

The Annual General Meeting of CIOB Australasia was held 1 May 2008, in Sydney



From L to R: Jodie Richards-McCabe – Branch Administrator, Zubin Marolia – Past Honorary Treasurer, Kerry London – Education Panel Chair, Pat Weaver – Imm. Past President & Publications, Lawrence Jones – NZ Committee Member, Chris Chainey - President, Adam Perigo – NSW Centre Chair, John Tookey – Education Panel and Robyn Smith – Australasia Memberships Officer.

Fourteen members and the Regional Committee and staff attended the recent Annual General Meeting held in Sydney. Reports were tabled by the outgoing president Patrick Weaver and regional manager, Elizabeth Thomas, as well as the Annual Financial Statements for CIOB Australasia.

All Council positions were filled with nominations proposed and seconded and elected unopposed. A special vote of thanks was given to Gerald di Corpo who has, since the time of its inception in 2003, been the editor of the local publication Contact Australasia. CIOB and our regional members are indebted to Gerald for his consistent efforts in producing such a quality journal. This task now falls to the outgoing president Patrick Weaver, who was also thanked for his two years as President.

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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.

Go to <http://www.cbcschemes.org.uk/cbcscheme/> to find out more

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Editorial

Your editor for the first 14 editions of this Australasian newsletter is standing down with this issue.

Members who would like to take on this task are cordially invited to propose their candidacy to Elizabeth Thomas, our Regional Manager, for election by the Regional Committee. With

the facilities of electronic communications, the editor may be located anywhere in the region. Our able art-work and printing contractor, dsd, makes light work of producing the newsletter from the edited material, by a **system now well honed.**

My thanks are due, to Elizabeth who has helped tirelessly to provide material and to all contributors to the newsletter since it began with the first edition at the end of 2003.

Patrick Weaver now takes on the responsibility as Publishing Officer. I hope he will soon be assisted by a new enthusiastic editor.

To give encouragement, readers have always been invited to send comments, articles and ideas for inclusion in the newsletter. I hope they will be forthcoming for the new team.

The Editor

The CIOB's Green 300

The Chartered Institute of Building (CIOB) has awarded 300 members Chartered Environmentalist status.

Michael Brown CIOB deputy chief executive said, "Construction is an environmental industry and its importance to such issues like sustainability, energy efficiency and climate change cannot be underestimated. We know that the buildings we live and work in are the largest source of carbon emissions and our members and other professionals can be part of the solution to that problem.

"When we talk about the environment and those topics that challenge us like climate change we should also remember that these are international issues and not just local ones. So it is with some pride that we have CIOB members in the UK and abroad who are qualified Chartered Environmentalists".

"We see the role of the Chartered Environmentalist as an important part in the promotion of those values and beliefs that the construction industry needs to positively embrace."

To become a 'Chartered Environmentalist' a CIOB member must be able to demonstrate (through qualifications and experience) competence, knowledge and engagement in sustainable environmental management and development.

The CIOB was granted a license by the Society for the Environment to award Chartered Environmentalist status. For further information on Chartered Environmentalist please go to <http://www.ciob.org.uk/membership/charteredenvironmentalist>

The Lawyer's Fees.

This cartoon was seen on the wall of a Saudi Lawyer's office in Riyadh in the 80's. He had bought it in London some years earlier as a student. The theme is often referred to in 'lawyer jokes' on the internet but, as I have never been able to find a copy, I asked a versatile artist, Jane Gillings, to draw it from a rough sketch so that others might enjoy it.

You can see more of Jane's work by visiting her website: <http://jane.gillings.com.au/index.html>

This print of Sydney Hospital is certainly appropriate to include in our newsletter.



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.

**Apply to be the new editor of this newsletter
'contact Australasia'.**

Past President's Report

My two-year tenure as President came to a close at the AGM on 1 May and a new team has been elected to move our region forward. Overall I believe the last two years have been a success but development has remained stubbornly below my aspirations.

We now have over 400 members, 20% below my target of 500; this is despite a very high retention rate (annual renewals) and steady growth. We have a strong regional structure emerging with effective centres operating in Auckland, Brisbane and our starting point Sydney, and developing in Perth and Melbourne. The new constitution needed to support this diverse structure is still being developed. Whilst CIOBA's overall Governance restructure is progressing to plan our constitution cannot be formalised until the overarching systems are bedded down. Hopefully, our new constitution will be finalised later this year.

On the administration and management front we have been more successful. CIOBA now has a permanent office in Sydney and Robyn Smith has joined our staff to focus on membership. Elizabeth is the Regional Manager responsible for a myriad of things, Jodie has responsibility for helping organise and supporting our increasing range of events in the Centres and Robyn will focus on first helping people become members and then upgrading their membership to the appropriate professional level. This structure has two benefits, in the same way Jodie has quickly become proficient at the organising and delivery of events across our region, Robyn will



Patrick Weaver presenting the President's Badge to Chris Chainey.

become knowledgeable and effective in the support of people's membership aspirations. And more importantly, Liz will have the time to focus on more strategic issues and supporting your council in the overall development of CIOBA's influence in our region.

We have a lot to do. The opening of Heathrow's new Terminal 5 in the week this column was written brought two thoughts to mind. The first was the UK media's apparent inability to celebrate success in our industry (which was reflected in the Australian coverage). The largest free standing building in the UK completed on time, on budget and with a safety record to be envied was hardly mentioned compared to the

coverage the various 'objectors' received, and to the disastrous opening by the operators. The inability of our industry to explain its successes in a way that the general media can appreciate has long term repercussions ranging from the attractiveness of a 'building career' to students leaving school, through to the economic wellbeing of our nations as we struggle to resolve 'infrastructure bottlenecks'.

The second thought was more profound – looking to the future. Comparing Terminal 5, probably the most successful building project in Europe this decade, with the new Beijing International Terminal; the Beijing terminal is about twice the size, half the cost and planned and built in almost a third of the time. Traditional UK and Australasian builders (the industry that created CIOB more than 180 years ago) are facing new dynamics and the benchmarks for success are being raised. We need to start focusing on innovation and evolving the construction industry to meet the needs of the 21st and 22nd Centuries.

I have enjoyed the last two years and look forward to supporting the new President and Council as the IPP for the next year or two. There are so many people that I acknowledge and thank for their valued help over the past two years. I wholeheartedly encourage you all to consider joining your local Centre committees and/or the Regional Council and to help make a positive difference to our industry in the future.

Patrick Weaver

Immigration package to ease skills shortage

Media Statement – 17 February 2008

From: <http://www.alp.org.au/media/0208/msimmc170.php>

The Minister for Immigration and Citizenship, Senator Chris Evans, today unveiled a package of migration measures designed to address Australia's skills and labour shortages.

Senator Evans said the package had the potential to provide thousands of additional workers in the short term, especially for the labour-strapped mining and construction industries.

An External Reference Group made up of industry experts will also examine how selected temporary skilled migration measures can help ease labour shortages in the medium to long term.

Senator Evans said the package would complement the Rudd Government's move to fast-track the establishment of Skills Australia in order to help lift the productive capacity of the Australian economy and fight inflation.

The Minister said that concerns had been raised by the states and a number of industries regarding their ability to rapidly start up new and significant projects because of skilled labour shortages.

"Skills and labour shortages are also a major cause of inflationary pressures in the economy," Senator Evans said.



Chris Evans

As an immediate measure, the Skilled Migration program will be increased by 6,000 places in 2007-08. The increase will be made up of permanent employer sponsored visas and General Skilled Migration visas.

"Employer sponsored visas are the highest priority because they put a migrant worker directly into a skilled job," Senator Evans said.

The General Skilled Migration program selects people with the right skills and qualifications to work in industries where labour is in demand.

The additional 6,000 places will bring to 108,500 the total number of permanent visas granted under the Number Stream of the migration program in 2007-08.

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2008 Annual General Meeting

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Council elected their new president, Christopher Chainey. Chris is an FCIOB member working in Project Development for an established Queensland construction company: J. Hutchinson Builders. In the UK and prior to immigrating to Australia in 1999, Chris accumulated a wealth of construction experience in the last 27 years within the industry and operated a partnership in a construction company, together with a subsidiary Management Consultancy company primarily involved in Project management services.

Chris is committed to visiting all CIOB Australasia's centres in his first term of office and looks forward to speaking to the broader membership in the months to come.

An EGM is to be held within the next year to make way for members to adopt a new constitution. This will include plans to alter the AGM format to allow for proxy voting in future years allowing those unable to personally attend the AGM to have their vote counted.

Members in attendance at this year's AGM were from as far afield as Melbourne, Brisbane, Newcastle and Auckland. Enthusiastic conversation on how best to steer CIOB Australasia into the future was held over Tapas and Pizza at a nearby restaurant following the AGM close.

If you would like to find out more about the AGM, or the newly elected Council please visit the website: www.ciob.org.au

Elizabeth Thomas, Australasia Regional Manager.

Australian Construction Know-how Exported to the UK

Construction industry stakeholder management knowhow is being introduced to the UK by Australia's Dr. Lynda Bourne DPM, PMP. Last year Lynda ran a series of presentations on her innovative **Stakeholder Circle**® methodology for CIOB centres in Perth, Auckland and Hong Kong. This year she has conducted seminars for the West Midland Centre for Constructing Excellence/Wolverhampton University and for the Institute of Project Management of Ireland / University College Cork. Lynda has also contributed chapters to two books:

1. Procurement Systems – *A Cross Industry Project Management Perspective*, published by Taylor & Francis, London (2007); and edited by RMIT University's Dr. D.H.T. Walker and Hong Kong University's Dr. S. Rowlinson.
2. *Construction Stakeholder Management*, published by Blackwell Publishing, London

due for publication early 2009.

More information on the methodology and previews of the book Chapters can be found at <http://www.mosaicprojects.com.au/Books.html#books>



Dr. Bourne's WMCCE workshop, Birmingham.

Overseas experience – Your assistance please.

I am currently undertaking a BSc Degree in Construction Management, in the UK. Upon completion of the degree I hope to achieve professional status through the CIOB route and successfully to take up the opportunity of working in the construction industry in Australia.

For my final Dissertation Research topic I am investigating construction professionals working overseas and hope that you may be able to assist by communicating this to CIOB members in Australia.

The investigation will compare what current professionals consider important in construction, and what impact their move has had on their career. This investigation is aimed at professionals:

- currently working in Construction and looking to work overseas
- who have already worked overseas and returned home to the UK or to Australia, or
- have recently moved from UK to Australia.

A simple questionnaire will take only a few minutes to complete for those wishing to participate. Questionnaire Link: http://freeonlinesurveys.com/rendersurvey.asp?s_id=yml1emh0288dhoxf405101

Thank you for your time and I look forward to hearing from you.

Adam Laing [mailto:adam.laing@hotmail.co.uk]

CIOB Australasia 2008 Student Awards

CIOB Australasia launched its annual Student Awards recognising excellent students studying in the discipline of building and construction management at Universities in the region. Certificates of Excellence are presented in three award categories:

- Excellent Building Undergraduate
- Excellent Building Postgraduate (Coursework)
- Excellent Building Postgraduate (Research; including both Masters and Doctoral).

A university may nominate one student in each award category. Details of our Student Awards and nomination forms can be found on our website: www.ciob.org.au or contact CIOB Australasia Head Office for further details. Students must be CIOB members to nominate. Student membership is free for the first two years whilst studying a construction related degree and an application form is also available to download from our website.

Nominations closed on 24th April 2008.

Winners will be announced with details listed on our website and in press releases and the next issue of Contact Australasia. All recipients and nominators will be invited to attend Awards presentations in their city.

The CIOB is a sponsor of the Asia Project Management conference, which attracts many delegates every year. This year, the event "Succeeding in Diversity" will be in Singapore. Please go to the website <http://www.pmasia.net/> for further details.

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Profile

Dr John E. Tookey

BSc, PhD, MCI0B, MIEEE

Contact Australasia asked John to describe his career in the academic and education fields of construction and then to answer some pertinent questions. These are his replies:

Writing about one's self is a difficult task. Like most people I usually have a lot to say about most issues. However, when someone puts you on the spot and says 'tell me about yourself, why you're here and what you see', all of my normal fluency evaporates. Having sat and stared at my computer screen for some time now I think the crux of the problem is that it is incredibly hard to portray enthusiasm for the subject matter of construction in the dry medium of the written word.

I started my interest and research in construction procurement largely by accident. I obtained my first degree in 1993 in Technology and Management Science – in effect engineering and business studies – at the University of Bradford in the UK. I subsequently returned to the same university to undertake PhD study in Industrial Engineering.

My research project looked at the design development and supply chain processes undertaken in the aerospace industry, using case studies from the UK and the US. Whilst writing up my thesis I was recruited by Glasgow Caledonian University to engage in construction procurement research. This was in 1998, just in time for the "Rethinking Construction" or more commonly the "Egan Report", to be published. What was the main thesis of the Egan Report? It was learning from other industries like automotive and aerospace industries. In effect a move into construction research could not have been more fortuitously timed – just at the time when that self same industry was beginning to consider itself not as a case apart, but as a growing learning industry eager to take on board ideas and concepts from elsewhere.

After 8 years spent in Glasgow undertaking research and teaching, I was successful in gaining promotion and eventually setting up and running a couple of MSc programmes: Construction Management and International Project Management. These two programmes were highly successful in recruiting students, and it was on the basis of their success that I was recruited to the University of Auckland in 2006. In 2007 the new Master of Engineering Studies (MEngSt) Construction Management was approved for delivery by the University of Auckland, and the first cohorts of the programme will see total numbers of students being in excess of 30 by the end of 2008.

My principal academic interests today in the arena of construction are in developing educational materials and programmes of study for construction professionals. Since arriving in New Zealand I have increasingly come to the conclusion that there is something of a 'disconnect' between our needs as an industry and what universities in particular are providing to meet that demand. We – by which I mean the construction professional bodies including the CIOB – spend a great deal of time promoting the life long learning / continuing professional development agenda. I strongly believe that this is a very positive approach to the future of the industry. Our principal source of wealth generation in construction is in the intellectual and professional capital that we recruit, manage

and nurture. CIOB and other professional bodies in the industry have recognised in the past that we lack the 'sexiness' inherent in some other high-tech sectors.

Contact Australasia: *Construction organisations have at their disposal a range of management tools: to monitor costs and use experience in new price estimates; to manage and encourage personnel efficiency; to promote safe practices; to control quality; to manage programming and contract administration. But dispute resolution and litigation in construction consumes huge resources which should go to more building. How are construction students being made aware of these issues and how to deal with them?*

Dr JET: Any fresh faced young graduate is always on a steep learning curve during early professional practice. That curve is fundamentally about how quickly the individual can overlay the theory of construction as taught, with a veneer of hard won pragmatic experience. Winston Churchill's observation that 'those who do not learn the lessons of history are likely to repeat its failings' is virtually an article of faith in the Construction Management group at the University of Auckland. Consequently a critical component of the educational experience for the MEngSt Construction Management and BE (Hons) Civil Engineering is a core Civil Engineering administration paper that covers a huge range of contractual issues (especially NZS3910 contract system) that will impact upon the student in professional practice after graduation. The course emphasises the input of industry practitioners, giving case study based advice and examples in order to fast track the experience for the students, giving real world examples.

This course also incorporates an advanced business simulation exercise (MERIT) hosted by the University of Loughborough in the UK, which is run as a competition against the students' peers at the University of Canterbury. To say that rivalry between the leading engineering institutions in NZ is intense really doesn't cover it – but year on year it is highly successful at delivering the needs of industry to the students.

Contact Australasia: *What is needed to change the culture of skimping good management practices early, only to pay dearly either in losses or litigation?*

Dr JET: The NZS 3910 contract system is generally a well understood and reasonable contract system under which all the main players understand well their roles and responsibilities. So as an overarching legal framework it works well – especially since the payments systems here in NZ reduce (ok, but not eliminating them entirely) the games that can be played with retention and other confrontational or divisive management practice. However, the fundamental problem remains one of educating professionals to think outwith their specialisation and understand the motivations, actions and mindsets of others. The only way in which this can take place is through education – which must be a combination of both the practical and the theoretical. Collectively, we need to understand that theoretical practitioners measure with a micrometer designs that construction managers mark with a chalk. Both these groups then fail to



Dr John Tookey



...with catch

recognise that operators then realise the 'elegant' design with a backhoe and an angle-grinder. Until the contradiction is realised, scientists, engineers, construction managers and workers will struggle to be practically reconciled.

Contact Australasia: *How can government assist improvement of such construction practices?*

Dr JET: 'Practicing what is preached' is a cliché and yet pertinent. I remember a few years ago the Dept of Trade and Industry (DTI -forerunner of the organisation that spawned the Egan Report in 1998) in the UK made a major push in the UK to implement quality management best practice in the UK construction industry. At the time this was BS 5750 - forerunner of the ISO9001 family of standards. When they came to procure construction related services – in the case in point it was a painting contractor – none of the contractors short listed was BS5750 accredited. This is an endemic problem, especially when we talk about the achievement of construction 'best value'. Best practice has it that approved suppliers should be reduced in numbers, certified and selected according to best value offering – not on the basis of cost.

And yet if government attempts to do this then it is often considered to be acting with impropriety. In short it is too hard to justify a 'best value' solution in construction for the public purse, whereas 'cheapest' is always an easy sell to the public purse. If local and national government cannot procure by 'best value' effectively then how can industry do this? I call this the supply chain paradox; unfortunately it will take real leadership and effort to make this happen.

Contact Australasia: *Are UK practices really ahead of those in Australasia in this?*

Dr JET: In short, no – not especially. Australasia seems to me – admittedly as a new import – to have the burning need to have a 'me too' initiative to match whatever is seen as best practice originating in the UK. In many ways certain aspects of practice are in advance here in Australasia compared to the UK – the relatively few contract forms that we have in NZ is a better, less confusing, way of doing business than the plethora of historic, adapted and amended contracts often in use in the UK. But on the supply chain tracking side of life there are a lot of good things happening in the UK that could be picked up here – barcoding, RFID and logistic solutions (such as at Heathrow T5) do have merit here and could be looked at.

John Tookey is Programme Director, Master of Engineering Studies Construction Management, Faculty of Engineering, University of Auckland, NZ. He is a member of the CIOBA NZ Centre Committee and CIOBA NZ Education Panel.

Olympics update

1. Beijing 2008.

Li aims to perfect 'Bird's Nest'

From: <http://en.beijing2008.cn/cptvenues/venues/nst/headlines/n214319084.shtml>

(BEIJING, April 21, 2008) "I'm more than happy to see the 'Bird's Nest' being used and lauded as a finished work now," said Li Xinggong, chief architect of the National Stadium for the Beijing Olympic Games, but added, "We must seize the last chance to make it perfect before its delivery following another pre-Games event in May."

Li comments, reported by the Shanghai Morning Post, came after the stadium, commonly known as "The Bird's Nest" because of its unique shape, debuted at the 2008 IAAF Race Walking Challenge on April 18 and 19. Li was at the stadium through the entire event to inspect the details of the Stadium's design and gauge spectators' reactions.

"The competitions served as a pre-Games event for us as designers as well," he said. "We did find some minor problems. For instance, we designed two doors for the washrooms. Users were meant to enter and exit from different doors, but Chinese users are not accustomed to this and they just turned back and exited from the same door. Now we have to rethink the design: do we revise it and yield to conventional practice or insist on our own design and ask users to learn a new way?"

According to Li, perfecting a structure like this is about balancing the nature of the design itself with the perspective and personality of the structure's user.

He recalls the debates he had with architects at the Swiss firm Herzog & de Meuron in the early stages of the design. One idea was for the stadium to be a flat project with a hole atop. The Swiss side liked the idea, but Li was straightforward in his objection. "It'll look like a toilet seat in the eyes of Chinese people," he told them, and



Li Xinggong, chief architect of the "Bird's Nest".

cautioned that the design would be rejected. Finally, the Swiss specialists yielded to their then 35-year-old Chinese colleague, deferring to his understanding of Chinese culture.

"It's lucky that our dialogue was not "west versus east" or "traditional versus modern" but instead we had the same goal: to work together to create something that had modern flavor as well as conformity with traditional Chinese cultural aesthetic norms," Li said.

Li is now 39; the stadium has come a long way since those early discussions. Groundbreaking took place December 2003; the original roof design was omitted as a cost saving measure in August 2004; the working design was delivered in June 2005; the building's steel structures were connected and the supporting structures pulled away in the summer of 2006; and this month, the stadium made its official debut.

Though he is just one part of a team, as chief architect Li has now become famous. But he remains modest. "Architecture is a profession for elderly people, because it needs experience. A man of my age is not matured yet," he said, "I need to learn, understand and grow to seize new opportunities and create new works for my country."

2. London 2012.

In May construction will begin on the centerpiece for the 2012 Olympics in London. The 85,000 seat Olympic Stadium will take approximately three years to build. So it should be ready one full year prior to the start of the 2012 Summer Games. The Stadium was designed by HOK Sport, who is based out of Kansas City. A picture of the stadium, from the HOK site, is below:



Olympic Stadium ahead of schedule

Paul Kelso, The Guardian, Tuesday, 11 March 2008.

Construction of the London 2012 Olympic Stadium in Stratford is due to start three months early. The Olympic Delivery Authority will today confirm plans to begin building the 85,000-seat arena at the end of May.

Work to clean and excavate the site has gone better than expected and the bowl of the stadium is now visible. The £496m plan sits the track and field arena nine metres below ground level, and 600,000 tonnes of soil have been removed. Some 6,500 cubic metres of concrete will be recycled from other parts of the site and crushed to form a platform to support construction works. Completion is due in July 2011.

The ODA is close to agreeing a final contract for the aquatics centre. Confirmation of a £214m deal to build the Zaha Hadid-designed venue, originally estimated at £75m, is expected next week despite a late attempt by the contractor Balfour-Beatty to secure a multi-million pound increase. The government is understood to have rebuffed it.

The ODA chairman, John Armitt, said: "Now that we have finished the work to dig the bowl where the opening and closing ceremony and athletics will take place in 2012, we are firmly on track to start construction work ahead of schedule."

There is no I in TEAM. There is no HOK in STADIUM.

Posted by ZA on February 2, 2008 on <http://fillthethemz.wordpress.com/>

Both are true statements, but it sure seems like HOK Sport is involved in every new stadium or arena being built today. The worldclass architecture firm which specializes in designing sports venues is currently involved in major projects, that will shape the sports world, on at least four continents. HOK Sport was once an unknown design firm in rural America, and is now the "it" company for new venue construction. With offices around the World, this Kansas City based company is having a huge impact on how sports fans enjoy their favorite teams. Since cutting their teeth on the Truman Sports Complex in Kansas City, HOK has played a dominant role in defining the look of the modern sports arena.



The National Stadium (Bird's Nest) (Photo credit: Xinhuanet)

Managing Risk in Construction Industry — A Multimedia Approach.

By Professor Martin Loosemore,

Associate Dean Research, Faculty of the Built Environment, University of New South Wales, Sydney

The construction industry has an unenviable reputation for managing risk. Although we rarely hear of the many projects that exceed time, cost and quality expectations the industry's reputation has been tarnished by adverse media coverage of infrastructure and health projects and numerous government enquiries into poor industrial relations, unreliable performance, a lack of transparency, environmental degradation, poor safety and working conditions, low rates of pay, illegal activity, corruption and insensitivity to the needs of the community and minority groups such as migrants and women. Recently concerns about climate change and infrastructure security have exacerbated public perceptions of risk associated with the industry. In this increasingly emotional and politicised environment, effective risk management has become a basic necessity for every profession in the construction industry, as has the ability to communicate effectively with external stakeholders about risk.

Effectively communicating with the public is difficult enough but the challenge of communicating the risks associated with a multimillion dollar construction and engineering project are immense, especially when many companies do not understand the risks themselves. Evidence indicates that the vast majority of firms in the industry have inadequate risk management systems, do not understand their capacity or appetite for risk and regularly take on projects which fall outside these boundaries. There are many reasons for this, some of which are discussed here. For example, too many companies see risk management as a compliance issue, adopting minimum standards suggested by BS 6079: 3: 2000, AS/NZS 4360: 2004 or COSO 2004 etc. rather than developing approaches which reflect best practice and their own business culture. Most approaches to risk management are therefore not driven or inspired by the profit and value enhancing opportunities which risk management can offer (the upside of risk) but by the fear of the ever greater penalties for doing something wrong (the downside of risk). It is not surprising that few projects exceed expectations for clients and for the companies involved.

Another problem is that many companies aggressively pursue profit without understanding their capacity or appetite for risk, a problem exacerbated by incentive structures which compensate on revenue earned without balancing the risks involved. Poor governance is also a problem with inappropriately structured boards which do not have the capacity to develop effective risk management policies, practices and cultures. And still, despite the rhetoric, too many clients inappropriately transfer risk, impose counter-productive time and cost constraints and emphasise price rather than value in tender selection criteria. In an attempt to cope with this risk-transfer culture, many companies rely on insurance and back-to-back contracts as a substitute for good risk management. Risk is too often transferred down the procurement chain until it reaches the point of least resistance, creating a dangerous illusion of control which can lead to disputes, delays, cost escalations and rework. It also leads to a selfish and uncooperative industry culture lacking the collective responsibility that is required for effective risk management in the

industry's unwieldy and fragmented supply chains. Thus decisions made in one project stage too often create risks in subsequent project stages, by which time, risks have grown in proportions and opportunities to exceed expectations have been lost. The industry also has a narrow view of its stakeholder base and is generally insensitive to their needs. The results in a poor public image, irrational public perceptions of development risk, activism and opposition and inadequate information on which to make decisions.

Another problem is that while risks and opportunities are best understood collectively as part of a risk portfolio, to few companies understand risk correlations between different projects and business units. Thus many organisations have insufficient understanding of their total risk exposure and are vulnerable to crisis contagion spreading through their business. Also, too many organisations also manage risks in departmental, regional or functional silos which encourage independent evaluation of risks and fail to consider potential synergies which can be realised when risks are managed collectively. So while most managers practice risk management on a day-to-day basis, it is often practiced in an unsystematic and inconsistent manner. This means that standards vary considerably within companies and that many risks go unmonitored and unmanaged.

Finally, too few organisations recognise and promote the importance of risk management internally and throughout their supply chains. So it is often seen as a low management priority and an additional burden which has to be carried out to satisfy the mechanical requirements of system documentation. This problem is reinforced by the tendency of many companies to overcentralise risk management around a senior risk manager, preventing collective responsibility for risk management and slowing down responses to problems and opportunities. Also, many companies treat risk management as an intermittent process which occurs in risk review meetings at predetermined project milestones, diverting attention to risk between reviews, delaying risks responses and making risk management a compliance rather than a continuous process which is practiced intuitively by all managers. There is also a tendency to focus too heavily on early commercial risks at the expense of operational risks which arise later in a project. It is too often forgotten that it is the operational phase where money is often made or lost and where one major crisis can wipe out margins. Ultimately, it is the effective management of operational risks that gives commercial managers the confidence to make up-front strategic decisions. This problem is related to the false perception that if one is not using numbers then one cannot be doing risk management. Strictly, quantitative analysis should only be used for major risks which have been first filtered by qualitative analysis, which can be sensibly measured, when there is reliable data available and when managers can understand outputs. More often than not, these conditions are not obeyed resulting in overly complex models which make no sense. And related to the industry's obsession with numbers is the tendency of many companies to invest in software which isolate people from the risk management process, overemphasise the risk analysis process and simply generate predetermined solutions to standardised lists of risks. Experienced risk managers know that people are the most prolific

and important source of risk information and the most powerful weapon for managing it. The best risk management systems involve people intimately in the process and illuminate the talents, creativity and experience of employees.

The potential benefits of addressing the above problems are enormous. One major problem avoided can repay investments many times over. However, there are very few diagnostic tools available to help managers understand their company's specific strengths and weaknesses and generally, the risk management consulting market is devoid of innovation. Consequently, many companies will recognise the above problems and there is very little to differentiate one company from another. To differentiate themselves and develop a value-adding approach to risk management, companies need to address the above problems and develop risk management systems, practices and cultures which are innovative and reflect best practice in other industries. One option is to use new technology such as multimedia, an approach recently used by: the 2008 Beijing Olympic Organising Committee to manage risk on the Olympic venue construction projects; NSW Health to assess climate change risks to hospital infrastructure; Multiplex to effectively manage financial, operational, IR, environmental, security and safety risks on its facilities and projects and; by numerous other organisations in other industries around the world. One of the advantages of multimedia is that it engages people in the risk management process. Research indicates that people retain and understand up to 60% more when using multimedia compared to computer and paper-based management systems. So companies can use multimedia to help enthuse employees and change their business culture. A multimedia interface is also interactive enhancing the learning process, enabling managers to develop their skills and maturity over time by providing cutting-edge and well researched advice in response to specific questions during different stages of the risk management process. In this way, multimedia can support a training and induction system as well as a methodology for managing risks and opportunities. Finally, multimedia is also highly flexible and can be used for any situation, no matter how complex or simple and in any business environment. It can also be adapted to any user, no matter how novice or experienced. It does this by enabling the system to determine an appropriate level of complexity depending upon answers to a range of simple questions about the complexity and magnitude of the risks faced, the amount of data available, the users experience, the time available etc. Having automatically recommended a suitable level of analysis, a multimedia system can then interactively guide users through a step-by-step process using a range of appropriate qualitative and/or quantitative methods. Users can dictate the pace of the risk management process and the multimedia format obviates the need for an expensive workshop facilitator. Images, words and text enliven the process and complex jargon can be minimised, making it easy to understand, even for non English speaking background users.

For more information about this article and multimedia approaches to risk management visit www.risk-opportunity.com or contact Professor Martin Loosemore at m.loosemore@unsw.edu.au. See also Loosemore, M, Raftery J, Reilly, C and Higgon D (2005) *Risk Management in Projects*, Second Edition, E and F N Spon, London.

Immigration package to ease skills shortage

continued from page 3

Senator Evans said that negotiations were also underway with other countries to expand the reciprocal Working Holiday visa program for young people.

"The tourism and primary industry sectors in particular will benefit as the pool of young people coming to Australia on working holidays continues to grow," Senator Evans said.

The number of people on Working Holiday visas has grown from 85,200 in 2001-02 to 126,600 in 2006-07.

To specifically assist the construction industry, changes to the Working Holiday visa program will enable people who undertake at least three months work in the construction sector in regional Australia to extend their 12 month working holiday visa by another year.

This provision is already available to people who work in primary industry in regional Australia, which includes the agriculture, forestry, fishing and mining industries.

Senator Evans said that the number of people who had extended their working holiday visa by another year under the scheme had almost trebled from 2,690 in 2005-06 to 7,990 in 2006-07 and was expected to increase by 51 per cent this financial year to more than 10,000.

"It is estimated that extending this working holiday visa concession to work in the construction industry in regional Australia could attract a further 5,000 workers to that industry alone," Senator Evans said.

"Addressing Australia's long-term skills shortages is vital to tackling the inflationary pressures left behind by the Howard-Costello Government."

Senator Evans said the construction, major infrastructure, tourism and the resources sectors would be the focus of the External Reference Group.

"The group will provide me with specific advice on ways to ensure the temporary work visa system, also known as the subclass 457 visa program, operates as effectively as possible in contributing to the supply of skilled labour," Senator Evans said.

The Temporary Business (Long Stay) visa (subclass 457) allows businesses to recruit skilled labour from overseas for temporary entry to Australia for between three months and four years.

In addition, the reference group will advise the Minister on current and anticipated future employment trends and the need for overseas recruitment in the identified sectors.

The Minister said the group would ensure any

recommended initiatives would complement existing government labour market skills strategies.

The industry experts who will make up the reference group are:

- Peter Coates (Chairman) – Former Chairman, Minerals Council of Australia; Chairman, Xstrata Australia.
- Melinda Cilento – Deputy Chief Executive, Business Council of Australia.
- Tim Shanahan – Director, Energy and Minerals Initiative, University of Western Australia; Former CEO, WA Chamber of Minerals and Energy.

The reference group will provide an interim report to the Minister by 14 March with a final report due in April.

Full biographies of the members of the reference group are attached.

In addition to the new migration measures, Skills Australia will oversee the Rudd Government's commitment to providing an additional 450,000 training places over the next four years and 820,000 over the coming decade.

The first 20,000 of the Rudd Government's additional training places will be available by April.

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What's in a Name?

Most people and many software packages refer the 'bar chart' as a 'Gantt Chart' after the American management consultant Henry Gantt, who published his work in a series of books between 1910 and 1919. In *Work, Wages, and Profits* (originally published in 1916), Gantt explicitly discusses scheduling, especially in the job shop environment.

However, project professionals need to seriously review their preferred name for this useful chart. The origins of the 'bar chart' and its use in scheduling building projects in Europe significantly pre-date Henry Gantt.

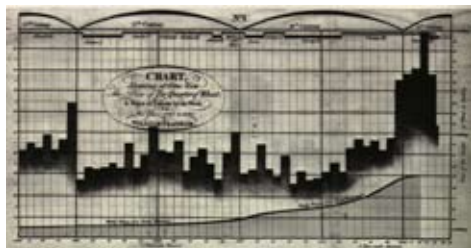


Fig 1. One of William Playfair's later charts from the early 19th Century.

Following on from Playfair; another European, Karol Adamiecki - a Polish economist, engineer and management researcher, developed the Harmonogram in 1896. The Harmonogram has a date scale on the vertical axis (left hand side) and lists Activities across the top. The time-phasing and duration of the activities is shown by a 'sliding tab' (essentially the same as a

'bar' in a barchart); of greater significance the Harmonygraph also tabulates each activities predecessors and successors ('from' and 'to') making it a distinct predecessor to the CPM and PERT systems developed some 60 years later.

time	From									
	To	A-2	B-2.C	D-2	A-3	B-1	...			
1		A-1<4>	B-1<4>	D-1<2>	A-2<4>	B-2<3>				
2										
3										
4										
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14										

Fig 2. An example of a Harmonogram.

By the early 20th Century, the modern barchart seems to have been fully developed and in use at least in Germany. Figure 3 is a construction schedule believed to be for a project constructed in 1912 (and published in a book in 1916).

So what's in a name? The humble Bar Chart appears to have a history starting some 130 years before Henry Gantt published his book in 1916 and the technique was definitely in use in Europe in various forms.

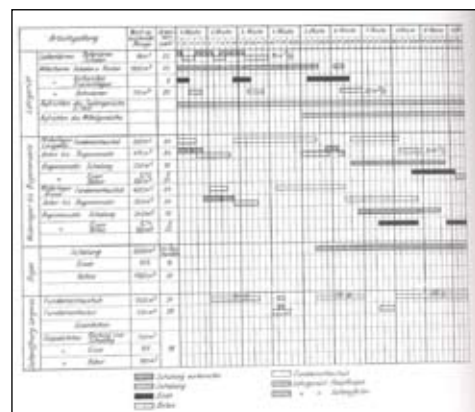


Fig 3. A Construction Schedule from 1912.

This is a brief note on some on-going research being undertaken by CIOBA Past President Patrick Weaver, into the history of scheduling and the origins of project management. A more detailed, referenced paper will be published later this year.

You are invited also to see two papers by Patrick Weaver to date on this topic on the internet:

- A Brief History of Scheduling:
http://www.mosaicprojects.com.au/Resources_Papers_042.html and
- The Origins of Modern Project Management:
http://www.mosaicprojects.com.au/Resources_Papers_050.html

The Approach to Site Design in the Early 1900's

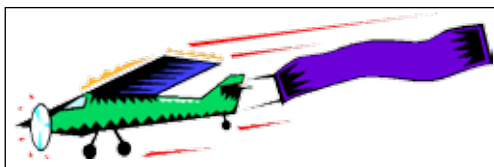
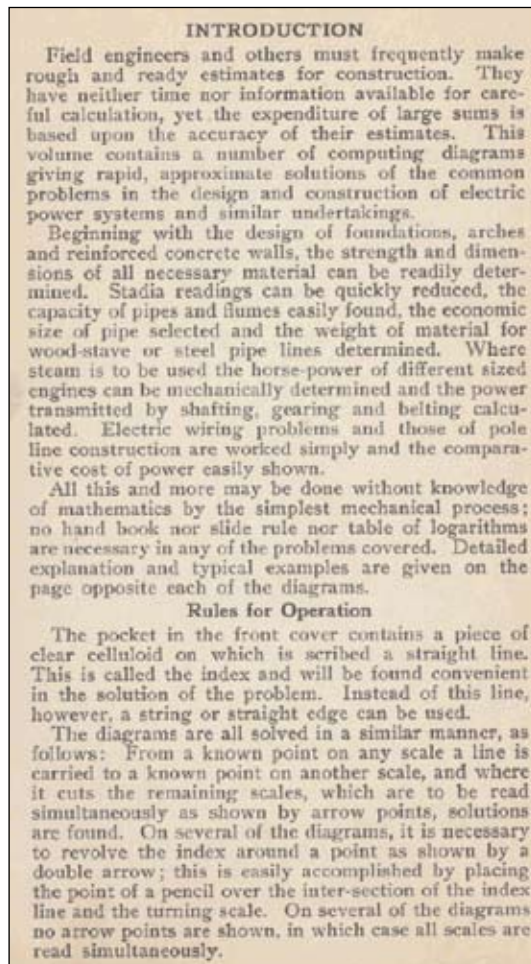
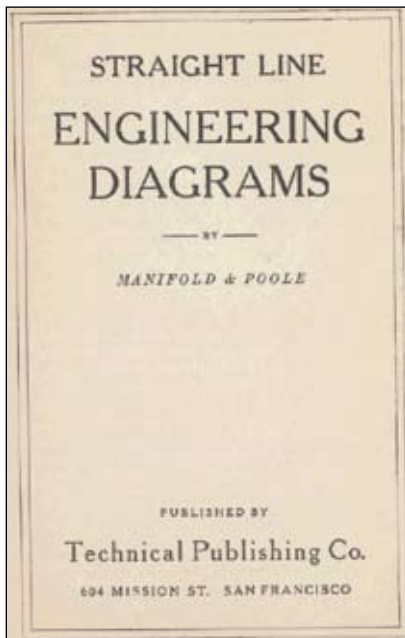
The article "What's in a Name" by Patrick Weaver has prompted your retiring Editor to dig out a book from his archives which may be of historical interest to those now used to sitting in front of a computer for all their technical construction needs.

The book dates from 1911, published by Manifold and Poole, Engineers, Los Angeles, California, U.S.A. and contains a series of 44 'ready reckoners' for a wide range of structural, electrical, hydraulic and mechanical design data. Rather than try to provide descriptive explanation, the 'Introduction' of the book and some diagram examples are reproduced for your examination.

I cannot help feeling that if construction technicians were encouraged to think through and understand this type of relationship presentation, instead of relying upon software beyond their realm of understanding developed by others, then we would have far fewer construction failures.

Editor

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Not the industry's finest hour

CIOB UK Headlines — Thursday, April 17, 2008

Over 100 construction companies in England have been issued a Statement of Objections (SO) by the Office of Fair Trading (OFT) following one of the largest Competition Act investigations.

The OFT has alleged that the construction companies named in the SO have engaged with bid rigging activities involving cover pricing.

Cover pricing arrangements have previously been found by the OFT and the Competition Appeal Tribunal to be illegal and in breach of the Competition Act 1998 due to the restrictions on competition that arise.

Chris Blythe chief executive of The Chartered Institute of Building (CIOB) said, "This is obviously not the industry's finest hour, and as a result this should be the end of cover pricing."

"This investigation is very damaging for the industry; it affects confidence and has the potential of diverting people from the real work being done to improve standards, safety, and ethical practice."

"Clients of the industry are not the only ones to have suffered from bid-rigging, everyone suffers. Other construction companies who have been excluded by anti-competitive activity have been affected as well."

The CIOB is a member of the Anti-Corruption Forum, led by Transparency International. The Forum is an alliance of UK professional institutions, business associations and companies with interests in the domestic and international infrastructure, construction and engineering sectors. Its purpose is to promote industry-led actions to help eliminate corruption.

To view an online broadcast on the OFT investigation into the construction industry please go to www.ciob.org.uk/resources/onlinebroadcasts.

To see the CIOB's research into corruption within the UK's construction industry please click on the following link www.ciob.org.uk/resources/research.

CIOB Member & Business Development Board

Help shape the future of the Institute. Apply for a position on the Member & Business Development Board.

The Membership Services & Support Board (MSSB) is changing: in June 2008 it will cease to exist under The CIOB's new Governance structure. This gives members an exciting opportunity to inform how we operate in the future.

The new Member & Business Development board (MBDB) has a wide-ranging remit, involving member recruitment and retention, overall member benefits - including the development of products and services, and the development of CPD.

A note from Mark Giltsoff FCIQB, MSSB Chair

These are exciting times for The CIOB Boards due to the imminent changes under the new Governance structure. The changes give opportunities for members to join the Member and Business Development Board and help shape the future for our members.

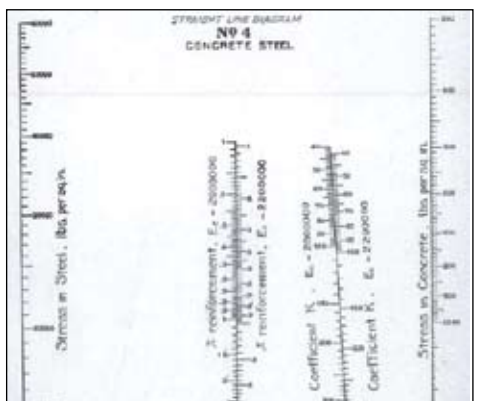
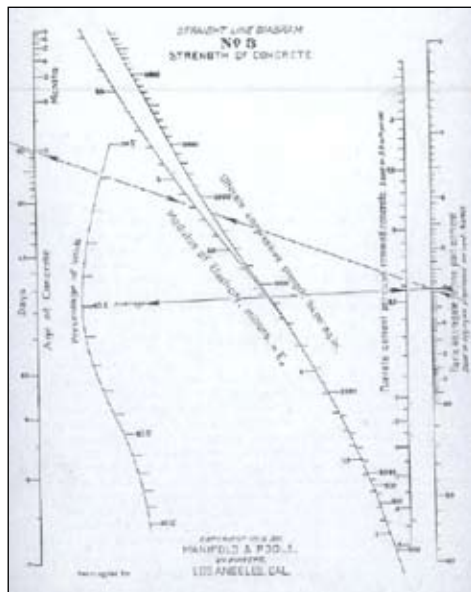
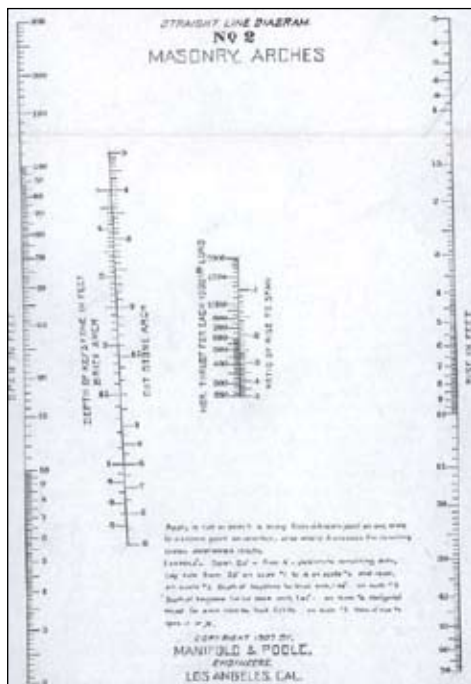
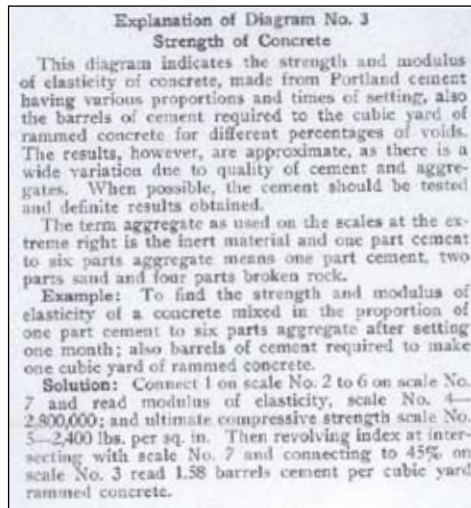
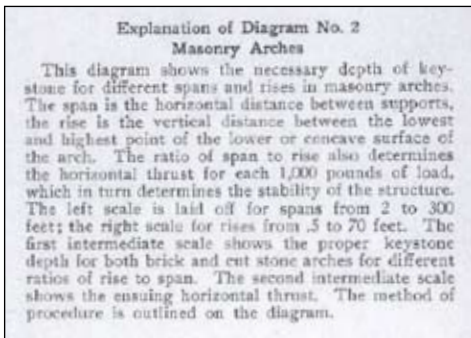
It is an ideal opportunity to join the board at its inception, as we are looking for fresh and inspiring members, who will be able to influence and assist our Institute in achieving its objectives.

We generally meet as a group (approx a dozen people) formally three times a year and have lively debate.

mark.giltsoff@skanska.co.uk

The Approach to Site Design in the Early 1900's

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We apologise that space does not allow the full pages to be printed

2008 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 or telephone (02) 9638 4977.

Date 2008	Event	Location
14 May	Joint CIOB & RICS Seminar: 'Security of Payments Act', presented by Lou Stojanovski. To register, email: events@ciob.org.au	The Metro Hotel Sydney Central 431-439 Pitt Street, Sydney NSW (cnr Campbell St)
June	Joint CIOB & ICE in NZ Seminar: 'Best Practice', presented by Constructing Excellence in NZ. To register, email: events@ciob.org.au	TBA Auckland, Wellington, Christchurch
15-20 July	World Youth Day	Sydney
23 July	Joint CIOB & AIQS Seminar: 'Managing Professional Risks', presented by Natalie Sullivan. To register, email: events@ciob.org.au	The University of Newcastle Red Square
28 July	Joint CIOB & RICS Seminar: 'Risk Management', presented by Gavin Halling and Nick Crennan. To register, email: events@ciob.org.au	TBA Wellington
29 July	Joint CIOB & RICS Seminar: 'Risk Management', presented by Gavin Halling and Nick Crennan. To register, email: events@ciob.org.au	TBA Auckland
August	CIOB Seminar: Dr Grace Ding will present her topic regarding BASIX. Visit www.ciob.org.au/events for further details.	National
18-20 August	PMOZ: 5th Annual Project Management Australia Conference. For details visit: http://www.pmoz.situ.com.au/	The Sofitel Hotel Melbourne
21-25 September	World sb08 Melbourne: The World Sustainable Building (SB) Conference series, which has been held every three years, is the peak gathering of the world's leading technical experts and researchers on sustainable built environments. For details visit: http://www.sb08melbourne.com/	The Melbourne Exhibition & Convention Centre Melbourne
30 September	CIOB Seminar: 'GDAD' The Great Debate, presented by Keith Pickavance. Final dates to be confirmed. Visit www.ciob.org.au/events for further details.	National

2008 INTERNATIONAL

6 June	CIOB HK Event: 'Project Management in Hong Kong and Macau'. For further details, email: enquiry@ciob.org.hk or visit their website: http://www.ciob.org.hk/events/view/163	Tourism Activities Centre Macau
28-29 June	CIOB Asia Conference & Site Visit: 'Construction Project and Management Conference'.	Guangzhou City Guangzhou, China
27-28 August	International Construction Conference 2008 (ICC2008): 'Challenges of Global Mega Projects - Total Project & Contract Management Excellence'. For further details visit: www.ciob.org.my	Kuala Lumpur Malaysia
24 -29 November	CIOB International Staff Visit, attended by one staff member from each International Branch office.	CIOB Englemere Ascot, UK

Review of the AIB Agreement

The Chartered Institute of Building has recently undertaken a review of the reciprocity agreement with the Australian Institute of Building (AIB). The CIOB Council has decided not to renew the agreement with AIB in order to guarantee our standards of admission, accreditation and membership qualification. The CIOB values its collaboration with Institutes and professional bodies worldwide and is prepared to continue to work with the Australian Institute of Building on activities of mutual benefit such as events, seminars, conferences and exchange of information in Australia.

CIOB Members who currently benefit from a reduced subscription as a result of dual membership will not be affected during 2008, however they will pay normal CIOB subscriptions as of January 2009. New members who are AIB members at the point of application will be required to go through the CIOB's normal membership processes.

Troy Williams, AIB Chief Executive, was informed of this decision immediately on 2 April 2008.

We continue to have great success and influence in Australia with a 10% growth on average year on year. We forecast that this growth will continue for the foreseeable future.

If you have any queries, please do not hesitate to contact the CIOB Australasia office on 61 2 9638 4977 or [email info@ciob.org.au](mailto:info@ciob.org.au)

CIOB Regional Committee, Australasia

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Vice President	Varoujan Bedrossian	Honorary Treasurer	Sam Lehain
Vice President	Philip Sanders	Publications	Patrick Weaver
Imm. Past President	Patrick Weaver	Past President (03/04)	Richard Hyde
Past President (2005)	Brian Naylor		

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Centre Chair	Efy Karagiannis		
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Education Panel			
Chair	Kerry London		
Panel Member	John Tookey	Panel Member	Willy Sher
Panel Member	Grace Ding	Panel Member	Peter Ward
Panel Member	Graham Brewer	Panel Member	Patrick Zou

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Steven Preedy	MCIOB
Jeremy Wu	MICOB
Wayne Dixon	MCIOB
Duncan Lam	MCIOB
Matthew Meakin	MCIOB

New CIOB Members

Damian Woodruff	ICIOB
Theo Souris	ICIOB
Linda Hamilton	ICIOB
Arjuna Thiru Moorthy	ICIOB
Buddhika Jayatillake	FCIOB
Benjamin Wakely	Student
Jason Yap	Student
Salem Tredrea	Student
Michael Nguyen	Student
John Carvajal	Student
Julie Didier	Student
Donna Wheatley	Student
Jaafar Bayatie	Student
Patrick Tait	Student
Macquarie Carr	Student

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CIOB UK – Head Office:

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<http://www.constructionmanager.co.uk/>

CIOB is the leading professional body for managers in construction; over 42,000 members worldwide



Contract Administrator Sydney CBD

A fantastic opportunity has recently been made available for a Contract Administrator with solid experience who is looking to take their career to the next stage. This dynamic contractor is involved in projects up to \$70M in the commercial, industrial, retail and hospitality sectors and is currently enjoying a large slice of the Sydney market.

The individual it seeks is motivated, enthusiastic and possesses great communication skills. You will have solid experience in the commercial or retail sectors in a contracts admin or project coordination role preferably with a well-known building contractor and have a good track record liaising with clients, sub-contractors and colleagues. Your time-management and organisational skills will be tip-top and you will be able to function in a fast-paced environment.

Salary for this position will be commensurate with your experience but a package of between \$60K-\$80K is likely to be offered. This is an immediate vacancy with interviews soon to take place.

Please contact David Hope
T 02 9249 2260
E david.hope@hays.com.au

Senior Project Manager Sydney CBD

With an outstanding reputation across NSW through the sheer quality of its building works and its approach to client service, this mid-tier construction group has established themselves as a builder of choice over the course of 17-years.

It is heavily involved in the design, development and delivery of projects up to \$60M across the commercial, industrial, retail, hospitality and entertainment sectors and are experiencing an exciting period of growth.

Senior Project Manager – \$180k

A Senior Project Manager is required to deliver projects for high-profile clients in the property, financial and government sectors. You will be heavily involved in the feasibility and design stages of all works and have the flexibility to build a team around you. A track record across the entire development process would be ideal.

Please contact Evan Jones
T 02 9249 2260
E evan.jones@hays.com.au

Foreperson Large commercial project

With fifteen jobs currently underway this medium-tier company has never been busier! It has been established for seven years specialising in high-end residential, industrial and commercial projects up to \$20M. Its constant commitment to its clients has resulted in continual repeat business and a first-class reputation of quality work.

Ideally you will have worked on medium sized projects and be confident dealing with sub-contractors, clients, supervising staff, be OH&S aware and have excellent attention to detail. Initially employed for a high-end residential project, once it is finished you will given the chance to work on as many different types of jobs possible.

This role offers project variety, a fair and fun management structure and financial rewards. It is an excellent chance to work for a company that is in a strong position and growing at a steady pace.

Please contact Gillian Hall
T 02 9249 2260
E gillian.hall@hays.com.au

