

# Steve Burton

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Statement addressing the selection criteria

## Contract Services Manager

Position number 0123456

**1. Demonstrated experience in contract management, maintenance management and a sound understanding of warehousing, freight distribution and operations under a defence contract.**

My 20 years in the RAN in positions as Facilities Management, Marine Engineering Chief Engineer on a ship and the later position of Technical Assistant to RAN Logistics Office (RANLO) Henty Bay, PNG, have given me excellent skills in Defence contract management in relation to facilities maintenance management, Naval engineering maintenance and the defence warehousing and stores management system.

- Six years highly successful experience responsible for the contract maintenance of buildings, plant and equipment worth approximately \$100 million held by the Royal Australian Navy in Fremantle and Henty Bay. Have the reputation for getting things done fast, efficiently and to a very high standard. More than 10 years experience in project management in the repair and maintenance of ships, buildings, and plant, coordinating and supervising the work of many contractors. My success in these areas is largely responsible for my rapid promotion to Chief Petty Officer within 13 years.
- 20 years of engineering training in the Navy in various maintenance disciplines leading to a Diploma in Marine Engineering.
- As the Facilities Contractor Administrator (Fremantle) I was responsible for Maritime Headquarters, a 7-storey building accommodating 350 people, Headquarters Australian Theatre, a 6-storey building providing offices for 200 people and the transmitting stations, HMAS Pinjarra and HMAS Doyle. I supervised the General Building and Fixed Plant and Equipment (GB&FM) maintenance contracts and the contractors performing planned and breakdown maintenance required for 24/7 operation of the two multi-storey office buildings. Minor contract administration included cleaning, gardening and security contractors.
- As the Facilities and Property Officer (Henty Bay) I was responsible for a single-storey office block, a large engineering workshop designed for ship repair and incorporating a warehouse facility with a floor area of approximately 500m<sup>2</sup>, and 10 residential houses. Evaluated tenders, short-listed and selected contractors for major housing renovation projects. Through better selection processes and refining the contract details, achieved significant

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savings over previous projects of a similar nature. Total contract value was in excess of \$60,000. These projects involved painters, carpenters, electricians and plumbers. At the conclusion of these projects, because of my stringent quality control, the bungalows were in significantly better condition than had been anticipated and the projects came in under budget. I was commended for the careful way I had managed these projects. Contract administration included cleaning, gardening, pest and security contracts.

- When HMAS Gondwana, a fleet tanker, visited Henty Bay in November 2002 for planned repair work, I developed the request for quotes and tender (RFQ&T) documentation in accordance with the ASDEFCON regulations and subsequently managed the repair work. Project value was in excess of \$0.7 million over 21 days. My work involved very close supervision and liaison to ensure the vast amount of contractors that worked together to achieve all planned works on time and to eliminate potentially dangerous situations. For example, ensured that no welding was being carried out while the ship was refuelling and allocated painters to other areas while pipework was being carried out.
- I proposed, planned and managed a \$200, 000 contract upgrade of the heating, ventilation and air conditioning (HVAC) chiller control system at Maritime Headquarters within budget and ahead of schedule. This project made a significant reduction in energy consumption and extended the life of the machinery. For this project, I was awarded the Maritime Commander's Commendation (Admiral's Commendation).

## **2. Well developed communications skills, both written and written, including effective representational, liaison and negotiation skills.**

My ability to communicate and negotiate effectively across a range of levels and cultures has been one of my major strengths and been one of the reasons for my success in facility management and ship repair in Henty Bay.

- My commanding officer wrote: "Much of Steve's success in Henty Bay can be attributed to his excellent interpersonal skills and sense of judgement. He displayed an exceptional level of cultural sensitivity and mixed well with people of all backgrounds with whom he dealt with, regardless of whether they were military, civilian, locals or expatriates."
- Provided technical assistance to visiting RAN ships and submarines in Henty Bay. This required extensive liaison with local repair authorities, relevant class logistics office in Australia and the command structure of the visiting unit. The Commanding Officer of HMAS Elphinstone wrote in a signal to Naval Headquarters: "RAN Logistics personnel (in particular CPO Burton) provided excellent support. Contractor liaison occurred in a prompt and professional manner resulting in the rectification of 5 urgent defects, including one at priority one."
- Extensive liaison with local repair authorities and relevant class logistics office in coordinating Australia and the command structure of the visiting unit. The Commanding Officer of HMAS Elphinstone wrote in a signal to Naval Headquarters: "RAN Logistics personnel (in particular CPO Burton) provided

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- Commander Collins wrote in a minute to the Director of Sailors’ Career Management prior to my posting to Henty Bay: “He and his family are well suited to representational duties and would be model ambassadors for the RAN and for Australia.”

### **3. Demonstrated knowledge of Commonwealth procurement guidelines including complex procurement procedures and financial regulations, or the ability to quickly acquire this knowledge.**

My 6 years in Facilities Management as well as my experience as Chief Engineer on a ship have given me excellent skills in implementing procurement guidelines including complex procurement procedures, financial regulations, and monitoring quality control guidelines with auditing contractor performance.

- Evaluated tenders, short-listed and selected contractors for a major housing renovation project in Henty Bay. Through better selection processes and refining the contract details, achieved significant savings over previous projects of a similar nature.
- Inspected assets and compiled appraisals for budgetary and pro-active maintenance planning purposes. Planned works and prepared budgets for approval to achieve proposed works in accordance with government procurement regulations. Typically the budgets I managed were in excess of \$400, 000 value, and included lease component values, planned or reactive works and utility expenditures.
- An active member on the evaluation board conducting the tendering process for the General Building and Facility Maintenance contract (GB&FM) and Fixed Plant and Equipment (FP&E) for the southern region of Fremantle’s Defence Establishments. I had particular responsibility for the two multi-storey buildings at Maritime Headquarters and Headquarters, Australian Theatre and the two transmitting stations, HMAS Pinjarra and HMAS Doyle.
- Maintained extensive and detailed databases of the performance of individual contractors. As a result, I was better able to provide feed back both positive and negative to management and to the contractors. This also resulted in contractors making greater efforts to ensure that their work was of a high standard.
- Currently studying for Certificate IV in Complex Procurement.

### **4. Demonstrated ability in problem solving, research and analytical skills, setting priorities, meeting deadlines and achieving work unit goals.**

Over my 20 years in the Navy, I have become an excellent problem solver. Whether it has been engine breakdown at sea or logistic support for vessels entering harbour for resupply or repair, I have become very adept at identifying the key issues, prioritising tasks and getting the necessary work done on time, and within budget.

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- When HMAS Gondwana, a fleet tanker, visited Henty Bay in November 2002 for planned repair work, I managed the contractor-assisted maintenance period. The work package involved researching repair methods of various fitted equipment and setting priorities and deadlines for works to be completed.
- I was required numerous times to co-ordinate at very short notice emergency repair of ships in the South East Asia region including Henty Bay with great success. HMAS Melbourne whilst en-route to Sri Lanka requested urgent assistance to rectify several defects with the ship's fitted breathing air-compressors. I arranged a contractor from Henty Bay to provide onsite assistance and I managed the project and solved any problems from Henty Bay.

**5. Demonstrated computer literacy skills including the ability to utilise corporate information systems, such as Standard Defence Supply System (SDSS) (including MIMS Maintenance Management (MMM) and stand alone databases, or the ability to quickly acquire this ability.**

Since 1997, I have been using SLIMS (a shipboard version of SDSS) on a daily basis, along with a number of other databases, for store management, usage and upkeep, and requests for stores and returns. I am competent in MS Word and I have basic knowledge and experience of MS Excel.

- As the IT / LAN manager for the RANLO Henty Bay office complex I proposed planned and managed the procurement of new computers including software, LAN upgrade and the installation of high speed broadband Internet and e-mail access.
- Performing duties, as the Chief of Propulsion required the extensive use of database management for compilation and tracking of contractor-assisted maintenance requests and raising Urgent Defect signals (URDEF).
- I am very conversant with the SLIMS database for the ordering of engineering consumables and machinery spare parts. SLIMS is very similar to, and compatible with the SDSS database and is linked to SDSS to process demands and returns and to conduct stock checks. I have received training throughout my career regarding the Defence Military Stores system and its usage including terms such as FAD, UND and priority designator in obtaining stock numbers utilising the Common Management Code or microfiche card systems.