



**SAME Young Member Council
Membership Task Force
Analysis & Recommendations**

Final Report
19 Oct 16

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Introduction

Earlier this year, the Young Member Council (YMC) assembled a Membership Task Force (MTF) to help shape SAME's membership strategy and improve the Society's ability to recruit and retain four distinct groups of Young Members (YM) – Private Sector, Public Sector Civilians, Military Officers, and Military Non-Commissioned Officers (NCOs). We thought it was important to evaluate these groups separately to assess their specific motivations for SAME membership.

The MTF initiative consisted of three overlapping lines of effort:

- 1) Investigate the benefits of SAME membership for each category of YM and develop written value propositions.
- 2) Analyze current SAME offerings, structure, and meeting format, and assess how everything supports or detracts from the value proposition.
- 3) Make recommendations for ways SAME HQ and Posts can do a better job of recruiting and retaining members, including specific changes to existing programs or new ideas.

The MTF team was broken into four groups covering each category of YM. Each group consisted of a majority of individuals from that target demographic and where possible, at least one "outside" perspective. In alignment with the MTF lines of effort, each group centered their assessment and discussion on four primary questions:

- 1) Evaluate the benefits of SAME membership for your respective YM demographic. Based on those benefits, develop a value proposition or elevator statement someone could use to recruit a new member to SAME.
- 2) Visit the SAME website and review all of our current offerings (i.e. committees, councils, webinars, conferences, strategic plan, etc.). Also consider how most Posts structure their regular meetings and events. What factors support membership/participation in SAME by your specific YM category? Which elements detract from participation in SAME?
- 3) Based on the previous assessment, what specific recommendations do you have for SAME HQ, Councils, Committees, and Posts, to improve the Society's ability to recruit and retain your group of YMs?
- 4) SAME HQ is about to kick off a membership drive leading up to our Centennial celebration in 2020. How should the drive target your specific demographic?

Each group met regularly over a couple months this past spring to discuss these four primary questions and any off-shoot topics that arose. Despite the same general framework, each group ultimately went about their review and analysis differently. Two groups even chose to survey their respective populations among SAME members to add depth to their analysis. Details of those discussions and a wrap-up of recommendations are included in the following report.

The YMC intends to evaluate these recommendations in conjunction with SAME HQ, the National Board of Direction and Post leaders, and champion whatever initiatives or changes are within our area of responsibility. While clearly not an exhaustive study, we hope this report provides at least a foundation for further discussion and drives reflection at all levels within the Society on how we can meet the membership needs of every professional demographic within our YM ranks.

A handwritten signature in black ink that reads "Matthew Altman". The signature is fluid and cursive, with a long horizontal stroke at the end.

MATTHEW R. ALTMAN, Lt Col, USAF, P.E.
Chair, SAME Young Member Council

Membership Task Force

Our sincere appreciation to the members of the MTF team for their time and dedication to this effort:

Private Sector Team

Elizabeth Meyer, P.E., *Zals Services**
Gia Huynh-Ba, P.E., *Black & Veatch Special Projects Corps*
Gregory Jose, *BMT Designers & Planners, Inc.*
Lisa Thoele, CPSM, LEED AP, *RS&H, Inc.*
Katerina Trofimova, MBA, PMP, *KBR*

Military Officer Team

Capt Joshua Yerk, PMP, *USAF**
MAJ Jack Johannes, P.E., *US Army*
Lindsey R. Maddox, P.E., *USAF*
Ben Matthews, P.E., F.SAME, *Atkins North America, Inc.*

Public Sector Civilian Team

Maria "Tracy" Meeks, P.E., *USAF**
Ann Ewy, PMP, F.SAME, *USACE*
Joshua Graham, P.E., *USAF*
Zakary Payne, P.E., *USAF*

Military Non-Commissioned Officer Team

MSgt Amanda Wakefield, *USAF**
MSgt Adam Boubede, *USAF*
SMSgt Tony Bourdeau, *USAF*
CMSgt (Ret) Frank Lovett, *USAF*
Yvonne Lee Simon, AIA, NCARB, *STOA Architects*

* Denotes Team Leads

Meet the MTF Team

As we looked at the diverse group of YMs that made up the MTF team, we thought there was value in telling a little about everyone's SAME story. This not only provides context for the report analysis, but highlights the fact that everyone has a different path to SAME involvement.

Ann Ewy: Ann is a graduate of Kansas State University with a Bachelor of Science in Chemical Engineering and has been with the Kansas City District U.S. Army Corps of Engineers since graduating in 2002. Although her main focus is in the Environmental Program, Ann also served for 10 months as the Executive Assistant for the District. In her regular job, she serves as a Technical and Project Manager for the Formerly Utilized Sites Remedial Action Program, or FUSRAP, cleaning up sites contaminated with radioactive materials from the Nation's early atomic energy program. Ann became involved with the Greater Kansas City SAME Post (GKCP) within her first month working at USACE. Ann has served as Post President, Vice President, and Secretary and is currently the Vice Chair for the Council of Fellows within the GKCP. Ann has been involved in the National Young Member Council since 2010 and currently serves as the Vice Chair. Her SAME career has been highlighted by award of the Young Member Medal in 2010 and the distinction of Fellow in 2015.

Joshua Graham: Joshua is a graduate of Youngstown State University with a Bachelor of Engineering in civil engineering and Webster University with a Master of Business Administration (MBA). He has approximately six years of USAF CE experience as a civil servant. His first five years were spent at Joint Base San Antonio Randolph where he was a project manager/civil engineer before moving up into a supervisory role. His current role is the USAF Dorm Asset Manager working with the Air Force Civil Engineer Center. Josh has been an active SAME Young Member since 2010 and is involved in the scholarship committee.

Gia Huynh-Ba: Gia is a civil engineer at Black & Veatch with 11 years of experience currently working on environmental remediation projects. Six years ago he was "volun-told" to join SAME and encouraged to seek out a young member leadership role. He joined the Young Member Council as the Assistant Vice Chair of Communications in 2011 and took over the Vice Chair position in 2013. He is currently in his second term as Vice Chair. According to Gia, "the past couple years have been very rewarding to see how much the YM council has grown, and how effective we can be by just communicating and providing opportunities to anyone who wants to step up and help."

MAJ Jack Johannes: Jack was originally involved in SAME at his commissioning source, but became delinquent on his dues when the free membership was up. About 4 years ago, his rater said it would be good to belong to professional organizations like SAME for the benefits and the advocacy on our behalf. So he maintained dues, but didn't really participate. Later, another rater actually took him to meetings and showed him the benefits instead of just explaining them. After going to the Small Business Conference and regularly attending post meetings Jack has a greater appreciation for the personal benefits of SAME membership (i.e. networking, improve competency, PDHs, etc.).

Gregory Jose: Greg is a Marketing Manager with 11 years experience in the AEC industry. He got involved with SAME after joining BMT a year ago, since 90% of BMT's work is with the U.S. military. As an AEC marketing professional, Greg is interested in the news, knowledge, and networking with customers and partners that SAME offers.

Ben Matthews: Ben has been an SAME member for 14 years volunteering both locally and nationally. While in the Air Force, Ben first got involved with the national Young Member Council in 2005 as its Secretary and he has stayed involved with the Council in various roles since that time. After transitioning to the private sector in 2007, Ben also served as the national College Outreach Committee Chair. During his three-year tenure as the chair, Ben nearly quadrupled the number of student chapters from 11 to 39. Ben was also the major catalyst in the implementation of SAME's successful social media initiative. He created the LinkedIn SAME group, which now has almost 11,000 members and the Young Member subgroup of almost 1,000 young professionals. For his College Outreach and YM Council efforts, Ben earned the President's Medal in 2010. Ben was also recently inducted in the 2016 class of SAME Fellows; a rare accomplishment for a young member. At the local Post level, Ben was elected as 2014 Dallas Post President and continues his involvement with the outreach and mentoring of future engineers. Ben currently serves as the Air Force Division Manager for Atkins North America. He was recently selected as a 2015 Engineering News-Record "Top 20 under 40" performer for his accomplishments.

Lindsey Maddox: Lindsey is a Program Analyst and AF Reservist at the Air Force Civil Engineer Center. She joined SAME as a student while attending USAFA, and has maintained her membership since. When she returned to teach at USAFA she helped lead their Student Chapter, and is now the YMC Secretary and Director of her Post's Scholarship Program. The primary reasons Lindsey has continued her membership in SAME are networking and staying plugged-in to the private sector to learn about new developments/best practices that are applicable to maintaining installations. With respect to networking, she said the connections she made attending post meetings and events were a HUGE help when she transitioned from Active Duty.

Maria (Tracy) Meeks: Tracy is a graduate of Boise State University with a bachelor of science in civil engineering and the Air Force Institute of Technology (AFIT) with a master of science in engineering management. She has approximately 15 years of USAF CE experience and has held positions at Mountain Home AFB, Ramstein AB, and Joint Base San Antonio-Randolph dealing with environmental engineering, pavement engineering, project management, asset optimization, and project programming. Tracy first became involved with the Gem State Post as a means of networking with both public and private sector engineering mentors. Because of her continued interest in SAME activities, especially in the areas of STEM outreach, she has continued her involvement in SAME by serving as a Post Treasurer at both the Gem State and Kaiserslautern posts.

Elizabeth Meyer: Elizabeth is a licensed engineer in the State of Colorado. She has her own business providing technical editing services for other engineers and scientists. She also does project management for VCI. Elizabeth joined SAME voluntarily 14 years ago as a civilian at a Navy base in California. She has mentored at engineering and construction camps eight times and gained engineering knowledge outside of her primary discipline. She is currently serving as the Denver Metro Post's 2nd Vice President and Programs Committee Chair. She enjoys giving back and serving others.

Yvonne Lee Simon: Yvonne received her Master of Architecture from Washington University in St. Louis and is a project architect at STOA Architects in Pensacola, FL. STOA is a Sustaining Member of SAME and encourages active participation. Yvonne attended JETC 2013 in San Diego where she met the Architectural Practice Committee and JJ Tang (founding Chair). After JETC, she continued to work closely with David Packard, Vice Chair of Communications, to produce the APC's Quarterly Journal. The APC introduced her to other SAME members and guided her through her professional licensure. Not long after she became active with the APC she was contacted by Ben Redding, who encouraged her to also join the Young Member Council. Her involvement at both the local and national level has grown exponentially since she attended JETC in 2013. Yvonne continues to keep involved because she's seen the benefits of being connected with a network of people that encourage, and truly believe in, the next generation of architects and engineers.

Zakary Payne: Zakary is a graduate of the United States Air Force Academy with a bachelor of science in civil engineering and the University of Texas at San Antonio (UTSA) with a Master of Business Administration (MBA). Zak has approximately eight years of USAF CE experience as both a civil servant and military officer. He has held multiple positions within the squadron at McGuire AFB and Joint Base San Antonio-Randolph primarily focusing on maintenance engineering and design & construction. Currently, Zak works at Joint Base San Antonio-Lackland where he is responsible for supporting development of the Program Objective Memorandum. In addition, he has approximately four years of private sector experience as a land development engineer. Zak has been a SAME Young Member since 2010 and actively involved in STEM outreach with the San Antonio Post. Most recently, he was appointed to the board to oversee the Engineer & Construction Camp participation for the post.

Lisa Thoele: Lisa is a graduate of the University of Florida with a Bachelor of Science in Finance and a Master of Business Administration. When she joined RS&H, a long-time SAME sustaining member firm, she became active in the Jacksonville Post. As her role in business development has grown over the past six years, so has her SAME involvement. Lisa holds board positions with the Savannah and Jacksonville Posts, serves as the Young Member Council's Liaison to the International Committee, and will be one of SAME's representatives at the 2016 Emerging Leaders Alliance. The forum for mentoring and networking that SAME provides is why she continues to expand her role at the local and national levels.

Katerina Trofimova: After graduating from St. Thomas University with a MBA in International Business Katerina joined KBR and has been with the company ever since. KBR has been an SAME member for many years so she became a member automatically. However, in 2015 Katerina moved to the Business Development group and later that year attended her first JETC conference. JETC is how her real introduction to SAME happened. Katerina was impressed with the scale of the event, abundance of educational and networking opportunities and welcoming environment. At the end of 2015, SAME hosted its Small Business Conference in New Orleans. During the conference Katerina's colleague invited her to the YM event which proved to be extremely beneficial for her professional development. Not only did the group expand her network of contacts, but also helped her learn the industry better and understand customers' challenges and how our company can help. Attending SAME events equates to seeing old and making new friends to Katerina.

MSgt Amanda Wakefield: Amanda is currently the NCOIC of Operations Management for the 819th RED HORSE Squadron at Malmstrom AFB, Montana. She joined SAME after an Officer in her Squadron told her they were heading to a SAME meeting and she had to attend because she was the new Secretary. Evidently, at that meeting she did indeed become the Secretary. Soon after, Amanda attended the Post Leaders Workshop and Joint Engineer Training Conference the same year. She learned quickly that Enlisted Members needed a louder voice so she teamed up with MSgt Adam Boubede and initiated several enlisted initiatives. She is most excited about the creation of the Enlisted Committee within the YMC. Amanda's local involvement has been volunteering with the Central Montana STEM event (two years in a row) as well as MATH counts, and helping her post remodel a room in the newly established veterans home supporting 88 homeless veterans.

Capt Josh Yerck: Josh has been involved in SAME from the beginning of his Air Force career because of some great advice he received from his squadron leadership. He has held various positions within the local SAME chapters that range from leading the annual awards and recognition Christmas banquet to serving as a board advisor for a local chapter. SAME continued to play a huge part of Josh's professional development as he pursued his master's degree in civil engineering through the University of Florida along with his development as a project manager that ultimately led to becoming a certified Project Management Professional this past summer. In addition to the significant technical and academic knowledge he gained, SAME has been a great source of mentorship. The individuals Josh has met in local chapters, annual banquets and venues like the Joint Engineering Training Conference and Expo and the Small Business Conference have truly added value and perspective as he continues to progress as an Air Force officer through opportunities to lead some of our nation's finest Airmen.

Private Sector Analysis

Benefits of SAME Membership

From a marketing/business development (BD) point of view, there are numerous benefits to SAME membership:

- Meeting marketing/BD colleagues and developing actual relationships with them face-to-face
- Understanding the changing marketplace and customer's (military branch) needs
 - Gain valuable information on future projects and contracts
- Attending national conferences to promote your company

There are other technical/professional benefits to SAME membership as well:

- The opportunity for long-term relationship investments that start small and grow over time
- Value in building relationships through personal interaction on a monthly/yearly basis
- Building professional confidence and learning about other disciplines
- Formal and informal mentoring programs that might not exist in your companies
- Numerous benefits for large and small businesses
- Gaining leadership experience by serving on different committees
- The opportunity to participate in a National Security-focused organization

Factors Affecting Membership

The Private Sector team evaluated numerous aspects of SAME offerings and provided comments on what supports and what detracts from membership interest:

National Website:

- Group consensus was the site is hard to navigate:
 - Side panel to get links (versus drop down) is frustrating and difficult to use
 - Organization is not intuitive and takes a long time to find things
 - Liked items:
 - Events are easy to see
 - Recommend making even more detail visible by moving the member spotlight off the main page

Post Websites:

- Group consensus is we all actively use local Post websites:
 - Main use is finding information on upcoming events
 - Recommend SAME website should highlight Post websites to drive traffic to more local information and opportunities

YM Communications – Local Posts:

- Very inconsistent communication with YMs at the local post level

- Most of the group went looking for information. Recommend providing templates for local Posts to use.
- YM Private Sector Membership has both technical and business development people. Events should offer a mix of technical and business development skills/professional development throughout the year.

Tools Needed:

- Need to teach about the importance of networking to YMs careers. Not everyone understands the value of relationship building.
- Mentor/Mentee: Savannah Post has an annual YM/Fellows event in Jun. Denver Post has done YM/Fellow events as part of regional events. None of the local posts have formal mentorship programs. Everyone in the group has other SAME members they consider mentors and reach out to as needed.
- New Member Outreach: Group recommended templates for local YM chairs to use for welcome e-mails to new YMs. Need to teach YM chairs how they can find out if they have new YM members.
- Need to provide information to potential YMs on how to communicate the value of SAME participation to their middle/senior management. Difficult for YMs to participate and meet billability requirements.
- Need SAME National Leaders to engage with company leadership to teach the value of young engineer/personnel involvement in SAME.
- A key for this committee is a corporate culture of involvement in professional societies whether SAME or another.
- Need to show/demonstrate the benefits (short and long-term) of time spent on SAME related activities.
 - Highlight opportunities for YMs/companies to present at events. Demonstrates expertise and gets company name in front of group.
 - Highlight leadership opportunities and the skills obtained through getting involved.

Private Sector Thoughts on Paid SAME Webinars:

- Topics aren't extremely relevant for private sector employees
- Most business webinars are somewhat basic. There's more interest in the webinars about upcoming opportunities (e.g., SAME International Opportunities Webinar Series)

Recommendations

- Time is a huge limiting factor for private sector employees due to billing requirements. Some post meetings are pretty far away and don't offer enough incentive to make the time commitment.
 - Webinars are a good option to participate remotely
 - Varying meeting locations to different locations in the city could expand potential for attendance

- Recruit and retain: Have a better system (standardized system) in place to become invited and involved. Communication is key!
 - How does a company/individual know what to do once it joins SAME? Does SAME reach out to welcome them?
 - Can a Contact list of SAME POCs be provided?
- Local Posts are hit or miss on welcoming and letting YMs know Posts exist and POCs as well as what events that are being held.
 - Update POC lists
 - Need to make sure your email is updated in the Post and National databases
- Do we feel appreciated as Private sector members? Largely – yes
 - We want the “Face to Face” with the Military members since we only can see/talk to them at conferences/meetings
 - Cost is different for Public vs Private
 - o No one had a problem with government being cheaper. Need to figure out how to make things less expensive when their company isn't paying though.
 - SMs do pay for a large part of the Society, but the relationship is understood and Private and Public sectors want and need to work together to succeed.

SAME Membership Drive Recommendations

- Clearly outline membership benefits (by age and profession)
 - Provide company publicity
 - Better visibility on reimbursement for PMP / PE exam on a competitive basis
 - o Potential for posts to have programs as well?
 - Scholarships/Grants for Graduate courses
- Identify additional benefits to members they foresee coming in the “next 100 years”
 - Highlight technical and leadership training along with professional development to get YMs involved.
- Learn who you are really dealing with by meeting them face to face.
- SAME needs to come up with good bullet points for YMs to join and show up to Conferences.
 - Build up long term friendships in the society that pay off in the long run...the investment snowballs.
 - Confidence can be made by meeting and dealing new people and volunteering for leadership positions.
 - Finding teaming partners at National conferences and getting your name and Company name out there. Typically people will remember you and want to work with you which in turn “brings” your company along too.
- Obviously any free PDHs and webinars that are provided to YMs is a good selling point. The CAAP program and stipends are an indicator the SAME wants YMs to participate, so the employers should take notice.

Military Officer Analysis

Benefits of SAME Membership

The Military Officer team arrived at the following elevator speech to recruit YM Military Officers:

“SAME is the premier organization that holistically integrates the A/E/C community by fostering relationships across the Public, Private and Joint military spectrums. SAME provides unparalleled access to vast research and reference archives, engineering products, training, and certification programs that are essential to a military officer’s professional development at ALL stages of their career.”

Factors Affecting Membership

There are many **positive** factors affecting Military Officer membership in SAME:

- Society is well-known throughout the military branches
- Low Entry Cost: \$60 Active Duty entry is an extremely enticing incentive
- Reimbursement for formal certification (i.e. Credentialing Achievement Awards Program, post reimbursement programs)
- Accessible avenue for “significant self-improvement”
- Networking opportunities across services and private sectors
 - In & out of uniform
 - Quality time with service engineer leadership at JETC, SBC, etc.
- Job seeking mentorship and opportunities for personnel considering transitioning
- Professional recognition & awards
 - Offers volunteer leadership opportunities
 - Online library of webinars & training offers excellent “self-improvement” avenue
- Provides unique opportunities to demonstrate whole person development important for awards/OPRs/stratification

The team also noted several **negative** factors affecting Military Officer membership in SAME:

- Non-national conferences are expensive and require leave or special approval
- Difficult to convey benefits to officers just starting their careers
- Conference attendance approval from local leadership is difficult to come by (i.e. JETC)
 - Approval process is improving, but still encumbered by independent legal opinions
- Post meeting times...sometimes difficult to get away from work mid-day
 - Varying meeting times periodically might attract a broader group
- Lack of Young Member presence or organization at the Post level
- FACTS OF LIFE – Tough to Change
- Successful YM social events are tough to sustain
 - YMs are in different stages of life (family, careers, interests)
- Plenty of opportunities for leadership in National Councils and Committees, but need to be able to convey what’s out there and why it’s important to get involved

Recommendations

The team recommends the following to improve recruiting and retention of Military Officers:

- Improve website access to align with benefits
 - Training, Education, Research, Certifications, Outreach
 - Link to other partner organizations or sections for area-specific content
- Highlight reimbursement for formal certification
- If SAME applies to all stages of a career...we need to show it!
 - Incorporate collaborative areas for discussion (i.e. post a question, generate ideas, etc.)
 - Potential industry partnerships for mentoring programs
- Encourage local posts to incorporate private/state/local program speakers for potential shared opportunities
- Consider re-evaluating the “Young Member” definition
 - Difficult to connect a 22 year old recent college graduate with a 40 year old experienced engineer
 - Encompasses everyone from 2Lt -> Lt Col
 - Perhaps it makes more sense to break it along the Company Grade Officer/Field Grade Officer lines
- Advertise Post and National awards more effectively to YMs
 - Timelines and criteria well in advance of required completion
- Work synergies between Service engineer professional organizations
 - Army Engineer Association
 - Complement...not compete
- Engage service engineering schoolhouses –we all have to go there!
- Encourage relationships to bridge PCS’s
 - Posts should be ready and willing to connect and hand-off members to a post at the new Permanent Duty Station

Military Officers Thoughts on Paid Webinars:

“If there was a webinar that really interested me or if I needed the PDHs when I wasn't getting them free from somewhere else, I'd consider paying for one of the webinars. As it stands right now though, I haven't had much interest in participating in any of the offerings to date.”

“I don't like paid webinars unless they are less \$25. I am in the private sector and still don't want to pay. I would rather go to an event with face to face networking in the process.”

“I'm not a fan of paid webinars. I already pay yearly fees to PMI and get the webinars through that aspect so unless it's a live event with a top tier speaker or something that would be out of the ordinary, paying for webinars would be tough to swallow.”

Public Sector Civilian Analysis

Data collected by the Public Sector Civilian team suggest that civilian YMs participate in SAME for its networking opportunities and professional growth events (e.g. Leadership workshops, PE exam prep). Additionally, the data suggest that civilian YMs want to support SAME above time demands, but in reality cannot protect their schedule enough to attend SAME events on a frequent basis. Time availability is further exacerbated by lack of leadership and/or employer support of SAME, and it appears there is a consistent perception that SAME is not encouraged for public sector YMs during duty hours.

Public Sector Civilian Member Survey

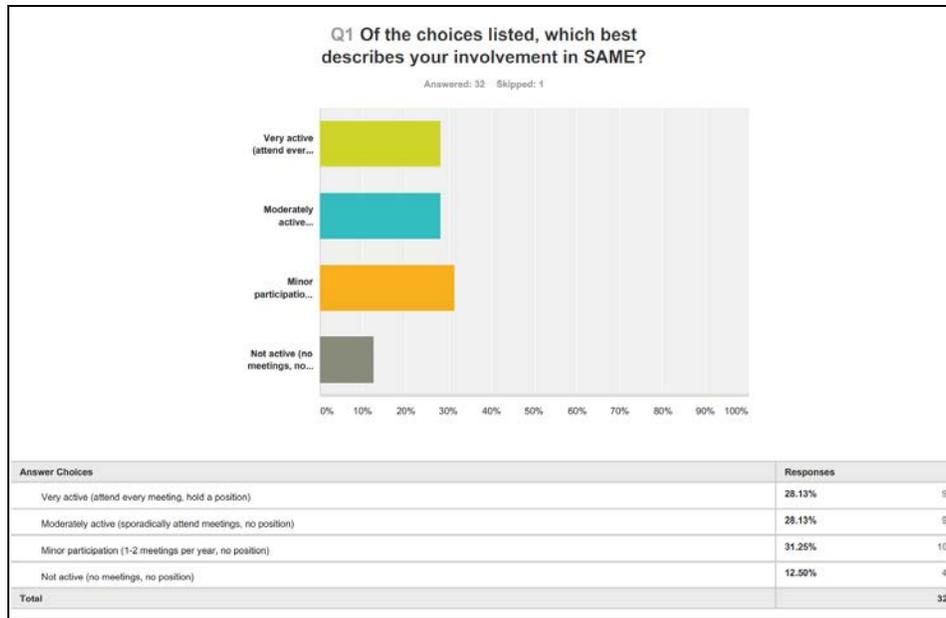
Survey Design and Methodology

This team designed a 6-question survey as a tool to collect data concerning the benefits of SAME membership for the public sector civilian YM demographic. This survey was created in SurveyMonkey® and distributed to all SAME young members that are registered in the HQ SAME membership database, approximately 560 individuals in total, via email. A copy of the survey and distribution email is contained in.

The team collected responses over the course of one week, from 25-30 April 2016. A total of 33 responses were collected over the one-week timeframe, as detailed in Figure 1. The response rate ($33/560 = 6\%$) is relatively low, however the timeframe used for data collection was constrained by team member and MTF schedules. Even with this low response rate, the team determined that the responses collected were representative of the YM demographic and there was no noted bias involved.

Survey Responses and Analysis

This section will present survey responses broken down by numbered question. The response distributions for each question are contained in the bar charts and associated tables. Highlights of our data are contained in the bulleted statements below each chart and/or table.

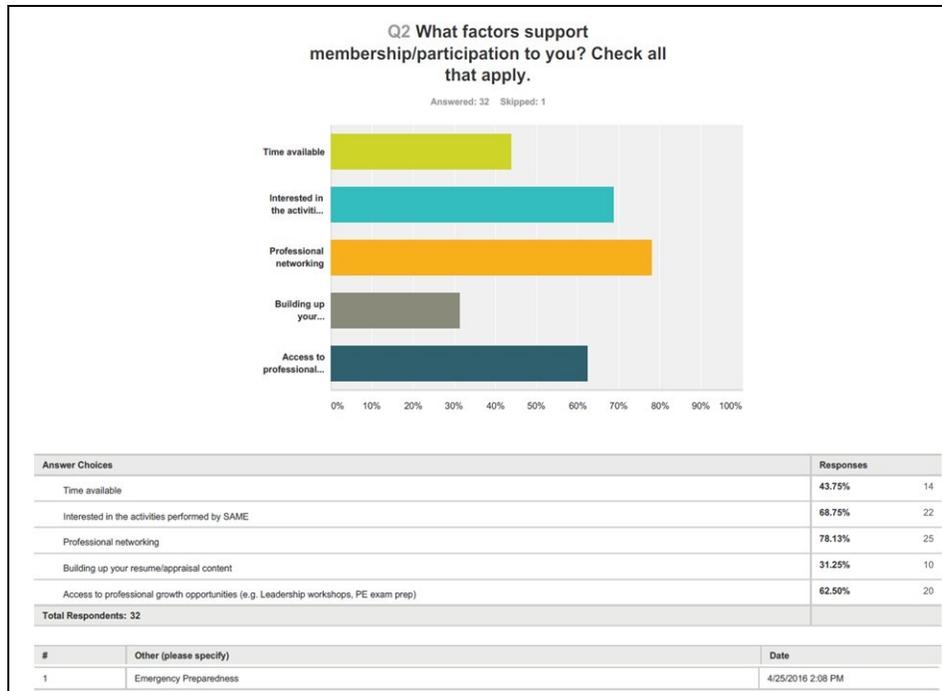


Question #1: “Which best describes your involvement in SAME?”

Analysis Highlights:

- 87.5% of respondents’ YM involvement ranges from minor participation (1-2 meetings per year, no position held) to very active involvement (attend every meeting, hold a position).
- Data supports that a majority of YMs still attend Post meetings on a sporadic basis.

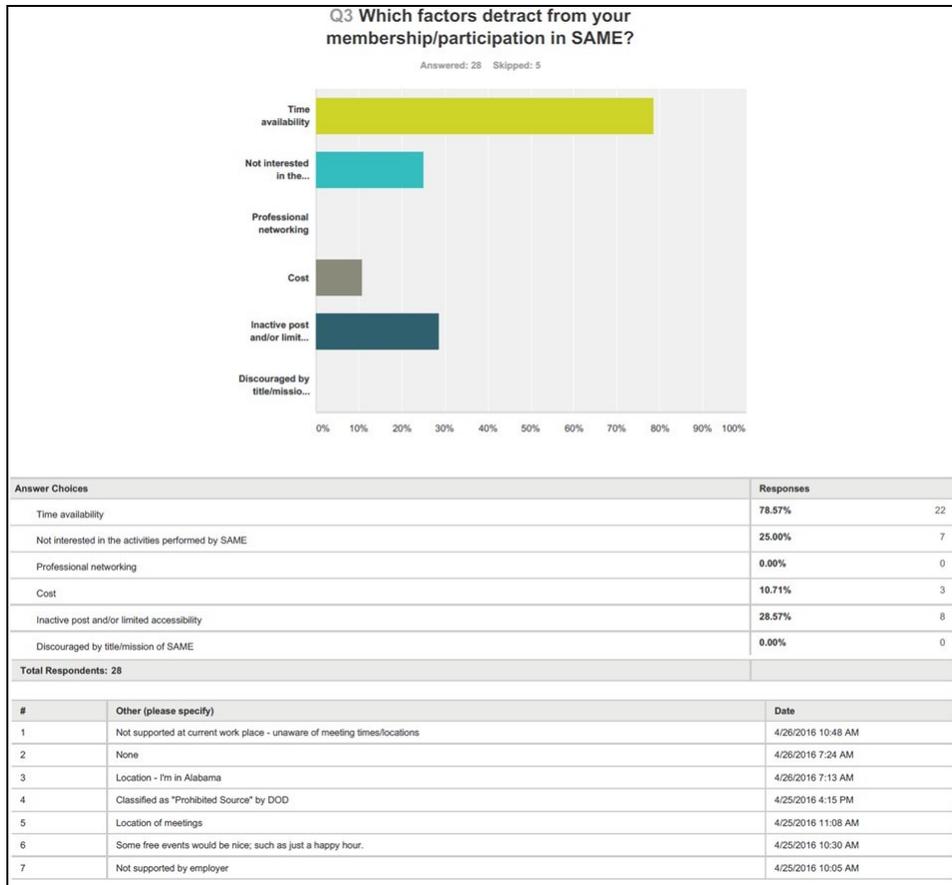
✓ **Recommendation:** Keep Post meetings as a useful communication medium for YMs.



Question #2: “What factors support membership/participation to you?”

Analysis Highlights:

- The most significant factors that support membership/participation are (in rank order):
 1. Professional networking
 2. Interest in the activities performed by SAME
 3. Access to professional growth opportunities (e.g. Leadership workshops, PE exam prep)
 4. Time available
 5. Building up resume/appraisal content
- Time availability is not overly significant to YMs when planning to support SAME, but is the most significant factor when detracting from their participation (see Question #3). The team concludes that YMs want to support SAME above time demands, but in reality cannot protect their schedule enough to attend SAME events on a frequent basis.
- ✓ **Recommendation:** Make in-person SAME events (e.g. Post meetings) available via web broadcast to minimize time commitment to attend.



Question #3: "Which factors detract from your membership/participation in SAME?"

Analysis Highlights:

- 78.5% of respondents indicated time availability is the most significant factor detracting from their participation in SAME.
- Additional write-in responses indicate time availability is further exacerbated by lack of leadership and/or employer support of SAME. It appears there is a consistent perception that SAME is not encouraged for public sector YMs during duty hours.

✓ **Recommendation:** Research applicable laws and/or guidance. Draft a memorandum for record from SAME HQ to public sector civilian members outlining findings and official interpretation with respect to participation in SAME activities during duty hours, including:

- TDY status (i.e. JETC, Small Business Conference, etc.)
- Monthly Post meetings

#	Responses	Date
1	More social events	4/30/2016 9:55 AM
2	more of a suggestion than a change: need to come with talking points that prove SAME will add some value to your career. maybe shine a spotlight on YMs who are involved with SAME that have made a positive impact to the engineering world.	4/28/2016 8:25 AM
3	Need to work with service leaders to get them to support civilian involvement in SAME without requiring us to take leave.	4/27/2016 1:39 PM
4	Host more Young Member events all-year instead of for only part of the year.	4/27/2016 7:04 AM
5	Besides the handful of YM civilians in my organization, I don't no any other YM civilians. It would be nice if we had a meet and greet or meetings every now and then to get to know one another. It would be nice to have a senior head or leader of the YM civilians to announce what events there are to volunteer/participate in.	4/26/2016 11:42 AM
6	Work place support	4/26/2016 10:48 AM
7	Creating more social events in the evenings might get more involvement from YM civilians.	4/26/2016 7:24 AM
8	more events/opportunities available via web for those who are not within easy travel distance to attend luncheons or other events. More on-site classes where 8 or more PDH's can be earned. Bring back 8 hr class opportunities to the JETC.	4/26/2016 7:13 AM
9	More emphasis and encouragement from Senior Staff promoting the importance of SAME's mission	4/26/2016 12:51 AM
10	Happy hours, sporting events, more casual interaction	4/25/2016 7:49 PM
11	linking people up who are working on certifications.	4/25/2016 7:39 PM
12	Work with DOD to gain support of involvement with SAME	4/25/2016 4:15 PM
13	TBD...	4/25/2016 2:48 PM
14	.	4/25/2016 2:20 PM
15	N/A	4/25/2016 2:08 PM
16	More volunteer and mentoring opportunities	4/25/2016 11:52 AM
17	More consistent communication with YM. Last year JETC the mentoring session was a little disorganized; the mentors didn't seem to know exactly what was expected of them.	4/25/2016 11:27 AM
18	N/A	4/25/2016 11:08 AM
19	not sure	4/25/2016 10:58 AM
20	More structured mentoring	4/25/2016 10:32 AM
21	Younger Member groups would be a nice change. Sacramento could use one and there are many young engineers in the area that work for the DOD.	4/25/2016 10:30 AM
22	Formal mentor relationship programs	4/25/2016 10:05 AM
23	More activities, especially those that benefit the local community somehow. Maybe provide free engineering advice to Habitat for Humanity, or tutor local math students, or something like that. If you want people involved, you need to give them something to do, instead of just providing them talks to listen to.	4/25/2016 9:48 AM
24	Keep membership fees low and increase publicity of SAME local activities.	4/25/2016 9:42 AM
25	Encourage the public sector to allocate training dollars for professional org membership. that would help some with the time availability.	4/25/2016 8:45 AM
26	More community involvement. I don't think much of the community knows what SAME is. Also, I think some people don't know that it is open to civilians, not just military.	4/25/2016 8:44 AM
27	More publicity of YM activities and support from local posts.	4/25/2016 8:44 AM
28	Not sure. would need to increase participation to form good answer.	4/25/2016 8:41 AM
29	Increase the amount of casual social events (i.e. icebreakers) to allow relaxed networking opportunities and build a strong member community.	4/25/2016 8:40 AM
30	I don't know what the benefit of participating would be for me. I work for the government, networking is less important for us.	4/25/2016 8:24 AM
31	Since I am an EE, I find many of the activities SAME is involved in are not geared towards my profession. This affects the amount of participation I'm willing to do with the group. If SAME was to diversify a bit more then my participation would increase as it would provide a more interesting material.	4/25/2016 8:23 AM
32	No recommendations	4/25/2016 8:23 AM
33	More face-to-face leadership training.	4/25/2016 8:20 AM

Question #4: "What specific changes would you implement in SAME to increase participation from YM civilians?"

Analysis Highlights:

- This question was the most insightful, allowing for respondents to offer their own recommendations for improvements. A total of 33 responses were captured and the team categorized them into 4 primary categories:
 1. **Social Events:** Responses primarily centered around local post activities. Respondents were consistently looking for more YM activities (e.g. mixers, happy hour, Top Golf, etc.) outside of normal post meetings and conference attendance.
 2. **Senior Leader Support:** As mentioned in question #4, there appears to be a lack of encouragement and/or support from leadership to take an active role in local SAME post activities.
 3. **YM-Specific Events:** Respondents indicated a desire to have more YM-specific events and activities throughout the year aside from key events like JETC. Events could be continuous learning opportunities, updates on on-going initiatives across SAME, etc...

4. **Mentorship:** Many YM's are interested in receiving mentorship through SAME, but respondents indicated that there is not a formal program for them to participate in. There appears to be a need to advertise and execute a formal mentorship program.
- ✓ **Recommendation:** Target four areas listed above for potential opportunities to improve value proposition and increase YM involvement in SAME.

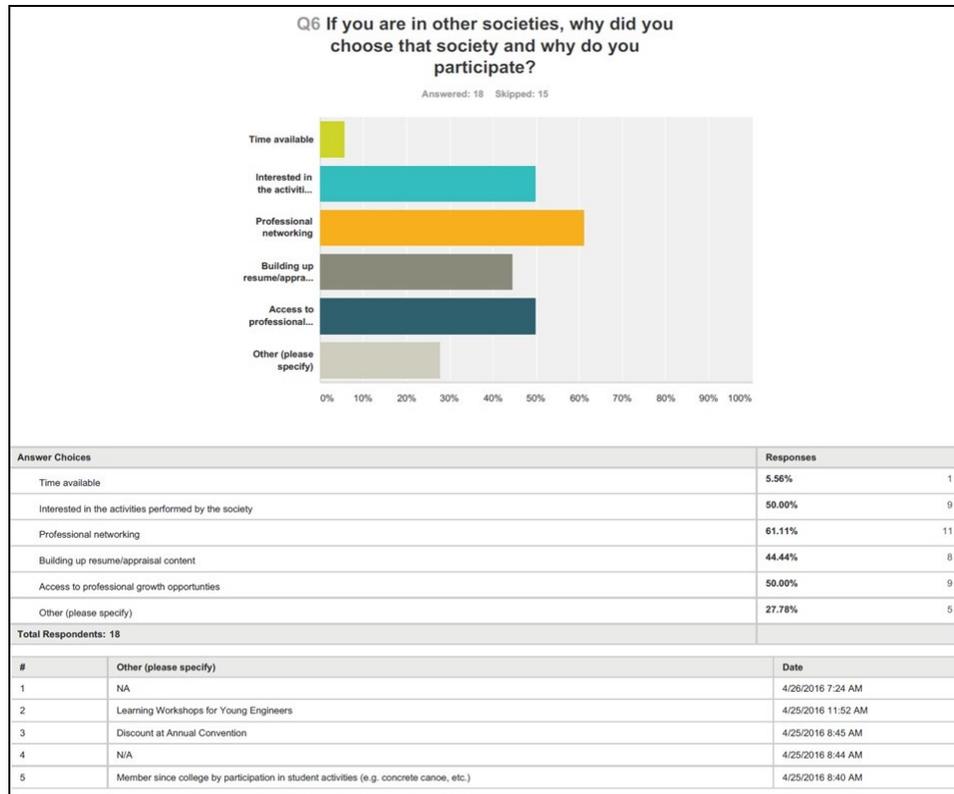


Question #5: “Are you a member of other professional societies?”

Analysis Highlights:

- There is approximately a 50/50 chance that YMs are also members of other professional societies and organizations.
- Involvement in other organizations could result in limited participation in SAME due to schedule and/or time constraints.

- ✓ **Recommendation:** None



Question #6: “If you are in other societies, why did you choose that society and why do you participate?”

Analysis Highlights:

- Similar to Question #2, the most significant factors that support membership/participation are (in rank order):
 1. Professional networking
 2. Interest in the activities performed by SAME
 3. Access to professional growth opportunities
 4. Building up resume/appraisal content
 5. Time available
- YMs participating in other societies/organizations are looking for the same things in SAME.

✓ **Recommendation:** None

Benefits of SAME Membership

Based on the survey results and analysis, we identified the following important interest areas that add value for public sector civilian YMs:

- Free Education & Training
- Professional Development
- Networking
- Mentorship
- Reduced Rates
- Opportunity Exposure (types of work and jobs)
- Humanitarian Assistance (STEM outreach included)

Our team has taken these areas of interest and consolidated them into the proposed value proposition below:

“You don’t need to be American, Military or an Engineer to be part of the Society of American Military Engineers. But if you are interested in building long-lasting professional relationships with peers and mentors in your field, supporting local humanitarian and STEM outreach opportunities to make our communities a better place today and into the future, and access to free training and professional development at a fraction of the cost of other professional memberships, then the Society of American Military Engineers might be the place for you! Come check out our YM website and see what we are all about.”

SAME Webpage Analysis

The current SAME website was broken up into four areas for evaluation: (1) Discover SAME, (2) Become Involved, (3) Get Connected, and (4) Grow Professionally. The team evaluated each area against the value proposition areas of interest from above using the following criteria:

- **Categories Included:** Were the value proposition categories mentioned or addressed in the website?
- **Easy to Locate:** If the categories were included, were they easy or hard to find on the website?
- **Number of Clicks:** How many clicks did it take to find the value proposition categories? Were they on the top layers of the website, or did it take several clicks to find them.

Discover SAME: Overall, this area is very introductory in nature, and doesn't really speak to the value propositions we generated except to mention them briefly to set the tone for the rest of the website. That is not necessarily bad, but the introduction should be revised with all value propositions (not just civilian YMs, but other groups') in mind. Discover SAME should be used as a marketing tool to gain interest in becoming a SAME member. Including the value proposition categories along with hyperlinks to find out more information would be a good addition to this section of the site. As is, it takes several clicks to get to any of our value proposition categories.

Get Connected: The overall impression was that this section is geared more towards firms and not as much individual members. There's definitely something there for everyone but out of the 5 sections, only 2 of them are even for individual members and neither really even touch specifically on anything listed in the value propositions. From a public sector YM perspective, there really wasn't anything specific until you clicked on the 'Be a Member' section. Once there, a list of benefits for SAME membership is provided which touched on most of the value proposition categories we outlined above. While the benefits are good, they are general to SAME as a whole and not focused on YM specific benefits. It appears this section could be improved by clicking on a series of drop-downs to zero in on your particular category and the specific benefits to you.

Become Involved: This section is geared more toward people who are already members since it has sections to provide nominations for the Academy of Fellows, nominations for awards and recognition, and a section to apply for the different committees and councils. This does very little for recruitment of new public sector civilian YMs. There is very little reference to our value proposition categories in this section other than the opening paragraph, which mentions professional development, networking and outreach (by way of E&C Camps). The included categories were only one or two clicks away, but overall lacking since only three categories were included and/or referenced.

Grow Professionally: This section includes a lot of the value proposition categories one would be looking for with respect to professional development and other opportunities. Specifically, the 'Career Development Center' link provides valuable information on free training and professional development opportunities. Similarly, the 'National Events' touch on the formal events and what members can expect to achieve through participation in each. Despite the positives, some categories are visibly lacking. One area one should expect to see here is the credentialing program, but there is no mention of it. Similarly, one would expect networking and/or mentorship to show up in this section, but there is no mention of either.

Webpage Recommendations

Overall: Create sub-pages for each membership group (public civilian YM, private civilian YM, NCO, Officer, etc...) in the 'Discover SAME' section. Each sub-page could have links to the other key areas on the SAME website, effectively filtering the entire website for that demographic's perspective. By including these sub-pages in with the history of SAME, National Leadership, and contact info (all of which are already in the 'Discover SAME' area), a potential/new member would understand what SAME is about while being able to dig into valuable information tailored to them quickly.

Education and Training: The main content for education & training is located in the Career Development Center that is part of the 'Grow Professionally' area of the website. The education and training advertised in the Career Center is not always free, but SAME members do get discounted rates. All training is geared mostly for PE certification purposes, and does not appear to target specific demographics like YMs vs. NCOs, etc.

RECOMMENDATION: Civilian YMs could benefit from targeted training opportunities, and a link to that subpage in the Career Development Center could be posted on the Discover SAME area for easy access. Possible Civilian YM training opportunities could include:

- **A/E/C exam preparation webinars:** YMs could either access Links to commercially available DL courses, or SAME mentors could create webinars and/or videos providing unofficial guidance and advice on the different exams.
- **On-the-job training:** SAME mentors could create webinars and/or videos that could be an apprenticeship of sorts for YMs. These videos could be lessons learned for engineering, leadership, or a host of other areas that support professional development.

Professional Development: The main content for Professional Development is located in the 'Grow Professionally' area of the website and as indicated previously, it only really focuses on the training side of the house.

RECOMMENDATION: Civilian YMs would benefit from a formal networking and/or mentoring program that they could plug into at their discretion. This is a very valuable piece of professional development and could be easily addressed through a simple database and drop-downs that help interested YMs target mentors.

Networking: The main content for Networking is spread between the 'Get Connected' and 'Become Involved' area pages, but very indirectly and very sustaining-member specific. Nothing really in 'Discover SAME'.

RECOMMENDATION: This value should be highlighted way more than it is. According to our survey results, networking is one of the main reasons civilian YMs get involved with SAME; so the SAME website should be a resource where they can get in touch with any type of member. Simply providing access to distribution lists and/or a list of potential peers in SAME would be a valuable addition to the website. Once incorporated, a link to this information should be included in the membership group sub-page in the 'Discover SAME' area.

Mentorship: This value is completely absent from the SAME website, except for a leadership title under the Academy of Fellows.

RECOMMENDATION: Mentorship should be highlighted way more than it is. According to our survey results, increased communication from mentors is one of the main recommendations from civilian YMs. A formal mentor program located in the 'Grow Professionally' section of the

website would be a valuable addition. It would allow potential mentees to locate mentors who match what they are looking for and engaging them if desired.

Reduced Rates: There is nothing on any of the main sections of the website that provide the rates for different members. In fact, no mention of rates is provided until you begin applying for membership after several clicks.

RECOMMENDATION: At a minimum, the membership group rates should be displayed once the 'Join SAME' link is clicked. Once incorporated, a link to this information should be included in the membership group sub-page in the 'Discover SAME' area. Additionally, reference to the cheap rates with a hyperlink to a table of rates would be value added as well. One of the key distinguishing factors of SAME is that it is significantly cheaper than other professional memberships -- this should be annotated somewhere on the website.

Opportunity Exposure: Besides the education and training opportunities described above, the only content related to opportunities is in under the 'Become Involved' within the 'Committees & Councils' or 'Engineering & Construction Camps' sub-pages. Nothing in 'Discover SAME'.

RECOMMENDATION: A summary of opportunities should be present in the 'Discover SAME' area. Links can be used to effectively streamline the information, but a prospective member of SAME should be able to easily see on a single page what opportunities are available in SAME.

Humanitarian Assistance (including STEM): The main content for humanitarian assistance/STEM is under 'Become Involved' page and specifically in the 'Engineering and Construction Camps' sub-page, but it isn't exactly obvious given the title of this sub-page. Also, the camps don't cover any humanitarian assistance in terms of international engineering opportunities (think Engineers Without Borders) which are completely possible given our military foundation. Nothing in 'Discover SAME' area.

RECOMMENDATION: Clarify the title of the Engineering and Construction Camps sub-page to include the term STEM. Can we expand the activities we engage in to include humanitarian efforts?? According to the survey results, the activities/opportunities afforded by SAME are a major part of recruitment and retention. Therefore, expanding these activities is predicted to increase participation amongst civilian YMs. Once incorporated, a link to this information should be included in the membership group sub-page in the 'Discover SAME' area.

SAME Membership Drive Recommendations

Place a renewed emphasis on professional networking, YM-specific events/training, and mentorship for existing YMs. Develop initiatives concerning these topics and execute over the course of the next several years. This will increase involvement from current civilian YM, and HQ SAME could leverage existing members for recruitment (i.e. word of mouth). Advertise the membership drive at Post meetings, but ensure that they are broadcast via web conferencing to mitigate against time availability.

Military Non-Commissioned Officer Analysis

Benefits of SAME Membership

We have seen how membership in SAME has benefited small businesses first hand, and truly believe that our careers have been positively impacted by participation in SAME. The biggest reason NCO's haven't been actively involved in SAME is we've never focused on what factors motivate enlisted personnel to participate in the Society. If we are really interested in getting the NCO community more involved in SAME then we need to get to them early in their career and demonstrate how involvement in the Society can benefit them throughout their career.

Starting with the membership, we need to make it clear how to become a member and what membership dues are associated with become a new member? Reviewing the SAME site, there isn't a lot of information initially about membership dues. The SAME HQ site/Post sites need to express to YMs what the dues are, especially given the significantly reduced rate for military personnel.

SAME has a lot of benefits and allows members to gain invaluable experience by taking on volunteer leadership roles within the post. As spelled out on the SAME site, membership will provide YMs access to professional development, discounts on education and training, networking connections, leadership opportunities and relationship building with the local base community, high schools and Universities. Based on the many benefits of SAME membership, we formulated the following value proposition:

Have you heard of SAME? It's an outstanding professional organization that supports your professional and engineer knowledge and career developmental growth. I'll send you a link to our post site and invite you to our next meeting. Also I want to point out that SAME offers a wide variety of support programs to help you obtain engineering related professional credentialing. The meetings are usually scheduled over lunch, so come on and get to know some our members that share similar goals and aspirations.

Factors Affecting Membership

We reviewed the SAME webpage and other aspects of SAME to determine what factors support and detract from enlisted involvement in SAME. Factors supporting SAME membership include the SAME webpage. On first glance it's obvious SAME involves high ranking officers and senior level civilians providing briefings on current engineer topics. It is a great organization to learn about or stay updated on current global military related engineer initiatives.

The website is easy to maneuver and each link provides an overview of SAME's history and targeted goals. The web-page gives the impression of being very professional at an executive level with a lot of large cooperation involvement. The YM site link leads to a main page full of information and outreach programs to get involved. In order to attract more enlisted members,

SAME HQ could include more pictures or member spotlights with enlisted members on the webpage.

From a local post perspective, many of our YM committee seats are vacant and some of the post material is dated. There appears to be very little information that would draw a YM to want to be a part of SAME. Regular meetings are typically held around lunchtime, but locations change from time to time. Establishing a regular meeting location would help solidify attendance and participation.

Topics briefed: Many Enlisted see SAME as an organization for degreed engineers and think the information briefed is beyond their level of knowledge or expertise. Posts should make a deliberate effort to shift that paradigm by focusing on topics and speakers of interest to enlisted members. Additionally, the cost to attend events is sometimes very expensive and most enlisted members don't have the funding stream to attend the conventions or training conferences without stipend assistance.

Recommendations

- We do not see the need to re-establish a SAME NCO Council at this time. Instead, creating an Enlisted Committee within the Young Member Council would allow us to leverage the broader YMC to develop and promote the SAME value proposition for enlisted members.
- It is important to have this group encompass all enlisted members, not just "NCOs". Focusing strictly on the NCO population discourages involvement at the junior enlisted and Senior NCO levels, and inhibits our ability to encourage career-long involvement in SAME.
- With regards to a HQ membership drive, Posts and HQ should provide recruitment incentives for members that bring aboard members (i.e. free lunch, SAME hat, pen-set, etc.)
- Encourage Posts to have their YM committee perform an outreach project/event that will draw interest in SAME from all levels of membership (i.e. off-site at local utility plant, solar farm, construction PMP overview or work a community service project)
- Updated national and post websites to highlight the low cost and numerous benefits of becoming a member
- Highlight achievements by enlisted personnel in The Military Engineer magazine and the member spotlight on the SAME webpage
- Continue to offer stipends for active enlisted and YMs to attend national conference
- Establish an enlisted position on the National Board of Direction
- Develop an information trifold and elevator speech that can be used by Posts to recruit enlisted members. Key elements of the speech include the opportunities SAME offers: Volunteering (there are plenty of volunteer opportunities within SAME locally, regionally, and nationally), Personal and Professional Development (i.e. highlight new CMAA partnership), and networking (i.e. JETC, post meetings, etc.)

Consolidated Recommendations

This section contains a summary of all recommendations made throughout this report, grouped by most likely OPR (i.e. SAME HQ, Posts, YMC) with the understanding that many recommendations potentially cross levels in SAME:

SAME HQ:

- Research applicable laws and/or guidance and work with the military services to draft a memorandum from SAME HQ to public sector members with a DoD-wide, official interpretation with respect to participation in SAME activities during duty hours, including:
 - TDY status (i.e. JETC, Small Business Conference, etc.)
 - Monthly Post meetings
- Need SAME National Leaders to engage with company leadership to emphasize the value of young engineer/personnel involvement in SAME.
- Develop a standardized system for posts to become aware of new members and welcome them into SAME.
 - How does a company/individual know what to do once it joins SAME? Does SAME reach out to welcome them? Can HQ provide a list of SAME POCs?
- Work synergies between Service engineer professional organizations.
 - Army Engineer Association
 - Find ways to complement...not compete
- Engage service engineering schoolhouses – all military have to go there!
- With regards to a HQ membership drive, Posts and HQ should provide recruitment incentives for members that bring aboard members (i.e. free lunch, gear, pen-set, etc.).
- Continue to offer stipends for active enlisted and YMs to attend national conferences.
- Consider establishing an enlisted position on the National Board of Direction.

SAME Posts:

- YM Private Sector Membership has both technical and business development people. Events should offer a mix of technical and business development skills/professional development throughout the year.
- Need to demonstrate the benefits (short and long-term) of time spent on SAME activities.
- Highlight opportunities for YMs/companies to present at events. Demonstrates expertise and gets company name in front of group.

- Highlight leadership opportunities and the skills obtained through getting involved
- Consider making in-person SAME events (e.g. Post meetings) available via web broadcast to minimize time commitment to attend.
- Vary meeting locations to different locations in your local areas to expand potential for attendance.
- Encourage local posts to incorporate private/state/local program speakers for potential shared opportunities.
- Target social events, senior leader support, YM-specific events, and mentorship for potential opportunities to improve value proposition and increase YM SAME involvement.
- Many Enlisted see SAME as an organization for degreed engineers and think the information briefed is beyond their level of knowledge or expertise. Posts should make a deliberate effort to shift that paradigm by focusing on topics and speakers of interest to enlisted members.
- Consider ways to reduce costs to enlisted members. The cost to attend events is sometimes very expensive and most enlisted members don't have the funding stream to attend the conventions or training conferences without stipend assistance.
- Encourage Posts to have their YM committee perform an outreach project/event that will draw interest in SAME from all levels of membership (i.e. off-site at local utility plant, solar farm, construction PMP overview or work a community service project).
- Encourage relationships to bridge PCSs. Posts should be ready and willing to connect and hand-off members to a post at the new Permanent Duty Station.
- Local Posts are hit or miss on welcoming and letting YMs know Posts exist and POCs as well as what events that are being held.
 - Update and distribute POC lists to new Post members.
- Civilian YMs would benefit from a formal networking and/or mentoring program that they could plug into at their discretion. This is a very valuable piece of professional development and could be easily addressed through a simple database and drop-downs that help interested YMs target mentors.

Young Member Council:

- Need to teach about the importance of networking to YMs careers. Not everyone understands the value of relationship building.

- Group recommended templates for local YM chairs to use for welcome e-mails to new YMs. Need to teach YM chairs how they can find out if they have new YM members.
- Need to provide information to potential YMs on how to communicate the value of SAME participation to their middle/senior management. Difficult for YMs to participate and meet billability requirements.
- Consider re-evaluating the “Young Member” definition
 - Encompasses everyone from 2Lt -> Lt Col. Difficult to connect a 22 year old recent college graduate with a 40 year old experienced engineer.
 - Perhaps it makes more sense to break it along the Company Grade Officer/Field Grade Officer lines.
- We do not see the need to re-establish a SAME NCO Council at this time. Instead, creating an Enlisted Committee within the Young Member Council would allow us to leverage the broader YMC to develop and promote the SAME value proposition for enlisted members.
 - It is important to have this group encompass all enlisted members, not just “NCOs”. Focusing strictly on the NCO population discourages involvement at the junior enlisted and Senior NCO levels, and inhibits our ability to foster career-long SAME involvement.
- Develop an information trifold and elevator speech that can be used by Posts to recruit enlisted members. Key elements of the speech include the opportunities SAME offers: Volunteering, Personal and Professional Development, and networking.
- Draft talking points for YMs to join SAME and attend conferences, such as:
 - Build long term friendships that pay off in the long run...the investment snowballs.
 - Develop confidence by meeting new people and volunteering for leadership positions.
 - Find teaming partners and get your name/Company name out there.
 - Free PDHs and webinars are good selling points. The CAAP program and stipends are an indicator the SAME wants YMs to participate, so the employers should take notice.
- Advertise Post and National awards more effectively to YMs including timelines and criteria well in advance of required completion.

SAME Webpage:

- In order to attract more enlisted members, SAME HQ could include more pictures or member spotlights with enlisted members on the webpage.
- Highlight achievements by enlisted personnel in *The Military Engineer* magazine and the member spotlight on the SAME webpage.
- Clearly outline membership benefits (by age and profession):
 - Provide company publicity

- Better visibility on reimbursement for PMP / PE exam on a competitive basis
 - o Potential for posts to have programs as well?
 - Scholarships/Grants for graduate courses
 - Highlight technical/leadership training along with professional development.
- Improve website access to align with benefits.
 - Training, Education, Research, Certifications, Outreach
 - Link to other partner organizations or sections for area-specific content.
 - If SAME applies to all stages of a career...we need to show it!
 - Incorporate collaborative areas for discussion (i.e. post a question, generate ideas, etc.)
 - Potential industry partnerships for mentoring programs
 - Group consensus was the site is hard to navigate:
 - Side panel to get links (versus drop down) is frustrating and difficult to use.
 - Organization is not intuitive and takes a long time to find things.
 - Liked items:
 - o Events are easy to see
 - o Recommend making even more detail visible by moving the member spotlight off the main page.
 - Recommend SAME website should highlight Post websites to drive traffic to more local information and opportunities.
 - Starting with the membership, we need to make it clear how to become a member and what membership dues are associated with become a new member? Reviewing the SAME site, there isn't a lot of information initially about membership dues.
 - Create sub-pages for each membership group (public civilian YM, private civilian YM, NCO, Officer, etc...) in the 'Discover SAME' section of the website. Each sub-page could have links to the other key areas on the SAME website, effectively filtering the entire website for that demographic's perspective. By including these sub-pages in with the history of SAME, National Leadership, and contact info (all of which are already in the 'Discover SAME' area), a potential/new member would understand what SAME is about while being able to dig into valuable information tailored to them quickly.
 - Highlight networking on the SAME webpage. According to our survey results, networking is one of the main reasons civilian YMs get involved with SAME; so the SAME website should be a resource where they can get in touch with any type of member. Simply providing access to distribution lists and/or a list of potential peers in SAME would be a valuable addition to the website. Once incorporated, a link to this information should be included in the membership group sub-page in the 'Discover SAME' area.

- Highlight mentorship on the SAME webpage. According to our survey results, increased communication from mentors is one of the main recommendations from civilian YMs. A formal mentor program located in the 'Grow Professionally' section of the website would be a valuable addition. It would allow potential mentees to locate mentors who match what they are looking for and engaging them if desired.
- At a minimum, the membership group rates should be displayed once the 'Join SAME' link is clicked. Once incorporated, a link to this information should be included in the membership group sub-page in the 'Discover SAME' area. Additionally, reference to the cheap rates with a hyperlink to a table of rates would be value added as well. One of the key distinguishing factors of SAME is that it is significantly cheaper than other professional memberships -- this should be annotated somewhere on the website.
- Civilian YMs could benefit from targeted training opportunities, and a link to that subpage in the Career Development Center could be posted on the Discover SAME area for easy access. Possible Civilian YM training opportunities could include:
 - A/E/C exam preparation webinars: YMs could either access Links to commercially available DL courses, or SAME mentors could create webinars and/or videos providing unofficial guidance and advice on the different exams.
 - On-the-job training: SAME mentors could create webinars and/or videos that could be an apprenticeship of sorts for YMs. These videos could be lessons learned for engineering, leadership, or a host of other areas that support professional development.
- A summary of opportunities should be present in the 'Discover SAME' area. Links can be used to effectively streamline the information, but a prospective member of SAME should be able to easily see on a single page what opportunities are available in SAME.
- Clarify the title of the Engineering and Construction Camps sub-page to include the term STEM. Can we expand the activities we engage in to include humanitarian efforts? According to the survey results, the activities/opportunities afforded by SAME are a major part of recruitment and retention. Therefore, expanding these activities is predicted to increase participation amongst YMs. Once incorporated, a link to this information should be included in the membership group sub-page in the 'Discover SAME' area.