option for an architectural practice to retain its corporate knowledge and for the profession to retain its talent.

In 2008 the Productivity Commission released the working paper "[Part-Time Employment: the Australian Experience](#)", which noted that "Australia ranks fairly highly among OECD countries in terms of part-time work for "prime age workers aged 25–54 years" and has "a high proportion of its working women in part-time work compared to most other OECD countries – 51.5% of the female workforce by the 35 hours cut-off, which is well above the OECD average (33%)."¹

Taking just these two extracts from this fairly long and comprehensive report on part-time employment, it is clear that part-time work not only forms a significant part of the total productivity of the nation, but that the Australian workforce expects part-time work to be available and accessible.

Given this, it seems unrealistic for large sections of the architectural profession to continue to ignore the increasing demands for more flexible working hours and part-time roles. And if we do ignore it, we will find that more and more people, male and female, will leave the profession – a 'brain drain' of sorts. This is simply because expectations of flexibility and career continuity are no longer restricted to full-time workers. And, without wishing to be preoccupied with age or gender, it is impossible to ignore the fact that the increased participation of women in both architecture and in the general workforce over the past 20 years is key to this demand.

Nonetheless, there is substantial anecdotal evidence that many architectural practices, small and large, profess an inability to create, manage and/or sustain part-time positions – particularly for more experienced persons.

So how should this sticky question be approached?

Firstly, it's important to recognise that the needs of part-timers are usually exactly the same as those of persons working full time – regardless of whether they are students, parents, carers, or older workers. Of particular importance is that, mostly, part-time workers want to do meaningful work; to be included in practice-wide meetings and decisions; to receive fair and equitable compensation; to like the people they work with; to have their opinions valued; and to be recognised for their efforts.² Their salary package and collateral should also include the benefits that full-time employees might enjoy, including an appropriate job title, business card, professional memberships, CPD allowances, architectural registration support and the like.

Building on this, it is important to create meaningful work because for many people part-time employment is not a long-term career "choice". It is often the only solution for starting or maintaining continuity in their career while dealing with various life situations – for example completing studies, raising young children or caring for an elderly parent.

Practically speaking, several management strategies can help. For example:

- Making a part-time employee responsible for a specific part of a much larger project or, in the case of smaller projects, giving them ownership over one or two specific projects.
- Pairing a more experienced part-time employee with a graduate. The graduate will benefit from being mentored as well as having guided opportunities to act directly in the absence of their senior counterpart.

Of course, each of these approaches has its challenges. Nonetheless, they encapsulate the idea of the part-time experienced person being the key responsible person, thereby imbuing that person's role with a measure of respect and regard concomitant with their experience.

It is also important to engage with individual part-time employee about the management and selection of projects or the project work to be undertaken. This is especially important with more experienced employees. This provides job autonomy and ownership of the work. In the long run, this approach will retain good employee engagement, create self-directed learning opportunities, and result in a better overall outcome for the clients, employer, employees and fellow workers.

¹ J. Abhayaratna, L. Andrews, H. Nuch and T. Podbury, *Part Time Employment: the Australian Experience*, Australian Government Productivity Commission, p. 21.

² D. Thomas and W. Xue, [What are the Best Practices for Creating Meaningful Part-Time Roles and How can we Better Support This Type of Flexible Work Arrangement?](#) Cornell University ILR School, ILR Collection, p. 1.

In relation to architecture students, many practices express concern that casual or part-time students place an “unaffordable” burden on the practice – for example, in relation to the “cost” of training and checking work completed. However, much anecdotal evidence suggests that with patience and good practice management, the part-time student can readily become a highly profitable, flexible, loyal and enthusiastic employee who brings with them new skills, personal networks and ideas to the practice.

So, although meaningful part-time work may ask more of the employer and business owner with respect to practice management and the resourcing of projects, the dividends in the long run are potentially immeasurable – retaining a valued employee, training a new one, increasing expertise in the office at a lower cost to the practice. Considering the investment made in any employee, providing flexible work arrangements may very well be the best option for any practice to retain its “corporate knowledge” and for the profession to retain its talent.

Can your practice contribute further strategies and tips about on how to make the most of part-time work opportunities and the effective management of part-time employees? The ACA would like to hear about them. Email us at editor@aca.org.au

SUPERANNUATION UPDATE

Your super obligations have changed – are you ready? CBUS, an ACA sponsor, provides an update on recent changes and tells how they can help.

July 2013 saw the beginning of the Federal Government’s Stronger Super rollout. Stronger Super aims to improve outcomes for both employers and employees by introducing two major reforms:

- MySuper – a simple, low-cost super product.
- SuperStream – a package of measures to improve the back office of super, making super transaction processing easier, cheaper and faster.

What does MySuper mean for employers?

From 1 January 2014, employers must pay compulsory Superannuation Guarantee (SG) contributions into a MySuper product for employees who haven’t chosen a super fund or made an investment choice.

What does SuperStream mean for employers?

If you have 20 or more employees, from 1 July 2014 you’ll need to pay their super electronically under the Government’s SuperStream requirements. For small employers – those with 19 or fewer employees – the requirements take effect from 1 July 2015.

How can Cbus help?

Cbus officially launched its MySuper product on 1 October 2013. Cbus employers don’t have to do anything, as our default investment option, Growth (Cbus MySuper), is MySuper compliant.

The Cbus Clearing House

If your employees have choice of super fund, you’re probably paying super into several different funds – increasing the time and complexity of super administration. Registered Cbus employers don’t need to worry about this thanks to our free online tool – the Cbus Clearing House.

This lets Cbus employers pay super for all their employees via one simple payment. The Cbus Clearing House then distributes employer super payments to all funds (including Cbus) on the employer’s behalf. Those super funds will then use their normal systems to allocate payments to their members’ accounts.

Employers can log onto Cbus Clearing House at any time to confirm when the super payments have been sent to the relevant super funds. The Cbus Clearing House means employers have more time to spend on their business and less time doing administration.

To start using the Cbus Clearing House call Cbus Service Centre on 1300 361 784 or go to www.cbussuper.com.au/registernow and follow the prompts to join.

Cbus is a sponsor of the ACA.

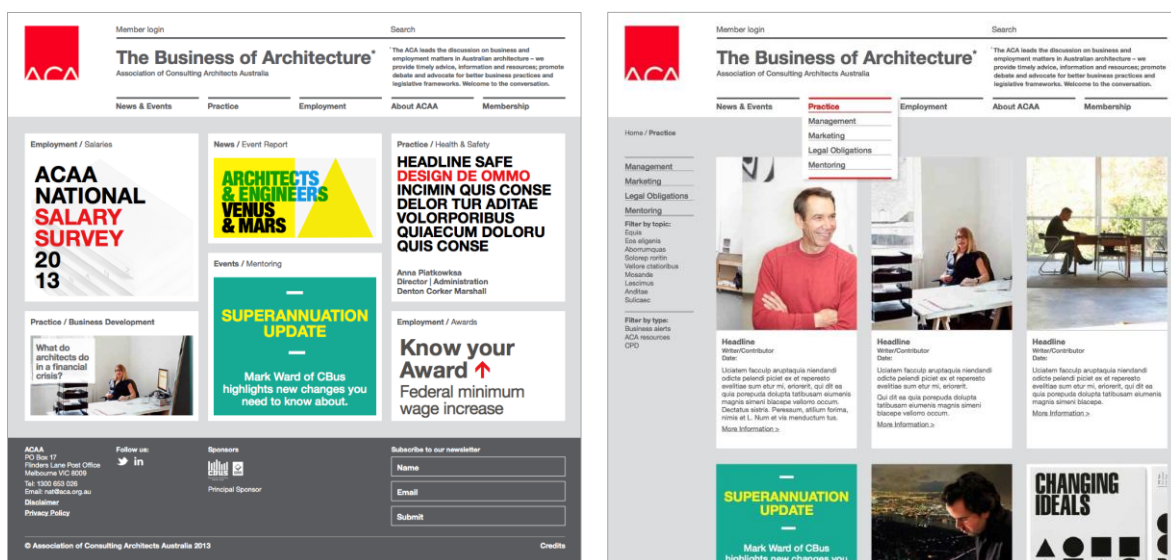
ACA NEWS, ACTIVITIES AND ACTIONS

ACA CBUS CONTINUES AS AN ACA NATIONAL SPONSOR

The ACA is pleased to announce that Cbus is continuing its partnership with the ACA as a national sponsor for the 2013–14 financial year. We would like to thank Cbus for its ongoing support and look forward to continuing to develop ACA activities and initiatives together.

ACA NEW WEBSITE – CALL FOR IMAGES

Work is proceeding apace on the new ACA website, designed and built by Between Two and efront. We expect the site to be live by the end of the year, and we can now show you some snapshots of the concept design.



As you can see the site will be visually engaging, and we are currently developing an image library to support the website. To this end we are asking member practices to contribute images. We are particularly keen to show architects in action – the profession at work, in the office, on site and so on.

If your practice has relevant images you can make available please email editor@aca.org.au. All images used on the site will be appropriately credited and considerably used.

ACA SALARY SURVEY

The second iteration of the ACA Salary Survey will be conducted shortly – members will receive an email with a link to the survey in the next two weeks. A report looking at the findings from the first two surveys will be available at the end of the year.

ARCHITECTS REGISTRATION BOARD OF VICTORIA UPDATE

Simon Hanger, ACA Victoria President provides an update on the integration of the ARBV into the newly created Victorian Building Authority.

Together with representatives of the Australian Institute of Architects I have been attending briefing meetings with the Department of Transport, Planning and Local Infrastructure to discuss the integration of the registration of architects, presently carried out by the Architects Registration Board of Victoria, into the Government's new governance and regularity framework, being the recently created Victorian Building Authority.

In response to issues discussed at these meetings the Department has now provided the following further information regarding the progress of the process.

The Architects Act 1991

- The Architects Act with the current regulatory functions will be retained including the position of the Registrar.
- The restrictions of the use of and protection of the title 'Architect' and the particular expressions set out in Section 8 of the Act will continue.

Current functions of the ARBV

- All of the current functions of the ARBV will continue at the VBA, including course accreditation, conduct of examinations, professional registration and disciplinary processes, work on continuing professional development and mutual recognition.

Representation of architects at the VBA

- Mr Geoffrey London, the Victorian Government Architect was appointed as member of the VBA Board on 1 July 2013.
- It is also proposed to retain the ARBV Tribunal Panel (with the same composition) to conduct inquiries concerning architects.
- It is intended that a separate Registrar will be retained as will the provision in Section 18B that will enable the VBA to appoint a person to assist it in determining whether or not an inquiry should be held. Retaining this provision will give the VBA the flexibility to call on additional expertise from architects as is currently the case.

Benefits of integration with the VBA

- Consumers will only need to go to one place to check the discipline history of all practitioners and professionals involved in designing and building their homes
- Registration of business entities, companies and partnerships, in the same way as for individual architects will continue and will be a useful model for the registration of corporations for other business entities.

Other issues that will continue to be discussed with the Department include implementation of mandatory continuing professional development, the possibility of the introduction in Victoria of the SEPP 65 regulations that exist in New South Wales, and the potential for registration of project managers.

This update was previously distributed to Vic/Tas ACA members as a business alert.

“GOVERNMENT AS ‘SMART’ CLIENT” AND “PROCUREMENT CASE STUDIES”

The Office of the Victorian Government Architect has recently published [Government as Smart Client](#), which provides an excellent guide to procurement in government. ACA Victoria President Simon Hanger was involved in the industry consultation through which the guide was developed.

The guide covers procurement processes, the implications for design quality arising from these processes, and recommended strategies to enable good design.

“The methods used to deliver built projects can vary substantially, not just in their decision-making process, risk sharing and contractual methods, but also the way in which they affect the interaction with the design team and their capacity to deliver good design outcomes. The guidelines offer advice on how this relationship may be structured to benefit good design and reviews the various procurement methods to achieve the best possible design outcomes.”

The guidelines provide advice to government, but are also very useful to architectural practices and the wider construction industry. The guide can be downloaded [here](#), free of charge.

The guide is complemented by a series of [Procurement Case Studies](#). Each concerns a particular procurement method and provides an overview of the project, procurement method, constraints and the key steps taken to protect design quality through the process.

ACA BRANCH UPDATES

SOUTH AUSTRALIA

Welcome to Cate Roberts

ACA-SA welcomes Cate Roberts as our new Executive Officer, working half a day a week (to start with). Cate has a background in admin, finance and events and in a former life worked for Maunsell. Cate can be contacted at sa@aca.org.au. We look forward to being able to serve the needs of members more efficiently!

50th Anniversary Celebration of SA Practicing Architects Association and ACA-SA

When: Wed 4 December, 4.30–6 pm

Where: UniSA Architecture Museum.

Fifty years ago most of the established architectural practices in South Australia formed the SA Practicing Architects Association to represent the business interests of their members. In 1987 SAPAA merged with the newly formed Association of Consulting Architects to represent those interests throughout Australia. They continue to be the recognised employer representative group while also advocating for a better deal for our practices in contracts, procurement and emerging technologies.

You are invited to join us as we present our archives to the Architecture Museum and contemplate the past and future challenges for architectural practices in South Australia.

RSVP to Cate Roberts at sa@aca.org.au

Keith Neighbour Study Program

ACA-SA has sponsored a third study group for graduates of architecture sitting for their registration exams, with outstanding results! We already have a coordinator who has volunteered to take the next group early next year. Contact Ian Hore for further details – Ian.Hore@walterbrooke.com.au

NEW SOUTH WALES / ACT

CPD Webinar Program

Following the success of the Safe Design Webinar in September ACA–NSW/ACT has arranged a program of ongoing lunchtime webinar events addressing core business issues.

We are currently negotiating three webinars to be run in November, February and April. The webinars will be of interest to practices of all sizes and will provide valuable and challenging ideas to all members, no matter how large or small your practice. Upcoming topics are as follows

November – What do the top profit earning smaller architectural firms look like?

Presented by Andrew Geddes of Smiththink 2020 and former director of the Management Development Workshops at UNE.

February – The purpose question and the problem with profit

Presented by Roland Hanekroot of New Perspectives Business Coaching.

May – A fresh approach to fee proposals

Presented by Ian Motley of Blue Turtle Management and Consulting

As with the September webinar, these events will run simultaneously in several venues including the ACT.

Information on the November Session will be emailed to all NSW/ACT members in a few days time.

ACA WESTERN AUSTRALIA

New Members

ACA-WA welcomes two new members – Fratelle Group and Eames Architects.

ACA TASMANIA

A little bit of architectural and landscape joy

Jack Birrell writes that there is not much business news from Tasmania this month, but draws members' attention to GASP Glenorchy Art and Sculpture Park (GASP!), a "wonderful community and design story".

"It is amazing as it involves an extensive network including: individual and organisational advisors, all tiers of government, foundations and trusts, community groups, volunteers, large, medium and small businesses, non-profit groups, museums and art spaces.

GASP! is a linear nine-hectare public space extending approximately three kilometres from Montrose Bay to Wilkinson's Point. It includes open parkland, wetlands and bird habitat. Connecting the foreshore edge is a crescent shaped boardwalk in four parts with three public pavilions.

The key people have really excelled in a space that many would dream about, but don't ever get this close to."



Photograph courtesy of GASP!

GASP! directors are: Marion Webster OAM – Chair, Jane Haley, Peter Poulet, Anna Waldmann, Kim Wiggins, Peter Brooks, Carolyn Reynolds and Peter Choraziak. Pippa Dickson is the CEO and Room 11 are the architects and project managers. GASP recently won Best Urban Design in the 2013 Tasmanian Architecture Awards.

OF INTEREST ELSEWHERE

A reminder – many of these links and news items are also shared on the ACA twitter account. Follow us at @AssoConsultArch.

BIM ADOPTION AND VALUE SURVEY FOR AUSTRALIA AND NEW ZEALAND

McGraw Hill is conducting a [survey](#) for BIM users and non-users on the current adoption and value of BIM. The survey seeks feedback from non-users about current attitudes and potential future interest in BIM, and asks current BIM users where they experience value.

The survey is estimated to take around 15 minutes and answers are strictly confidential. You can take the survey [here](#).

RICS BUILDING COST INFORMATION SERVICE

The Royal Institute of Chartered Surveyors (RICS) has launched the Building Cost Information Service (BCIS), an electronic cost-estimation platform and a new tool for managing project. The tool was developed by the RICS in collaboration with UNSW.

IN THE NEWS – PRACTICE STRUCTURES

There has been a bit of discussion in the newspapers and online about the structure and ownership models of architectural practices. Interesting recent items include:

Hayball's employee share scheme

Michael Bleby writes in the Financial Review about Hayball's move towards employee ownership – the practice's new employee share scheme aims ensure 20 to 25% employee ownership over the next ten years.

International acquisition of Australian practices

Michael Bleby has also written two pieces about the purchase of Rice Daubney by American practices HDR. The first [interviews John Daubney](#) about the decision to sell for "twice the norm".

The second piece [canvasses the questions of mergers](#) more broadly and includes comment from Annabel Lahz of Lahz Nimmo, who cautions that "It leads to increasingly homogenised product, like the high street disappearing. You've got big offices ... and then smaller, more boutique practices. And then everything in between is increasingly disappearing." By contrast, Robert Puksand reports that Grey Puksand is considering pursuing a similar merger strategy.

The viability of professional services partnerships

Professional services consultant and columnist George Beaton asks, "[Is this the end of the professional services partnership?](#)" in a recent piece in BRW. The piece is not specific to architecture, but the question is worth contemplating in an architectural context.

SOCIAL MEDIA AND ARCHITECTURE

Two more pieces to add to last month's round up of articles about social media and architecture.

Top 10 Apps for Architects

Based on a readers' poll, Archdaily updates its list of top smartphone apps for architects.

Social media in construction

[Podcast](#) of an interview with Su Butcher by Pritesh Patel. This is the first in a series of podcasts about marketing and the construction industry.

MARKETING

Related to the social media material – two new articles about marketing and architecture.

[“Why Architectural Marketers Fail \(and How to Fix It\)”](#) – a post on Archdaily by Mary Breuer on the gap between the expectations practice have of marketing staff and what they actually do.

[“Marketing to Architects – an alternative strategy to 'the push'”](#) – looking from the other side, Su Butcher has some tips for those wanting to market to architects.

SALARIES

More in the ongoing international discussion of architectural salaries.

AIA 2013 Compensation Report

The American Institute of Architects has released its 2013 [AIA Compensation Report](#), with the general comment that the “modest improvement in business conditions has done little to lift compensation levels at firms”. The overview chapter can be downloaded at no cost.

“How Much do Architects Earn Around the World?”

Archdaily has a request out for information on architect’s salaries worldwide, with the aim of developing a map of salaries.

The Architecture Salary Poll

Archinect is running an international salary poll, with info based on anonymous individual submissions. There are 44 submissions from [Australia](#).

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