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○ SPRING | ○ 2019

Newsletter of the
Commissioning Specialists Association

PROFICIENT PROFESSIONAL COMMISSIONING



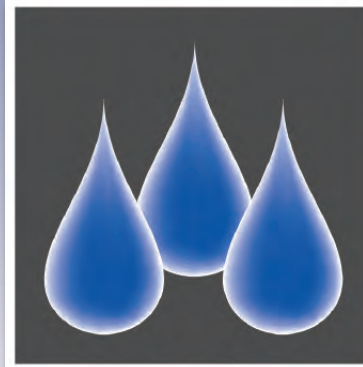
In this edition of Index:

- Chairman's Say
- Article from Glenn Hawkins "The Beautiful Game"
- Jule's News and much more...

*This Edition of Index
is sponsored by:*

Celebrate at the 2019 CSA Awards

27th June 2019,
Guoman Tower Bridge Hotel,
St. Katharine's Way, London E1W 1LD



**B & V
Chemicals**

CSA NEW TRAINING SUB-COMMITTEE CHAIRMAN MR. CARLO GAMBARDELLA

I am pleased to welcome Carlo Gambardella owner of Beech Technical based in Birmingham as the CSA new Training Sub-Committee Chairman.

Carlo joined the CSA in July 2000 and has been on the Training Sub-Committee since 2014 and kindly volunteered to take over as Training Chairman from Paul Brown in January 2019.

Carlo trained as a pipe fitter welder, got into commissioning trains at Metro Cammell in the late 1970s /1980s. Spent some time at Haden Young as an estimator surveyor before joining Hollingsworth Associates in 1985 as a Commissioning Engineer. He then got involved in the CSA in early days as both directors of Hollingsworth Associates already had an active involvement and believed in training and improving the commissioning industry. Carlo evolved into running his own company in 2001 and have survived for 18 years sitting on both the CSA Technical and Training Committees over the years.



NEW MEMBERS *We would like to welcome the following new members to the Association.*

CORPORATE: CSI Commissioning for Electromechanical Installation and Maintenance LLC, UAE Airflow Services Ltd, Ireland, HVAC Commissioning Services Ltd, Ireland, NG Bailey, Yorkshire

ASSOCIATE: Mecon Yapi Endustriyel Muhendislik, Istanbul, WCS Environmental Ltd, Gloucestershire Guardian Water Treatment, Essex.

INDIVIDUALS: Edward Labao, Walter Mapoy, Norberto Nerpio, Rizwan Alam Khan, Sonny Calma, Shaikh Altamash, Huthaifa Khamayseh, Ilyas Umar, Ibrahim Al-Jundi, Hany Hasanien, Mohamed Saber Abdelbaky, Marwan Abu Zaid, Asrar Rashid, Mahmoud Ali Saleh, Ahmet Coskun, Zaid Al Jabari, Ahmed Kamel, Medardo F Orbita, Mohammed Alaghawani, Ahmed Abodabbous, Aldrin Entac, Mohammed Aamer, Mostafa Rashed, Ahmed Mohamed Hassan, Syed Nias, Mostafa El Sayed, Albert Alabastro, Ahmed Salem, Isagani Morelos, Mostafa Salama, Sajeev Sathyaseelan, Edmod Vital Centeno, Clark Jason Baron, Nideesh Robert, Sanchez Ando, Sreekumar CT, Piyush Gadoya, Danny Brockley, Joseph Toone, Adam Ridge, Sean O'Connor, Andrew Gill, Jamie Carroll, James Hull, Courtney Prince, Lee Nicholls, Steve Mancell, Jack Dunbavin, Sean Kelleher, Anthony Burke, Paul Concannon, Eoghan Pope, Fatih Kalayoglu, Ryan Doran, Vyacheslav Vereda, Christopher Brown, Ben Nicholls, David Watcson, Damon Hancox, Jason Morton, Owen Hinks, Ross Mitchell, Adam Hobbs, Brad Harrison, Max Bendall, Sammuel Bennet, Ryan Francis, Amendra Singh, Joshua Dalby, Martin Wilson, Steve McFadyen, Sam Driscoll, Scott Blyth.

INDIVIDUAL ASSOCIATES: Bob Swayne, Daniel Yarsley, Chris Solorz, Geoffrey Hayter.



Jules' News

The CSA Awards website is up and running www.csa-awards.co.uk take a little time to reserve your table. This will be a truly fantastic event on 27th June 2019, which is being held at the Guoman Tower Bridge Hotel and I look forward to seeing you there.

Celebrate at the 2019 CSA Awards

27th June 2019,
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THE CSA ANNUAL GENERAL MEETING WILL BE HELD AT 4PM AT THE GUOMAN TOWER BRIDGE HOTEL IN THE GREAT HARRY ROOM. THIS WILL TAKE PLACE BEFORE THE GALA AWARDS EVENT WHICH STARTS AT 6PM WITH A DRINKS RECEPTION. EVERYONE IS WELCOME TO ATTEND THE AGM EVEN IF YOU ARE UNABLE TO MAKE THE GALA AWARDS.

Distance Learning Courses – A B & C

Well Done to all those listed below who have recently passed the DLC tests:

- DLC A** Ross Mitchell, Joseph Cuncliffe, Kevin Wood, Bruce Hadden, Nathan Brinton, Ryan Hughes, Jordon Myers, Ben Greenland, Sam Burn, Tom Brown, Aidan Lowthian, Josh O'Connor, James.
- DLC B** Robbin Maiden, Craig White, Keiren Paton, Danie Eaton, Mark Percy, Maciej Mach, Pasha Tamayer, Richard Francios, John Faul, Szymon Kita.
- DLC C** John Harrison, Steven McFadyen, Christopher Moran.

GRADE 5 THESIS

Congratulations also to the following for passing the Grade 5 Thesis.

Lee Smith & Anthony Coxon

DATE OF NEXT GRADE 4 EXAM – OCTOBER 2019

If you wish to take this exam, please email to confirm – office@csa.org.uk – You will then receive a copy of the Mock Grade 4 Exam paper. Results from May exam will be published in next edition of Index (Summer)

GRANT CARSON: OBITUARY



Grant was born in Glasgow, Scotland on the 15th September 1967. His mother, Helen and father James moved to Grangemouth with him and his younger brother Nicholas in the late 1970s. After leaving school Grant qualified as an electrician and worked in the electrical contracting industry for 7 years in Scotland before moving to London where he began his career in commissioning in 1990. In a career spanning 29 years Grant worked for most of the established commissioning companies in the UK, also spending time in Ireland as well as Tokyo and Hong Kong. Grant had also worked his way through the CSA courses to become a Grade 5 engineer, winning an award for best student for 2006/2007.

More recently whilst in London working as a Commissioning Manager Grant attended the College of North West London where he completed 2 years of night school to qualify with an HNC in Mechanical Building Services. Grant then attended LSBU for 3 years where he earned a First Class Honours degree in Mechanical Building Services Engineering.

Grant loved working in the close-knit commissioning industry where his leadership, knowledge and sense of humour have won him many friends at home and abroad. Always approachable and ready to help those around him he was a valued colleague and friend to all who had the good fortune to spend time with him. Having spent the last 5 years working in Azerbaijan, Holland and more recently Kazakhstan, Grant was doing his best to ensure standards were being raised and that commissioning was receiving the focus and attention that it required on a number of major projects.

Away from work Grant liked to watch his beloved Rangers FC. He enjoyed listening to music, especially punk music, and spending time socialising with his friends and family. He is survived by his daughter Emma as well as his two grandchildren Olivia and Kate who meant the world to him.

Grant passed away on the 18th December 2018 following a tragic accident whilst on holiday. He will be greatly missed by his family, his friends and the industry that meant so much to him.

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The Beautiful Game

Commissioning specialists are the Lionel Messi and Cristiano Ronaldo of construction project teams

The phrase “*The beautiful game*” has been attributed to one of football’s greatest ever players, the Brazilian striker Pele. He described football as “*Jogo bonito*”, meaning “*The beautiful game*”. Pele played the game with integrity, passion and joy and as a lifelong-obsessive of this wonderful sport, I sense this beauty too.

Throughout the history of football, players like Pele, Lionel Messi and Cristiano Ronaldo have been the game’s superstars and their team’s most valuable assets. They put the ball in the back of the net. They are the marksmen, the goalscorers, the finishers, the match-winners.

Players like Messi and Ronaldo convert the work that they and their 10 teammates do into a meaningful resolution - goals. These two men are exceptional at it too: Ronaldo scored 451 goals in 438 appearances at Real Madrid. Messi has scored 585 goals in 668 games at Barcelona.



Lionel Messi playing for Barcelona



Cristiano Ronaldo playing for Real Madrid

Messi and Ronaldo’s incredible ability to finish translates into the only important statistic in football, the number of matches won. Winning matches delivers success for the teams they play for. Since Messi’s Barcelona debut in October 2004, they have won 9 Spanish League titles, 4 Champions League trophies and 3 Club World Cups. Ronaldo had an equally impressive record at Real Madrid and Manchester United between 2003 and 2018; 4 Champions League trophies, 3 Club World Cups, 2 Spanish League titles, 3 Premier League titles, 1 FA Cup & 2 League Cup trophies.

Commissioning gives construction project teams the ability to finish precisely. It enables them not just to safely deliver a built asset on-time and on-cost, but to handover a facility that functions correctly from the perspective of the people that use, manage, operate & maintain it.

It is important to understand that commissioning is not just a set of site-based activities undertaken by people using spanners, allen keys and screwdrivers. It is a quality assurance process that begins pre-design and finishes post-handover. At project inception, commissioning requires clients and their project teams to define the outcomes that need to be achieved. They then need to establish the plan-of-action for achieving these outcomes. As the project makes its way through the subsequent stages of delivery, they need to continually verify and document that everything being done will enable these outcomes to be achieved – whether this be a contractual, commercial, design, specification or programming activity

This means that a correctly executed commissioning process requires two completely different, but intimately related, sets of skills. The first specialism is the ability to establish and then manage the overall commissioning process – let's call this Commissioning Management. The second specialism is the ability to physically validate system & building performance – let's call this Hands-on Commissioning. These two interwoven elements of commissioning are both about finishing; firstly by establishing and orchestrating the strategic gameplan and secondly by performing on the pitch during the match.



A commissioning team meeting during the design stage of a project



Performance validation of a lighting system on site

The relationship between great finishers and successful teams is a fundamental principle of football, as it is for project delivery. Impressive statistics for passes completed, tackles made or metres run are OK, but without the end product of goals scored and victories attained, they are meaningless.

No team has ever had success without having a player to score goals. No building has ever truly been successfully delivered without it having been properly commissioned.

In the 2003/2004 season, Arsenal's mythical "*invincibles*" won the English Premier League as an unbeaten team; Thierry Henry scored 39 goals in 51 matches for them. When Brazil won the FIFA 2002 World Cup, their striker Ronaldo de Lima was the tournament's top scorer with 8 goals. He also scored both goals in the 2-0 victory over Germany in the final. Didier Drogba scored in all four of Chelsea's FA cup victories between 2007 and 2012, including 3 match-winning goals. He also scored the late equaliser and the match-winning penalty in Chelsea's 2012 Champions League final victory over Bayern Munich.

Munich completely outplayed Chelsea in this 2012 final. However, they could not finish and therefore lost the match. They also had the same scenario in the 1999 final against Manchester United; two extra-time goals scored by Teddy Sheringham and Ole Gunnar Solksjaer won the match 2-1 for United after Munich had dominated the match. This illustrates another principle of success – the great players and the most successful teams do their best work when it counts most, in the pressure situations, in the games that really matter. This work involves scoring goals, but it also involves saving shots, defending attacks and creating the goalscoring opportunities. It requires a game strategy and teamwork.

On construction projects, I think teams are composed in the following way:

- **Structural professionals are the central defenders, the base upon which everything else is built.** These could be Booby Moore, Franz Beckenbauer or Fabio Cannavaro, who captained England, West Germany and Italy to World Cup success. Liverpool's Virgil Van Dyk is a great example amongst current players.
- **Architectural specialists are the creative midfielders, the imagination & the link between the different parts of the team.** Andres Iniesta and Xavi Hernandez, both World Cup Winners with Spain & part of the legendary Barcelona team of recent years, immediately come to mind. As does Croatia's Luka Modrić, who was named player of the tournament at the 2018 World Cup finals in Russia.
- **Building Services Engineers are the wing-backs, they run the channels between the architectural elements and the structure.** The legendary Brazilian duo of Cafu and Roberto Carlos are great examples. As are the World Cup winners Paolo Maldini of Italy and Philp Lahm of Germany.
- **Cost consultants are the goalkeepers, the safe-pair-of-hands for the client's money, but whose mistakes can prove to be costly for the client and the wider project team.** Iker Casillas, Gianluigi Buffon, Manuel Neuer and Peter Schmeichel have all been part of extremely successful teams.
- **Commissioning specialists are the goalscorers, the finishers, the match-winners.** At club and international level, Harry Kane, Gerd Muller, Kylian Mbappe, Alan Shearer, Sergio Aguero, Zlatan Ibrahimović, Neymar and Miroslav Klose have been prolificmarksmen.

My philosophy about construction project delivery is as follows:

“Why would any project team want to do all the briefing, design, costing, programming, procurement & installation work and then not be able to finish properly – to deliver a correctly performing building to the client?”

The different threads of this article are intricately woven together in a major project that is taking place in London – the construction of the new 62,000 all-seater football stadium for Tottenham Hotspur.

Tottenham were scheduled to begin playing matches in their new stadium in September 2018. Because the stadium's Building Services systems are not working correctly, not a single match has yet taken place. On the 9th January 2019, Tottenham's chairman Daniel Levy issued the following apologetic statement:

“I should like to apologise to our fans and thank you for your continuedpatience... We shall now seek clarity in respect of building test schedules and test event dates and provide further information on these in the next two to three weeks.”



The construction of the new football stadium for Tottenham Hotspur FC

It is currently envisaged that the stadium will not host any matches before the current football season finishes in May 2019. As a consequence of this inability to finish, there has been huge disruption and embarrassment to Tottenham Hotspur Football Club, the reputation of the construction project team has been damaged, and the final project cost continues to escalate.

And yet, as with many construction projects, it appears to me that it could all have been so different. If its resolution had been an inherent part of the project from the outset, the focus on finishing had been continuously maintained and the right finishers were in place at the right time, the trophy would have already been held aloft.

Unfortunately, the team have lost sight of the real goal and the finishers in the team appear to have two left feet.



Tottenham Hotspur players peering out into the fog for opposition players after a match was postponed because of poor visibility



MAKING BUILDINGS WORK

Introduction to Commissioning Management 2-day Course

With an already established and renowned portfolio of training courses, the CSA has constructed the 'Introduction to Commissioning Management' course to give real life insight and guidance to the Commissioning Management Process.

This 2-day course is split into 8 sessions, providing exercises to assess and guide Delegates through specific activities.

Each session contains:

- the source material
- detailed guidance through the process an interactive session "exercise" to end each session

On successful completion of all 8 sessions each delegate will be awarded a CSA Introduction to Commissioning Management certificate and CSA members who are a Grade 5 and have the relevant path of development experience would then be able to apply for their Grade 6.

An Overview of the Training Course

Day One

- Project delivery in the 21st Century built environment
- Commissioning: what is it and why it is important
- The commissioning process for a construction project
- Management of the Commissioning process
- The commissioning management specialist
- Getting started on the project
 - Forming a commissioning team
 - Producing a commissioning plan
 - Commissioning team administration
- Commissioning-focused design reviews
- Programming commissioning activities

Day Two

- Factory acceptance tests
- Preparation for site-based commissioning works
 - Pre-start commissioning workshops
 - Production of pre-start documentation
- Monitoring and controlling commissioning works on site
 - Tracking Commissioning activities
 - Verifying and documenting commissioning works
- Project handover and close-out
 - Producing a final project commissioning report
 - Initial occupation support
 - Seasonal commissioning



Course Location

In keeping with its other training programmes, this course will be conducted at the CSA offices in Horsham, West Sussex.

Course Dates

(Course dates 2019 – 17th & 18th September)

Course Pricing

This unique 2-day course is priced at £600.00 + VAT for CSA Members and £700.00 +VAT for non-members.

For further information and to express interest in attending this important training course, please contact Julie Parker or Joanne Rowe at the CSA on +44 (0)1403 754 133 or by email at office@csa.org.uk.



Your chance to celebrate, network and party with the industry's best & brightest!

Welcome to the commissioning industry's biggest celebration!

The CSA Awards Gala Dinner is the highlight of the commissioning industry's social calendar, celebrating the achievements of both companies and individuals, as finalists and winners are awarded their certificates and trophies in the charged atmosphere of the awards ceremony.

Whether it's taking a table to host customers or booking a few seats for you and your team, don't miss this fantastic opportunity to enjoy a wonderful evening of great food, fantastic entertainment and superb networking. Just visit the website

– www.csa-awards.co.uk – and complete the simple online booking form to secure your places at this must-attend event.

The date: Thursday 27th June 2019.

The venue: The Guoman Tower Hotel, London.

AWARDS EVENING

- 16.00 - AGM
- 18.00 - Drinks reception
- 19.00 - Dinner served
- 20.30 - The CSA Awards ceremony
- 21.00 - Entertainment
- 21.30 - After party and networking

2019 EVENT CALENDAR

NOMINATIONS
CLOSE
1 May

JUDGING
SESSION
14 May

FINALISTS
ANNOUNCED
20 May

WINNERS
ANNOUNCED
27 June

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I'm often asked the question why I became involved in the CSA. Was it all another cog in my master plan for world domination? Well some of those who don't know me might think so but those who do realise that I have come to understand and promote the core values that the CSA was built upon.

I first became involved with the CSA about 12 years ago when the incumbent chairman and also my boss Roger Carlin asked if I wanted to be part of the technical committee. As I'm sure current and past members of this committee will agree I did if nothing I brought the average age of the committee down by some way! Joking aside, it's always been important to me that everyone in the industry is included in the association, not just senior management.

At the time I didn't really know what the CSA was. I'd read sections of the compendium and learnt the formulas but didn't know what else they actually did. The previous company I worked for were not corporate members and I assumed that the CSA was a little bit of an old boys club. However, after I started getting involved, I found that the association was a group of dedicated individuals coming together to help not only the industry but the engineers at the coal face.

The CSA set standards for individual engineers that are still used today by all the major main contractors; standards which are held in high esteem by the whole industry. They have helped to produce guidance on a myriad of subjects from balancing to water treatment, and the industry holds as the operating manuals up as its bible. Over time we have created and developed training courses that are constantly being updated for new technologies as the industry moves forward. These training courses have in turn trained the younger generation of engineers in the fundamentals of commissioning. They have formed bonds and founded relationships with similar trade bodies and associations, both in this country and abroad. We have developed an extremely successful awards programme that continues to go from strength to strength every year and celebrates the best and brightest in our industry.

These are the reasons that I continue to be involved with the CSA and I believe that all engineers can give something back to the industry. Writing a question for a grade 4 exam paper or joining the main committee everyone can help the next generation. I'm still on the technical committee and wouldn't change that; it's of absolute importance to me. The experience and knowledge we have within our ranks is always incredibly impressive and there is always a valid opinion on every subject to be heard from members. It's not just the old boys teaching the new guys the tricks, instead we all work together to share knowledge, best practice, and ideas to pave the way to the future.

The industry has come a long way during my 20 years of experience in it and it will continue to do so but that can only be achieved with the help and support of the association's membership. Frequently, companies are asked to join various trade bodies which cost vast sums of money and don't really offer a real dividend for that investment. The CSA however is an association working on your behalf, for you, your companies, and has the interests of all at its core. I got involved simply because someone asked me and I stay involved because I believe in the work that we produce and the guidance, advice, and solid foundation we have for all our members.

I look forward to seeing you all at the AGM and the Awards **on the 27th of June**. Let's all have a jolly productive summer 2019.

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