

# THE CONDUIT

ISSUE #3

2015



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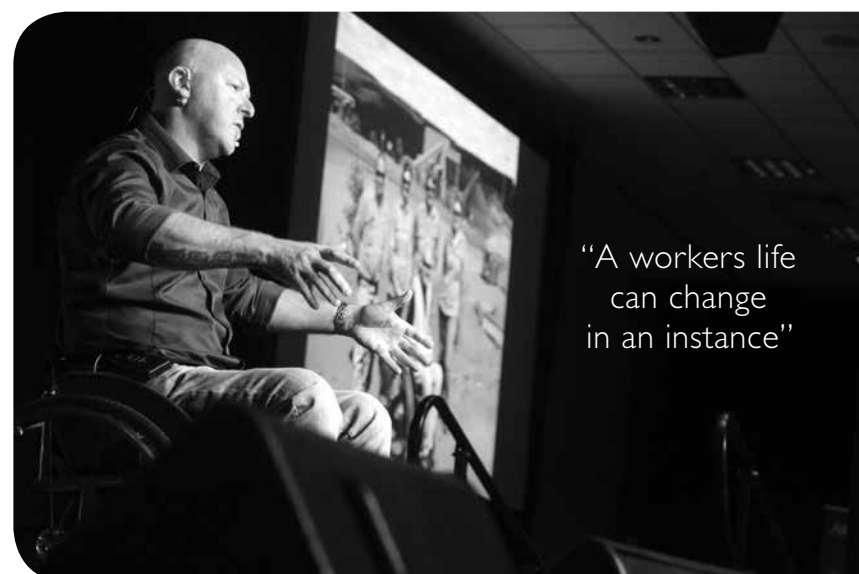
delivering the edge

# INJURY PREVENTION LEADING BY EXAMPLE

WORK RELATED INJURY & ILLNESS  
COSTS AUSTRALIA **> \$60 BILLION**  
AROUND 5% OF GDP EACH YEAR

**CV Services** was proud to be asked to talk about our safety story at the **2015 ASIEQ Injury Management Conference**. Held every two years, this event offers cutting-edge research and education to companies self-insuring for workers' compensation.

**Brian Godwin (CV Services Group Manager, HSE & Training)** closed out the day with practical examples of how to foster a safe, loyal working environment. He shared the stage with Minister Curtis Pitt (Queensland Treasurer), Julie McDonald (Olympian) and a dozen leading industry experts.



## WELCOME

Welcome to first edition of the Conduit for 2015. As always the financial year has gone very quickly. It won't be long before we are reviewing our performance for the year and updating our plans across the business for 2016.

From a business perspective it is pleasing to be able to report that each of our business units has so far delivered results in line with their plans for this financial year. While the construction market remains challenging the teams have been very focused on continuing to deliver quality outcomes for our customers and maximising the opportunities to secure new work. The longevity of our work at the Hamilton Reach development is a great example, with our electrical construction team having almost a constant presence on this site since 2012. On the signage side we are starting to see some good results from our long term investment in building digital signage and media capability, resulting in completion of a number of key projects, including the quick service restaurant digital menu rollout which is featured in this edition.

As we look forward and continue our planning, it's clear that as in any business, people are the key to our success. As the business has matured we have been fortunate to have developed a stable, committed and capable team that consistently deliver exceptional results for our customers. Getting this right is no easy task and needs a clear focus on good recruitment processes, the right structure, a strong culture and effective frontline leaders. In this edition we have included a piece on the CV Services approach to developing our frontline leadership team. Whilst we don't pretend that we have everything right it has been a journey that we know delivers results. We understand from experience that if we have the right leaders on the ground everything else flows much more smoothly. Also in this edition we'll touch on the benefits of supporting our team members' community involvement, and the need to maintain focus on team member safety.

On behalf of the CV Services team we hope you find this edition informative and interesting.

*Andrew McMaster*

Andrew McMaster  
Executive Director & CEO

*Ed Phelan*

Ed Phelan  
Executive Director & COO

"I start with the premise that the function of leadership is to produce more leaders, not more followers."

Ralph Nader

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# HAMILTON REACH

## Electrical Construction

Northshore at Hamilton occupies 304 hectares and delivers over 2.5 kilometres of unrivalled Brisbane riverfront. Whilst the superb river views and inner city location may be two of the first things that draw people to Northshore, the precinct will become a place that caters to all aspects of a full and healthy lifestyle, ensuring residents have all they need right at their doorstep.

Hamilton Reach is an integral part of the Northshore Hamilton Urban Development Area, one of Australia's most exciting urban renewal projects. This 20 year program will see this former industrial area, strategically situated just 6 kms from the city, transformed into a vibrant, cutting edge, riverside precinct covering an area larger than the Brisbane CBD and incorporating extensive parklands and natural, open spaces, cruise ship facilities, CityCat terminals plus outstanding residential, retail and commercial development. Upon completion the precinct will provide approximately 7,500 homes for 15,000 residents, plus job opportunities for more than 15,000 people.

CV Services has been working closely with Australand for over 3 years providing electrical construction services for a number of the residential developments that are in place and under construction. We have been working on the Hamilton Reach project since 2012 and have completed the electrical construction for four different stages – Watermarque South and North, Watermarque On the Park, The Keelson and The Green Quarter 2 projects. The CV Services team is currently working on the Atria development (stage 5) which is scheduled for completion towards the end of 2015.



Since commencing, the CV Services team has completed the electrical works for 180 units, rolled out over 100,000 metres of cable, installed over 7,000 lights and had a team of 15 people working on the site. The key challenges faced have been integrating with multiple stages and ensuring a smooth transition from one building to the next building. As the development has progressed it has also been important that our team be mindful of the residents living in the precinct and to minimise any impact on the unit owners.

The CV Services team has been proud to work with Australand in consistently delivering high quality outcomes over an extended period of time and ensuring that a very high level of service throughout all stages. Being selected to work on our fifth project on this development has been a great vote of confidence in our electrical construction team.





# PORT OF BRISBANE

## Asset Services



Port of Brisbane is one of Australia's fastest growing container ports, and Queensland's largest multi- cargo port.

Port of Brisbane handles approximately \$50 billion worth of international cargo each year - equivalent to approximately 37 million tonnes.

Port of Brisbane is Queensland's largest multi- cargo port and the closest major container port to the country's largest export market in the Asia Pacific Rim.

More than 30 shipping lines currently service Port of Brisbane from around the world and during 2013/2014, the port recorded over 2,500 commercial ship visits.

Port of Brisbane provides the necessary infrastructure to facilitate trade growth through the sustainable planning and development of new facilities and the maintenance and management of existing facilities.

CV Services has been working with Port of Brisbane for a number of years providing a broad range of plumbing services and were recently successful in being awarded the electrical maintenance contract for Port of Brisbane facilities.

The range of electrical services provided include both preventative and reactive maintenance services including;

- General electrical fit out
- Generators
- Switchboards
- Emergency lighting
- Residual current devices (RCDs)
- Portable equipment testing and tagging
- Lightning protection
- Power factor correction (PFC)
- Uninterruptable power suppliers (UPS)
- Thermographic scans
- Solar PV systems and
- Smoke detector battery replacement programs.

CV Services Project Manager (Patrick Vandaleur) has worked closely with the Port of Brisbane team to ensure a smooth transition. "Our previous experience with Port of Brisbane combined with our understanding of critical infrastructure maintenance has been a great help in ensuring we can deliver on what Port of Brisbane's needs" said Patrick. "We are looking forward to working with the Port of Brisbane team and playing a part in this iconic operation".





# PACIFIC FAIR

## Electrical Infrastructure

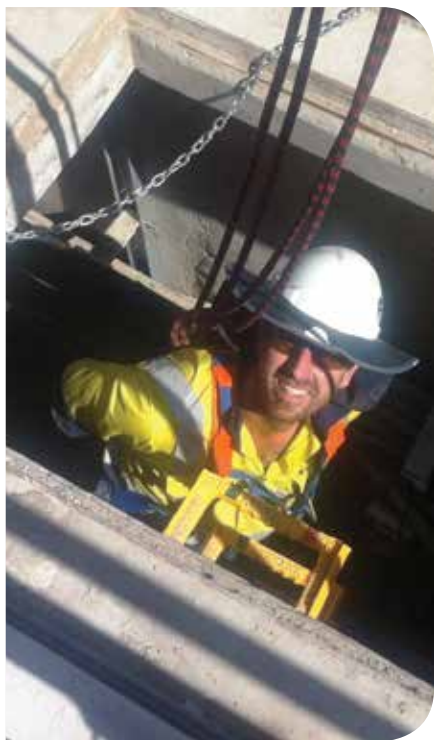
Pacific Fair will be transformed into a world-class shopping destination with a major \$670 million redevelopment that commenced in January 2014. This investment will create the largest shopping centre in Queensland and the fourth largest in Australia.



The centre will be completely integrated with a new two-level mall connecting the new and existing sections, adding around 50,000 square metres of retail space. On completion, Pacific Fair will be approximately 150,000 square metres and have approximately 420 shops, restaurants and entertainment destinations under one roof.

CV Services has been engaged by Scentre Group, a leader in the construction industry of major shopping precincts, to provide the Energen HV electrical infrastructure works for the upgrade. A total of 8MVA is to be added to the Energen network over four commercial indoor substations. The electrical infrastructure team has been engaged to deliver a turnkey civil & electrical service. The team's specific expertise in managing project accountabilities with supply authority expectations and standards will ensure that we deliver on the project milestones.

With works now well underway, and HV electrical construction expected to be completed by August 2015, the CV Services team is on track to deliver the project to Scentre's expectations.





# DIGITAL MENU BOARD ROLL OUT

## Digital Signage Solutions

Digital Signage is a rapidly growing segment of the signage market. It is dynamic visual way for businesses to promote their brand, products and services. Digital Signage can be used anywhere that there is a need to communicate with customers and can work across a broad range of industries including the quick service restaurant sector.



A major quick service restaurant provider has recently embarked on a range of initiatives to grow sales, brand relevancy, and build customer advocacy. A key enabler for this strategy is the menu board and its ability to trade across multiple times of the day such as breakfast, lunch, afternoon snacking, and dinner.

The provider is piloting the use of digital menu boards to extend the offer across the different time periods of the day, while maximising the commercial opportunity of digital signage through dynamic pricing and an enhanced customer experience. Through the pilot the provider will be able to accurately test the benefits of the digital menu boards before embarking on a full rollout across the store network.

CV Signage Solutions has been tasked to provide the provider with options for the system, including the hardware and software requirements. Our AV Manager, Matthew Taylor, has worked closely with them over recent months to identify which products will provide them with the best outcomes. His experience and knowledge has enable a system to be tailored that meets all of the providers requirements.

The initial store was completed in December at T2 Sydney airport. The Digital Signage team has just completed the first major trial at Townsville where seven stores had digital menu boards installed. We have orders in the system for another six in various locations plus there are 360 locations across Australia which could use the digital menu solution if the pilot is successful.



The key challenges initially have come from introducing new technology into existing stores. These challenges include ensuring that the screens have power and access to the internet, making sure that the system can work in regional and remote locations, and delivering stock from our suppliers with short turnaround times. All of these have been identified, addressed and systems put in place to ensure a trouble free implementation.

A key milestone has been the recent Townsville installation. Scott Barnes our technician was onsite to manage the roll out. Feedback from the client has been very positive on the digital menu board system and the way it was installed. Once the trial period is over and the results are analysed a decision will be taken on the next phase of the rollout. The good news is that the roll out is going to plan and is fully operational with no problems which is a huge tick in the box.



# LEADING FROM THE FRONT

Like many businesses in the construction sector, ensuring that our frontline leaders have the right skills and capability is a key priority. With a team of nearly 400 people spread across a diverse range of work sites and job types it is critical that the leadership team on the ground provides appropriate and effective leadership to the teams on the ground.

This involves building capability, with a combination of strong technical and people skills, to get the best out of their teams.

We also know that for many people leadership is not a natural instinct and it can be hard to take the step from being great on the tools to being a great leader.

CV Services has invested a lot of effort in recent years on putting in place programs to provide the leadership tools that our frontline leaders need. We have worked closely with Peter Rowe from Profitune to develop and roll out a “kit bag” of leadership tools that are practical, make sense and, most importantly, work. As part of the frontline leadership program we also have access to training programs ranging from general leadership skills to effective time management.

Recently we brought 50 of our frontline leaders together for a development day as a way:

- to fine-tune their leadership skills with Peter Rowe
- to hear from Steven Bradbury on the importance of focus, persistence and patience in achieving your goals, and
- to talk about where the business is headed.



## The Steven Bradbury story

Steven Bradbury created history when he won Australia and the Southern Hemisphere's first Winter Olympic Gold Medal. Bradbury won fans the world over for the honesty and humility he showed after the win. He saw the victory as reward not for one race, but for 12 years of hard training that included more than his share of misfortune. A race accident in 1994 led him to being impaled on a rivals skate, creating a cut in his leg, so extensive he lost 4 litres of blood and required 111 stitches. He was extremely lucky to survive. A training mishap in the year 2000 broke his neck. After 6 weeks in a halo brace Bradbury again fought his way back, and 18 months later that same neck was supporting an Olympic Gold Medal!

Passion, Persistence and Teamwork are what have gotten Steven to where he is today and he was able to share this message with the CV Services team. The feedback from the team was great with everyone commenting on how Steven's message was both inspirational and relevant to them.

## Coaching And Managing For Performance

CV Services has worked closely with Peter Rowe from Profitune over a number of years. We approached Peter to develop a leader's toolbox kit; effectively a toolbox to help technical experts to become better leaders.



### Who Is Peter?

Peter is a Business Improvement Specialist with the unique ability to work simultaneously on the conscious (left brain, rational) aspects of business with his Clients, and those unconscious (right brain, holistic) aspects of personality that, left unaddressed, often sabotage the best of rational intentions.

So what's in the toolbox that Profitune put together with the CV Services' leaders? In short:

- **Guidance System:**  
Crystal-clear, simple, powerful, live-or-die statements of the team's:
  - Vision (its purpose for existence);
  - Mission (the products, services & actions that will make the Vision real);
  - Value (the boundaries on our behaviour as we go about the business).
- **Culture:**  
A bone-deep acceptance of the fact that our Vision, Mission and Values (VMV) have to permeate our day-to-day discussions; have to be upheld and polished every day; have to be walked as well as talked – even when it hurts.
- **Matrix:**  
Not everyone who comes to us is highly competent or willing to become so. Not everyone is willing to buy into our VMV. We have a Matrix that identifies where each person is on those two scales, and how we can best operate with (or without) them.
- **Motivation:**  
Abraham Maslow and Dan Pink provide strong, positive insights into what counts when it comes to our maintaining high motivation in a work setting.
- **Delegation:**  
The only way to multiply talent, coordinate energy and intelligence and move ideas incorruptibly from our leadership outwards to the leading edge of the business where value is created.
- **Communication:**  
Accepting that each of us has communication preferences which we ignore at our peril but can be aware to our profit. A personal and professional stretch for everyone.
- **Active Listening:**  
We all think we listen. We don't. We can do it better. This tool provides the means for doing that well.
- **GOLD Meetings:**  
Meetings are costly unless they are well managed and the GOLD (Goals, Options, Learn, Do) process gets us there.



If you would like more detail on Leadership Tools see [www.profitune.com](http://www.profitune.com) or call Peter on 07 5510 3555 or email him [peter.rowe@profitune.com](mailto:peter.rowe@profitune.com)



# MEET THE TEAM



WAYNE RANDERSON

## Digital Signage Business Manager

Wayne leads our Digital Signage team and is responsible to growing the business and delivering digital signage solutions to our customers. Wayne has over 30 years experience in the industry, and is a welcome addition to the team.

### Best advice you've ever been given

Nothing more important in life other than good health & your family

### What do you do in your down time

Love to cook all types of cuisines. Also any opportunity to get away camping and fishing

### What life achievement are you most proud of

Being a father & Grandfather



DARYN (FISSO) FISSENDEN

## Housing Manager

As the head of the CV Services Housing team Fisso leads a team of skilled and capable electricians who wire close to 1,000 home each year. Fisso has been with CV Services for over 15 years and has an intimate understanding of the project housing market.

### Best advice you've ever been given?

Treat others as you would like to be treated and don't take life too serious make sure you enjoy the journey

### What do you do in your down time?

Surf -travel -relax by watching sport and punting on the horses

### What life achievement are you most proud of?

My two children



SEAN NEAGLE

## BAC FM Contract Manager

Sean brings a wide range of Facilities Management experience to the table in his role as the BAC FM Contract Manager. Leading a multi-disciplinary team of CV Services team members and contractors Sean is responsible for delivering industry leading asset management outcomes to BAC.

### Best advice you've ever been given?

Abraham Lincoln said: "Give me six hours to chop down a tree and I will spend the first four sharpening the axe" It took me years to understand the value of this but I genuinely try to abide by it.

### What do you do in your down time?

I can often be found down at East's Rugby Union "Tiger land" on a Saturday afternoon, in the Beer garden not on the field.

### What life achievement are you most proud of?

Scoring 108 off 36 deliveries in a club game of cricket. It was handy as I'm a bowler.



LIAM GILLOTT

## Senior Project Manager - Electrical Construction

Having started with CV Services as an apprentice Liam is now one of our Senior Project Managers leading a team of electricians across a wide range of electrical construction jobs. Liam has an impressive track record of delivery jobs no matter how challenging they get.

### Best advice you've ever been given?

"Actions speak louder than words" and "If you don't believe in what you're doing, why would anyone else"

### What do you do in your down time?

Renovating, Working around the house, working on other people's house's or trying to find a bargain! Otherwise exercising, playing with my dogs or going away i.e. Camping helps me relax!

### What life achievement are you most proud of?

Developing my career as well as growing with the company and establishing a good team and culture within the construction division.

# SUPPORTING THE COMMUNITY



CV Services strives to conduct business in a way that produces social, environmental and economic benefits for communities in the areas in which we operate.

We are dedicated to supporting the communities in which we work, and are committed to community engagement through volunteer and fund-raising programs based in areas that are relevant to the business and our employees.

The Army Reserve offers an opportunity for everyday Australians to be part of the broader Army community. Reservists help local communities around Australia and abroad, and play an important part in providing the additional officers and soldiers Australia needs. CV Services is proud to be able to support our team members who want to be part of the Army Reserve program.

Two of our team members (Marcus Chisholm and Brett McIlvride) are currently serving within the Army reserve.

Brett has recently completed his Recruit training course and is looking forward to completing his Initial employment training in the Royal Australian Engineers.

We asked them about some of their experiences.

### What was your motivation to join the reserves?

**Brett:** It has been a lifelong dream of mine and to further challenge myself.

**Marcus:** I was transitioning out from the Australian Regular Army after 7 years as a full time Combat Engineer

### How was the training – are there any stand out experiences from this?

**Brett:** The training was hard, long days with not much rest at all. We averaged around 16- 18 hours each day.

### What do you think is the importance of people joining the reserves?

**Brett:** Joining the Army Reserves is to challenge yourself. It tests your discipline, your physical capabilities and your mental strength. But at the end of the training you can reflect and know that it was worth it.

**Marcus:** The reserves provide multiple capabilities to the Regular Army in a variety of applications—from overseas deployment to Civil Aid to the community.

### How do you think the reserves benefit the community?

**Brett:** Reservists are well respected in the community because they are very community orientated. When I have mentioned that I am a reservist I have only received good feedback and people want to know more about what I do.

### What has been the response from your peers and family after joining.

**Brett:** My family and peers have been very supportive and especially CV Services with me joining the reserves. Without the support of Ed, Andrew and Ian and the Asset Services team I would not be able to achieve this opportunity.

### Would you recommend it for other people and why?

**Brett:** If you're considering joining the Army reserves do it! You want to challenge yourself and to break the everyday work schedule. The reserves offer that and it is well worth it!

**Marcus:** Service in the Army is both a rewarding and challenging opportunity to provide a service back to the community and to your country. Working within the Army Reserves provides members the opportunity to develop and further their career, with ongoing training opportunities.



