

Mr Rodney Crook  
NSW Procurement  
Level 11, McKell Building  
2-24 Rawson Place  
Sydney NSW 2000

Dear Mr Crook

**Re: Department of Commerce Contract 100, Reference for Judd Farris**

I write to provide a reference in support of the appointment of Judd Farris under the exemption clause of the Department of Commerce Contract 100.

I have worked in the property industry in both the State and Federal public service for 30 years and have been in a senior role for the majority of that time. I joined the State Public Service in 2001, heading the property section in Sydney Catchment Authority, followed by Senior Officer and Senior Executive roles within Housing NSW heading up property functions within those agencies. One of the key lessons I have learnt over the years is that having the right people working for you with the appropriate qualifications and the associated personal attributes is crucial to success.

Over the years I have had to recruit property specialists, with very little notice, to meet a government initiative. At times this proved difficult to satisfy as the nominated agencies I contacted had few people with the right attributes and qualifications, which meant that I was forced to expand into agencies which were not on the nominated list of contacts. Having this additional access to resources opened up a new field of candidates. Without this additional source of supply I would have had to compromise on the limited field I was initially offered which, in turn, impacted on our productivity and effectiveness.

The demands in the public service are great, and compromising on the quality of staff is becoming more and more unacceptable. Departments are required to quickly respond to major government reforms and produce the required results within, at times, extremely tight deadlines. It is crucial that the recruitment industry supports the needs of government agencies. That is why we absolutely need to have access to a reliable and good supply of appropriate candidates in specialist property and construction fields.

I have just finished an exercise of setting up a team of 60 people to deliver on the government's promise in February this year to build 6,000 new social housing units by June to December 2010 throughout NSW. The team comprises a variety of professionals including valuers, quantity surveyors, town planners, land surveyors, architects, schedulers, project managers, property consultants, programmers, construction supervisors, engineers – many of whom require particular expertise within their profession. All this in an environment where we are competing against other agencies for similar staff, in particular Department of Education who also is required to construct buildings throughout NSW in a very short period of time in response to the stimulus plan. Specialist property staff are difficult to find in normal times, but in these abnormal times the task was hugely demanding. Satisfying this

need was very difficult, but if we relied solely on a few nominated recruitment firms, it would have meant we would have engaged more staff directly from property management firms who are on significantly higher rates per day than agency staff and have their own complications in managing them.

Whilst this example is an "abnormal" requirement, it serves to illustrate the need to plan for flexibility in the provision in the marketplace of specialist property and construction staff to support public service initiatives. Narrowing the supply of firms providing property specialists is not serving the public interest, as I have experienced over my long career in property in the public service. I support the expansion of the government contract which deals with property and construction staff.

Judd Farris has proved effective in providing me with property and construction staff over the years. My experience with Judd Farris personnel is that they are responsive, they provide quality candidates, understand our operations and our business and effectively screen the candidates to specifically respond to our needs. Judd Farris operates ethically, has proved reliable and maintains the confidentiality and professionalism required when dealing with people. They provide a personal service, they follow-up to ensure satisfaction. What also impresses me is their genuine concern to provide the right candidate for the job and that we are happy with them. Over the years, as personnel come and go, I have found the quality of service provided by the various personnel of Judd Farris to be consistently very high.

Please contact me on 0438 616 529 if you require further information.

Yours faithfully



Anne Zammit  
Director Programming and Technical Services  
Nation Building and Economic Stimulus Plan  
Housing NSW

27 April 2009