

## CIOB International Board Meeting.

In the first week of June 2006, CIOB International held its annual Board Meeting in Bahrain.



**Left: The Delegates:** - Standing: Mike Wetherell & Michael Brown (UK), Keith Gillam (N. America), Brian Naylor (Australasia), John Yadoo (Europe & Ireland), Clive Parker (Africa), John Lee (Hong Kong), Michael Yam (Malaysia)

Seated: Pauline Koh (Singapore), Audrey Chen (Malaysia), Paul Shepherd (Chairman CIOB Int.), Lee Shirong (China), Liu Mengjiao (China), Elizabeth Thomas (Australasia).

**Right: the venue**

## No room for manoeuvre MULTIPLEX AT WEMBLEY, UK.

Published in *Construction Manager*, CIOB (UK) Magazine, May 2006.

*Far from multiplex being at fault for the Wembley fiasco, Geoff Bewsey argues the GMP contract left no flexibility for problem-solving.*

**By Geoff Bewsey**

Is Multiplex entirely to blame for what has happened at Wembley? I would argue not.

The guaranteed maximum price (GMP) contract is the real villain, because by adopting it, Wembley National Stadium Ltd pretty much tied its own hands. It wanted to stand back and not get involved in case its input came back to bite later in the form of a variation.

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**CIOB Australasia Annual General Meeting** was held on 3 May 2006 at Woollahra Council Chambers.

Mr Patrick Weaver was voted in as the New President. All the committee members for the Region and the Centres were confirmed. See The President's Column (page 3), Profile (page 5) and The Committee (page 12).

**The Skills Shortage**, one the current major issues affecting the building industry, is featured in this newsletter.

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## Update

### 2012 Training for Women Builders

BBC, Wednesday, June 14, 2006

The London games will create thousands of design and construction jobs and women should benefit from the boom, Alan Johnson will say.

Cash to aid women in finding work in areas of shortage was promised by Chancellor Gordon Brown in the budget.

The Department of Education decided to spend the money in London.

"There is no reason at all why women's involvement in the games should be restricted to watching, participating and achieving in the stadium," Mr Johnson will say in a speech to the Institute of Directors.

"They should be involved in designing and building them as well."

### Construction Skills Funding Boosted In Lead Up To Games

CIOB UK, Tuesday, March 14, 2006

The 'On Your Marks' initiative, launched on 28 February, was developed by a partnership of Government Offices, Learning and Skills Councils and RDAs.

It will support training and qualifications programmes in the south in the lead up to the 2012 Olympic Games, with a large portion of the funding going towards construction skills training.

Speaking at the launch, James Plaskitt MP, Work and Pensions Minister responsible for ESF said, "To meet the challenge of hosting the Olympics, there needs to be a wide and flexible pool of skilled labour. Not only will European Social Fund money help to increase the pool of available labour, it will also help people access jobs created as a result of the Olympic Games and help small businesses to upgrade the skills of their employees."

## Editorial

Having concentrated on Skills Shortage as our feature for this issue of contact Australasia, we have given less space for other general news. Views gathered on Skills Shortage are wide and varied. The important thing on everyone's mind is what is actually going to happen to solve the problem? Industry, academia and government are none of them solely responsible for the problem or the solution. It is hoped that they will all work together, both nationally and internationally, to define and to adopt positive policies.

The Editor

# No room for manoeuvre MULTIPLEX AT WEMBLEY, UK.

*Continued from page 1*

Politicians perceive GMP contracts as a panacea for all cost overruns. A GMP ought to be good for a client who wants to make sure they will spend no more money than they have budgeted for. But it doesn't give them the flexibility to go in and help get the job done on time. Clients can become intimidated by the terms of their own contract.

A hypothetical exchange at Wembley might have involved Multiplex asking for clarification on what the client wanted in, say, the hospitality suite finishes, and receiving the reply: "It's all in the GMP, you know what to do." Under GMP the client and contractor often end up circling each other around the contract, and the management of basic information becomes very difficult.

A different contract will recognise the need for mechanisms to enable the owner to take action to move the project forward when difficulties arise. In the hospitality suite example above, for example, Wembley Stadium could have worked with Multiplex to find a solution to move the project forward, rather than opting for trench warfare, guarding only the GMP.

If the contracting relationship allows constructive involvement, changes can be made which can save the contractor time and money and help them deliver the project on time and within budget.

It's the same with time issues. The classic contracting relationship leaves the real risk of delay with the owner, but gives them no tools to manage those risks. Will any amount of liquidated damages really compensate for all the consequences of the new stadium being a year late?

### Progress monitoring

A solution could be for the contract to make provision for payment to the contractor for proper time management and reporting. If this is not done the client then has a budget for stepping in to do their own progress monitoring to find out how the project is progressing. So even if the contractor fails to monitor progress properly, the client can get reliable progress information enabling them to make informed decisions on likely completion dates, financing adjustments and productive acceleration options.

As it is, the allergic reaction to involvement as a result of the GMP contract and its isolation from the management of time risks mean that Wembley can do little more than commentate on the downfall of its own development.



Related to that are the issues Multiplex inherited from the design, which was novated to it to make the contract design and build. By doing that Wembley was washing its hands of the design risk, but also cutting itself off from being part of the solution.

### Co-operative relationships

On its supply chain relationships, does Multiplex deserve a reputation for being a hard-nosed, street fighting contractor? I don't think so. My reading of the situation is that Multiplex has very co-operative relationships with subcontractors in Australia, which it forged of necessity in a more heavily unionised labour market. It hoped to replicate that here and was caught off guard by adversarial mindsets embedded in the UK supply chain. Multiplex was a bit naive, maybe, but it learned fast.

It's impossible to envisage how the many technical problems that have blighted the project have not been fuelled by the extreme financial pressures the contract places on Multiplex. With Wembley having adopted the role of absentee landlord, Multiplex can only look down the supply chain to find solutions to its problems.

This inevitably led to it applying pressure on subcontractors, seeking performance related to time and cost which is likely to be at odds with a high-quality product.

It is conceivable that if the contract relationship between Multiplex and Wembley had served both parties well, then Multiplex's reputation as a highly competent contractor, which was surely one of the reasons it was selected for this landmark project, would have been seen here and would have led to a better product in a shorter time. cm

Geoff Bewsey is with Pickavance Consulting, and worked with Multiplex at Wembley in January 2005

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**Notice: Facts and opinions expressed in this publication are those of the authors of the articles. They may not be the official position of CIOB on any given matter.**

# President's Column

Our industry is facing an increasing skills shortage at all levels: trades, construction management and consultants. Business is booming, whilst the net number of construction professionals decreases, a situation featured in this issue of Contact. The skills shortage creates opportunities and challenges for CIOB Australasia which is the focus of this article.

To meet the needs of CIOB Australasia members adequately across the region and to position CIOB Australasia as a key player within the dozen different 'construction industries' we cover, the first meeting of the CIOB Australasia Regional Council has decided to embark on the road to a genuine regional structure.

Over the next few months, we plan to establish vibrant and effective Centres in key locations throughout our Region. Each Centre will be responsible for running events, liaising with local Universities, attracting new members and engaging with government and industry within its State or Nation and, within our limited resources, will be appropriately funded.

The role of the Regional Council and our management team will evolve from one of 'hands on' doing the work, to a role of coaching, mentoring and supporting each Centre as it evolves to service CIOB Australasia members and the construction industry in its area. The other key focus of the Regional Council will be the strategic issues of working with CIOB International to adapt services and qualifications to meet the needs of our members and industries.

The first step along the road has been taken. A

NSW Centre has been created as an entity in its own right and a committee is being formed to focus on growing and promoting CIOB Australasia in NSW and the ACT.

Before the year's end I hope to have visited Queensland, New Zealand and Western Australia, in addition to NSW and my home State of Victoria, with a view to meeting members and our volunteer leaders in each of those places to help them kick start the Centre activities.

The challenge facing you as CIOB Australasia members is to get involved and to support your local Centre – you don't need to commit huge amounts of time to make a significant difference. A locally vibrant CIOB Australasia will contribute to the debate and be a part of the solution needed to attract new people to our profession – they are desperately needed. Contact details for Centre Chairs are in this newsletter; I challenge you to become a part of the solution!

The task facing the Regional Manager and Council is to package and simplify processes to help the Centres deliver events and services efficiently and effectively across 1/8th of the globe. We need to ensure maximum benefit is derived from every hour of volunteer effort; and that from your perspective as volunteers you enjoy the experience and find opportunities to network and grow professionally.

One key plank in this process will be the adoption of a new constitution for the region. The final details are being negotiated by our IPP Brian Naylor at the International Board



meeting in Bahrain as I write this article. All members will receive a copy of the constitution, as soon as it is finished, for discussion and comment prior to an Extraordinary General Meeting (EGM) to be called to vote on its adoption.

Any questions, thoughts or ideas for growing CIOBA generally or in your area will be welcome. You are invited to telephone me on +613 969 8684 or email patw@mosaicprojects.com.au with your input.

**Patrick Weaver**

**President, CIOB Australasia**

## CBC Schemes

The Chartered Building Company and Consultancy Schemes (CBCs) are a vital part of the CIOB, the industry's leading Professional Institution for construction management. Whilst individual CIOB membership reflects the individual member's professional knowledge and experience, the CBC schemes take the Institute's membership into a business perspective.

Current thinking and initiative in the construction industry encourages the highest standards of quality. An organisation of any size, be it a construction company or consultancy, should demonstrate that it manages its operations efficiently, employing and managing competent, trained staff and sub-contractors. These organisations will comply with industry and safety regulations and 'Best Practice' and, above all, deliver a first class service to their customers.

CBCs aim to offer such excellence. Their status cannot be bought. Rigorous qualification requirements are in place for their executive directors or partners, who are expected to see

to the continuous development of their staff at all levels.

### Chartered Building Company.

The Chartered Building Company scheme was set up to allow you, as a client or customer, to recognise a professional construction organisation. Employing a Chartered Building



Company will see your project completed to a high standard, with professionalism, speed and efficiency.

All CBCs are required to sign up to and abide by a Code of Professional Conduct.

### Chartered Building Consultancy

The Chartered Building Consultancy scheme consists of respected and responsible



consultancies, managed by professionally qualified and well-trained staff, that offer an expert and economic service. All CBCs sign a Code of Professional Conduct, and this must be adhered to.

**It is a little known fact** that Lt. John Chard of the Royal Engineers, the commanding officer at the battle of Rorke's Drift (dramatised in the film Zulu) had a Quantity Surveyor with him to help with his work. Early on the morning of Wednesday 22 January, 1879; as the Zulu's were starting to move into position to attack the supply station, Chard asked the QS to estimate the likely number of attackers. The QS promptly replied 20,297 Sir! Chard congratulated the QS on the precision of his estimate and asked how he had arrived at the figure? The QS replied 'Well Sir, I can count 297 of the Zulus on that ridge and I estimate there is another 20,000 in the valley behind!'

### CBC Members in Australasia:

<b>SGA Property Consulting.</b>	Chartered Building Surveying Services. Director Stephen Allen. 61 2 9238 0688
<b>Page Kirkland Group</b>	Multi disciplined property consultancy. Director Alan Page. 61 2 9283 7311
<b>Building Knowledge.</b>	Specialist construction consultancy. Principal Philip Sanders. 61 (0) 401 010 202

# Deacons Construction Lawyers Legal updates

## Construction Code of Practice to remain despite adverse court comment

By Stuart Kollmorgen , Michael Moy 12 May 2006

The Federal Government announced recently that it's National Code of Practice for the Construction Industry (Code) and the Implementation Guidelines for the Code (Guidelines) will remain in force despite the introduction of Work Choices.

The ongoing operation of the Code and Guidelines will be reviewed once the effects of the Building and Construction Industry Improvement Act 2005 and Work Choices on the Building and Construction Industry become clearer. The Minister for Employment and Workplace Relations, Hon Kevin Andrews, stated that the Guidelines will be reissued shortly to take account of the changes arising from Work Choices. He flagged that several issues will be

clarified; including the application of the Code and Guidelines to privately funded work and material suppliers.

To read more see:

<http://www.deacons.com.au/NewsUpdates/Newsroom/LegalUpdates.cfm?objid=5512>

## OHS laws reformed

By Michael Tooma , Bill Kritharas, 9 May 06

The NSW Government last week proposed a number of amendments to the Occupational Health and Safety Act 2000 (OHS Act). The amendments, the most comprehensive in 5 years, bring the NSW legislation in line with other jurisdictions in relation to the scope of the duty of care and personal liability of officers.

### Greater certainty and clearer guidance

The Bill proposes to amend the OHS Act to clarify that duties and obligations under the OHS Act should be fulfilled "so far as is reasonably

practicable" which is consistent with other States. In determining what is "reasonably practicable" (modelled on Victorian Act) the following ought to be considered:

- What a person knows or ought reasonably to know about the hazards giving rise to a particular risk
- The likelihood of the risk eventuating and the degree of harm that could be caused
- What a person knows or ought reasonably to know about the various methods of eliminating or reducing that particular risk and the cost of eliminating or reducing a risk.

The term "ensuring" is explained as; eliminating risks or where this is not "reasonably practicable", reducing the risks to the lowest level that is "reasonably practicable".

To read more see:

<http://www.deacons.com.au/NewsUpdates/Newsroom/LegalUpdates.cfm?objid=5509>

## Changes to the Building Code of Australia 2006

On 13 April 2006, The NSW Department of Planning published Building Regulation Advisory Note BS 06 – 003 (4 pages)

"The purpose of this note is to advise councils, private certifiers, developers and the community of the Building Code of Australia 2006 amendment, which takes effect on 1 May 2006.

"In summary, the changes to Volumes One and

Two included in BCA 2006 are:

- minor technical and editorial changes
- major components, as detailed below, including:
  - update of referenced Australian and Australian/New Zealand Standards to include new and amended versions
- new provisions for energy efficiency for commercial buildings (Classes 5 to 9)
- enhanced energy efficiency provisions for residential buildings and parts (Classes 1, 2, 3 and 4)
- new provisions for national testing regime for buildings in cyclonic areas."

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## Profile

## Nick Birbara

BSc MBA MCIQB  
NSW Division Chairman of CIOB Australasia

It was a phone call followed by an early morning breakfast meeting with a CIOB member that decided it. For several years Nick Birbara had been looking for a professional organisation that would be relevant to his profession, had global reach and offered opportunities for networking and professional development. "I was not really an engineer" he says, "but I had experience in Facilities Management along with Construction Project Management in the Property industry. I needed an organisation that represented senior executives in Construction and allied fields and found CIOB to be an excellent fit with my background. After the breakfast I picked up the phone and applied for membership".

...and the rest is history. Nick has been recently appointed NSW Chairman of CIOB.

He is a Director of TC Link Building Services which specialises in OH&S and Risk Advisory, Facilities Management and Interior Construction services. Based in Sydney, the firm has been responsible for a wide range of projects for clients including Sydney Olympic Park Authority, Pact Property and as a specialist subcontractor to major construction firms.

After graduating with a degree in Industrial Chemistry, Nick spent 10 years in the manufacturing industry in Sales and R&D roles for major companies such as Taubmans Paints, Amcor and Alcan Aluminium. He also took on board the opportunity to lead a Value Added management team in foil printing operations. "Our job was to reduce health and safety risks for the workers who were handling solvents and other hazardous chemicals. By working closely with the print crew and getting their input on how we could improve the processes, we managed to reduce solvent emissions by 70% in a short time – and also saved the company a lot of money,

not only in less solvent waste but also in more satisfied, healthier workers."

This approach of working closely with people at all levels of the business to achieve agreed improvements is particularly relevant to the construction industry and held Nick in good stead when he joined Brambles as a Project Manager in 1997. "Brambles was a very active 'hands-on' environment where people were given authority and responsibility at every level of the business. I felt this to be quite empowering not only personally but as a project manager knowing that every team member was treating their area of responsibility as if it were their own small business. They had to make it succeed."

Later he completed an MBA degree and moved to AMP where he managed Business Development for the Resolve Engineering division and was appointed to an internal review team working with consultants AT Kearney to reengineer AMP's property services business. In 2000 he established TC Link Building Services and hasn't looked back. Recent projects include:

- Establishment of a consortium to bid for a truckstop and transport changeover project in rural NSW for the Roads and Traffic Authority, NSW (RTA).
- Audit for a newly built residential apartments for Strata Managers to ensure OHS compliance prior to full occupancy.
- Contract administration of a heritage listed Sydney CBD retail store interior construction project – management of work schedules, subcontractors, procurement, payments, client liaison, insurance & legal issues.

Nick firmly believes that OH&S is of particular importance and has become a major risk



management issue for the construction industry. "I firmly believe that any provision in the new Workplace Relations Act which may restrict worker access to OH&S consultation is necessarily a backward step for our industry, as it increases the risk profile for construction projects. However the onus is also on employees to work honestly and cooperatively with management in identifying hazards and reducing risk on site. A good OHS management system will not only be detailed in scope and applicable to each individual site but it will also be easy to understand, to implement and to use by all workers. The best systems in the world are of little use if they are not being actively implemented and continuously reviewed."

In his spare time Nick plays competition tennis and golf - a few pars now and then(!), rows, sings, plays guitar and collects good wine. (He does not say who drinks it!) He still does breakfast occasionally but is more likely these days to meet you over a cup of coffee – it's better for the waistline!

## 2006 Budget - Education and training

The following information is part of the summary of the 2006 Budget published by the Australian Institute of Building (AIB). The full summary may be read on the website: [www.aib.org.au/2006budget](http://www.aib.org.au/2006budget) - under the headings: Economic & Budget Overview (Key Economic Indicators; Key Budget Outcomes) Business & Personal Taxation (Business Taxation & Compliance Measures; Personal Taxation Cuts) Infrastructure & Housing (Roads & Other Infrastructure Spending; Housing Construction Forecasts) Education & Research Spending Measures (Education & Training Funding; Science & Innovation Funding).

The 2006-07 Budget provides more than \$559.6 million in new funding, primarily for capital developments in Australia's universities, in addition to the \$11 billion increase in funding over 10 years already provided through the Commonwealth Government's Our Universities:

Backing Australia's Future package.

The Government will provide an extra \$95.5 million over four years to universities through the Capital Development Pool programme, enabling them to undertake projects to support quality learning and teaching in areas of national significance. This represents a 50% increase in the base funding available to the higher education sector through this programme.

### University capital works funding

The building profession benefits from the construction of a number of new facilities at various universities throughout Australia.

The Australian National University will receive capital funding of \$125 million in 2005-06. This will consist of \$50 million for Stage 2 of the redevelopment of the John Curtin School of

Medical Research and \$75 million for other major works to modernise key university facilities. This will be matched by \$50 million from the university's own capital works funding.

The Budget provides \$12 million in capital funding in 2005-06 for a global centre of excellence in trans-national crime prevention at the University of Wollongong.

Deakin University will receive capital funding of \$18 million for its new medical school in Geelong and Monash University will receive \$5 million for a new branch of its medical school in Gippsland, subject to matching commitments from the Victorian Government.

Bond University opened its new medical school this year and the Budget provides \$4.5 million in 2005-06 towards the costs of constructing this facility.

# International Innovation and Research Awards

## Winners 2005/06

Winners of the CIOB's ninth annual International Innovation and Research Awards were announced May 16 2006 at the CIOB's headquarters in Ascot.

It is estimated that £1.2bn annually is spent on research and development in the construction industry worldwide. Through the International Innovation and Research Awards the CIOB contributes to I & R activities through the recognition and celebration of outstanding research from across the world.

**Brian Wilson** from the University of Northumbria won this year's Undergraduate Dissertation Award for his paper on 'First Planning in Construction' which investigated the progress made to recent developments in planning and control as captured in the Last Planner. Commenting on his achievement Brian said, "It was a great pleasure to attend the awards evening and to have the opportunity to present my research study in such an attractive location. I would like to express my sincere thanks to the CIOB again for the award."

Judges Citation: "This dissertation provided a compliment and a foil to recent developments in planning and control as captured by Last Planner. The study was prefaced by a thorough and critical literature review and developed the following determinants of good practice within front end planning: timescale accuracy, sub-contractor input, levels of programme detail and the use of predictive models. Overall, a very mature analysis".

Runner up was **Luke Goldup** - University of South Australia: "Supply Chain Management in Construction: Potential Implementation at Project Level in South Australia".



Judges Citation: "A very comprehensive review of existing work led to a realistic framework to analyse the effectiveness of construction supply chains. A case study approach was used and the Panel was impressed with the depth of analysis and the modelling that was undertaken. The work was extended by



*Pictured: Brian Wilson receives his undergraduate dissertation award from Professor Roger Fanagan, CIOB Senior Vice-President.*

proposing detailed improvements involving both process modifications and management change. The result was a very insightful approach to a widely misunderstood and misquoted subject".

**Petra Rudloff** from the University of Reading won the Masters Dissertation Award. This new award was established for research into urban regeneration and the Judging Panel felt her entry "Managing Strategic Objectives in Urban Regeneration Projects: a Flexible Approach to Managing Complexity" critically examined the process, roles and outcomes in managing urban regeneration projects. Judges Citation: "This dissertation critically examines the process, roles and outcomes in managing urban regeneration projects. It highlights a mismatch between the current approaches used and the nature and complexity of regeneration projects. Recognising this mismatch the dissertation develops alternative approaches, encapsulated within good practice guidance.

The dissertation is based on an extensive literature review, detailed interviews with practitioners and an in-depth theoretical examination of existing practices".

**Jim Barrack, John Forrest and David Smith** MCI0B were the winners of the Innovation Competition for their TILT-DAM invention: "The Concept and Development of TILT-DAM". With an increased incidence of flooding in recent years involving significant consequential financial

and personal cost, a permanent yet visually appealing solution is required. TILT-DAM fulfils these requirements with the added bonus of being quick to deploy. Commenting on their award Jim Barrack said, "I am indebted to CIOB for this valued recognition of a British invention designed to provide protection for properties at risk from the ravages of flooding. I hope that this will assist in establishing TILT-DAM in the UK market as the first self-help system for flood defence." Judges Citation: "There has been an increased incidence of flooding in recent years, with significant consequential financial and personal cost. Few people, however, seem willing to accept the visual and other impacts of permanent flood defences in urban areas. TILT-DAM offers an elegant, engineered solution by providing a system that is permanently available and quick to deploy. The judges applaud the innovative approaches used, and hope that the success of prototype trials to date is followed by full-scale implementations".

**Dr Sai On Cheung** MCI0B (HK), **Donald Choi and Keith Ng** MCI0B won the new Faculty of Architecture and Surveying Innovation Award for their Control of Variations and Instructions (CVI) - A Web-Based Cost Control Innovation. The Judging Panel were impressed with the level of collaborative working between City University of Hong Kong and Nan Fung Development Ltd and the involvement of an integrated team from different professional backgrounds in its development. CVI enables timely confirmation and approval of variation. Dr Sai On Cheung said, "The CIOB Innovation Awards are a timely response to the call for innovation for the advancement of the construction industry. We are most encouraged that our efforts in making use of I.T. to solve a long standing cost control problem are recognised by the construction community." Judges Citation: The Panel were impressed by the interactions that led to this submission. First, it was collaboration between City University of Hong Kong and Nan Fung Development Ltd; and secondly involved an integrated team from different professional backgrounds. The proposal addressed a real issue that enables

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## CIOB Australasia Active in Education

Activities planned for the second half of 2006 as part of our education agenda to universities nationally, include:

### CIOB Australasia Research Grants

CIOB Australasia is inviting University academic staff to submit their Research Grant proposals from all the various research areas within the broad field of Building & Construction Management. Preference will be given to projects that demonstrate a clear practical benefit to the management of construction projects. Minimum grant awards will be \$1000, and maximum awards \$2,500. Projects must be fully completed within 12 months of the grant being awarded. For full details please contact the CIOB Australasia office.

### CIOB Membership Presentations to Students

CIOB members have kindly offered to assist with presenting the benefits of CIOB membership to students in universities nationally. In most centres Hays construction recruitment consultants will

also be providing final year students with career advice. Hays offer CIOB Student members a free initial consultation with a recruitment officer to discuss career path options and opportunities in the industry. Students please contact the CIOB Australasia office if you wish to speak with a Hays consultant.

### CIOB Australasia 2006 Excellent Student Awards

CIOB Australasia will shortly be inviting universities to forward their student nominations in the categories of:

- CIOBA Excellent Building Undergraduate
- CIOBA Excellent Building Postgraduate
- CIOBA Excellent Building Research Postgraduate

Presentations of these awards will be held at CIOB events later in the year in Perth, Brisbane, Melbourne, Sydney and Auckland to recognise the hard work of students who excel in construction degree programs, in Australia and in New Zealand.

### Congratulations to CIOB Australasian Student Members:

#### Winners of CIOB International Awards!

**Nathan Foulis** from the University of South Australia was a recipient of CIOB Australasia's Undergraduate Scholarship in 2004. Nathan has also taken out the top prize for the CIOB 2005 International Undergraduate Dissertation competition. He recently presented a research paper, based on his undergraduate research, at the CRC Construction Innovation conference in Gold Coast and is considering post graduate study in the near future. Nathan now works for Hansen & Yuncken in Adelaide.

**Luke Goldup** also from the University of South Australia has been awarded the 2006 International Undergraduate Dissertation competition runner up prize.

**Silvana Wirepa** from the University of Newcastle has been offered a 2006 CIOB International Scholarship prize - details to be announced soon.

# Scope for Improvement

## A survey of pressure points in Australian construction and infrastructure projects.

Published by Blake Dawson Waldron in association with the Australian Constructors Association.

In April 2006, Blake Dawson Waldron, in conjunction with the Australian Constructors Association released a new report, Scope for Improvement – a survey of pressure points within Australian construction and infrastructure projects. The report, which followed research with around 200 industry representatives, identified the key causes of "pressure points" (obstacles which hinder delivery of projects) and explored strategies to avoid or overcome these challenges. **Key Findings:** The research revealed five main issues hampering Australian construction and infrastructure projects, leading to major pressure points at all stages of their life cycle. These five issues are: (i) **A shortage of skilled resources;** (ii) inadequate scoping; (iii) use of inappropriate delivery methods; (iv) poor risk allocation and (v) unrealistic time and cost objectives. They are also strong contributors to cost overruns, delays and disputes."

In this issue of *contact* we publish, with the kind permission of Blake Dawson Waldron, an extract from the report which highlights skills shortage issue. The full report may be obtained through [www.bdwl.com/constructionsurvey](http://www.bdwl.com/constructionsurvey).

### "Skills Shortage.

Our survey respondents confirm that the skills shortage is by far the most significant challenge they face today. The scarcity of qualified personnel impacts construction and infrastructure projects in every sector and at every stage of the project life cycle, from the initial scoping to completion. In fact, over half of all respondents, regardless of sector, seniority or job type, identified the skills shortage as the critical industry challenge. The shortage is experienced across the board and affects not only constructors, but also principals, designers and other consultants, at every level and across the range of occupations and professions.

Lack of expertise is commonly cited as a key factor leading to insufficiently scoped projects, problems during project negotiation and hiccups

during project execution. Ultimately, this skills crisis is viewed as being a cause, either directly or indirectly, of time delays, cost overruns and other pressure points that lead to disputes in the industry. The respondents overwhelmingly acknowledge that their projects will ultimately suffer without a well functioning, motivated and experienced team composed of high quality people who relate well to each other.

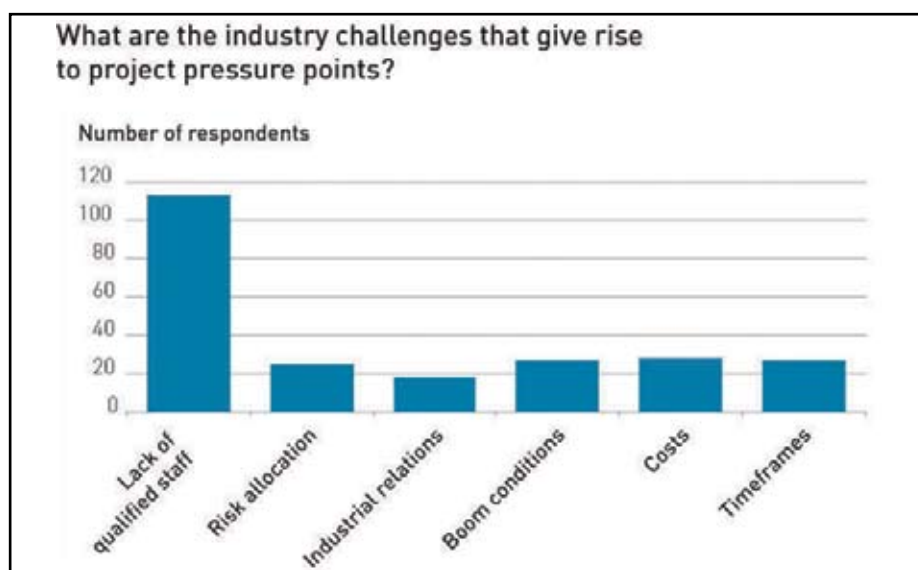
### Survey respondents provide various reasons for the shortage.

Most believe a deficit in training initiatives for young people has led to a diminishing number of engineering graduates and trade apprentices entering the industry. Many also express disquiet about the traditional apprenticeship scheme which they consider too long and unattractive to potential participants. The other difficulty identified is the inability to retain the talent which has already entered the industry. One reason ventured for this is that instead of working to create a more stable workforce, the industry has resorted to the short-term solution of hiring

contract labour on a regular basis. Another view put forward is that the cyclical nature of the industry has entrenched a project approach to resourcing, again leading to a transient workforce. The main reason proffered for this was that without a visible pipeline of work, there is little incentive for any industry participants to build and maintain a solid core of expertise.

### Industry View

"The industry is structured to live from project to project, and not to carry staff or labour between projects. There is a false assumption that labour and staff can be engaged once a project is won, and that there will always be a pool of suitably skilled people to draw from. The reality is that the pool is shrinking fast, particularly in the skilled trades area, and the structure of the industry does little to encourage individuals to build a career with a particular firm. Companies are very unwilling to spend money on intangibles like training and staff development, particularly when the people they do have are flat out on the current project'."



## Employers dip toe in mature age talent pool

By Craig Donaldson.

This article is re-produced by kind permission of Human Resources Magazine.

A MAJORITY of Australian employers are still failing to proactively seek to attract and retain mature aged workers, despite the nation's rapidly ageing workforce and growing skills shortage, recent research has found.

Just over 40 per cent of Australian employers are proactively seeking to attract and retain employees from this valuable pool of talent, according to a Hudson survey of 8,345 organisations.

While the rate of employer pro-activity has increased by 8.9 per cent over the last two years, Anne Hatton, CEO of Hudson Australia and New Zealand, said a majority of organisations are still not tapping into this experienced demographic.

"Australia's employment landscape is being shaped by the spectre of an ageing workforce and an intensifying skills shortage. These findings are a wake up call to Australian business," said Hatton.

According to ABS statistics, the number of people aged 65 years and over is projected to exceed the number of children aged 0-14 years around the year 2016, and the median age of the Australian population has increased by 5.8 years over the last two decades.

"Even if some organisations are not yet struggling with the skills shortage, they soon will be as competition for skilled labour continues to increase," Hatton said.

Employers must also think more creatively when implementing hiring and retention strategies, according to Hatton, and consider new ways to proactively attract and retain mature aged

workers, who bring valuable knowledge and irreplaceable skills to the business."

"Organisations need to seriously consider flexible work options as a real solution to the growing pressure to retain mature aged workers," she said.

Of the industries surveyed, the financial services/ insurance sector appeared to be the most proactive, with 47 per cent of organisations surveyed actively seeking to attract and retain mature aged workers. The IT (32 per cent) and telecommunications (24 per cent) sectors appeared the least proactive.

Employers in the IT&T sector have tended to be poor at re-skilling mature age workers, said Martin Retschko, Hudson's director for the IT&T sector.

18 April 2006

# Skills in demand lists States and Territories – March 2006

## Extracts from data provided

**Key to ratings:** **S** = State-wide shortage; **M** = Shortage in metropolitan areas; **R** = Shortage in regional areas; **D** = Recruitment difficulty; **R-D** = Recruitment difficulty in regional areas; **M-D** = Recruitment difficulty in metropolitan areas.

### Notes:

(1) Shortages are especially for private sector: building services, hydraulics and concrete and reinforced structural steel design. Shortages also in local government: traffic management, design for civil works, technical services and asset management.

(2) Shortages particularly for building services; high-voltage, sub-station and power; industrial automation such as SCADA & TLC; design and project management.

(3) Recruitment difficulties are for teachers of mathematics, physics and technical and applied studies in some Sydney suburban and regional locations.

(4) Shortages eased in 2005, but remain significant, particularly in regional NSW.

(5) Shortages are evident in the mining and mineral processing industry.

(6) Shortages are evident in the mining and mineral processing industry.

(7) Recruitment difficulties are mainly evident in regional and remote areas. Some recruitment difficulties may be experienced State-wide in the specialist teaching areas of mathematics, science, IT, manual arts and LOTE.

(8) Mechanical Services Plumbers are particularly hard to recruit.

(9) Recruitment difficulties are restricted to the specialisations listed below and to regional areas. Difficulties may be experienced filling vacancies located in rural and remote locations and for particular specialisations, notably for mathematics, science and technology, and LOTE.

State	NSW	Vic	Qld	SA	WA	Tas	NT
Civil Engineers	S (1)	R	S	S	S	S	S (10)
Electrical Engineers	S (2)	S	S	S	S		D
Mechanical Engineer			S(5)		S		
Production or Plant Engineer			S(6)		S		
(Ptrlm)							
Secondary Teachers:	(3)		R-D (7)		R-D (9)		
Manual Arts/tech studies	D	S	D	D	R-D		S
Maths/Science	D	S	D	D		R-D	D
Physics/ Chemistry	D	S	D		R-D		
Maths	D	S	D		R-D		D
Construction Trades							
Carpenter and Joiner	S (4)	M-D R	S	D	S	S	D
Plasterer	S	M-D R	S	S	S	S	S
Plumber / Gasfitter	D (Roof)	M-D R	S (8)	S	S	S	S
Bricklayer		M-D R	S		S	S	S
Painter and Decorator		M-D R	S		S	S	D
Wall and Floor Tiler		M-D R	S	S	S	S	S

(10) Shortage is especially for Civil Engineers with design skills

### Explanatory Notes (Extracts)

DEWR assesses demand for skills by a number of means including contact with employers, industry, employer and employee organisations and education and training providers. The prime focus of DEWR's approach is surveying employers who have recently advertised vacancies for selected skilled occupations (generally those requiring at least three years of training and which are included in the Australian Standard Classification of Occupations Major Groups 2 to 4). In assessing skills in demand, this industry and employer intelligence is considered in conjunction with statistical and qualitative information on demand and supply trends for the

selected occupations.

Information included in the March 2006 lists is based on research undertaken in late 2005 (Trades), early to mid 2005 (Professions) and May 2005 (ICT skills), unless otherwise indicated.

There is considerable ambiguity about the term 'skill shortages' in industry and media discussions, and in developing guidelines for training, migration, labour market programs and regional skills analysis. The term 'skill shortages' is often a surrogate for more general recruitment difficulties or skill gaps (deficiencies in the skills of existing workers).

The full text and data may be found on the DEWR Website. Contact for enquiries: email: [Australianjobs@dewr.gov.au](mailto:Australianjobs@dewr.gov.au)

## Companies look offshore for skills

**By Melissa Yen. This article is re-produced by kind permission of Human Resources Magazine.**

A SHORTAGE of skilled welders has forced ARB Corporation, a car parts manufacturer specialising in the production of welded products, to extend its business to Thailand.

Roger Brown, chairman of Australia's largest maker of four-wheel-drive accessories, claims that, despite having opened an extension to their plant about a year-and-a-half ago as a result of a lack of skilled workers available for their Kilsyth plant in Victoria, this has deeply impacted upon their workforce.

"Basically we can't man it. We have not been able to get welders – that is, people who can weld in a production sense. We certainly can't get qualified people. We get some people who we can try and train and that's about as far as we have got," he said.

As a result, this has had a most negative effect

upon the production rate of the plant and its potential growth. "We just cannot grow at the moment, we've got work we just can't complete," said Brown.

Being unable to hire qualified welders for more than a year now, one of ARB's tactics to solve the problem has been to train people. Despite this, however, Brown claims it has simply been too difficult to keep people as turnover of trained welders is still high.

According to Brown this lack of qualified welders is in part due to "a big drain going on in places like Mackay and northern Western Australia, where the mines are sucking them in," he said. "They pay fancier wages and, if you're a young fellow with a trade, you'd go there. I know I would."

A recent survey found 22 per cent of companies were actively looking for staff overseas in order to fill gaps in the skilled worker market.

Conducted by Talent2, it also found 35 per cent of

Australian workers believe there is a higher than usual rate of resignation within their company, contributing to companies being forced to look at the global jobseeker market.

"According to Department of Education Science and Training figures, over 50 skilled professions are currently facing a skills shortage throughout Australia," said Laura Mabikafola of Talent2.

"Businesses need to make an active effort to retrain, up-skill and promote staff from within in order to stem the flow of employees from the organisation."

ARB's Brown acknowledged skill shortages were a problem for the whole industry.

"We're not alone. In the same industries there's a lot of people with the same problem. In some areas of employment we can get people, but in others we just can't and welding is a really good example of where we can't get people," he said.

2 May 2006

# CIOB and Hays Construction and Property Joint Breakfast Seminar

## Retaining Talent and Employee Engagement.

This well attended and successful seminar in Sydney, 23 May 2006, was presented by Sandra Henke, Hays Director of HR, Learning & Development.

Across all sectors organisations face an increasingly competitive candidate market, presenting management with a challenge to retain and continuously to engage talent. A recent Hays on-line survey of over 1200 respondents showed that recruiting and retaining talent, along with compliance, ranked in the top three critical issues facing businesses in 2006. This trend appears set to continue. More than ever before talented employees are voting with their feet. The employment market abounds with examples of 'talent' leaving top paying organisations to go elsewhere for a better culture and greater personal and professional development opportunities.

It is easy for us to understand the relationship between engaged and productive employees and better business results. The challenge is to translate this understanding into action. If management can no longer rely upon financial reward alone to motivate its workforce, where else should managers focus their attention? If employees want far more from their work experience than a pay packet, how do managers know which of their management activities will create the biggest difference to engagement?

How does an organisation create a culture of engagement? Given that culture is intangible and its measurement a challenge, Sandra identified the critical areas upon which to focus, to make that difference:

### 1. Recruitment

Spend time considering the profile of a successful performer; the base line technical skills along with the behaviours and values required. Hiring technically proficient employees who undermine the values and culture of the organisation may prove disastrous. Consider whether your recruitment process includes an assessment of a values match.

## International Innovation & Research Awards

*continued from page 6*

timely confirmation and approval of variation orders – using a virtual meeting room. The system records all communications, ensuring a comprehensive database of variation order approvals.

### Commended (no particular order):

**John Christopher Brooks** MCIQB "Retrofitted Structural Support System". Judges Citation:

Traditional methods for forming wide openings in load bearing walls necessitate the use of intrusive propping and shoring systems which can reduce access and cause other problems. This elegant and simple innovation makes use of the compressive strength of the wall itself to alleviate these issues. The judges were impressed by the clarity of thinking, and wish the applicant every success in its future use.

**Professor Marin Loosemore** FCIQB (Australia), **Charles Reilly, Dave Higgon** "Multiplex Facilities Management's New Risk and Opportunity Management Systems (ROMS)". [See 'Risk as an Asset in Project Management']. Judges Citation: "This is an innovative approach to risk and opportunities management which incorporates much recent research and development in this area. The application of ROMS systems to the FM area is relatively unusual and has grown out of significant collaboration between industry and

A burning issue for leading property developers and building contractors today is the sourcing of appropriate talent. Equally vital is how to retain it – not just for performance - the replacement cost of senior professionals can be counted in multiples of their salary! Sandra Henke gave her expert perspective of the problem and specific suggestions for retention through developing a "culture of engagement."

**Philip Sanders, FCIQB, Vice-President CIOBA**

### 2. Leadership

Do the people at the top of your organisation lead by example? Are they engaged and passionate about the organisation and their work? Do they understand that it is their people who drive results and that culture drives performance? Are they committed to moulding and shaping a high performance culture?

### 3. Management Skills

We have all heard the very wise adage people join companies and leave people. Many employees leave jobs or become disengaged because of their relationship with their immediate boss. Front line management is, in many ways, the toughest gig in the business. Often we promote those who are technically proficient into people management roles and provide them with little support. All of the rewards, incentives and Christmas parties will never compensate for a manager with poor skills. So, how well are your managers trained to deal with people management? What support are they provided in learning how to motivate, coach and influence others?

### 4. Performance Management

With the potential to be a powerful engagement

academia. The impact of such a well developed system on both the construction and FM phases of a project is potentially very significant".

**Nick Wylie** MCIQB, **Richard Ferris** "WhiteBOX: Delivering Construction with a Difference" Judges Citation: "This is a development in design and construction management that is of particularly very significant importance. The team is to be congratulated for combining a number of IT tools into a single interactive system capable of tracking CAD information and generating project lifecycle information in an accessible form to all members of a project team". The Chair of the Judging Panel said, "The 2005/6 I&R Awards have celebrated some excellent and interesting research and we are delighted to have winners from the UK and Singapore with runners up from the UK and Australia. We are encouraged by the quality of innovative practices taking place in the industry". Each year the CIOB's I&R Awards go from strength to strength and next year we hope to attract an even bigger number of entries internationally. The CIOB, Chair and Members of the Judging Panel extend congratulations to the winners and runners up and commendations and wish to express their appreciation to all entrants for their participation and support.

For further information please go to [www.ciob.org.uk/events/irawards](http://www.ciob.org.uk/events/irawards)

tool or a complete waste of management time, the performance appraisal and all other aspects of performance management are often underrated. Do your employees look forward to being a part of the appraisal process or is it considered only a form filling exercise? Do your managers know how to use the appraisal as a tool to engage, inspire and motivate talent?

### 5. Development

Personal development, professional development, career development are more important to Generation Y than any previous generation. The best organisations promote their talent early and aggressively. With flatter organisational structures this can be challenging, but development does not have to mean promotion. Consider how you utilise the less traditional approaches to developing talent; mentoring, buddying, giving bite sized chunks of extra responsibility to those who demonstrate talent. Step talented people up early and let them 'rise to the occasion'!

Shaping a culture starts at the top and may take years. However, there are many things that leaders in an organisation can consider or implement immediately. We can no longer pay lip service to the cliché that people are our greatest asset. In a buoyant market, talent votes with its feet and we must consider what we have to offer them in order to keep them engaged, inspired and motivated.

## Risk as an asset in Project Management

### CIOB/AIPM Joint Seminar

To promote our Reciprocal Membership Agreement, CIOB and AIPM held a joint seminar on the 8th March at The Establishment Hotel, Sydney: 'Risk as an Asset in Project Management'. The presentations by Professor Martin Loosemore (Associate Dean & Professor of UNSW Construction Management Program) and Dr Patrick Zou (Senior Lecturer & Director of UNSW Master Construction Project Management Program) focused on the development and implementation of the Multiplex Facilities Management's Risk and Opportunity System and the Risk Management System for the Beijing 2008 Olympic Venue Construction. The event was well received and provided an excellent overview of the latest thinking in risk and opportunity management to over 150 attendees. Following interest from members in other states, this presentation will now be held in Brisbane and Melbourne during July 2006; please refer to our events calendar at the end of this issue for further details.



# Planning for the future

**In the face of a growing skills shortage, ageing population and changing of the generational guard at work, workforce planning is key to ensuring the long-term success of many organisations. Melissa Yen reports. This article is re-produced by kind permission of Human Resources Magazine.**

How many fully qualified people will you need in the future? What strategies can you implement to attract, retain and motivate your people so that your organisation can fulfil its longer-term strategic growth plan? Such questions are central to workforce planning. However, getting these questions addressed at the executive level is still a challenge for some HR professionals.

Despite such challenges, the current economic environment has pressed many companies to consider workforce planning as a key strategic component of business. A long period of economic growth has presented a range of issues for HR professionals, according to Peter Murphy, principal of Noetic Solutions. The impact of the Federal Government's new industrial relations laws, the rising cost of key commodities such as oil and a less favourable interest rate environment are all taken into account when it comes to the strategic end of workforce planning, he says.

Underlying all this is an increasing awareness of the looming skills shortages and the threat of a rapidly depleting workforce. "The ageing population has raised the appetite for workforce planning in Australian boardrooms, as directors and C-level executives realise that they have a significant problem looming in the short term. Some organisations are actually actively conducting the process, others considering how to go about it," according to Lyle Potgieter, CEO of IXP3 Human Capital.

## The challenges of implementation

Rolling out an integrated and strategic workforce planning initiative is no easy task. "Achieving alignment with key business needs and issues remains a perennial challenge for HR professionals and organisations trying to get workforce planning initiatives going," says Murphy. "Being able to get people to think about more than just today's HR

problems and think strategically is a challenge."

One of the greatest challenges HR professionals also face is securing senior management support and ensuring executives understand the need for workforce planning. Detailed analysis of the current workforce status along with a solid understanding of the organisation's strategic plan is critical. Working on solutions before the real problem is properly defined and understood is a mistake that occurs too often, according to Tess Walton and Stacy Chapman, directors of Aruspex. Not doing one's homework in this area leads to problems when it comes to linking business strategy needs and workforce requirements.

## Overcoming challenges

It is critical that HR professionals demonstrate a solid knowledge of the business and gain an understanding from the executive level as to how workforce planning strategies will achieve desired business outcomes. "As with any business problem, you've got to be able to demonstrate the value of what you are doing and how it is going to make the organisation's life better," Murphy says.

A business may find itself floundering and unable to execute its strategy, according to Potgieter, unless the senior executive team understand that workforce planning strategies are needed for dealing with the looming talent exit. He also urges HR professionals and senior managers alike to realise that workforce planning takes a significant time, even years.

"Put in place the infrastructure and tools you will need to implement your strategy. Many of these tools take time to gather the information you require and will also take time to implement. Without these tools, your capability to identify top talent – high potential, high performance individuals – for grooming will be significantly impaired," says Potgieter.

"HR professionals need to note that the ageing workforce issue will affect many roles in the organisation and the capability to implement your strategy without these tools will be seriously diminished." The Board and senior management

should be advised that HR requires access to the strategic plan in order to conduct meaningful workforce planning, he adds.

## Establishing ROI

Building a business case for workforce planning has become easier due to looming workforce challenges. It is often more useful to talk to businesses about the risks they face as a result of failing to plan for a critical resource, in the form of workforce skills and competencies, according to Murphy. "Management find it easier to understand issues when it is presented in terms of risk to the organisation. Organisations plan long term for key inputs – why not people?" he asks.

Walton and Chapman claim they have yet to find a case where ROI cannot be proved. "Sometimes we've built the case on the basis of a history of retrenchments and rehires; sometimes it's the pain of skill shortages; sometimes it's the cost of being over- or understaffed."

As long as one can prove that the cost of running a workforce planning initiative will be significantly less than the revenue gain, ROI should be significant, says Potgieter. If this can be backed up by facts and figures, management will appreciate this more.

"For example, let us assume you work for an organisation that employs chartered accountants. Your brief examination of the issue concludes that you will be faced with chronic and sustained shortages of chartered accountants commencing in 2008. You conclude that you expect to be short of 300 employees each year and the shortage in the worst case will be 900 people a year. This translates to a shortage of revenue of between \$75 million and \$225 million. If HR can put in place strategies to reduce these shortages by 30 per cent, the net gain in revenue is between \$22.5 million and \$67.5 million," he explains.

"Delaying commencement on this project will be detrimental to your organisation as well as your professional standing in the organisation, as executives will expect you to have the answers when this issue is discussed in the boardroom."

30 May 2006

## Theatre of pain: Wembley's woes

### continued from page 2

**Feb 2000** The consortium of Bovis Lend Lease and Multiplex win the Wembley contract, beating HBG and Mowlem. Sir Robert McAlpine and Bouygues pull out, citing onerous contract terms. The client, Wembley National Stadium Ltd (WNSL), refuses to make it a two-stage tender, insisting on a lump sum, fixed price contract. An unnamed contractor slates WNSL in Building magazine, describing it as a "client from hell".

**Mar 2000** WNSL chief executive Bob Stubbs assures the press that contract negotiations are going fine: "It's not easy agreeing a contract of this size, but [they] are getting to grips with the details of the scheme."

**Jul 2000** Talks hit a rocky patch as Bovis-Multiplex come in with a price £50m higher than WNSL's target. Stubbs tells Building: "We're not meeting anyone halfway. We either get the right numbers [for the price] or we retender the whole thing." By the end of the month, despite a value engineering exercise, the consortium's price is still around £20m more than WNSL's target of £316m-£320m.

**Sep 2000** WNSL terminates the Bovis-Multiplex contract. Its insistence on a GMP puts off erstwhile suitors such as Mowlem, HBG and Sir Robert McAlpine. Bouygues expresses a renewed interest but just a week after the Bovis-Multiplex team are let go, WNSL announces it has chosen a new partner: Multiplex – on its own. Bovis threatens to sue.

Two years are wasted as politicians wrangle over what Wembley should be for, and WNSL has trouble attracting investors. Costs creep up and the design goes back to the drawing board several times.

**Oct 2002** Lift off. Demolition on the old Wembley starts. Multiplex has 40 months and a budget of £445m. Paul Gandy, Multiplex UK managing director, tells Building: "The scheme is very advanced and defined. I think it's one of those schemes that isn't going to be subject to a great deal of change." Sadly, his successors will end up singing a very different tune.

**2003** A good year. Headlines at a minimum, anyway. But can the WNSL/Multiplex relationship work?

**2004** Subcontractor issues emerge. The lifting of the iconic arch is delayed with problems in the welding joints blamed. In a surprise move Multiplex ejects steelwork subcontractor Cleveland Bridge and installs Hollandia. Is this an early sign of the contractor fighting for elbow room in the GMP?

**2005** Money problems dominate headlines as the project heads for the rocks. Multiplex admits any profit would come from winning a court battle against Cleveland Bridge. In May it announces it will lose £45m. Things are not going well with Hollandia, either. Losses will hit £73m if talks to cap steel costs fail.

**2006** Subcontractor AR Security walks out over pay, and Multiplex's estimated losses rise to £106m. Multiplex holds crisis talks with Hollandia to avert mass redundancies relating to cash flow. Finally, last month, as Multiplex deals with a cluster of quality issues (falling roof beam, faulty sewerage and subsidence) the viability of the GMP contract for the job lies in tatters as Multiplex announces its intention to claim £150m from WNSL for 560 design changes.

## 2006 Dates for Your Diary

### Events and activities presented by CIOB Australia and our network of associated organisations.

For further information please contact [events@ciob.org.au](mailto:events@ciob.org.au) or telephone (02) 9638 4977.

<b>Date 2006</b>	<b>Event</b>	<b>Location</b>
13 - 14 July	ACIF Conference – Profit For All. The Australian Construction Industry Forum (ACIF) presents this conference to debate solutions to industry issues and concerns	Sheraton on the Park, Sydney
25 July	CIOBA Seminar: 'Risk As An Asset In Project Management' presented by Professor Martin Loosemore & Dr Patrick Zou, UNSW. 5:30 pm for 6:00pm start	The Hall, St Michael's Church 120 Collins Street Melbourne
25 July	BSFA NSW Presents Clayton Utz	1 O'Connell Street, Sydney
26 July	University of NSW Seminar: CH2 six star rated green building Presentation by Project Architect & Project Manager	Centia Building University of NSW, Sydney
27 July	CIOBA Seminar: 'Risk As An Asset In Project Management' presented by Prof. Martin Loosemore & Dr Patrick Zou, UNSW	Tattersall's Club, 215 Queen Street, Brisbane, (entrance via Tattersall's Arcade.)
8 – 11 August	PM Oz 3rd Annual Project Management Australia Conference 'Achieving Excellence' Log on to: <a href="http://www.pmoz.com.au">www.pmoz.com.au</a> for full details.	Sofitel Hotel Melbourne
14 - 16 August	ARBS Seminar Program. CIBSE, in association with professional and industry organisations, presents a range of one hour seminars as part of the ARBS exhibition.	Please contact Lyn Dyason, Tel +61 3 9888 8266, Fax: +61 3 9888.8459
24 August	2006 NSW Project Management Achievement Awards Special Guest: Dr. Simon Longstaff, Executive Director, St James Ethics Centre.	Shangri-la Hotel, The Rocks, Sydney
30 August	BSFA ACT Seminar 108: 'Cost of Regulations'. Robert Foley and Russ Voysey.	TBA
13 September	Joint CIOB & AIPM Seminar: 'Ethics & Project Management'.	Ballroom, The Establishment Hotel George Street, Sydney
27 September	ProMAC2006: 3rd Intl. Conference on Project Management: "Transforming Organisations, Government Agencies and Communities through Transformative Project Management".	Hilton Hotel Sydney
28-30 September	AIB Conference: 'Construct 2006'. For full details visit the AIB website: <a href="http://www.aib.org.au">www.aib.org.au</a>	Sofitel Hotel, Broadbeach Gold Coast, Queensland

## International 2006

<b>Date 2006</b>	<b>Event</b>	<b>Location</b>
25-27 July	14th Annual Conference of the International Group for Lean Construction: 'Understanding and Managing the Construction Process: Theory and Practice'	Santiago, Chile
September	Global Built Environment: Towards an Integrated Approach for Sustainability. For more details contact Monjur Mourshed by email: <a href="mailto:mmourshed@uclan.ac.uk">mmourshed@uclan.ac.uk</a>	Department of Built Environment University Central Lancashire UK
12-13 September	Built Environment Education Annual Conference (BEECON 2006). For details contact Ms Pam Lowe by e-mail: <a href="mailto:p.lowe@salford.ac.uk">p.lowe@salford.ac.uk</a>	The Bonnington Hotel, Bloomsbury, London
2-4 October	World Conference on Accelerating Excellence in the Built Environment (WCAEBE). For more details visit their website: <a href="http://www.acceleratingexcellence.com/">www.acceleratingexcellence.com/</a>	Birmingham, UK
28 – 30 October	ARUP 2006: Urban planning International Conference. For more details contact El-Saray St, Abbassia, Cairo by email: <a href="mailto:ARUP2006@asufeda.org">ARUP2006@asufeda.org</a>	Cairo, Egypt
15-17 November	INCITE/ITCSED 2006 - World Conference on IT in Design and Construction. For details contact B. Kumar by email: <a href="mailto:b.kumar@gcal.ac.uk">b.kumar@gcal.ac.uk</a>	New Delhi, India

## CIOB Launches Code of Practice For Partnering in the Construction Industry

See the book review on the CIOB UK website.

"Partnering in the Construction Industry", "Strategic Issues in Public Private Partnerships" and many other titles are available through: Construction Books *DIRECT*

Find them on: <http://www.constructionbooksdirect.com/default.asp>



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## New CIOB Members

Name	Grade
Richard Parks	MCIOB
Gerard Keating	MCIOB
Tam Kwok Kou	MCIOB
Dr Phua Florence Ting Ting	ICIOB
Dr Kerry London	ICIOB
Tom Clark	ICIOB
Dr Cynthia Wang	ICIOB
Peter Cheers	ICIOB
Chen Hsin Hung Thomas	Student
Simon Diplock	Student
Ahmed Al Lawati	Student
Craig Dinning	Student
Shahram Afshari	Student

### CIOB Contact details:

CIOB Australasia  
Office Manager: Elizabeth Thomas, at GPO  
Box 5416, Sydney NSW 2001.  
Phone: 02 9638 4977, Fax: 02 9638 4177.

Email: [ciobaustrialia@ciob.org.au](mailto:ciobaustrialia@ciob.org.au)  
Website: <http://www.ciob.org.au>

CIOB UK - Head Office:  
Email: [reception@ciob.org.uk](mailto:reception@ciob.org.uk)  
Website: <http://www.ciob.org.uk>

Members are earnestly requested to keep our Office Manager informed of their **current contact details**. Information and notices are sent out by email where possible. Updated details may be provided in confidence on [info@ciob.org.au](mailto:info@ciob.org.au).

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<b>New Zealand</b>			
Centre Chairman	Mark Colborn		
Education Panel			
Chairman	Dr Patrick Zou	Panel Member	Willy Sher
Panel Member	Nick Blismas	Panel Member	Peter Ward



## Employment Opportunities

Hays Construction & Property currently have a range of positions available within the areas of Construction, Engineering, Property, Facilities Management and Architecture.

### Director Structural Engineering

This international multi-disciplinary engineering consultancy delivers economic and innovative solutions to clients globally.

As Director you will take responsibility for developing the existing client base within the building structures arena. Being part of an international group with an excellent reputation you will have opportunities to expand the business across Australasia, Asia and the Middle East. You will also be involved in projects originating from other regions that require support from Sydney. Where you take this role is up to you.

Commercially astute with excellent communication skills you have professional qualifications and extensive experience in the structural consulting industry. Either already at Director level or with ambitions to Director level, you are looking for new challenges in an international company with a strong local focus. Your career is important. Make sure you give yourself the opportunities you deserve.

Please contact Simone Moore  
T 02 9249 2210  
E [simone.moore@hays.com.au](mailto:simone.moore@hays.com.au)

### Project Manager

One of Australia's premier and award winning project management consultancies continues to expand and requires an engineering Project Manager within their Sydney team. With a diverse range of major development and construction projects globally this successful consultancy continues to lead the way combining innovation, knowledge and technology to deliver outstanding results for it's clients.

You will initially be involved in multiple and numerous energy investigation projects and your responsibilities will include engagement, review and collation of reporting information. In addition you will be required to effectively run both a project and information management system. Managing up to six consultant teams you will need highly developed communication skills coupled with excellent technical experience.

The organisation offers real careers for driven and skilled individuals, offering variety and challenge on projects both in Australia and overseas. Remuneration will be competitive and rewards those associated with an award winning market leader.

Please contact Jayne Lee  
T 02 9249 2260  
E [jayne.lee@hays.com.au](mailto:jayne.lee@hays.com.au)

### Quantity Surveyor

A fantastic opportunity has arisen for a Quantity Surveyor to join one of Australia's most popular PQS firms who have been established for over 15 years locally and have grown to become one of the largest of their kind. They are part of a well-known global business who provide a wide range of management & consulting services.

They are ideally looking for an enthusiastic individual with approximately 2 years postgraduate QS experience. You will have an upbeat personality and be able to work well within a team environment who pride themselves on providing a high quality service to their long list of clients. You will be ambitious, driven and motivated and be willing to nurture junior employees to become part of your successful team.

You will become heavily involved in the cost management of projects such as government, retail, education, aged-care and sporting facilities. Your role will more than likely lead to the senior ranks where you will eventually take charge of your own team.

This is an immediate vacancy with a salary commensurate with your experience.

Please contact Evan Jones  
T 02 9249 2260  
E [evan.jones@hays.com.au](mailto:evan.jones@hays.com.au)