

## Time is NOT money *a conversation with Keith Pickavance*

Keith Pickavance FCIQB, is the President of CIOB, Senior Vice President of Hill International based in Hong Kong, and was an invited Keynote speaker at the PM Asia conference in Singapore (October 2008). His keynote presentation at PM Asia focused on recently published research undertaken by the Chartered Institute of Building (CIOB) investigating the actual use of effective 'critical path' scheduling to manage the time risk on construction projects. The research covered over 2000 projects and found that 'very few projects were managed by reference to modern methods of time control' (defined as a regularly stated and updated CPM schedule) and despite CPM being developed more than 50 years ago, 'less than 20% of the respondents thought that current standards of training and education of project schedulers was satisfactory'. The full CIOB report and an executive summary may be downloaded from <http://www.ciob.org.uk/resources/research>. During the networking session following Keith's keynote address, the Chair of the PM Asia Program Committee, Patrick Weaver caught up with Keith over a Tiger Beer to discuss his views on the current state of the allied professions of project management and construction management.

Keith's career has covered many paths, beginning as an Architect in the days of Indian Ink and linen drawing media, he migrated to construction management by way of a Law Degree and establishing his own multi-disciplinary practice, and then to a specialist role focused on managing delay and disruption in construction projects. He is the author of 'Delay and Disruption in Construction Contracts' (3rd Edition 2005) and now practices as an Expert Witness, Arbitrator and Adjudicator as well as managing Hill's Hong Kong and China businesses. Keith is also the current President of the Chartered Institute of Building. Based in the UK, with over 43,000 members spread around the world; the CIOB will be celebrating its 175th year in 2009.

Keith followed his father into Architecture despite an earlier passion for chemistry. His most memorable experience remains the wonderful smell of freshly cut hardwood flooring being laid in the University of Keele Chapel, Staffordshire and the kindly interest of the tradesmen in the curiosity of a youngster. Keith's father was the Architect and his son was accompanying him on a Saturday morning site visit.

This opened a topic of discussion around the roles and value of professions and professional associations. Keith pointed to the various level of protection offered by governments ranging from the prohibition of practicing some professions such as medicine, or prohibitions on calling yourself an 'Engineer' or 'Architect' without appropriate qualifications (largely determined by the professional bodies but enforced through legislation). These statutory protections do not extend to professions such as construction manager and project manager where anyone can call themselves a 'project manager' or a 'builder' and offer their services for hire. The sole benefit of belonging to the professional association revolves around the association and its members offering an assurance to

*Keith Pickavance, CIOB President and Senior Vice President with Hill International. Mr. Pickavance is a Registered Architect in the United Kingdom with over 35 years of experience in construction management, project planning, risk management, critical path method of retrospective delay analysis, and delay and disruption claims for buildings, civil engineering, and oil and gas engineering contracts. Mr. Pickavance has advised on projects situated in Argentina, British West Indies, Cyprus, Eire, England, France, Germany, Hong Kong, Kenya, Lebanon, Northern Ireland, Oman, Mexico Peru, St Lucia, Scotland, Sudan, Thailand, The Channel Islands, The Isle of Man, Trinidad and Tobago, UAE and Wales.*



the market that the 'qualified professional' has a certain level of skill and knowledge.

Keith's view is that the primary force behind these different levels of legislative protection was a Government's assessment of the need to protect its citizens from harm. Where malpractice can result in death or injury, Government is more likely to legislate protection (focussed on protecting the public, not the profession). Where the sole consequence of malpractice is likely to be financial loss, the approach is more likely to be 'hands off' and if a person or a business chooses to employ unqualified practitioners 'let the buyer beware'!

The conversation then moved to the formal recognition of professional associations. In the UK 'professional associations' are recognised by Royal Charter. CIOB has enjoyed the privileges and responsibilities of a Charter since 1980, and the Association for Project Management (APM) has embarked on a quest to achieve Chartered status by 2010. I asked Keith for his thoughts on the value of this process; his reply was unequivocal. Aspiring to the professional recognition associated with achieving a Royal Charter requires an association to establish ethical and educational standards for its members, the uniform assessment of members prior to accreditation and the maintenance of the members experience through mandated 'continuing professional development' activities monitored by the association. This discipline can only enhance the credibility of professional members and help distinguish the 'professional' from other practitioners.

From this foundation, Associations can enhance their value to both members and the public by developing schemes such as the CIOB 'TrustMark®' to identify builders that aspire to meet CIOB's high standards and objectives, focused on professional service delivery to the public.

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## Presidents Update

Since having received the honour of being elected Chartered Institute of Building Regional President for Australasia in early May 2008, there has been considerable activity on several CIOB business related fronts. So much so that we've bumped up the pages in this issue to bring you up to date with all the various visits held with industry bodies, universities and the like, as well as giving an overview of Award Presentations and CIOB seminars held throughout Australia and New Zealand.

During this initial period, I have now had the opportunity to review and evaluate my aims and objectives for my term namely

- Focus on the future developments of existing and new professional relationships with other Institutes and organisations within the Industry. To share knowledge and create networks to act in an ethical manner to enhance the understanding of key issues amongst CIOB Members and other industry professionals.
- Ensure closer working relationships with both the CIOB in the UK and with the Australian and New Zealand Centres. Scheduled visits to the respective Centres have now been undertaken for 2008 and you will find articles in this issue noting the considerable amount of activities held in recent months.
- Develop the CIOB exposure and raise the profile in activities related to Sustainable



Christopher Chainey, CIOB Regional President & QLD Centre Chair

Building and improving the environment. I represented CIOB at the Built Environment meets Parliament in Canberra in early September and CIOB had an information stand and members present at the Melbourne SB08 conference.

- Promote CIOB Australasia with the aim of broadening future membership.
- Maintain and development CIOB contribution to education in the construction industry.

**Christopher Chainey**

**Regional President & QLD Centre Chair**

**FCIOB, MAIB, MRICS, CEnv**

## Are you a Born Leader?

Three important papers on leadership in construction from across the globe have been published in a special issue of Construction Information Quarterly (CIQ) – the Chartered Institute of Building's (CIOB) academic publication for industry research.

Research from the School of the Built Environment at Northumbria University contained results from interviews with some of the most eminent men and women in UK construction. The research concludes that you become a leader rather than just believing you are one. The findings also contain enlightening insights into today's leaders.

From the United States a study presented results from research into emotional intelligence. The research found that people-based relational skills are a vital facet of leadership; especially for the next generation to meet the challenges facing the industry.

The National University of Singapore considered leadership against the background of another current issue- sustainable development. They

found that authentic leaders in construction fully recognise their responsibility for ethical leadership in sustainable development in relation to their own profession.

Caroline Collier CIQ editor commented, "Construction management research is growing in diversity and sophistication all the time, and the CIOB's CIQ publication aims to create a bridge between academia and practice to improve overall performance. Involvement, communication and sharing ideas and information between the exclusives which make up our complex and fascinating industry is an excellent way of engaging in your own development as a leader. Every member of the CIOB is an important part of an exclusive body dedicated to delivering excellence in leadership and management to construction."

For further information on Construction Information Quarterly please go to [www.cioib.org.uk/resources/ciq](http://www.cioib.org.uk/resources/ciq). 2009 CIQ subscription is \$105. If you wish to receive hard copies of the CIQ please contact the Sydney office to subscribe.

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'contact Australasia'.**

**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.

## Time is NOT money a conversation with Keith Pickavance

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In closing I asked Keith for his thoughts on the likely impact of the current financial turbulence. The news is not good! Keith believes funding for new projects will be very hard to arrange in the short term and the flow through will result in problems for both contractors and employers. As new work dries up, contractors will be bidding at or below cost to maintain turnover and hoping to make money from claims. If they are successful the client will pay dearly; if the contractor fails and becomes insolvent, the client will also pay dearly. When funding becomes more readily available, the inevitable rebound will also be problematical. Contractors will have bid work with a 2 to 4 year timeframe at the 'bottom' of the market and have to deal with rising prices and supply shortages as the overall economy recovers. Keith's view is there will be a need for intelligent management and collaborative contracts to protect both parties, and importantly, the client's will need to focus on proactively managing both time and cost to achieve a successful project outcome. He pointed to the conclusion to be drawn from the CIOB survey; 'time is not money!' or more accurately, the management of the monetary aspects of a project does not equate to the management of it's time element.

The clear message I took away from listening to Keith's keynote presentation followed by our conversation was firstly the critical need for the client to be engaged in managing all aspects of its project, including time; and the desperate need for the professional associations to develop improved standards, training and certifications for project schedulers to help develop the skilled professionals needed to improve both the client's and contractor's capabilities to manage 'time'. Certainly both PMI and the AACE have made a start in this direction but a lot more needs to be done to define a 'useful' schedule. Under Keith's leadership, the CIOB will be doing its part by embarking on a program to create a framework to define a 'useful' schedule and facilitate improvements in the training and certification of schedulers. In the same way that cost control and project management were the management disciplines of the 20th century; Keith believes time-risk management is going to be the management discipline of the 21st.

**Patrick Weaver, FCIOB, PMP**

Patrick Weaver has been a CIOB member since 1970; he is currently the Immediate Past President of the CIOB Australasia Region, a Fellow of the Australian Institute of Company Directors and a member of the Project Management Institute (PMI), the Association for Project Management (UK) and Australian Institute of Project Management (AIPM). Patrick is the Managing Director of Mosaic Project Services Pty Ltd, an Australian project management consultancy business specialising in project scheduling and project management training.



# The Construction Excellence Movement inspires a new generation of New Zealand's Industry Leaders

10 years since the Egan Report<sup>1</sup>, 'Rethinking Construction', the resulting Constructing Excellence movement has spread half way across the world and is alive and thriving in New Zealand.

Four years ago, two of the members of the original team tasked with implementing the Egan Report<sup>1</sup> into the British construction industry immigrated to New Zealand and took the concept with them. Tim and Amanda Warren found that the industry, although excellent in some specific examples, was, on the whole very similar to the UK industry 'pre-Egan'. Partnering was a relatively new concept and Alliancing was just being trialled on its first projects. And although, not as adversarial as the UK had been, there was a general acceptance that often poor performance was 'business as usual'.

The two established Constructing Excellence NZ (CENZ) via an MOU with the UK organisation and set about the first project which was to formally measure the industry using the UK suite of Economic KPIs<sup>2</sup>. This did indeed prove the theory in most instances, (see figure 1 & 2 below) and the industry mapped very closely to the performance of the UK in 2000/01.

One of the exceptions, interestingly, was that the industry was seemingly making more profit. This was speculated to be a result of the much larger number of smaller businesses who typically see a higher return through lower overheads. In detail, the larger companies were reporting a very similar profit figures to the large UK companies. The second exception was in the area of delivery of construction on time, where NZ showed a slightly higher performance than the UK. 2003/4 was a heated year for the industry and 'speed to market' was being driven by clients, however with obvious implications for other aspects of performance.

The NZ Construction industry employs over 7% of the workforce. The built environment represents a national investment valued at over \$280 billion. The sector contributes 4.5% to GDP and puts in place added value assets worth over 12.5% of GDP in 2005. In the year ended March 2005, approximately \$18 billion was spent on new construction with about \$3.5 billion of this being spent by central Government.

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| Industry year-on-year comparisons    |  | Performance in year |      |      |      |      |      | Trend     |           |
|--------------------------------------|--|---------------------|------|------|------|------|------|-----------|-----------|
| KPI                                  | Measure                                  | 1999                | 2000 | 2001 | 2002 | 2003 | 2004 | Last Year | All Years |
| Client Satisfaction - Product        | % scoring 8/10 or better                 | 72%                 | 73%  | 72%  | 73%  | 78%  | 80%  | ↑         | ↑↑        |
| Client Satisfaction - Service        | % scoring 8/10 or better                 | 58%                 | 63%  | 63%  | 65%  | 71%  | 74%  | ↑         | ↑↑        |
| Defects *                            | % scoring 8/10 or better                 | -                   | 65%  | 53%  | 58%  | 68%  | 68%  | →←        | ↑         |
| Safety - Industry **                 | Accident incidence rate                  | 1354                | 1271 | 1318 | 1217 | 1097 | 1172 | ↓↓        | ↑↑        |
| Safety - All Companies ***           | % achieving zero accident incidence rate | -                   | -    | -    | 31%  | 39%  | 42%  | ↑↑        | ↑↑        |
| Safety - Companies over £10M T/O *** | % achieving zero accident incidence rate | -                   | -    | -    | 1%   | 1%   | 1%   | →←        | →←        |
| Predictability Cost - Design         | % on target or better                    | 65%                 | 64%  | 63%  | 63%  | 65%  | 62%  | ↓         | ↓         |
| Predictability Cost - Construction   | % on target or better                    | 37%                 | 45%  | 48%  | 50%  | 52%  | 49%  | ↓↓        | ↑↑        |
| Predictability Cost - Project        | % on target or better                    | -                   | 50%  | 46%  | 48%  | 52%  | 50%  | ↓         | →←        |
| Predictability Time - Design         | % on target or better                    | 27%                 | 37%  | 41%  | 46%  | 53%  | 55%  | ↑         | ↑↑        |
| Predictability Time - Construction   | % on target or better                    | 34%                 | 62%  | 59%  | 61%  | 59%  | 60%  | ↑         | ↑↑        |
| Predictability Time - Project        | % on target or better                    | -                   | 28%  | 36%  | 42%  | 44%  | 44%  | →←        | ↑↑        |
| Profitability *                      | Median profit before interest & tax      | -                   | 4.7% | 5.5% | 5.6% | 5.8% | 7.5% | ↑↑        | ↑↑        |

Figure 1 – NZ Performance in 2003/4 maps to UK Performance 2000/01

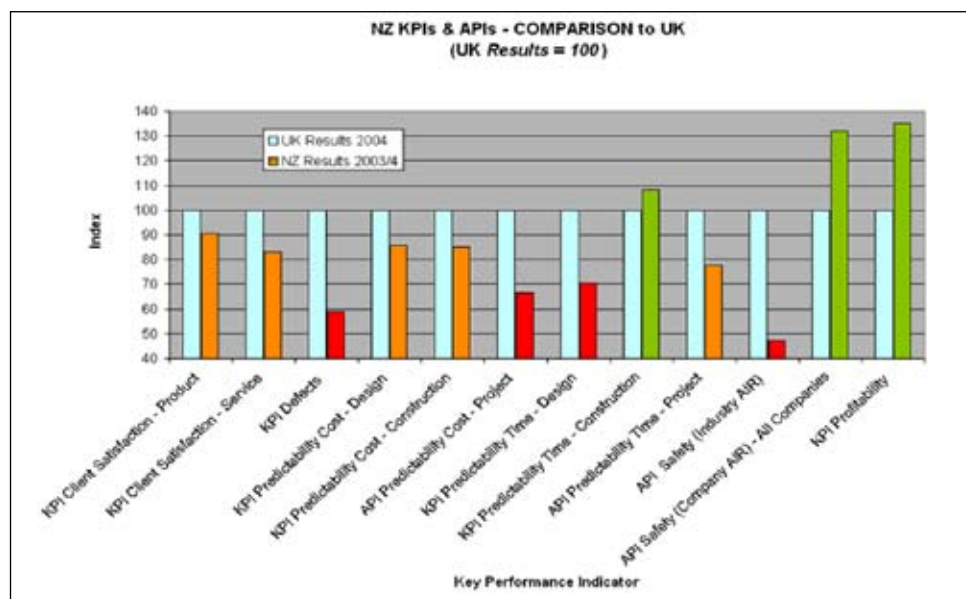


Figure 2 – NZ Performance compared the UK in 2003/4

## CIOB opens up its International Innovation & Research Awards to Non Members

To further our goal of supporting excellence in innovation and research, and in a move that signifies the importance attached to them, the CIOB is delighted to announce that for the first time the Chartered Institute of Building has opened its International Innovation and Research Awards up to non-members and non-CIOB accredited centres. Dr Sarah Peace the CIOB's research manager said:

*"For over ten years these awards have been recognising and promoting the importance of innovation and research within the construction industry. We believe that the flow of new ideas shouldn't be restricted by any boundary; and so by opening up the awards we aim to engage*

*with as wide a range of new technologies and solutions as we can, no matter where they come from."*

Every year the CIOB International Innovation and Research Awards get bigger and better with a truly international flavour. In line with current market trends, the CIOB has included new categories to cater for the increasing numbers of entries from worldwide institutions. There are now seven categories for the 2008/09 awards which cover both academic and practical issues addressing all disciplines within the construction process.

The awards play an important role by bringing together practitioners, education and training

providers and policy makers. This interaction helps to develop, promote and implement new ideas and methods, which enables entrants to be on the forefront of excellence and innovative working.

**The closing date for the awards is Friday 30th January 2009.** For more information please visit <http://www.cio.org.uk/events/irawards> or to request an entry form please contact Sarah Peace on via email: [research@cio.org.uk](mailto:research@cio.org.uk).

Sir Frank Lamp FCIOB will be the guest speaker for the Awards evening on 14th May 2009. Sir Frank will give the invited audience an after dinner speech on the importance of innovation and research in the construction industry.

## The Construction Excellence Movement inspires a new generation of New Zealand's Industry Leaders continued from page 3

A study by BERL3 has shown that a 10% efficiency gain in this sector results in a 1% increase in GDP. Improvements in efficiency in the procurement of constructed assets would therefore have a direct benefit to the NZ economy through an improvement in GDP and in direct returns to the procurers of buildings (including Government) and industry. A 10% efficiency would equate to savings (or increased value) of \$1.5 billion in GDP, \$350 million to Government as a procurer and \$1.5 billion to private industry clients.

There is obviously much to gain from NZ adopting International Best Practice and indeed creating some of its own through innovation. Three underpinning foundations of the Constructing Excellence movement in the UK had been:

- **Measurement of Performance**
- **Culture Change**
- **Integrated Supply Teams**

Having initiated the first foundation of performance measurement, CENZ went on to examine the culture. One of the obstacles to change that emerged quite quickly was that of a lesser willingness to share knowledge than that which has become commonplace in the UK in recent years.

Recognising a key lesson from the UK in that real change must be driven by clients, CENZ formed the NZ Construction Clients' Group. Proactive and change hungry contractors and consultants were invited to join meetings and a Clients' Charter quickly emerged.

The group meets every month in Auckland and Wellington and invites speakers to share stories of business and project performance improvement and tackles key industry issues. The mission of the group is formalised under their mantra "Share, Learn, Innovate Together".

In the UK, the Demonstration Projects had been key to developing this openness and provided access to knowledge sharing. Don Ward, CEO of Constructing Excellence in the Built Environment in the UK was brought out to NZ to speak to Government and a broad range of



industry leaders. He impressed the country with presentations of the tangible and measured progress made by the Demonstration Projects.

Some of the statistics shared by Don showed that Demonstration Projects were:

- Capital Cost reductions between 6% & 14% (up to 40-50% on specific components)
- Construction time reductions of typically 30%,
- Predictability of programme & budget improve by 20% & more
- Many clients now regularly achieve predictability rates of 95% or greater.
- Reduction in the no. of defects at handover. Some UK & US construction firms regularly achieve zero defects on handover.
- Reduction in the no. of site accidents of 50-60% in 2 years or less with consequent substantial reductions in project costs.
- Productivity (value per head) up to 10 to 15% per year
- Increased Turnover & profits by the better

companies creating a healthier industry able to reinvest in training & R&D

CENZ followed up with an initiative similar to the UK Demonstration Projects, called in NZ, Pathfinder Projects. "This change in name reflects the New Zealand culture" explains Amanda, "People here are less likely to want to raise their profiles as there is a well known 'Tall Poppy syndrome', however, the Kiwi culture is very inventive and the idea of innovation and 'finding a new way' appeals". Pathfinder Projects are those who are trialling some new method of delivery from using Collaborative Procurement to Green Star Rating.

One of these Projects, Transit's ALPURT B2, is currently underway and showing great leaps forward in both culture and performance. It is arguably the culmination of New Zealand's best practice and is comparable to the best in class anywhere in the world. Pictured above, the \$360M project is the last stage of the realignment and extension of the Northern Motorway allowing state highway traffic to bypass a currently congested coastal town, Orewa. The

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# 2008 CIOB Australasia Excellent Student Award Winners Announced

Twelve students from three Australian states have won 2008 CIOB Australasia Excellent Student Awards. This is an extremely high accolade as Universities are only eligible to make one nomination for each category; selecting only the most outstanding students from their Building and Construction courses. This year's award recipients are:

## CIOB Australasia Excellent Building Undergraduate

**Richard Austin**  
Deakin University

**Alexander Kilpatrick**  
University of Melbourne

**Steven Luu**  
University of Western Sydney  
*Dissertation title: 'Standard Working Hours in Sydney Construction'*

**Aaron Manderson**  
University of Newcastle  
*Dissertation title: 'Diffusion of Innovative*

*Recycling Technologies in Australia: Rouse Hill Case Study'*

**Simon Rose**  
University of New South Wales  
*Dissertation title: 'Risk Analysis at Tendering Stage in Design-and-Construct Building Projects'*

**Salem Tredrea**  
University of South Australia  
*Dissertation title: 'An Analysis of the Challenges Experienced by Head Contractors and their Responses in Facilitating the Achievement of a Green Star Rating'*

## CIOB Australasia Excellent Building Postgraduate (Coursework)

**Ignacio Acha Pinera**  
University of Melbourne

## CIOB Australasia Excellent Building Postgraduate (Research)

**Xiaohua Sean Jin**  
University of Melbourne

*Research title: 'Effective Risk Allocation Strategies for PPP Infrastructure Projects in Australia'*

**Zhenqiang Luo**  
Deakin University

*Research title: 'The Ripple Effect in House Price Fluctuations in Australia'*

**Jamie Mackee**  
University of Newcastle

*Research title: 'A Conceptual Framework for the Conservation of Non-Secular Built Heritage in South & Southeast Asia'*

**Donna Wheatley**  
University of Sydney

*Research title: 'Branded Skylines: Experience Office Buildings and the Battle for Talent'*

**Jian Zuo**  
University of South Australia

*Research title: 'Project Culture in the Australian Construction Industry – lessons for China'*



Professor Willy Sher (CIOB Education Panel) presents Award to Aaron Manderson.



Patrick Weaver (IPP) presents Award to Alexander Kilpatrick.



Varoujan Bedrossian (CIOB VP) presents Award to Simon Rose.



Varoujan Bedrossian (CIOB VP) presents Award to Steven Luu.

## The search for the 2009 Queen Elizabeth II Jubilee Fund Scholars has begun

The 2009 Queen Elizabeth II Jubilee Fund Scholarships are available for students enrolled on a CIOB recognised construction-related course at Bachelors level. The Fund provides financial support during the final year of a degree programme for students who have shown potential during the early part of their studies.

Scholars are not required to carry out work over and above their degree award, however, the recipient and host institution must agree that a major piece of work, undertaken during the final year as part of the programme of studies, is submitted to the CIOB for possible publication.

The value of individual scholarships awarded will vary according to the circumstances of each applicant and may be paid in phases. Students will be required to submit their scholarship applications in the year prior to the final year of study. To qualify, students must also be in CIOB membership at the time they apply for their scholarship.

**The closing date for 2009 scholarship applications is 31 March 2009.**

2008 scholarship winners outline the benefits the fund has delivered:

### Guangkun Cheng

*"The scholarship has allowed me to focus on researching and completing my construction projects. I believe it has made me more*

*responsible in completing my studies. I would like to suggest more students apply."*

### James Hood

*"Without the funding support of the CIOB, site visits related to my dissertation topic would not have been possible. The scholarship has enabled me to become involved in extra curricular activities to improve my knowledge on sustainable development."*

### Yang Quibo

*"The Queen Elizabeth II Jubilee Fund Scholarship means so much to a student majoring in construction management. It is professional, excellent and challenging."*

### Nick Faber

*"Applying for the QEII Jubilee Fund Scholarship really helped me to decide on a dissertation topic early in the academic year and knowing that there was a possibility that my work could be published was a great additional incentive for producing a top quality piece of work."*

### Tang Fei

*"I was born in a remote village in the Chinese countryside and dreamed of rebuilding my poor hometown. However, there was a lack of funds to support my proposed research entitled 'The Research of Construction Model of Chinese New Rural'. Fortunately, because of student*

*membership of CIOB, I was given the opportunity to apply for the QEII Jubilee Fund Scholarships 2008. I hope more Chinese students join the CIOB, as membership gives them greater opportunities in their studies."*

### Kang Liqui

*"In preparing my proposal for the QEII Jubilee Fund Scholarship I acquired a lot of knowledge, such as how to search information and how to produce a detailed research plan. I strongly advise every CIOB student member on an accredited course to try to apply for the scholarship."*

### Colin Stapleton

*"This scholarship assisted in easing the extreme financial hardship for both me and my family because I had to dramatically reduce my working hours whilst studying. The scholarship allowed me to successfully complete my degree in construction management with first class honours."*

### Andrew Hopwood

*"The Queen Elizabeth II Jubilee Fund Scholarship will give me the financial stability to allow me to work towards completing my degree with total peace of mind. I will be able to complete my dissertation to the highest possible standard as the money I have received will be spent on conducting the highest standard of research and traveling to conduct interviews."*

# Faculty Commits to Carbon Neutrality

**The Faculty of Architecture and Design at Victoria University Wellington, New Zealand commits to carbon neutrality.**

Did you know that the construction, demolition, operations and maintenance of buildings is responsible for approximately 30 % of New Zealand's greenhouse gas emissions?

With this in mind, the Faculty of Architecture and Design at Victoria University of Wellington today announced its carbon neutrality – the first carbon neutral Architecture and Design Faculty in the southern hemisphere – and publicly declared its commitment to reducing emissions to Kyoto Protocol levels.

Deputy Pro Vice-Chancellor Professor Gordon

Stewart said *"We recognise the impact the built environment has on the natural environment, and we are in the position to help reduce this impact by changing the way buildings are planned, designed and constructed. Since 2003 the Faculty has taken steps to lead teaching and research in sustainable design and construction. Becoming carbon neutral is a significant part of the Faculty's environmental responsibility."*

Professor Holden says *"the process of becoming accredited as carbon neutral to international standards was thanks to generous support from Meridian Energy who supplied internationally-certified gold standard credits to cover the greenhouse gas emissions for 2007. Landcare Research, through the carboNZero programme,*

*Professor Gordon Holden is the Head of the School of Architecture*

*Dean and Deputy Pro Vice Chancellor - Faculty of Architecture and Design, Victoria University of Wellington. He is also the President Commonwealth Association of Architects*



*certified the Faculty as carbon neutral and this was audited by Pricewaterhouse Cooper."*

Lecturer Maibritt Pedersen will now lead a year-long research project to monitor, measure and evaluate the Faculty's greenhouse gas emissions. The project will act as a test pilot for all Faculties within the University.

The Faculty's target is to reduce the amount of emissions per student and staff member by 25 percent or more by 2012. This is in line with New Zealand's Kyoto Protocol obligations that require a return to 1990 emission levels by 2012.

Ms Pedersen notes that the Faculty has already reduced emissions. *"In the second half of the year we will look at using videoconferencing and web technologies to reduce emissions from air travel; reducing our waste to landfill and increasing recycling and identify the most efficient use of gas heating for the campus - all identified as the areas within the Faculty generating the highest emissions."*

Victoria University of Wellington is committed to being an environmentally responsible organisation. As well as leading climate change research and teaching, it is actively working towards reducing its own environmental impact with support from staff and students.

For more information contact Professor Gordon Holden, Dean and Deputy

Pro-Vice Chancellor, on +64-4-463 6200 or email [gordon.holden@vuw.ac.nz](mailto:gordon.holden@vuw.ac.nz)



*The Faculty of Architecture and Design Campus at Victoria University Wellington*

## CIOB Australasia 2008 Research Development Grant Winners Announced

This year there was seven proposals for the Chartered Institute of Building Australasia's Research Grant Scheme received from various researchers within the broad field of Building and Construction Management. Preference was given to projects that demonstrate a clear practical benefit to the management of construction projects or technology improvement.

After detailed review by the Grant Assessment Panel which consists of both academic and industry members the top prize of \$4,300 was awarded to Robert Crawford, an Early Career Researcher from University of Melbourne. Robert will undertake research 'Modelling the embodied energy, water and greenhouse emissions of building construction assemblies.'

Building practitioners require detailed knowledge to enable comparisons of environmental performance to be made for building construction assemblies. Very little is known about the

environmental impact of their manufacture. This project aims to establish an initial model by which the embodied energy, water and greenhouse gas emissions of building construction assemblies can be calculated. The output of this project will be a detailed database of the embodied energy, water and emissions of a range of standard construction assemblies. This will enable building practitioners to select construction assemblies with the aim of minimising the environmental impact of a building.

A second grant of \$3,700 was awarded to Rafiq Chowdry and his research associates, Helen Lingard and Nick Blismas from RMIT University. They will undertake 'An analysis of the extent to which design in buildings or structures is a contributory factor in construction fatalities'.

The influence of design in the safety of construction and built facilities is gaining widespread prominence. The elimination

or reduction of risk at the design stage is understood as a fundamental step in improving the work conditions of construction workers and building users. This research will provide a better understanding of the influence of design in serious (fatal) construction site incidents in Australia. An important outcome of the research will be a framework for determining design-relatedness in incident causation. This framework will reflect the complexities of construction design, which are sometimes, overlooked in the simplistic attribution of OH&S responsibility to a socio-technical role 'the designer' in some Australian legislation and industry guidance materials.

CIOB Australasia thanks all those that submitted their research applications for consideration and congratulates Melbourne University and RMIT on receiving these funding grants. CIOB actively supports construction research in our region and looks forward to sharing outcomes with members and industry in 2009.

# CIOB Regional Vice President visits CIOB New Zealand

In late October, Liz Thomas, Australasia Regional Manager, accompanied Varoujan Bedrossian, CIOB Australasia Regional Vice President, on a four day trip to New Zealand. Starting in Wellington and then on to a few days in Auckland, a positive response was received from meetings with RICS as well as representatives of local construction bodies, CIBSE, IPENZ, MBA who gathered at an industry discussion forum hosted by CIOB Australasia. All agreed to look at opportunities to work together for the benefit of all our respective members going forward.

To recognise the efforts of local construction faculties, CIOB presented certificates of recognition to local universities including Victoria University, Massey University, AUT and Auckland University. All were very interested in greater engagement with the Chartered Institute of Building. Presentations were given to some local students and our delegation was greatly impressed with the innovation and professionalism of faculties across the two cities. Thanks also to those from our New Zealand Centre Committee who gave up their time to accompany the Vice President to meetings and presentations and provide a tangible link for the Institute and the NZ construction education sector. We look forward to continuing this positive work in 2009.



Some of the representatives from the industry discussion forum in Wellington (L to R):

Varoujan Bedrossian, (CIOB Aust), Mark Goodliffe (CIOB Aust), Chris Rowe (CIBSE), Chris Preston (MBA / BRANZ) and Lawrence Jones (CIOB Aust).



From L to R: Mark Goodliffe (CIOB Aust), Professor Gordon Holden (Head of School/Dean & DepPVC School of Architecture, Victoria Uni), Varoujan Bedrossian (CIOB Aust), Lawrence Jones (CIOB Aust)



Varoujan Bedrossian (CIOB Aust) and Professor Michael Davies (Dean of Engineering, Auckland University).



From L to R: David Warwick (CIOB Aust), Ian Maddox (Programme & Academic Director, Massey Uni), Varoujan Bedrossian (CIOB Aust), Jasper Mbachu (Coordinator of Construction Programmes, Massey Uni), Kate Henderson (Senior Lecturer-Building Technology, Massey Uni), Liz Thomas (CIOB Aust).



David Warwick (CIOB Aust), Varoujan Bedrossian (CIOB Aust) Vasantha Abeysekera (Assoc Professor, Leader of Construction Mgmt Programs, AUT) and Professor Darius Singh (Acting Head of School, AUT).

## CIOB WA Visit Curtin University

During September, Andrew Scales, WA Centre Chair was accompanied by Wayne Dixon from our WA Centre committee to meet with Assoc. Professor David Baccarini, Project Management Head, Department of Construction Management Faculty at Curtin University. Andrew presented the faculty with CIOB's framed Certificate of Recognition and discussed opportunities for the WA Centre to better engage with the University. A short presentation was also given to their construction management students with a large number taking up CIOB student membership as a result.

From (L to R): Wayne Dixon, (CIOB WA Centre), David Baccarini (Curtin University), Andrew Scales (CIOB WA Centre Chair)



## We Wish you a Merry Christmas



As this will be our last publication for the year CIOB Australasia want to take this opportunity to wish all CIOB members a very Merry Christmas and thank the numerous member volunteers who assist on Council, various Committees and Review & Interview Panels who give of their time to support CIOB.

We would also like to thank this years major sponsor Hays (in both Australia and New Zealand) for their support. We also wish to thank our other sponsors, seminar presenters and supporters throughout this year including Leighton Contractors, Holding Redlich, BBT, Collin Biggers & Paisley, SKM, Risk Tools and all the countless people who have assisted the Institute in raising its profile and adding value to membership for our growing regional centre.

From all at CIOB International as well as our regional staff, Liz, Jodie and Robyn, we hope you have safe and enjoyable holidays with your family and friends.

# CIOB Events 08

The Chartered Institute of Building Australasian Branch has been extremely busy over the past few months with activities in all centres. Thanks to our Events Coordinator, Jodie Richards-McCabe and all the member volunteers who assist with ensuring CIOB seminars are of the highest quality. Here is a brief review of the events that have been taking place in our region.

## JUNE

Holding Redlich Partners Grant Parker and St John Frawley and Senior Associate, Ronit Olovitz, presented 'ABGR/Green Star' seminars in Sydney and Melbourne providing attendees with an overview of how to document the ABGR/Green Star process in Construction contracting. Stephen Pyeman, Partner, Holding Redlich also gave an update to QLD members and industry regarding recent changes to the QBSA License requirements' in Brisbane.



QBSA Licensing Breakfast Seminar held at the Tattersall's Club in Brisbane.



ABGR Green Star Seminar, Sydney. From L to R: Dr Swapan Saha (UWS), Varoujan Bedrossian (CIOB VP), Ronit Olovitz (Sen. Ass, Holding Redlich), Grant Parker (Partner, Holding Redlich) & Adam Perigo (CIOB NSW Centre Chair).

## JULY

Natalie Sullivan, National Risk Manager with PLANNED Professional Risk Services, highlighted the sources of risk for building professionals operating in the often highly adversarial construction industry and provided attendees with some practical tips for managing risk at a seminar in Newcastle.

A Risk Management series was presented by Gavin Halling, Director, RiskTools Pty Ltd and Best Practice Project Management P/L and Nick Crennan, Partner, Colin Biggers & Paisley in Wellington and Auckland. Co hosted by ICE the presentation considered the contract cycle drawing on experience in Australia and overseas on how risk management can practically add value to business.



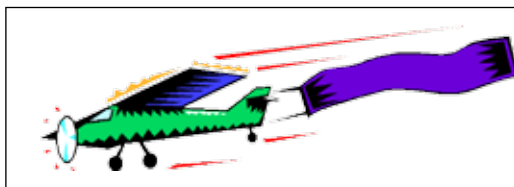
ABGR Green Star Seminar, Melbourne. From L to R: Patrick Weaver (IPP), Efy Karagiannis (CIOB VIC Centre Chair) & St John Frawley (Partner, Holding Redlich).



Managing Professional Risks, Newcastle. From L to R: Craig Goeldner (CIOB Newcastle), Natalie Sullivan (Planned Professional Services), Kerry London (Chair, CIOB Education Panel Chair) & Willy Sher (Senior Lecturer & Assistant Dean-Teaching and Learning, University of Newcastle).



Mark Goodliffe (CIOB Wellington), Nick Crennan (Collin Biggers & Paisley), Gavin Halling (Risk Tools) & Gary Jerome (SKM).



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# CIOB Events 08

AUGUST / SEPTEMBER



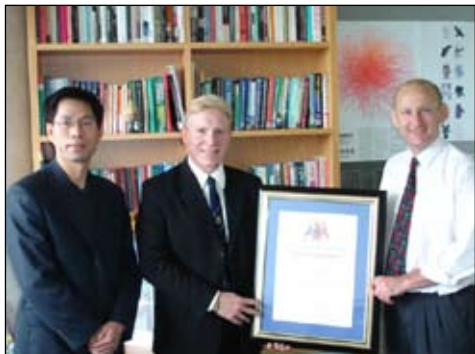
Richard Maltby, VIC Centre rep, assisting CIOB at our PMOz Conference stand.

PMOz this year was held in **Melbourne** during August. Delegates were able to hear speakers over the three day conference providing the latest updates across a wide range of Project Management disciplines. Construction PMs took advantage of finding out more about CIOB and the benefits of holding international professional qualifications. Our thanks to Efy Karagiannis, CIOB VIC Centre Chair and Richard Maltby from the VIC Centre Committee, for taking time to assist Liz Thomas, Regional Manager, at this event.

Christopher Chainey, CIOB Australasia Regional President spent two active days in **Sydney** in late August, where he met with our Regional Vice Presidents for a strategy and business planning meeting. He also took time to personally meet representatives from various professional construction bodies including AIBS, AIPM, HIA and RICS as well as our major sponsors, Hays. A dinner was also held with the NSW Centre Committee and NSW Regional Council members.

Whilst in Sydney, Chris took the opportunity to formally present Recognition certificates to Construction Faculties at UNSW and UTS. Discussions followed with faculty staff all were very positive in seeking ways to further strengthen the relationship between the Chartered Institute of Building and their Universities.

Glen Brumby, Director, Building Codes



Patrick Zou (CIOB Aust Vice President), Chris Chainey (CIOB Aust) and Professor Sidney Newton (Head of Building Construction Management & Property, FBE, UNSW)

Queensland Division, Department of Infrastructure and Planning, delivered a presentation on the recently released Improving Sustainable Housing in Queensland discussion paper in **Brisbane**.

Held every three years, SB-08, the World Sustainable Building Conference was held this September in **Melbourne** with approx. 2,000 delegates in attendance. This is the first time this peak industry gathering has been held in Australia. CIOB participated strongly in the conference as part of our firm commitment to improving the built environment. You can read more about this International Conference in Philip Sanders' article also included in this issue.



Chris Chainey (CIOB Aust) and Professor Desley Luscombe (Dean and Head of School of the Built Environment, UTS)



Steve Storer (Principal Project Officer, Building Codes QLD), Glen Brumby (Director, Building Codes QLD), Steve Broadbent (CIOB QLD), Chris Chainey (CIOB Regional President & QLD Centre Chair) & Jonathan Wood (CIOB QLD).

OCTOBER

CIOB members were invited to attend the **Melbourne** launch of 'Life Cycle Project Management, A Systems Based Approach to Managing Complex Projects' by Dr Hemanta Doloi, Senior Lecturer in Property and Construction, Faculty of Architecture, Building and Planning, The University of Melbourne. Dr Doloi will also be presenting at our upcoming joint CIOB & AIPM seminar 'PPP- Life Cycle Project Management' in Perth during November. Check our Events Calendar at the back of this issue for further details.

As part of the Regional Vice President's visit to New Zealand, Varoujan Bedrossian also attended the 'Sustainability Challenges for the 21<sup>st</sup> Century' presentation given by Rebecca White, Environmental Manager with Leighton Contractors in **Auckland**. Climate change is one of the big issues facing many companies and the New Zealand Government has recently issued several policies relating to sustainable development and climate change which has resulted in target being set for various business sectors across the country. You can read further details on the Vice President's visit to New Zealand included separately in this issue.

The environmental theme continued in **Brisbane** where a breakfast seminar 'Strategies to Being a Winner in the Green War' was delivered by Scott Lambert, Partner, Holding Redlich. Scott presented the latest information in green ratings tools and how to manage effective environmental business strategies.



Varoujan Bedrossian (CIOB Aust), Rebecca White (Leighton Contractors), Lawrence Jones (CIOB Aust), Mark Colborn (CIOB Aust) and Alex Powell (Hays).



Chris Chainey (CIOB Regional Vice President & QLD Centre Chair), Scott Lambert (Partner, Holding Redlich) & Philip Sanders (CIOB Regional Vice President)

# sb08 World Sustainable Building Conference

Melbourne 21-25 September 2008

“Connected Viable Liveable”

## Introduction

The World Sustainable Building Conference brings together the world's leading sustainable building experts, researchers & technologists, industrialists and policymakers to discuss the long-term trends shaping the building industry and the built environment. Held every three years, SB-08 was held this September in Melbourne, the first time this peak industry gathering has been held in Australia. CIOB participated strongly in the conference as part of our firm commitment to improving the built environment.

## Themes

SB-08 focussed on the increasing emphasis on holistic approaches and whole-of-life thinking in the performance of built assets: from individual products through single buildings to complete urban infrastructure systems and how best these goals might be encouraged & facilitated such that they form a natural part of any construction project or development.

Presentations showcased new research, technical developments and case studies contributing to a greater understanding of all aspects of sustainable construction and governmental, financial and practical commitment to creating a connected, viable and liveable built environment.

## Attendance

Delegates and exhibitors representing cutting edge technology & design, leading thought and practical solutions to environmental & sustainable design problems covering certification schemes regulation & legislation. A few statistics to go on with:

- Number of delegates - 2,059
- Countries represented - 60
- Delegates - 50:50 from Australia and overseas
- Exhibitors - 48 (including CIOBA)
- sponsors - 26 (including the ABCB, Vic Building Commission and Dept of the Environment)
- Auspicing societies - 22 (including CRC for Construction Innovation)
- Papers and speeches - 350
- Poster papers - 185

## Speakers

SB-08 attracted major international speakers t, including:

Rosario Marin, Secretary of California's State and Consumer Services Agency, Ms Marin is responsible for the procurement and management of the State's property portfolio. Ms Marin also chairs Governor Arnold Schwarzenegger's Green Action Team;

Prof. Bill Rees, best known as the originator of



Over 2,000 delegates from 60 countries attended the sb08 conference in Melbourne.

the 'ecological footprint analysis' concept;

Rick Fedrizi President, CEO and founding chairman of the U.S. Green Building Council (USGBC);

Nils Larsson is Executive Director of the International Initiative for a Sustainable Built Environment (iiSBE). Nils is the main developer of the widely-used "SBTool" assessment method and is the main organizer of the Green Building Challenge (GBC), a unique feature of the SB-series of world conferences and

Maria Atkinson, well known as Global Head of Sustainability for Lend Lease and a member of the Green Building Council of Australia Board.

## sb08 Outcomes

With the current focus on resource consumption, sustainability and climate change, outcomes from, SB08 will contribute to how Australia, and many other countries, respond to the challenge to provide affordable, environmentally friendly planning policy and direction for business, government and the general population.

For instance, the Victoria state government alone announced in the wake of the conference:

- \$6 million for the Zero Emissions Zones program to develop up to four prototype Victorian communities showcasing low emission lifestyles
- \$3.5 million for a new "ResourceSmart Hubs" program to tap into established community networks, encouraging them to work with the wider community to reduce household energy emissions

- \$2 million for the Climate Change Proofing Low Income House initiative to provide a buffer for 21,000 low-income families in regional Victoria from rising energy and water costs
- \$1.1 million to support the expansion of the City Switch program to be delivered in partnership with local councils in metropolitan Melbourne and regional centres
- developing whole-of-government policies to reduce greenhouse impacts of government owned and leased buildings
- establishing an Industry Round Table with both the Environment and Climate Change Minister and the Planning Minister.

## Summary

SB-08 ably demonstrated that sustainability is Connected to how we as an industry create our future built environment, Viable as a workable, achievable and affordable series of processes and through applying appropriate sustainable design techniques, liveable.

**Philip Sanders**, Regional Vice President CIOB Australasia, is a qualified builder, engineer and one of few Certified Management Consultants specialising in the construction sector, Philip has over 20 years experience in construction. Philip is Principal of Building Knowledge, a consultancy specialising in contract development, project assessment, market research & benchmarking and performance optimisation with civil & building contractors, engineers, developers, suppliers, government bodies and legal firms.

# CIOB Committed to Sustainable Construction

The Chartered Institute of Building (CIOB) has welcomed the publication of the 'Strategy for Sustainable Construction' by the UK Government, and commends Governments worldwide for working with industry to create a long-term vision for a more sustainable built environment.

The CIOB's initial response to a UK draft strategy identified a number of concerns with the draft version of the strategy, including:

- A lack of detail on how to address the problems associated with non-domestic buildings and existing building stock.
- A lack of clarity about organisational roles and responsibilities, and overall accountability for delivering the strategy.
- Targets that were not challenging enough to deliver the desired outcomes.

Steven Wielebski a CIOB Ambassador said: "The strategy has addressed many of our concerns but still fails to acknowledge the potential of decarbonising the industry's energy supply at source.

50% of the UK's CO2 emissions comes from energy produced from non-renewable sources and is consumed in building services. We would

argue that addressing this problem at source should be a major priority for the UK Government and for the Strategy.

The challenge now will be to clarify the UK construction industry's role in delivering the sustainability objectives within a national and international context. The newly launched Construction Commitments initiative\* will go some way to achieving this in encouraging the industry to exceed current best practice."

The CIOB has pledged its commitment to the Construction Commitments, and looks forward to continuing to play its part in helping the government achieve the objectives set out in the Strategy for Sustainable Construction.

"Moreover the UK house building industry has recognised that there are a number of technical issues associated with the code for sustainable homes, and is in discussion with the Building Research Establishment (BRE) and the Department of Communities and Local Government (CLG) on how these can be overcome. It is likely that this particular work will provide further benefits and guidance to the construction industry in general, as the pursuit of sustainable construction becomes more prominent."



## CIOB Australasia joins the Australian Sustainable Built Environment Council (ASBEC)

In recognition of the continued environmental awareness of the Chartered Institute of Building Australasia we are proud to announce our recent approval of membership to the Australian Sustainable Built Environment Council (ASBEC). The Institute intends to add value to this peak body of key organisations committed to a sustainable built environment in Australia. ASBEC provides the forum for diverse groups of industry and professional associations, non government organisations and government observers who are involved in the planning, design, delivery and operation of our built environment.



*Juliana Stackpool (Govt. Liaison Officer, RICS), Brendon Nelson (former Opposition Leader), Kaye Herald (Director, RICS) and Chris Chainey (CIOB Regional President)*

## Are you working in the area of Sustainability?

**If so, as a Member (MCIOB) or Fellow (FCIOB) of The CIOB you can apply to become a Chartered Environmentalist (CEnv).**

In 2006, the CIOB decided to add the Chartered Environmentalist qualifications to its portfolio of benefits to members. Gaining this qualification will enable you to:

- tap into the wide base of information produced by the Society for the Environment
- Become involved with the CIOB in lobbying Government on issues relating to sustainability
- Be part of the ever growing number of CIOB members showing their commitment to best practice and awareness in the area of sustainability
- Network with other Society members

## Why are CEnvs important?

Increasing recognition of the environmental challenges we face means that the role of the Chartered Environmentalist is more important than ever.

Registration sets Chartered Environmentalists apart from others working in their field. It establishes proven knowledge, experience, commitment to professional standards and enhances employability.

The Society for the Environment (SocEnv) is the leading and co-ordinating professional umbrella body for sustainability and environmental matters.

Currently there are 17 bodies making up SocEnv, and collectively more than 265,000 members - all working within the many different aspects associated with sustainable communities, economics and the environment. Chartered Environmentalists share a commitment to environmental best practice and a high degree of expertise in their field.

## How to apply

The assessment process for granting the Chartered Environmentalist qualification can be carried out through The CIOB. If you would like to apply for the Chartered Environmentalist qualification, please contact Wendy Hewlett at [whewlett@ciob.org.uk](mailto:whewlett@ciob.org.uk) or telephone our Sydney office for further details.

# The Construction Excellence Movement inspires a new generation of New Zealand's Industry Leaders

*continued from page 4*

project includes some five bridge structures, twin tunnels, 380m long and a total earthwork volume of 4,000,000m<sup>3</sup>.

The construction of the motorway involves several engineering challenges, including:

- A number of difficult geological formations
- Steep mountainous terrain
- The site's location within an area of significant environmental value.

The innovation for New Zealand is that the project has been delivered using collaborative contracting in the form of an alliance, something still relatively new to NZ.

It's predecessor, \$64m Grafton Gulley project was just being completed when the Warren's arrived. This again has been written up as a Pathfinder and greatly proved the case for Egan's collaborative teams. Delivered by 'The Freeflow Alliance', the project has won numerous awards and has been recognised throughout NZ as a highly successful undertaking. Key achievements included:

- 7% below target out-turn cost
- Project completed 6 weeks ahead of schedule
- Unprecedented amount of positive feedback from the community on quality, aesthetics, lack of disruption & site tidiness
- No serious accidents & a very strong safety culture

Further examples of change include Queenstown Lakes District Council which took lessons from UK's Hertfordshire County Council and restructured their procurement around frameworks based on performance measurement. The \$20m per annum budget was originally spent by tendering every project, a proven waste of up to 5% in the UK.

In 2007, a number of 5 year frameworks were awarded and a culture of best practice and performance measurement has been embarked upon.

On the contracting side, others have embraced the Constructing Excellence message. One such contractor has built an in-house Best Practice team around benchmarking and performance improvement.

Naylor Love, who has offices throughout NZ and turns \$160m, published statistics fairly early on in their campaign which showed that tangible results were beginning to emerge from their efforts.

Their initial 2005 Pilot Benchmark results clearly showed two areas where Naylor Love needed to improve. They were:

- Delivering on time
- Reducing & Clearing defects

Having analysed the results for 2006, the Best Practice Team focussed their efforts on these two areas. In one year, they achieved a massive 47% uplift on delivering to time. Through regular face to face customer surveys, their clients also recognised that programming and delivery skills have improved and the question "The project was handed over on time" has improved by 13%. See tables below.

|  |                                   | Industry Average 2005 | NL Target 2006 | NL Result 2005 | NL Result 2006 | % Uplift |
|--|-----------------------------------|-----------------------|----------------|----------------|----------------|----------|
| <b>Predictability Construction Time</b>          | % of projects on target or better | 65%                   | 40%            | 27%            | 45%            | 18%      |
| <b>Predictability Construction Time With EOT</b> | % of projects on target or better | N/A                   | 55%            | 27%            | 74%            | 47%      |

| Aspect    | Q No. | Customer Survey Question                     | 2005 | 2006 | % Uplift |
|-----------|-------|--|------|------|----------|
| Programme | 30    | The Project Team met all the milestones      | 69%  | 74%  | 5%       |
| Programme | 43    | The handover of the project was well managed | 75%  | 77%  | 2%       |
| Programme | 44    | The Project was handed over on time          | 68%  | 81%  | 13%      |

|  |  | Industry Average 2005 | NL Target 2006 | NL Result 2005 | NL Result 2006 | % Uplift |
|--|--|-----------------------|----------------|----------------|----------------|----------|
| <b>Defects on Handover</b> (customer survey measure) | % of projects scoring 8/10 or better               | 40%                   | 70%            | 52%            | 55%            | 3%       |
| <b>Cleared Defects within 30 days</b>                | % of projects where defects cleared within 30 days | N/A                   | 50%            | 16%            | 55%            | 39%      |

| Aspect  | Q No. | Customer Survey Question                                 | 2005 | 2006  | % Uplift |
|---------|-------|--|------|-------|----------|
| Quality | 47    | The project was handed over with no significant defects. | 71%  | 80.5% | 9.5%     |
| Quality | 48    | Any defects are quickly & efficiently resolved           | 60%  | 77%   | 17%      |

Results also came in for the defect improvements too. There was a move from 16% of projects where defects were completed within 30 days to 55%, a 39% improvement. The face to face customer surveys also showed that the clients were recognising this change in approach.

The examples above show that the industry is more than capable of measuring performance, changing culture and integrating its supply chain, however, these were still isolated pockets and a country wide effort is still some distance away. A key area of resistance is the reluctance by clients to move away from lowest price tendering, the culprit which drives many of the industries inefficiencies and fragmentation.

### References

1. [www.ciob.org.cn/resources/download/Rethinking%20construction%20the%20egan%20report.pdf](http://www.ciob.org.cn/resources/download/Rethinking%20construction%20the%20egan%20report.pdf)
2. <http://www.constructingexcellence.org.uk/zones/kpizone/default.jsp>
3. <http://www.buildingresearch.org.nz/assets/BR%20BERL.pdf>

### Article by Amanda Warren

*Amanda is an experienced Management Consultant who has delivered successful outcomes on a wide range of change programmes specifically within the construction sector both in UK & more recently New Zealand. In New Zealand, Amanda initiated & directed the National KPI Project, working with CAE and Building Research, following up on the ground work carried out by Dr Jason LeMasurier over the last 3 years. She held a seat on the Construction Industry Council during her role with CAE which gave her an invaluable introduction to the NZ industry.*

For further details on the Academy of Constructing Excellence please visit their websites:

- The Academy of Constructing Excellence – [www.theacademy.co.nz](http://www.theacademy.co.nz)
- Constructing Excellence in the Built Environment, UK – [www.constructingexcellence.org.uk](http://www.constructingexcellence.org.uk)
- Constructing Excellence in New Zealand – [www.constructing.co.nz](http://www.constructing.co.nz)

# Where have all the leaders gone?

## Construction industry plays hide and seek with top brass.

Results from a unique piece of research by the Chartered Institute of Building (CIOB) have exposed a lack of leadership within the construction industry.

Over 650 directors and managers in the construction industry, many of whom work for companies employing more than 500 people, were unable to name any influential leaders in the industry. Of those individual leaders mentioned only one in the top five highest returns was a practicing construction industry professional.

Chris Blythe CIOB chief executive said, *“For successful organisations leadership is just as important as having good management, and there is a difference between being a leader and being a manager.”*

*“What we have seen in this research is that while the industry lacks recognisable leaders, 90% of respondents considered themselves as above average or excellent when asked how good a leader they were. But from their own view they are not having their leadership skills improved in the right way. So we know there is a great deal of untapped leadership potential out there.”*

*“Many companies are offering financial incentives to develop leadership and yet our leaders of tomorrow want to be inspired, they want access to new experiences including secondments and they want more training. Only 8% said money had any impact on developing leadership potential. You can buy good management but you need to inspire and develop leaders, and that’s a totally different kind of investment.”*

The research suggests that construction companies are failing to provide adequate development of leadership potential. In particular, within larger companies where 18% are not progressing their leaders in any way; and 45% do not have a formal succession plan or leadership strategy.

Communication skills, strategic vision, understanding of the business, integrity and decisiveness were all regarded as the most important qualities for a leader to be successful in the construction industry.

When respondents were asked to name their own best leadership qualities, communication skills, decision makers, and integrity were the top three returns. This would reaffirm that those taking part in the research believed they were above average as leaders.

The survey asked respondents to name the person they felt was the most influential within the construction industry. The highest proportion of respondents answered either ‘none’ or ‘don’t know’. In addition, ‘the government’ was seen as being the fifth most influential leader within the construction industry, which also signifies a lack of clear construction leaders.

Ray O’Rourke, chairman and chief executive of Laing O’Rourke, received the second highest ranking for his ability to get results, vision, passion

and ambition. Sir Michael Latham was noted for his ability to influence, his vision and his ability to get results. Sir John Egan scored highly for his ability to get results, his revolutionary approach to the industry, and his ability to influence.

Nelson Mandela was considered to be the greatest leader outside of the construction industry (past or present); followed by Sir Richard Branson, Bill Gates, Sir Winston Churchill and Baroness Margaret Thatcher.

A full copy of the report can be found at [www.ciob.org.uk/resources/research](http://www.ciob.org.uk/resources/research)

### Key facts and figures

#### Demographics

- 655 respondents took part in the survey.
- 44% work for an organisation employing more than 500 people: 13% work in an organisation employing more than 201 people. 17% work in a business employing less than 20.
- 57% work in the construction sector: 7% surveying; 5% architecture; 9% consultancy.
- 63% described themselves as senior, middle or junior management. A further 16% described themselves as a company director.
- 43% were aged between 21 – 40 years: 56% above 41 years old: 1% under 21.
- 93% were male, 7% female.
- 71% were located in the UK.

### Key findings

#### The most influential leader within the construction industry (top five highest returns).

1. None / don’t know
  2. Ray O’Rourke
  3. Sir Michael Latham
  4. Sir John Egan
  5. Government bodies and representatives
- 78.5% believed the named influential leader in construction would be able to lead another industry.
  - 46% felt that financial benefits and rewards was the most common way for their organisation to retain/reward leadership.
  - 23.4% believed exposure to new experiences (e.g. secondments) would help them improve as a leader. 18% said training, 9.2% inspiration, 3.4% financial benefits.
  - 18% of respondents working for companies employing more than 500 people did not believe their organisation developed leaders in

any way at all.

- Nelson Mandela was regarded as the greatest leader outside of the construction industry followed by Sir Richard Branson, Bill Gates, Sir Winston Churchill and Baroness Margaret Thatcher. Other responses included Sir Alex Ferguson, Sir Alan Sugar, Tony Blair, Gordon Brown and Warren Buffet.

#### The most important qualities of a leader were (top five highest returns).

1. Communication skills
  2. Strategic vision
  3. Understanding of the business
  4. Integrity
  5. Decisiveness
- 56% of respondents work within an organisation that has no formal succession or leadership strategy.
  - 79.7% believed that leaders from one industry can perform well in another industry.
  - 64.7% said that their organisation would recruit its next leader internally.
  - 43% felt that the individuals themselves have the biggest impact on developing leadership, followed by 28% who believed other leaders made the greatest impact.
  - 25% believed that lack of opportunity was the greatest barrier to potential leaders becoming leaders; a further 24% felt organisational culture was the biggest barrier.
  - 90% of respondents considered themselves to be above average or excellent as a leader.

When asked to name their weakest leadership qualities the below are the top 5 highest returns:

1. Not having enough time
  2. Don’t delegate enough
  3. Impatience
  4. Poor communicator
  5. Lack of decisiveness
- 43% of respondents were significantly influenced by a superior manager, 8% by another leader, 6% by their parents, 6% work colleagues, 5% teachers or lecturers.
  - 54% of all respondents (male and female) considered that leaders are more likely to be male, while 45% believed that leadership opportunities to be equal.
  - Analysis of the female responses (43 females) shows that a larger proportion (58%) considered leadership opportunities to be equal. 42% of female respondents considered males as more likely to be leaders. However, female respondents did not feel that women were more likely to be leaders (0%).

# Your 2009 CIOB Subscription Renewal

You will shortly receive your CIOB subscription renewal pack. There have been a couple of changes to the process this year and the 2009 pack includes:

- a member survey: members have the option to complete this survey online if you wish, or send by email, fax or post to our Sydney office
- your membership card
- New Zealand CIOB members now have the option of paying in local currency direct to our NZ bank account; please contact the Sydney office for an NZ Payment Advice Form
- members with a UK bank account paying by monthly direct debit instalments will have a reduced payment period of 6 months from January to June
- full-time student members now receive free

subscription for four years

- part-time student members are now required to pay a minor subscription. The 2009 part-time student rate is \$14aud.

**Concessionary Rates** of annual subscription are available on request to members who are retiring, suffering financial hardship or who are in full time education. If you fit this description then please contact our Sydney office as you may be entitled to the Concessionary Rate of \$60 annual subscription.

A reminder too that you're 2009 CIOB Membership Subscription needs to be paid **absolutely by the last working day of February 09**. There have been instances where members pay on the last few days (which can fall over a weekend) but as payment has not appeared in our account until after the deadline they become lapsed members. **So please don't leave it to the last minute!!**

## Time for an UPGRADE???

**Do you feel your current grade reflects your professional status in the construction industry?** If so, great, if not then maybe it's time to consider whether you should apply to upgrade your CIOB membership to a higher level. There is no fee for those wishing to upgrade to Associate or Incorporate status.

ACIOB and ICIOB members with a recognised degree and a minimum 3 years of professional level of experience in construction are eligible to undergo the Professional Review prior to being offered upgrade to Chartered membership (MCI0B). If you would like to find out more please contact Robyn Smith at our Sydney office.

**Are you a CIOB Student Member attaining your qualifications in 2008?**

**Make sure to let us know when you are finishing your studies...**

If you are a CIOB Student Member who will be attaining your degree at the end of 2008 and no longer studying as at 1<sup>st</sup> January 2009 then you will be required to advise our Sydney office **prior** to the end of the year. This will ensure that your newly acquired degree qualification will be recognised and you will be provided the opportunity to upgrade your membership free of charge. It also provides you with the professional qualification designation ICIOB that can sit alongside your newly acquired degree post nominals giving international recognition of your professional standing to industry contacts, potential employers and colleagues. Please contact our membership's officer, Robyn Smith, to finalise your upgrade.

## CIOB opens third office in China

The Chartered Institute of Building (CIOB) has recently opened a new office in Shanghai, China to support its growing membership in the country.

The new office is located in the business district of Shanghai and will further increase the CIOB's presence in Shanghai and the East China region. The official launch coincided with the graduation of 40 new members who are now part of the CIOB's growing international network.

Fabio Casula, Head of International said: *"The opening of our third office in China is a sign of our continuous success and development across the region. This new branch will be responsible for managing, supporting, and growing our activities in East China and complements our other offices in Beijing and Chongqing. Strategically the office will also help us to increase our level of activity in the surrounding major cities such as Suzhou*

*where we already have members and host CIOB workshops and training. These cities are of great economic importance for the construction industry"*.

The CIOB East China administrative centre, was the first CIOB Centre to launch a training programme aimed at experienced Chinese professionals, and CIOB are about to launch similar programmes in Beijing and Chongqing.

Since 1993 CIOB has been working with the Ministry of Construction (MoC) in China and now has almost 1400 members many of whom are working on the country's most prestigious projects like the Beijing Olympics. In Shanghai CIOB members have contributed to some of the Country's most successful projects like the Shanghai financial centre as well as major residential and commercial developments.

## Let us know if you are on the move!

With over 20% of our members located in over 100 different countries around the world, the CIOB's growing international presence is increasingly recognised as vital to the support of the industry and construction professionals outside the UK.

If you relocate at any time then please remember to contact any of our branches to advise your new contact details or update your details via the Members Section of the website: [www.ciob.org.uk](http://www.ciob.org.uk) This will ensure you are kept up to date with local activities and benefits for CIOB members in your region. If you meet any lapsed members remember to let them know there is a local branch of active committee members. CIOB Representatives are based in all major cities throughout Australasia and contact details can be found in the 'About Us' section of our website: <http://www.ciob.org.au/about>

CIOB Australasia Centre committees host activities in Auckland, Brisbane, Christchurch, Melbourne, Newcastle, Perth, Sydney and Wellington. If you are located outside these areas and want to get involved in establishing a local committee or host local CIOB events, please contact our office. The CIOB Australasia regional office is located in Sydney and contact details along with other regional offices are listed at the back of this publication.

Regional offices are also located in Africa and Asia Pacific (Singapore, Hong Kong, Malaysia, China and Australia). However, our international network and presence in the Americas, Europe, Middle East and India Sub continent provide a contribution to an Institute of increasingly international status and influence. If working abroad please visit this link to find out where your nearest CIOB contact is located: <http://www.ciob.org.uk/regions>



# 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](mailto:events@ciob.org.au) or telephone (02) 9638 4977.

| Date 2008   | Event  | Location  |
|-------------|--|---|
| 4 November  | ICE in NZ & Mainzeal Site Visit: Supreme Court Refurbishment, Wellington. Visit <a href="http://www.ciob.org.au">www.ciob.org.au</a> for details.  | Supreme Court Site<br>Cnr Balance & Stout Streets, Wellington |
| 6 November  | CIOB Seminar: 'Best Values', Panel Discussion, presented by Peter Gomm, Amanda Warren and Tim Lott. Visit <a href="http://www.ciob.org.au">www.ciob.org.au</a> for updates.  | Auckland Centre<br>385 Queen Street, New Zealand              |
| 11 November | CIOB & RiskTools: One Day Workshop Brisbane – presented by Gavin Halling. 10% discount for CIOB members. Visit <a href="http://www.ciob.org.au">www.ciob.org.au</a> for details.   | Christies Corporate<br>320 Adelaide Street, Brisbane          |
| 12 November | Joint CIOB/AIPM Breakfast Seminar: 'Governments and Construction - The Influence on Aged Care 1997 to 2030', presented by Mr Paul Campbell. Visit <a href="http://www.ciob.org.au/events">www.ciob.org.au/events</a> for further details. To register, email: <a href="mailto:events@ciob.org.au">events@ciob.org.au</a> | SCH Function Centre<br>140 Elizabeth Street, Sydney           |
| 19 November | Joint CIOB/AIPM Breakfast Seminar: 'PPP – Life Cycle Project Management', presented by Hemanta Doloi. Visit <a href="http://www.ciob.org.au/events">www.ciob.org.au/events</a> for further details. To register, email: <a href="mailto:events@ciob.org.au">events@ciob.org.au</a>                                       | QV1<br>250 St Georges Terrace, Perth                          |
| May 2009    | CIOB Presidential Tour: CIOB President, Mr Keith Pickanvance and CIOB Chief Executive, Mr Chris Blythe will visit the Asia Pacific region in May 2009. Further details to be advised. Visit <a href="http://www.ciob.org.au">www.ciob.org.au</a> for updates.  |   |

## 2008 INTERNATIONAL

|                 |  |                                  |
|-----------------|--|----------------------------------|
| 13 February 09  | CIOB Singapore 3rd International Construction Conference 'Managing Construction in an Economic Crisis' | Singapore<br>Goodwood Park Hotel |
| TBC             | CIOB China Membership Meeting & China-UK Olympic seminar. Further details to be advised.               | Beijing<br>TBA                   |
| 21-23 November  | Shanghai Conference: Multi-national Construction Projects. Further details to be advised.              | Shanghai<br>TBA                  |
| 24-25 November  | Hong Kong Conference: International Conference on Utility Safety and Management                        | Hong Kong<br>TBA                 |
| 24 -29 November | CIOB International Staff Visit, attended by one staff member from each International Branch office.    | CIOB Englemere<br>Ascot, UK      |

### CIOB Members – Upgraded

|                      |        |
|----------------------|--------|
| Munro Kendrick       | MCIOMB |
| Simon Rose           | ICIOB  |
| Bing Shao            | MCIOMB |
| Ian Turnbull         | MCIOMB |
| Sao Hwa (Terry) Wang | MCIOMB |
| Johnson Appiah       | ICIOB  |
| Jonathan Davis       | ICIOB  |
| Michael Foreman      | ICIOB  |
| Brock Gurney         | ICIOB  |

### New Chartered (MCIOMB) Members

Damian Carroll  
Steven Fischer

### New Incorporate (ICIOB) Members

David Adamson  
Kevin Anderson  
Alan Burke  
Craig Goeldner  
Anthony Hartslef  
Marilyn Howley  
Justin Lloyd Knowler  
Oluwole (Alfred) Olatunji  
Simon Rogerson

### New Associate (ACIOB) Members

Thomas Allan Ovington  
Patrick Timbs

### New Student Members

Damian Abbott  
May Abouzeid  
Wei Bin Ang  
Owen Altham  
Evren Altintas  
Farah Mohamad Arip  
Richard Austin  
Sam Bandy  
Dejan Bijelic  
Ms Dionne Blake  
Simon Blight  
Joudish Bookhoo

Find contact details and profiles of key Council members in the 'About Us' section of our Website: [www.ciob.org.au](http://www.ciob.org.au)

## CIOB Regional Committee, Australasia

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

## Centres

|                          |                    |                  |                |
|--------------------------|--------------------|------------------|----------------|
| <b>New South Wales</b>   | <b>Australia</b>   |                  |                |
| Centre Chair             | Adam Perigo        |                  |                |
| Committee Member         | Hugo Aston         | Committee Member | Nick Birbara   |
| <b>Victoria</b>          | <b>Australia</b>   |                  |                |
| Centre Chair             | Efy Karagiannis    |                  |                |
| Committee Member         | Richard Maltby     | Committee Member | Steve Bellows  |
| <b>Queensland</b>        | <b>Australia</b>   |                  |                |
| Centre Chair             | Chris Chainey      | Committee Member | Rob Diamond    |
| Committee Member         | Steve Broadbent    | Committee Member | Jonathan Wood  |
| <b>Western Australia</b> | <b>Australia</b>   |                  |                |
| Centre Chair             | Andrew Scales      | Committee Member | Wayne Dixon    |
| <b>New Zealand</b>       |                    |                  |                |
| Centre Chair             | Mark Colborn       | Committee Member | Lawrence Jones |
| Committee Member         | Robert Jones       | Committee Member | David Warwick  |
| Committee Member         | John Tookey        | Committee Member | Mark Stone     |
| <b>Education Panel</b>   |                    |                  |                |
| Chair                    | Kerry London       | Panel Member     | Willy Sher     |
| Panel Member             | John Tookey        | Panel Member     | Peter Ward     |
| Panel Member             | Grace Ding         | Panel Member     | Patrick Zou    |
| Panel Member             | Graham Brewer      | Panel Member     | Jeremy Wu      |
| Panel Member             | Guomin Kevin Zhang |                  |                |
| <b>Regional Reps</b>     |                    |                  |                |
| Adelaide                 | Ted Martin         | Tasmania         | Andrew Rundle  |
| Christchurch             | Stewart Ford       | Papua New Guinea | Paul Constable |
| Newcastle                | Willy Sher         |                  |                |

## We want YOU

### EDITOR, CIOB Australasia Contact

The time has arrived to seek a new editor for future issues of this, our Contact Australasia newsletter. 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.

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.

Our thanks are due, to Gerald di Corpo and more recently Patrick Weaver who have helped produce the newsletter since it began with the first edition at the end of 2003.

### WELLINGTON REP

We would like to thank Mark Goodliffe for the great work he has done on the ground in Wellington helping form closer ties with local universities and making attendees feel welcome at our seminar presentations. Mark is now off to work in Qatar so we are seeking assistance from our Wellington membership to contact our NZ Centre to assist in being our representative in the NZ Capital. Please contact Mark Colborn, NZ Centre Chair (Ph: 09 307 7531/Email: Mark.Colborn@aucklandcity.govt.nz) or Liz Thomas at our Sydney Office for further details on how you can get involved.

## CIOB Australasia CBC Members:



Chartered Building Surveying Services.

Director: Stephen Allen.  
61 2 9299 2988



Multi disciplined property consultancy.

Director: Alan Page.  
61 2 9283 7311



Specialist construction consultancy.

Principal: Philip Sanders.  
61 (0) 401 010 202

## CIOB contact details:

### CIOB Australasia

CIOB Australasia  
Suite 2, Level 1, 256 – 258 Victoria Road  
Gladesville NSW Australia 2111  
GPO Box 5146, Sydney NSW Australia 2001  
Email: [info@ciob.org.au](mailto:info@ciob.org.au)  
Website: <http://www.ciob.org.au>

### CIOB Australasia Staff

**Elizabeth Thomas**  
Regional Manager  
Email: [ethomas@ciob.org.au](mailto:ethomas@ciob.org.au)

**Jodie Richards-McCabe**  
Event Coordinator  
Email: [events@ciob.org.au](mailto:events@ciob.org.au)

**Robyn Smith**  
Memberships Officer  
Email: [rsmith@ciob.org.au](mailto:rsmith@ciob.org.au)

### CIOB HEAD OFFICE

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

### CIOB PUBLICATIONS

Contact Australasia  
Website: <http://www.ciob.org.au/newsletter>

iCON Review  
Website: <http://www.iconreview.org/en/home>

Construction Manager  
Website: <http://www.constructionmanager.co.uk>

Construction Information Quarterly  
Website: <http://www.ciob.org.uk/resources/ciq>  
Construction Books Direct  
Website: <http://www.constructionbooksdirect.com>

*CIOB is the leading professional body for managers in construction with over 42,000+ members in over 100 countries.*

**HAYS**  
Construction & Property

## Experienced Estimator

A great opportunity has arisen with one of Sydney's booming fit out/refurbishment specialists for an energetic and experienced Estimator to jump on board. It is rapidly gaining further market share and is prepared for a huge rise in turnover in the next couple of years.

To add to its estimating team it is looking for a well presented individual who can show a steady track record of pricing and winning jobs up to \$10M in the retail, hospitality and commercial interiors sector. You will have excellent communication skills and strive to further your career to the highest levels possible. In order to be successful in this role you will have had experience in using the software package buildsoft.

This company wants you to succeed and will provide you with plenty of support in the hope that you can one day lead the team. If you are looking for a dynamic environment with a focus on job satisfaction you may just be at home here. Please contact David Hope.

Please contact the relevant consultant  
T 02 9249 2260  
E [cp.sydney@hays.com.au](mailto:cp.sydney@hays.com.au)

## Contract Administrator - Contract role

An exciting opportunity has arisen to join a building contractor in Sydney that is highly regarded throughout the industry. It is a well established mid tier organisation and requires an experienced Contract Administrator to join the team on a contract basis.

You will be working on a high-class commercial project in Sydney. This project requires a Contracts Administrator who has local experience and contacts to assist the team on a refurbishment project.

Excellent communication and organisational skills are vital along with strong attention to detail to ensure the work is completed to the highest standard. You will be working within a great team environment alongside some of the best professionals in the industry. This position will initially be a contract role with a scope to permanent employment. Please contact Kiley Duggan

## Planning Manager - Sydney CBD

An attractive opportunity has arisen for an experienced Planner to join one of Australia's most well known building contractors as its Planning Manager. It is at the forefront of the current building industry and look to be heading towards a strong 2009/10.

This position requires someone with extensive experience managing all aspects of project timing including, and most importantly, programming, planning, monitoring and reporting. You will ideally have managed a large-scale project and have had exposure to commercial, retail or health works as you will be joining the team on a multi-million dollar development.

Further to experience, you will possess tertiary qualifications, excellent communication skills and outstanding relationship building traits. You are also focused and driven to achieve set targets and motivated to make your mark on this major project.

A salary of above \$150k will be offered however you are welcome to negotiate and your standing in the industry will be rewarded with a market leading package and benefits. Please contact Evan Jones.



Specialist Recruitment [hays.com.au](http://hays.com.au) choose from 15000 specialist jobs