Welcome to the first CW&F newsletter. Future issues of this newsletter will be produced on a regular basis to keep you up-to-date on CW&F activities and initiatives.

Over the past 12 months, CW&F has been challenged and, in some areas, stretched to the limit. While delivering on a challenging capital works and facilities program, we:

- Relocated from Werrington North to temporary accommodation at Hawkesbury campus, then from temporary accommodation into R1.
- Conducted a major mid-term review of the capital works program and subsequent re-alignment to fit our budget.
- Implemented a project to address maintenance backlog (the Backlog Remediation Program).
- Met major milestones outlined in the CW&F re-architecture program.

Such achievements would not have been possible without specialist resources and the “can do” philosophy adopted by the CW&F team. Your dedication and willingness to take on additional work in order to support each other and meet critical requirements is acknowledged and much appreciated. Throughout the latter half of this year, some CW&F staff members have been under immense pressure. The new CW&F organisation design will address this issue, spread the workload and provide increased efficiency and, hopefully, a path to a work/life balance.

I would also like to acknowledge the high-profile contractors that have come on board here at CW&F. Their skills, service, expertise and capabilities have contributed towards a number of achievements in significant areas of the business.

After we have finalised the new organisational design, roles and accountabilities we commenced a recruitment program to fill vacancies. I was really excited to see CW&F staff applying for and being promoted into new roles. I look forward to seeing their expertise, skills and knowledge contribute towards achieving our strategic goals. The new staff members that have recently joined CW&F and those that are due to start early next year, bring with them valuable skills and knowledge to assist in delivering CW&F initiatives and customer expectations.

Next year, we have a $100 million program to deliver. My intention for January 2009 is to settle individual teams in to the new organisational construct. I will work closely with and develop a highly visible CW&F executive leadership team. The executive team and their respective business units will ensure specific processes, systems and measures (e.g. monthly performance reporting against budgets and business plans) are put in place for each work area. Such measures will ensure that we continue to provide valuable service from a capital works and facilities perspective, and meet the University’s teaching and research challenges.

Reporting to the Pro Vice-Chancellor, Campus Development, will enhance our capability going forward from a development, asset management planning and master planning perspective. I will, as a personal objective, work closely with the Executive Deans to ensure our five year plan is aligned with the University’s teaching and research requirements, and supports the University’s strategic direction as we move forward.

Thanks again for your support in 2008. I wish you all a merry Christmas and look forward to your return after the Christmas/new year break. To the staff who will work through the Christmas/new year period to run significant projects, supervise contracts and ensure progress, I appreciate your flexibility and the significant effort you make on behalf of the Directorate.

John Bonanno
Director, Capital Works and Facilities
Since the CW&F functional review and re-architecture program kicked off in February 2008, CW&F has worked towards re-aligning the Directorate to better plan and deliver CW&F projects (major and minor) that are fundamental to meeting UWS strategic objectives.

This process has involved (in short) re-defining CW&F and the way it operates, placing over 100 skilled/capable people in roles, with the required processes, systems, work practices and support to deliver expected outcomes to the UWS community and significantly reduce the current business risk profile.

With the re-architecture go-live date just around the corner (Monday 2 February 2009), we are currently working through a range of initiatives, a number of which involve trials and a pilot period for our new and/or improved processes, procedures and work practices.

Utilising the UWS CSC

The transition of the call management function of the CW&F Client Service Centre to the UWS Contact Service Centre (CSC) is an example of one of those trials. Since Tuesday 15 December, the CW&F Client Service Centre phone number has been diverted to the UWS CSC based with the Office of Marketing at Werrington North.

The CSC was recently rated as the best call centre at a NSW tertiary institution by a Customer Service Benchmarking Australia Survey. The transition has enabled CW&F to not only take advantage of the high quality contact service provided by the centre, but reduce the impact of the call management function on unit workload and core administrative duties—CW&F can now focus on maintenance and capital works program delivery.

Logging client service requests

The new phone number for logging CW&F client service requests is 02 9852 5800. Routine maintenance and facilities requests that don’t require immediate attention can also be logged via the Client service request form available at www.uws.edu.au/cwfservicerequest

Campus Managers

A key initiative of the CW&F re-architecture is to emphasise the importance of developing strong relationships with the UWS campuses, and, with this, the management and delivery of major projects, minor capital works projects, maintenance and services to the campuses.

Earlier this month as part of the minor capital works function, four campus teams were established and Campus Managers appointed:

- Steve Norris-Smith, Campus Manager for Penrith and Hawkesbury
- Robert Lockie, Campus Manager for Campbelltown and Bankstown
- Aswant Prasad, Campus Manager for Parramatta and Blacktown
- Stefan Mozar, Campus Manager for UWS Entities.

All Campus Managers have commenced in their roles apart from Aswant Prasad, Campus Manager for Parramatta and Blacktown, who will commence work at CW&F on 5 January 2008.

The Campus Managers will act as “the face of CW&F” to provide project delivery and maintenance across the campuses and entities. Part of this process will involve liaising with senior UWS staff to provide quality, cost effective outcomes in alignment with UWS strategic goals.

We are now in the process of allocating Project Managers, Technical Specialists and other project support staff to the campus teams.

For more information on the CW&F re-architecture, contact Brian Broad, Change Manager on 02 4570 1169 or email b.broad@uws.edu.au
CW&F currently has a number of major projects in the capital works program. Some of these projects you may have already heard about, while others may be progressing under the radar.

Perhaps our two highest profile projects are the Multi-purpose building at Parramatta and the School of Medicine at Campbelltown. These buildings will provide those campuses with additional state-of-the-art teaching facilities to meet their needs going forward.

The School of Medicine was officially opened by the Hon. Julia Gillard, Acting Prime Minister and Minister for Education, Employment and Workplace Relations and Social Inclusion on 17 November 2008. Stage 2 of the School of Medicine building will provide two new tiered lecture theatres for the Campbelltown campus. The 200- and 350-seat lecture theatres and their ancillary areas are an annexure to the School of Medicine building and will be ready for use at the commencement of Semester 1, 2009.

Construction of the 12,000 m², 4½ storey Multi-purpose building is progressing according to schedule. It is expected to be ready for use at the start of Semester 2, 2009.

The new IT labs at Campbelltown will also be ready for use at the commencement of Semester 1, 2009. Building 12 at Campbelltown is being refurbished to provide four modern IT labs for students and accommodation for IT technical support staff. The new IT labs will replace the existing IT labs in Buildings 15 and 26.

Room LZ.G.49 at Parramatta North has been refurbished to accommodate two new Scanning Electron Microscopes (SEMs) for the School of Natural Sciences. The SEMs, which are currently being commissioned, are linked by high definition video to the recently refurbished lecture room on the ground floor to allow projection of the images to a larger audience.
During the end-of-year break

Over the next couple of months (December through to February), we’ll be undertaking a number of projects in preparation for Semester 1, 2009. These include:

» Upgrading the office accommodation for the Finance Directorate in Building M16 at Hawkesbury campus
» Consolidating the School of Natural Sciences into building M15 at Hawkesbury campus
» Upgrading the K27 Wellness Centre at Hawkesbury and the Building 27 Gym at Campbelltown—both these projects are partially funded by the Federal Government
» Adjusting and configuring the internal layout in the Building 2 Refectory at Campbelltown to improve access to refectory services
» Upgrading the Ward Library at Werrington South campus and the Allen Library at Kingswood campus with more modern facilities
» Upgrading a number of areas at Westmead to provide staff with improved accommodation.

The Whitlam Library at Parramatta is also undergoing extensive renovation over the next few months. The work involves enclosing the under-croft (the under-cover area below the main ground floor) to provide staff accommodation, additional study areas and information lounge areas. The study and lounge areas will be visible from the Library’s main ground floor through voids. To improve accessibility to the library, a lift is being installed as well as a dedicated delivery dock.

The mezzanine level is being refurbished to provide group study rooms, study booths and computer hubs.

The main ground floor of the Library also is being re-configured to provide a more modern layout and additional student facilities. Access will be provided to the existing courtyard, which will become an outdoor reading space.

Buildings U2, U3 and U4 at Blacktown campus will also be upgraded during the end-of-year break. Once refurbished, the buildings will provide modern fit-for-purpose accommodation for UWS College staff and students.

Student accommodation

With the completion of additional accommodation for 31 students in July 2008, Bankstown campus now has accommodation for a total of 91 students.

At Parramatta North campus, we are currently working in partnership with Campus Living Villages to construct accommodation for 350 students. That accommodation will be ready for the commencement of Semester 1, 2009 and bookings can be made on the UWS Village website: www.uwsvillage.com.au

UWS is currently out to tender for additional student accommodation at the Kingswood and Campbelltown campuses. Seven three-storey residential buildings that will accommodate 104 students and a Site Manager are planned for Kingswood campus and five three-storey residential buildings to accommodate 195 students is planned for Campbelltown…watch this space for more information in 2009.

New Police precinct

UWS recently entered into a long-term lease agreement with NSW Police for the provision of our Conference Centre, P6 and P7 cottages and motel at Hawkesbury campus. Those buildings will be used by NSW Police for their Senior Police Leadership Training for the next five years from the end of February. CW&F is currently upgrading the motel rooms, refurbishing the cottages into office space and undertaking substantial landscaping (e.g. fencing, plants and shade structures) in preparation for their arrival on campus.

For more information on any of our major projects, contact Leo Johnson on 02 4570 1266 or email l.johnson@uws.edu.au
Developing our training framework

A key element in the implementation of the CW&F re-architecture is the transition of CW&F staff into their new areas/roles and training staff on the new operational processes, procedures and work practices.

To support the transition and meet the training requirements, a training framework is being developed. This will outline a training development model that is robust, but flexible, and will allow for the addition of further training modules to support new processes and procedures, without any adverse impact.

CW&F has a requirement that training delivery be based on roles/functions. In other words the training framework must accommodate not only standalone delivery but learning pathways. These learning pathways will reflect the roles/functions of people within CW&F. To accommodate this requirement, standalone modules will be developed. The following standalone modules (which include the topics listed) will fulfil our immediate priorities for training development:

**OHS/evacuation procedures module –**
- Contractors Induction and Site Code of practice protocols
- Incident Reporting
- Hazardous material processes and registers.

**Accounts and systems module –**
- IT/Oracle/Archibus linkages and job order numbers/accounts payable processes.
- Oracle/Archibus inter-linkages
- Work Orders/Invoicing
- Contract variations
- Project Closure and Review.

**Procurement and tendering module –**
- Procurement/Legal processes
- Preferred Supplier Panels
- Sole Select
- Delegated authorities
- Standardisation of templates and processes.

**Capital works governance and approval processes module –**
Processes and templates for development and sign-off of Education Briefs and Development Briefs (Business Cases), including:
- Threshold sign-off $$$
- Project business case financials
- Cash flow/ budget templates

As standalone modules are progressively delivered, completed learning pathways will become available to fully support the different roles/functions within CW&F. Equally; sections within a module may be grouped against different roles/groups. The modules will be developed to support three main roles/functions:
- managers
- staff/team members
- contractors.

Tender documents are currently being prepared to source a contractor to develop training modules and support materials in early January 2009.

For more information on the CW&F Training Framework please contact Brian Broad, Change Manager, on 02 4570 1169 or email b.broad@uws.edu.au
Placing people

CW&F has experienced some exciting recruitment activity in the past two months as we progressed towards the re-architecture go-live date. In October and November, we filled 33 permanent roles, 24 of which were filled by internal staff and the remaining nine by applicants external to UWS. The new roles provided internal staff with the opportunity for career progression and development.

Collaborating with Marketing & HR

Such recruitment activity involved major behind the scenes work and major collaboration with the Office of Marketing and UWS Human Resources. The Office of Marketing was involved in the design of new-look CW&F employment ads—you may have seen the ads printed in local newspapers. The ads were part of our strategic campaign targeted at attracting local professionals to UWS by promoting our fantastic career opportunities and work/life balance. The CW&F recruitment team received an overwhelming response to their campaign—they received 1,500 enquiries and applications for the 33 roles!

Throughout our recruitment campaign we have working closely with the Office of Human Resources, particularly as we were the first to use the new e-recruit system on the Jobs@UWS website (www.uws.edu.au/jobs). E-recruit enables applicants to draft, edit, save and submit applications for UWS jobs online. The online system is easy to follow and gives applicants the flexibility to save their application at any stage and return to submit it before the closing date.

Two phases of start dates

To enable the establishment of systems, processes and procedures prior to the re-architecture go live date, we arranged for two phases of start dates.

Some successful applicants commenced work in their new CW&F roles during Phase One (1 to 15 December 2008) to assist with developing and implementing the re-architecture. The remaining successful applicants will commence in their new roles during Phase Two (5 to 15 January). The Phase Two starters will be actively involved in trialling and testing the new systems, processes and procedures prior to the re-architecture go-live date — Monday 2 February 2008.

CW&F induction

One of the new processes is the CW&F Induction Program. This program is being progressively developed and will form one of the modules in the CW&F Training Framework. The Phase Two starters will be inducted through the new program when they commence work at CW&F in January.

For more information on CW&F’s recruitment activities, contact Di Holmes, People Activities, contact Di Holmes, People Activities, contact

Now the easiest project you’ll manage is your life

Career opportunities at UWS

Situated in one of the fastest growing regions in Australia, the University of Western Sydney plays a significant role as an educational and scientific institution in Greater Western Sydney. Our campuses are home to multi-million dollar research facilities and over 35,000 students—and are growing each year with new facilities, new programs and improved teaching methods relevant to our community’s needs in the 21st century.

Capital Works and Facilities, located at Hawkesbury, are currently realigning the Capital Works Directorate and team. The team is responsible for the maintenance of over 550 buildings and 1,360 hectares of land and have a range of exciting job opportunities available across a variety of fields.

Project Managers x 3

Project Managers are accountable for the timely, cost effective quality delivery of capital works projects. The project manager must also ensure that all projects are to specification and adherent to any regulatory frameworks. This position involves the day-to-day supervision of Project Officers and Project Engineers, including external contract project professionals, and the management of projects. The Project Manager also undertakes continual reviews of work practices and standards and contributes to the development of standards covering effective project delivery.

Project Managers Maintenance x 2

The Project Manager – Maintenance is responsible for the efficient & effective delivery of maintenance contracts on campus and the management & review of the project lifecycle of these projects ensuring that they are delivered on time, in specification, and adherent to any quality or regulatory requirements. All maintenance projects must be fit for purpose and within agreed budget requirements.

Event Management, Relocation & Set Ups Manager

UWS has a range of environmental and logistics requirements across its various campuses, including those related to the coordination of scheduled and special events and managing CW&F vehicles and equipment. The logistics role requires road coordination and liaison between a range of internal clients, and external suppliers and contractors.

Environment Supervisor

This position is responsible for the development of the University’s environmental and sustainability services across all campuses. Working with the UWS community, the Environment Supervisor will promote awareness and appropriate behaviour, implementing new environmental designs, processes and systems and maintaining guidelines & standards. The position will also provide information for planning projects and the development of educational limits and information for input into other CW&F strategies and projects.

Become part of a new team, creating new benchmarks of service in Capital Works and Facilities

To apply call Di Holmes on 0414 266 737 or download information from www.uws.edu.au/cwfvacancies

Applications close 5 November, 2008

One of the new look CW&F recruitment advertisements
Backlog remediation

Work has commenced on a number of projects that form part of the backlog maintenance remediation program...

Re-roofing buildings 1 and 5 at Bankstown

The roof and asbestos facade of buildings 1 and 5 at Bankstown are being replaced as they have reached the end of their usable life. Strict safety precautions will be followed during the removal in accordance with Work Cover regulations, UWS policy and best practice.

Central air-conditioning plant

A consultant has been appointed to conduct a detailed study of the central air-conditioning plant at Parramatta campus. Short, medium and long term strategies will be put in place for the upgrade and continued use of the system.

Upgrading the Ward and Allen Libraries

Over the end of year break, the Ward Library at Werrington South campus and the Allen Library at Kingswood campus are being refurbished. The refurbishment includes internal painting and recarpeting.

The circulation desk (i.e. front counter) in the Ward Library is also being upgraded.

More information on our backlog maintenance remediation work will follow in future issues. In the mean time, for more information on the program, contact Alex Grochowski, Manager, Maintenance Planning on 02 4570 1457 or email a.grochowski@uws.edu.au
Counting every drop

Throughout 2008, CW&F implemented a number of initiatives to improve the way water is utilised at UWS. You may have read about some of those initiatives in the “green” issue of UniLife (Autumn 2008)…

Water saving actions

As a significant water user, UWS is required by law to prepare and implement Water Savings Action Plans. Such plans enable us to gain a better understanding of how we use water. Throughout 2008, we implemented a number of water saving measures at Werrington South, Kingswood and Hawkesbury campuses to complement the Greening UWS initiative. The water saving measure including timed, low flow water taps in restrooms, smart flush toilets (a whopping 250 toilets in total!) and water monitoring technology. By monitoring our water use, we’ll know exactly how much water we’re using and will be able to implement further water saving initiatives.

Rainwater harvesting

Another aspect of the Greening UWS initiative involves rainwater harvesting at Werrington South. We installed seven 10,000-litre tanks to harvest water off the roof of the Ward Library. That water is then pumped through a state-of-the-art trickle irrigation system to our native, drought-tolerant gardens by solar-powered pumps.

The roof of Building BB at Werrington South is also being used for rainwater harvesting. Four 10,000-litre tanks collect rainwater runoff from that roof for toilet flushing, thus further reducing our use of Sydney Water supplies.

Water audits

To complement our Water Saving Action Plans, we conducted water audits at Parramatta and Campbelltown campuses. The audits were funded by Sydney Water’s Every Drop Counts Program. They provide us with a clear picture of where further water saving actions could be implemented.

Continuing to green UWS

Campbelltown campus will be a key focus of next year’s greening UWS initiative, with the overall aim being to make the campus more water efficient and bicycle friendly. Water saving initiatives have been incorporated into the design of the new student residences being built at Campbelltown and Kingswood campuses.

Water recycling

Building on the Hawkesbury Water Recycling Scheme, UWS is working in partnership with Sydney Water to supply the Hawkesbury racecourse and showground with a sustainable supply of recycled water for their racetrack and arena. Funded by the NSW Climate Change Fund, we recently installed 2.6 kilometres of pipeline between the two sites and the Richmond Recycled Water Plant. This initiative will save 10 million litres of water a year!

The CW&F environment and risk management team have an extensive list of exciting new water conservation and management initiatives for 2009. For more information, contact Dr Roger Attwater, Senior Manager, Environment and Risk on 02 4570 1238 or email rattwater@uws.edu.au

Feedback/queries

If you have any feedback on the CW&F newsletter, or any queries, please contact the Editor:

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All editions of the CW&F newsletter are available online at www.uws.edu.au/campuses_structure/cas/services_facilities/cwf Please email the editor if you wish to be included or removed from the hard-copy mailout list or if you would prefer to receive the CW&F newsletter electronically.