

# @UCG

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recognition**



**Change and  
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**Operational  
growth is the  
new normal**



**Defining the  
customer  
experience**



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Front cover: Ploughing on despite the weather at West Wyalong, New South Wales

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## Back in the driver's seat

**By Ralf Luna**  
Executive Chairman

It's good to be back! I thank our Board, our UCG team, and clients for their support and warm welcome back. I look forward to working with you all in delivering the exciting future that is ahead for all of us.

I take this opportunity to thank Muralee Siva for the time he spent at the helm as the Group's CEO, and his leadership in building the great team that will make my job that much easier.

I also welcome Tony Scanlan as our new General Manager Australia. I know Tony will add value and be an integral part of the future of the Australian operations.

We are certainly poised for further significant growth, both in the Australian market and in the already booming New Zealand business, thanks to the successful award of the Chorus FSA contract, where we are working closely with our Delivery Partners and our client partner, Chorus, towards achieving business as usual operations in the near future.


Some real headway has been achieved in the Australian business. The 2022/2023 financial year is shaping up as a milestone year for the Australian operations, with a number of large contract wins coming into play. There are exciting projects ahead in the three key areas of our telco, government and corporate

clients. The strengthening of our relationship with OptiComm, I am confident, will result in ongoing works at multiple levels and across the complete breadth of our service delivery, i.e. design, build, and operations and maintenance.

We are coming to the pointy end of our first significant program of works with Essential Energy, the West Wyalong Fibre Pathway project. I thank not only our UCG team but also our extended UCG family by way of our Delivery Partners, who have worked through very trying conditions to deliver this important first project to Essential Energy.

We are also confident that the upcoming Brisbane Olympics, and our strong relationship with various councils and government agencies, will also lead to further growth in this market segment.

I look forward to catching up with you all as I am scheduling some field trips to give me an opportunity to get to know you all better.

See you soon! 



I thank not only our UCG team but also our extended UCG family, by way of our Delivery Partners, to deliver this important first project to Essential Energy.

# @UCG

Please email us at  
[talk-to-us@ucg.com.au](mailto:talk-to-us@ucg.com.au)  
[talk-to-us@ucg.co.nz](mailto:talk-to-us@ucg.co.nz)



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We welcome feedback and innovations that will make UCG more effective or a better place for employees or Delivery Partners to work.



# Group Operations

**By Dillip Kanji**  
Chief Operating Officer

In the last report, we gave an update leading into the end of the calendar year 2021. Much of the previous year has been focused on diversification and optimising our current processes between Australia, New Zealand and our Philippines offshore teams.

Post the end of the year, we have undergone significant change with the signing of the Chorus contract and moving quickly from mobilisation and transition through to delivery. The size and scope of this contract is a big change to the historical scope of UCG in New Zealand, and we are now working through the scaling processes to get these programs running to the performance levels expected by both ourselves and by Chorus.

Meanwhile in Australia, the diversification strategy launched some two years ago is likely to yield some longer-term projects also.

### WHAT DOES ALL THIS MEAN FOR US?

**Processes/people:** We have good processes, people and Technicians that were built with the underlying scaling principles in mind. With the large increase in people and Delivery Partner Technicians, we need to imbue them into the way we work without losing the flexibility for new ideas and challenging the status quo.

**Systems/analytics:** As a company, we have invested in our own workflow

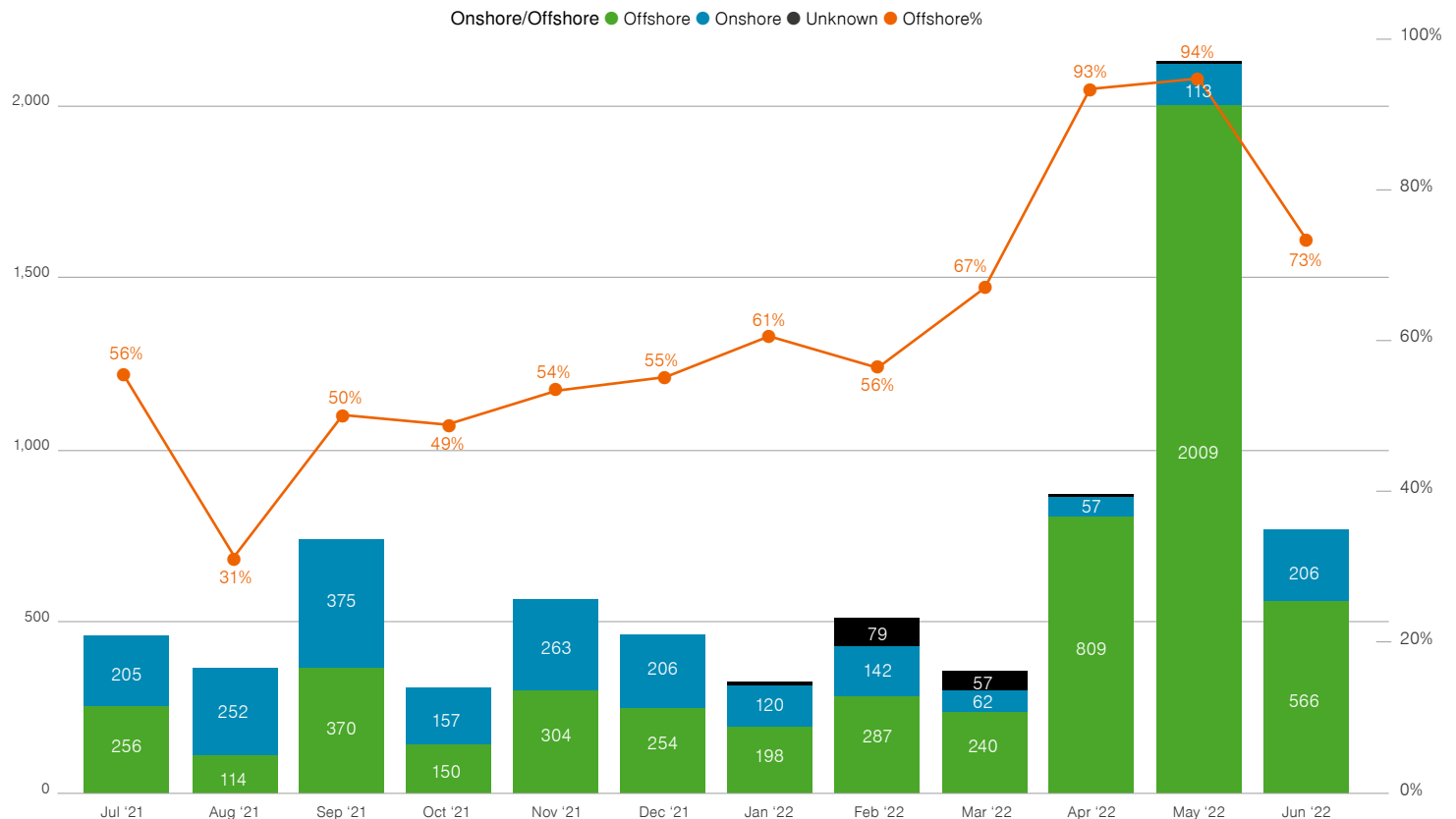
management tool, SiteTrax3 and using Power BI as the Graphical User Interface. As we work through the new programs, we are finding that we need to make incremental changes in real time both on the software and reporting fronts. This continues to be a large focus.

**Agility/decisioning rights:** Operationally, empowering decisions to be made at the points closest to the work activity without losing the controls continues to be optimised, increasingly important as the business increases in scale.

**Right-shoring:** As we scale, we are finding that we need to squeeze more out of the day and utilising our skilled resources in the Philippines allows us both to increase the workday window in terms of raw hours, but also for some key functions that gives us more diversity.

For the year ahead, there are certainly some challenges, but these are the challenges that equally keep things exciting and provide energy to be better each and every day. [📄](#)

**OPERATIONAL ACTIVITY MEASURED BY THE PROPORTION OF SELECTED DESKTOP TASKS COMPLETED BY ONSHORE & OFFSHORE TEAM MEMBERS**



The tasks measured include Creation of Pre-Survey Packs, Survey Artefact Reviews, Design Packs, Material Ordering, Construction Artefact Reviews, Completion Packs and Commercial Packs.





# HSEQ Update

By **Chris Howard** HSEQ Manager Australia  
**Thomas Williams** National HSEQW Manager NZ

## AUSTRALIAN OPERATIONS

By **Chris Howard**

From the start of the year, with the focus being on the initial COVID-19 Omicron wave, the AU operations were able to navigate through this period with only minor positive case numbers, and UCG was able to avoid any workplace transmissions. This is a strong indicator of the positive safety culture within the team. It demonstrates a high level of positive safe working practices, with individuals maintaining personal responsibility to communicate if they are experiencing potential symptoms, notify close contacts, and initiate isolation when needed.

This year has seen an unprecedented level of constant (and annoying) rain in many regions that UCG operates in, which has personally impacted several members of the AU team. The bad weather has caused a number of deployment delays within some key client projects. What has been pleasing to see is that the teams have been able to identify the hazards relating to safety access and the potential for environmental damage in regards to placing plant equipment into a work area that has been impacted with sodden soils. By focusing on effective risk management approaches through elimination, substitution, isolation and engineering, the teams have been able to undertake alternative activities, reschedule works, and implement access alternatives to minimise time delays in the delivery schedule, improve safe access, and also avoid any negative impact on the environment from the use of plant equipment.

Let's celebrate some success. UCG's operations throughout Australia has achieved, and is maintaining, a Loss Time Injury (LTI) score of zero. Whilst we have continued to report incidents and hazards through the safe practices engaged by UCG and our Delivery Partners, we have achieved and maintained this excellent result since before January 2020.

Finally, on a personal note, I would like to highlight the importance of undertaking and maintaining first aid



and cardiopulmonary resuscitation (CPR) training. At a recent Sunday sporting event that I was participating in, a team member on the opposing side suddenly collapsed. Within 30 seconds I was able to get to the patient and, with the support of two other first aid and CPR qualified individuals, initiated CPR, applied an

AED, and maintained compressions and breathing for over 25 minutes until the ambulance crew arrived. We were advised by the hospital that if we had not taken the actions when we did, this person would not have survived. I've maintained CPR for more than 30+ years. One Sunday I saved a life.....remember first aid skills are not just because we "need it for work". It's for your workmates, your family, your friends, or a possibly stranger you have never met.

## NEW ZEALAND OPERATIONS

By **Thomas Williams**

As the NZ operation integrates its FSA business activities within its BAU operations multiple challenges have been faced and overcome. The logistical supply chain has excelled to ensure that all work streams are able to meet contractual obligations in the field. Dedication from both UCG staff, and Delivery Partner organisations delivering over and above expectations, has been the key to integrating both work streams into one operation. Chorus, our main client, has worked in tandem with UCG to create solutions to unique workplace maintenance faults as they have arisen. The knowledge base we have at our disposal from both staff and Delivery Partner organisations has seen both end customers and the client alike extolling the quality and professionalism of our team.

As we move forwards, initiatives in sustainability and environmental responsibility have come to the fore. The new operating contract with Chorus has a greater focus on sustainability. Both UCG and Chorus have established a team to jointly set and review ambitious new projects encompassing both innovation and sustainability. During June the first of these initiatives was installed to reduce the carbon footprint of UCG, utilising smart technology to reduce both energy usage and carbon emissions in our Penrose head office. Once this trial proves itself, then a rollout through all depot locations is envisaged. [📄](#)







## Digital marketing strategy

By **Nicholas O'Brien**,  
Manager Sales and Business Development

For the past six months, UCG has been focusing on building its brand presence within the industry by preparing and executing a new digital marketing strategy.

UCG was founded in 1995, and during our near 30-year history the company has done some really cool stuff. For example, we designed and built the first brownfield fibre-to-the-premise network in Australia (Sanctuary Cove), we designed and built the City of Gold Coast's first two sections of fibre network in preparation for the 2018 Commonwealth Games, and just this year we have signed a seven-year agreement with Chorus in New Zealand to provide 24/7 operation and maintenance services all across the North Island. It is time that we shared more of our story.

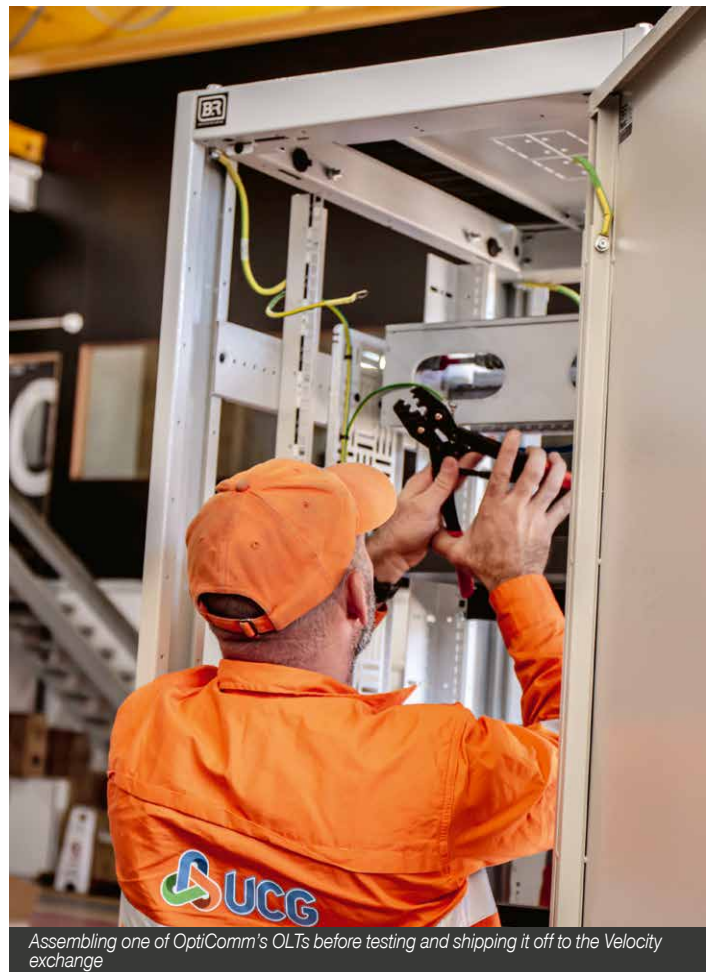
The first step in our digital marketing strategy was to build an exciting and dynamic website that gives insight into our projects, services and our team. UCG engaged Brisbane Digital Agency to design and build the website, and we are thrilled with the results.

As 2022 continues to bring new opportunities, we can now keep everyone up to date with UCG across Australia, New Zealand and our project in the Federated States of Micronesia on our new website. It is important that we now have a platform where our clients and Delivery Partners can discover our service lines and how we operate, as well as exciting career opportunities at UCG.

The team has also been working on building a diverse content library. We are now accumulating professional quality photos and video footage of our current projects in the field, especially of our teams building OLT racks for OptiComm's Velocity project and our teams who are currently constructing the West Wyalong Fibre Pathway. This is over 100km of new pit, pipe and fibre connecting the West



UCG contractors preparing the ground for conduit installation for Essential Energy's West Wyalong Fibre Pathway



Assembling one of OptiComm's OLTs before testing and shipping it off to the Velocity exchange

Wyalong solar farms on behalf of Essential Energy. A large amount of the content being generated is targeted towards LinkedIn posts which also encourages people to visit our website.

It has been very pleasing to hear that many of our clients and Delivery Partners are seeing our social posts and exploring all our new projects that are now up on the website. We are continuing to create tools, processes and workflows for UCG to generate, curate and release new content, and we can't wait for you to see the exciting new videos we have in development.

Visit our new website at [ucg.com.au](http://ucg.com.au)

The first step in our digital marketing strategy was to build an exciting and dynamic website...



# Australian Operations

By **Tony Scanlan**,  
General Manager Australia

After joining the UCG family in late May, I have already had the chance to meet many of the team. I look forward to what is shaping up to be an incredibly busy year for UCG, and I am keen to catch up with everyone in the business over the coming weeks.

Coming into a new business allows one a unique perspective, and I am extremely impressed by our systems, capability and, most of all, by our people –the dedication, can-do attitude and laser-like focus on the customer is simply outstanding.

I am looking forward to working with all parts of the business as we continue to develop our new structure, processes and build on the foundations of our matrix organisation to better support our project delivery and field groups. Having mature systems is a significant enabler as we move into the new financial year, with several significant new and exciting opportunities on the horizon.

While we have multiple projects currently in progress, each with a unique set of deliverables, I would like to call out two projects which really demonstrate UCG's values.

### ESSENTIAL ENERGY—WEST WYALONG

Our team delivering the fibre build for Essential Energy in western NSW had an incredible start to the project, with early build tracking well ahead of schedule. However, the severe weather that impacted many areas across the east coast in May and June had a significant impact in this region, with many areas flooded or inaccessible due to standing water.



Standing floodwater



The UCG project team worked closely with the client at all stages to maintain open and honest communications as the build progressed...

Deploying some UCG ingenuity, the team were able to continue limited works despite the terrible weather, including agile work rescheduling, alternate construction techniques and using mats, pumps, plates and even building temporary small islands to accommodate plant.

The UCG project team worked closely with the client at all stages to maintain open and honest communications as the build progressed in atrocious conditions.

### OPTICOMM VELOCITY

A further project to spotlight is our OptiComm Velocity program. This is a complex national project

where UCG manages end-to-end deployment services spanning pre-staging and assembly, factory acceptance testing, site make ready, end-to-end logistics and, ultimately, the site acceptance testing and integration.

In order to support and enable our field teams, who are often working in remote locations, a key focus of the project is quality. We have implemented a number of additional quality processes to ensure high standards during the factory pre-works, resulting in a high-quality product that minimises issues our field teams may encounter when on site. This quality approach helps to ensure the best chance for right first time success.

### TEAM CHANGES

In addition to myself, we have a number of other new starters joining UCG. Ann Noon joined the group in June as our National PMO Manager. Ann has significant delivery leadership experience within the telecommunications sector and will lead our project management practice as we position the group for growth and excellence in delivery.

Antony Casimaty, a technical specialist, is also re-joining the UCG business. Antony is well known and regarded across the industry and will bring significant design and technical experience to the team.

Dale Anderson, a well known UCG alumnus, also re-joined the team during June. Dale will be assisting in the formation and establishment of logistics for upcoming projects.

I would also like to welcome Scott Birkbeck, our senior estimator, to the Operations team. Scott has transferred into the group from the finance team. Both Ann and Scott work from the Eight Mile Plains office in Brisbane, while Dale and Antony are working remotely. As we look to build and grow the business, we are advertising several new and exciting roles as we look forward to growth across the Australian business. [U](#)







# New Zealand EGM Update

**By Roger Crellin,**  
*Executive General Manager New Zealand*

Hello UCG team and friends. Wow, what a quarter for UCG New Zealand!

I think we have all traveled twice around the solar system at the speed of light. What is truly satisfying is that we have achieved this while staying relatively calm and focused. Thank you!

I am very proud of every member of our ecosystem, especially those that brave the late-night hours, weather, and overtime without question. I have utmost respect for you.

**Transition:** We are still in transition under FSA 2022. The combination of an increase in the depth and breadth of the scope of works, new MIS systems with both Chorus and UCG, and winter weather has meant an extended transition until approximately early August before we can be clearly in business as usual.

**Team:** We have increased our employees by approximately 120, and our Delivery Partner subcontractor employed Technicians by approximately 300. We are still searching for another 150 people in all areas in order to bring us to our projected ecosystem platoon of approximately 1,350 members.

**Health and safety:** The HSEQW team has gone

the extra mile while they search for new members to keep us up to date and safe. However, safety is every person's individual and collective responsibility. Take care, be conservative, always assume the underground plans are incorrect. For health, try some simple breathing and stretching. If you are tired, take a break. If you are stressed, take a walk. Hang out only with positive people.

**Environment:** The recent addition of a baling process in Penrose will reduce our packaging carbon waste by 62 tonnes per annum. This is humble beginnings, but each action counts for our planet. What is amazing is that the process is financially self-funding and reduces our carbon footprint—how cool is that?

**Diversity and inclusion:** A shoutout to our new D&I team, which has volunteered to champion our understanding and participation. It is early days, however the commitment is there. As a welcome, the D&I team are giving away two copies of *NUKU—Stories of 100 Indigenous Women*. The first two NZ-based ecosystem members to reply to [diversityinclusion@ucg.co.nz](mailto:diversityinclusion@ucg.co.nz) with the



correct answer as to the question, "Who are Papatūānuku and Ranginui?" will be awarded this fabulous piece.

And finally, as we firmly enter the winter season, our recent celebration of Matariki was very special. It is inspiring to see the nation now observe this most precious Māori day. [📌](#)



# Service Delivery

**By Mark McClintock,**  
*General Manager, Service Delivery, NZ*

My name is Mark McClintock, and I am the new General Manager, Service Delivery for the New Zealand business.

As a travelling Irishman, I arrived in New Zealand in 2010 and, once I saw the sunshine and beaches, I knew this was the place for me. So, for the last 10 years I have been working for Chorus, holding key positions, and driving commercial and operational improvement programs across several business units including product, sales and marketing, service delivery, transformation and operations. When the opportunity presented itself to be part of the UCG family and its exciting future, it was hard to say no.

To say my first four weeks have been a baptism of fire is a touch of an understatement, due to the scale and requirements of the new FSA contract. However, what has been really refreshing is the ongoing support I have received to help me settle in, the willingness to collaborate, and the honesty to

discuss and share new ideas that deliver successful customer outcomes.

My initial view of Service Delivery was incredibly positive. However, to deliver the contract it was evident the right structure was still to be put in place, roles and responsibilities had room for refinement, and we had key dependencies on several staff. And as we know, with scale comes growth, and with growth organisational structure is critical to achieve our goals. Therefore, across Service Delivery we have implemented a new structure that will allow us to:

- Cross-skill our people and build an adaptable workforce to cover 24/7 operations;
- Hit performance KPI targets and deliver reporting;
- Define rosters and provide clarity on daily workflow activity to meet demand;
- Create clear lines of communications with internal

and external stakeholders;

- Balance across the teams to allow improved engagement, flexibility and WFH;
- Drive better collaboration across the business.

## WHAT IS NEXT?

Our strategic goal is to become operationally proactive, as that is the future, which sees us move to a jeopardy management model. The above structure is the first step on that journey. However, to fully move to this way of working we will partner with the technology team to execute several key deliverables in siteTRAX3. I look forward to sharing with you in my next update how those initiatives are progressing, and if you have any questions on the above or would like to introduce yourself, please get in touch with me in person or via email at [mark.mcclintock@ucg.co.nz](mailto:mark.mcclintock@ucg.co.nz). [📌](#)





## GMO Update

By Andrew Clark,  
General Manager Operations, NZ

It has similarities to the first Warriors home game in 1,038 days, which resulted in a great win for the Warriors. There was emotion, there was tears, there was hugs, and there was much success!

It has been a similar period of time since Ralf Luna had been to New Zealand, and in true Ralf fashion the first thing he wanted to do was get out into the field and see some of our valued Delivery Partners. On 10 May when the group shot below was taken, UCG had been completing fault work as part of the Chorus FSA contract for approximately one month. So what better way to show Ralf what was going on than a fault at a hospital—Middlemore Hospital in Auckland, to be precise. Some of you in New Zealand may have seen this fault mentioned on the

news, as discussion of supersized rats eating through fibre cables was discussed, along with the excellent suggestion that given the times we live in at the moment, that we should be RAT testing more... Anyway, back to Ralf.

After a good discussion with some of our new team around this fault, we moved onto a fibre provisioning job.

Ralf and I met another one of our crews onsite, and after a through H&S induction, we had a look at the work that had been completed, which was up to the usually high standard.

Ralf took a special interest with our Technicians on how life could be better for them in the UCG ecosystem, whether that be siteTRAX3 enhancements, better workflow, or even some warmer PPE. Apart from being a little nervous that the boss was in town, both crews did a great job and gave Ralf some feedback, which is already in the development pipeline.

One of the best ways to understand how UCG delivers to its clients, is spend some time out in the field with our Delivery Partners. Spend a day in their shoes and see what it is like to be at the forefront of the action. Our Technicians are always willing to support this, and will give us open, honest feedback.

If you would like to get a better appreciation of how the business operates in the field, please get in touch with me at [andrew.clark@ucg.co.nz](mailto:andrew.clark@ucg.co.nz) and we will arrange a time to accommodate a suitable site visit for you. [📍](#)



By Yogita Harishchandra,  
Contracts Manager NZ

## The importance of contracts and third party agreements

Contracts play a key role in ensuring two parties are committed to working together cooperatively and collaboratively to achieve outcomes through the mutually agreed terms and conditions.

Why are contracts important?

- The core and intent of any contract is that it is legally binding.
- Contracts are a reliable record of the obligations, rights and responsibilities of both parties.
- Contracts formalise a relationship between two parties to agree to work together in a mutually beneficial way.
- Contracts include the stipulation of the payment terms and safeguards to guarantee the business' right to payment on a certain date.
- Contracts are effective at preventing conflicts and disputes in the future between parties.
- Contracts guarantee confidentiality.

As at 1 April, 2022, UCG and Chorus entered into the 2022 Provision of Field Services Agreement (2022 FSA) dated 3 February 2022. UCG is implementing the new seven-year contract to deliver all Chorus maintenance, build and provisioning for CSA 7 – CSA 11, as well as a three-year contract to deliver all the fibre provisioning works for CSA 3 – CSA 6.

One of the key current focus areas for the UCG business is contract compliance, ensuring UCG is constantly delivering outcomes and delighting our valued client – Chorus!

Third party agreements are contracts between two parties, whereby the third party provides goods and services to help one of the other parties fulfil its contractual obligations.

Why are third party agreements important?

- To increase efficiency and cost savings by shifting non-core or specialised functions to more experienced providers.
- To mitigate risks against high-risk third-party relationships.
- To prevent disputes and conflicts.
- To formalise a relationship between two parties.

Currently the UCG business is actively engaging third party suppliers to deliver specialised functions under the 2022 FSA.

For any queries regarding NZ contracts and third party agreements please contact me via email at [yogita.harishchandra@ucg.co.nz](mailto:yogita.harishchandra@ucg.co.nz). [📍](#)



# siteTRAX user experience refresh

By Grant Kilkolly,  
General Manager, Software Development

SiteTRAX is an in-house developed system that has been built from the ground up to support the UCG business.

It can be tailored to support the needs of various clients while providing an important point of difference with regards to our competitors.

The system itself consists of several components, including various web-based portals for office-based teams and a mobile application for field staff. Ensuring that all parts of the business can effectively use this application is very important to the success of UCG.

The siteTRAX user experience has not been reviewed for several years, and the web and mobile applications have continued to evolve during this period. This has led to various inconsistencies in how data is displayed and how users interact with the system. The result has been an increase in user interface related feature requests, support tickets and drives the need for further user training.

To address these issues, UCG engaged the services of Peter Pedaci, a user experience expert, to investigate the current siteTRAX applications and look for ways to improve user experience across the board. Peter has broad experience with optimising user interfaces and improving user experience, ensuring an effective and consistent look and feel for web and mobile applications.

Peter started by reviewing siteTRAX web and mobile applications against the principles governing the standardisation of ergonomic human-computer interaction as set out by the International Organization for Standardisation (ISO). These principles apply to each interface element as well as the application as a whole and are as follows:

- Self-descriptiveness — requires that an application describes itself, an important approach to making an application easier to understand.
- Conformity with user expectations — demands that an application behaves as users expect and helps connect the application to the real world.
- Learnability — is a quality of an application that allows users to quickly become familiar with and make good use of all features.
- Controllability — a user should always be in control of their interactions with an application and engage according to their individual preferences.
- Error robustness — software should be permissive to errors, so a user is not anxious about causing damage to data, software or even the computer.

Over the past year Peter has been applying these principles to a new siteTRAX user interface to support

an improved user experience. To achieve this, he has performed various user interviews to gather information on how siteTRAX is used. He then applied this to his design before validating these changes through testing with the original users.

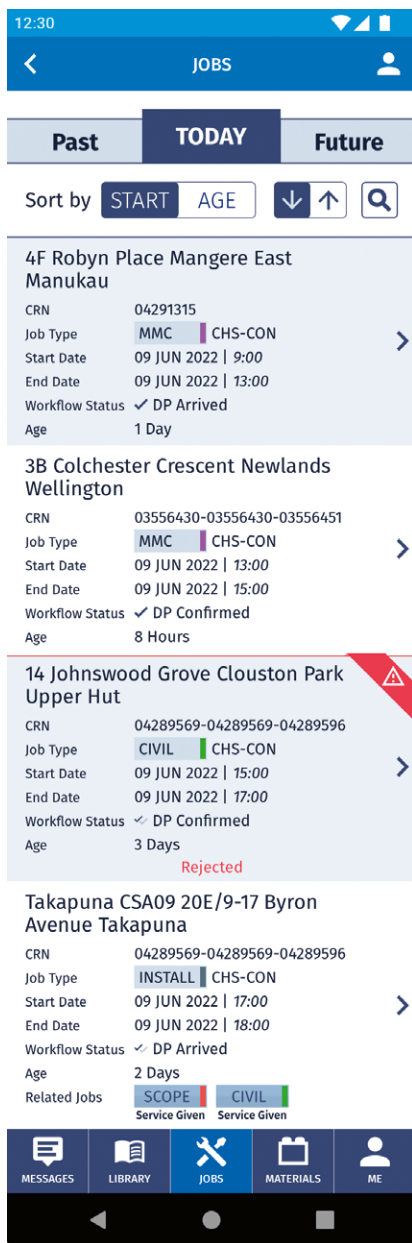
This process resulted in a number of artifacts that encapsulate the new design, including a Library of Interface Elements that can be reused consistently across siteTRAX and a Rules Set that defines the interaction between siteTRAX and the user in a simple and intuitive way. Although he has achieved a key milestone with the development of these artifacts, the work will continue to improve the look and feel of siteTRAX.

Recently Peter started to socialize these changes with a couple of key groups within UCG - with the software development team, to begin the process of embedding these new concepts within the team that will be responsible for delivering them, and with the senior leadership team to ensure that the impact of delivering these features is understood by the team that is responsible for overall business delivery. The process of socializing these changes with the business will continue over the next few months.

The screenshot displays the 'Advanced Schedulers View' interface. At the top, there's a search bar and navigation tabs for 'DAY', 'WEEK', and 'MONTH'. The main area is a calendar grid showing job assignments for various sites across different days and times. A sidebar on the left contains search filters for 'CALENDAR SEARCH' and 'JOB SEARCH'. On the right, a 'JOB DETAILS' panel is open for '12 ARATAPU STREET', showing job ID, CRN, site name, creation date, and service order. Below the calendar, there's a table of jobs with columns for Line Test ID, Serv. Ord., Due Date | Time, Exch., and Site Name.

Line Test ID	Serv. Ord.	Due Date   Time	Exch.	Site Name
738454	01861345	24 AUG 2021   11:59	GD	60 Lyon Street, Featherston, Featherston
-	01861342	26 AUG 2021   16:59	TH	16/5 Parliament Street, Auckland Central, Auckland
708452	01863245	28 AUG 2021   11:59	TPE	232/7 Catherine Place, Henderson, Waitakere
718541	01831452	20 AUG 2021   16:59	TPI	28A Wilson Street, Newtown, Wellington
-	01826742	02 SEP 2021   16:59	RD	49 Milton Terrace, Picton, Picton
734254	01823657	12 SEP 2021   16:59	RO	12 Aratapu Street, Waitara, Waitara
728254	01865785	22 AUG 2021   16:59	RD	1 St Vincent Avenue, Remuera, Auckland
731545	01878745	20 AUG 2021   11:59	WFD	107A Studholme Street, Morrinsville, Morrinsville
737812	01845846	24 AUG 2021   16:59	AK	55B Brooklyn Drive, Redwoodtown, Blenheim
-	01864588	30 SEP 2021   16:59	KME	310B Beverly Terrace, Whangamata, Whangamata
-	01861345	30 SEP 2021   11:59	GD	60 Lyon Street, Featherston, Featherston





## SiteTrax Update

By Trevor Doorley,  
Chief Technology Officer

In this edition I will take the opportunity to provide an update on key strategic and tactical objectives as we reach the mid-point of the year.

### SOFTWARE SERVICES

A new pillar for the Software Development Business Unit has been formed to provide siteTRAX support, training, and configuration across the group. The team has recruited several specialists in their field to rapidly develop our offering, and the service now extends to customers and partners in our wider ecosystem. The second half of the year will focus on strengthening 24/7 assistance across the group and exploring new technology options to support operations such as a knowledge-base system.

### CLOUD MIGRATION

We have successfully completed the first phase of our Azure cloud migration project with all New Zealand environments and workloads now hosted in the cloud. This was a blend of rehosting (moving applications from the on-premise environment to the cloud with no changes to the underlying application), refactoring and repackaging to take advantage of technologies such as SQL Server Managed Instance, cloud service replacements for traditional on-premise product installations, and cloud first development in the shape of our new B2B gateway. The second phase of our project will migrate Australian equivalents to the new hosts in preparation for business growth through the remainder of 2022 and beyond.

### BUSINESS-TO-BUSINESS GATEWAY

Our B2B development team has recently completed a broad range of partner system integrations across a breadth of technology stacks. siteTRAX is now capable of creating work packets from emails, traditional web services, and RESTful APIs, providing our businesses with a collection of touchpoint proficiencies that extend beyond traditional import options. Planning is also now underway to integrate with dedicated service desk systems such as ServiceNow, FreshDesk and Zoho Desk, further expanding siteTRAX's core capability to fully assimilate with partner system operations and maintenance models. The growth of siteTRAX to become a leading Enterprise solution is an exciting journey



We have successfully completed the first phase of our Azure cloud migration project...

for all, and we look forward to sharing more details on our innovations and advancements in the coming months.

As Enterprises are increasingly expected to provide frictionless integrations and fluid interactions, we are now well placed to support our business partners in the creation of value. Reflective of this, future state projects in our pipeline include integrations with partner Operations and Maintenance systems, cloud hosted services and technologies driving the advancement of smart cities. Such initiatives will position siteTRAX as a key orchestrator of data exchanges across an increasingly diverse spectrum of fast changing interconnecting technologies and business environments.

### SITETRAX B2B PORTAL

Extending the capability of a traditional API-to-API integration, the siteTRAX B2B web portal is a mature offering of our platform that provides access to the data being processed by our existing B2B integrations. This includes log information, the files that have been consumed, and tools to provide fallback manual file exchange processing in the event of an outage between partner systems. This provides us with a business continuity solution that contributes to the resilience of our operations, and with the footprint of our B2B integrations set to increase, the feature set of this solution will be extended to manage our partner channels from a single location.

### NEXT STEPS

The next steps are to build reusable prototypes of the new designs and establish a plan to roll the changes out across the siteTRAX system.

Reusable prototypes will allow new interface functionality to be built in a way that will be optimised for user experience while providing actual components that can be incorporated directly into the new siteTRAX interface. A prototype for both the web and mobile application are required, and it is also important that these prototypes use modern development technology to ensure that the new user interface will be fit for purpose for several years to come.

The rollout plan will need to identify a way to implement these new changes quickly and effectively while allowing the software development department to continue to deliver the functional features required by the business. There will inevitably be disruptions to the business as established patterns for using siteTRAX are modified to align with the new design, but the aim will be to minimise these. The software development department has an extensive back log of features for development, and this makes the rollout plan even more important to ensure business continuity.

Keep an eye out for changes to the look and feel of siteTRAX over the next year. The software development team will be busy working hard to deliver new user interface and experience changes. During this time, we expect that siteTRAX will become a more simple and intuitive application to use, while continuing to provide the core functionality required by all users.



## Our MVP

By *Kristele Ann Bucol*,  
Client Operations Manager

MVP provides UCG with over 150 full-time Philippines based employees who are an extension of the UCG teams in Australia and New Zealand.

A most excellent company is not necessarily the one that does the most extraordinary things, but is the one that gets its people to do the most remarkable things. I know because I belong to one!

It's been two years since I joined UCG and MVP, but the feeling is always the same as if it was my first day –the sense of excitement, the drive to contribute to the change and innovation of the company and our work community.

It was one of my best decisions to be with and stay with this company. Let me tell you why.

### THE PEOPLE

At MVP, we know that our success's most important ingredient is our people. Although training and development are essential, recruitment and selection are equally as important.

We emphasise behavioural and technical-based exams as criteria for job appointments. I work closely with MVP Recruitment by providing a skillset matrix per role to quickly identify potential candidates based on experience and what is required. MVP Team Leaders help create and conduct a technical assessment to focus on skill. This ranges from complex skill evaluations like AutoCAD tests for design engineers to soft skill assessments like call

simulation for customer service roles, and data encoding for administrator roles. It measures the candidates' proficiency beyond their education or experience as proxies. The payoff is the broader, more diverse talent pool in MVP, resulting in an employee permanency success rate of 99% and 80 team members with three-plus years of service.

We also recognise that each individual is unique, with different perspectives, backgrounds, and experiences influencing and informing their ideas and opinions, which are valued. These differences lead to innovative ideas and better decisions which makes us successful.

Here, employees are job-ready graduates from well-known universities and colleges who possessed hard and soft skills. MVP staff supporting technical teams for UCG are licensed Electronics and Communications Engineers and Information Technology professionals. Staff who are supporting non-technical roles for UCG finished degrees in Accountancy, Business Administration, and other four-year programs, who have become our asset to

the company's success.

MVP staff support all teams in UCG for technical and non-technical groups. Technical competencies are customer consents, survey drafting, design, land access, and completions, while non-technical competencies focus on administrative functions and reporting such as HSEQ, Finance, Delivery Partner, and Commercial.

And through MVP's valuable advantage, we are grateful that the recent seven-year contract won by UCG NZ team reflected that our current employees are working efficiently to help drive UCG's strong growth. This means the team is growing. We are expanding, need to hire more employees, and more opportunities are rising.

### THE LEADERSHIP

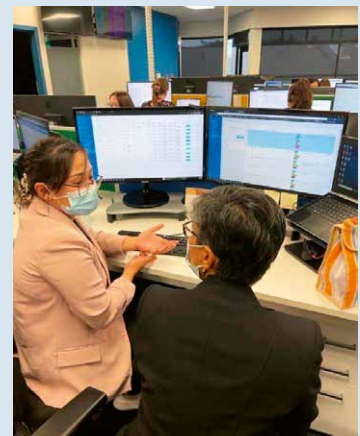
I believe great leaders don't create followers; we make more leaders. The MVP Team Leaders and I encourage employees to explore new areas to learn and develop their skills. My role helps me



## UCG hosts visit of Australian High Commissioner

UCG New Zealand was privileged to recently host a visit of the Australian High Commissioner, Her Excellency Ms Harinder Sidhu, to the UCG Penrose office. Ms Sidhu was appointed Australian High Commissioner to New Zealand, Cook Islands and Niue on 31 March 2022.

Ms Sidhu joined the wider team for afternoon tea, and explained the unique role and importance of government and community relations, how she came into the role, and answered some questions from the team. Whilst at UCG, she was provided a tour of the office, met some team members from Scheduling, Design, Logistics and Innovation Projects, and found out a little bit of what they do within the telecommunications industry. [U](#)







see potential in people, so I align and prepare them for the proper position where they can grow and succeed. We support continuous learning by upskilling and cross-training employees. This enables operations to react quickly to changing goals and business conditions.

MVP team leaders are trained to strengthen their leadership skills to handle their team effectively, keep the people motivated, and do their best to achieve UCG and our goals. Leadership training covers essential skills improvement in communication, conflict management, employee motivation, agility and adaptability. I also do real-time coaching and mentoring; in this manner, I work with the Team Leaders to provide immediate feedback within a safe and professional environment.

As the saying goes, "you can't improve what you can't measure," so at UCG we have developed quantitative metrics to inform and guide MVP staff about acceptable performance based on operational metrics. The defined set of performance metrics, such as utilisation rate and productivity rate, will assess the employees' performance. The MVP Team Leaders use these tools to monitor their staff's daily performance. Through this, they will know who is doing well, what support can be provided and whether UCG's customers and clients are receiving the service and outcomes that they deserve.

I work closely with UCG's leadership

group in UCG AU and NZ to optimise team performance. We collaborate to support successful service delivery. As a result, the whole team transformed into a more goal-oriented outcome.

**THE CULTURE**

Here at MVP, we practice healthy workplace culture which aligns with the UCG's core values. We promote an environment with open and transparent communications. We foster a safer workplace where employees are not treated differently. Regular focus group discussions occur to gain in-depth insight into employees' challenges, suggestions, and required support.

UCG and the staff of MVP recruited to support the UCG group view themselves as one team. MVP employees typically attend daily call conferences and talk with their UCG counterparts on an hourly basis. Without a doubt, MVP is a natural extension of our the UCG team in Australia and New Zealand.

MVP provides its staff with great working conditions, including taking care of employees' well-being and mental health. Programs are offered such as mental health webinars, Health Awareness Day, telehealth consultations, social Fridays and wellbeing incentives.

The synergy between UCG and MVP means there is a mutual appreciation for unity and teamwork which has allowed MVP to strengthen UCG's service deliver to its valued clients. ①



My role as UCG Customer Experience Manager

By Anne Huges, Customer Experience Manager

Have you ever been a customer? Yes of course you have, and you are possibly a customer multiple times a day, be it buying a coffee or purchasing that new tech gadget or a new pair of shoes. We know how to be a customer; we know what we want and how we want to be treated when we are parting with our hard-earned cash. We have expectations and we want them met.

As Customer Experience Manager for UCG, I'm often asked what is the difference between customer service and customer experience.

The difference between customer service and customer experience is that while customer service is one piece of the puzzle, customer experience is the sum of the entire, customer journey within our business. My role as Customer Experience Manager is about developing and implementing a cohesive customer driven approach to service delivery across the UCG business. As CX Manager, what that really means is to make sure, when we come to work, we don't forget what it's like to be a customer. It is so easy to come to work and switch from customer to worker and that's a whole different conversation that's going on in our head. Just like us when we are a customer, our customers have a clear expectation of how we will behave, what we will deliver and only when their expectations are met do they agree that they have received a good customer experience.

If I were asked to give one customer experience tip, it would have to be "give up the right to be right". Contrary to belief, the customer is not always right. However, they are never wrong in what they perceive to be right. This is where our customer experience skills and training come to the forefront. Allowing the customer to have their say and acknowledging how they feel about the situation, while resisting telling them why they've got it all wrong. Remember, we never have to take that customer home with us, so it's OK to "give up the right to be right".

Our clients depend on us to promote their brand by delivering an experience that represents trust and experience, and which shows people that they can depend on us to get the job done. That's why we put such effort into training field crews and customer touchpoints within the UCG business. The technician in the field may be the only face-to-face contact the customer will have, so it's important to understand that first impressions count and our body language speaks volumes.

As we go about our business, visiting homes and businesses to build, install or repair services, we become the face of our clients. Our reputation and UCG brand is built on the way we interact with customers and how we get the job done. That's the UCG way and that's what sets us apart from others. ①





# Delivery Partner PROFILES

This issue we get to know two of UCG's valued delivery partners, Innovate Communications and Star Comms Engineering.

## Innovate Communications



Jason Benson and Martin McElroy

Martin McElroy and Jason Benson have been working in the telecommunications industry for more than 20 years, and have been in business together for almost 20 of those years. Having worked in most aspects of the telecommunications industry including HFC, copper, fibre, satellite and antennas, free to air and 4G, their business has evolved thanks to the pair never saying no to the next new challenge.

"Working with UCG on the NBN was a natural progression for our company within the industry.

UCG approached us to work with them on a project we had knowledge in, and the relationship has grown from there," Martin explains.

Currently working with UCG and NNNCo in Victoria, Martin says the work is exciting and challenging, which he and Jason enjoy.

"We have a great relationship with UCG," Martin says.

"We enjoy the challenges of the work but most importantly enjoy the people within UCG, which makes working on any project satisfying and easier.

"The best part of my job is the everyday challenges of business and the changing space of the telecommunications industry, while the most challenging part would have to be recruiting new talent."

Martin says he and Jason are looking forward to another successful year with UCG on their many projects and within the evolving telecommunications space. [U](#)

## Star Comms Engineering

Star Comms began in 2016 as a two-man crew, but director Mayur Jajadiya says the company has grown significantly over the years both in size and the scope of services it offers.

"Today, learning and growing, we are privileged to connect with hundreds of customers every day through exceptional services. Star Comms operates in various types of Fibre Installation work including but not limited to Provisioning, Build, NPD, Fibre Access, IP, OP, etc," Mayur explains.

"I have always had a passion for hands-on and technical work. Being a telecomms engineer by profession, I have worked as a tech in the field and really enjoy grappling with on-field issues. As my on-field experience increased, I took this as a positive opportunity and started to understand the processes of UCG. This further on helped me branch out my business operations."

Star Comms currently provides services in Auckland, Wellington and Waikato regions, while managing various operations under the Fibre Project, including Fibre Provisioning, MDU Build, NPD, Fibre Access, M18, STP, IP/OP task, etc.

"There are endless opportunities in this industry," Mayur says.

"Today, broadband is a necessity and an essential utility. In this digital age, with the world recovering from COVID-19, people have adapted to working from home. A more globalised world has ensured people become more and more reliant on efficient and quick internet services."

Mayur says the most challenging part of the job is dealing with the elements during winter.

"Heavy rain can make completing on-field tasks quite challenging, which then makes it difficult to stay on schedule and complete tasks with a high level of

health and safety, plus providing an end-to-end result.

"Ultimately, we work in all kinds of weather, servicing every customer without bias, efficiently completing all jobs whether big or small, to connect every customer with a better network."

Mayur says he is looking forward to upskilling the team this year to ensure employees can focus on professional as well as personal growth.

"We would also like to upscale our operations and train for undertaking more work and further expand the business. I am looking forward to the new challenges and successes in the coming year." [U](#)



The Star Comms Engineering team



# Delivery Partner Awards

UCG has always recognised that its success is co-dependent on the success of its Delivery Partners. While it's a difficult process to select the recipients, for each @UCG publication a minimum of two Delivery Partners from both Australia and New Zealand are recognised for their great support of UCG and, ultimately, our clients and customers.

## AUSTRALIA

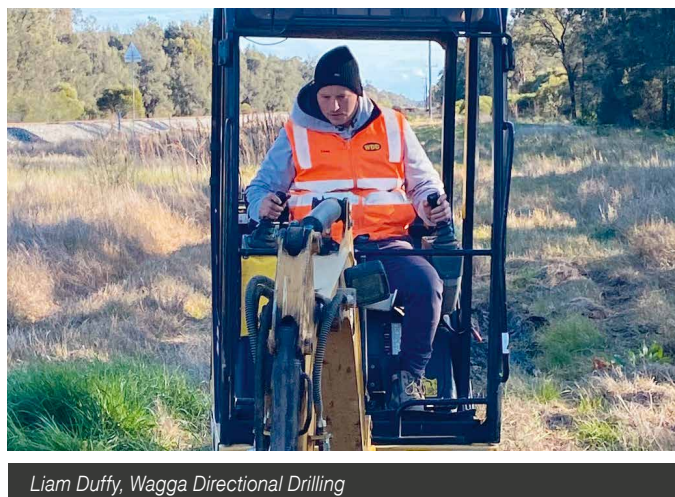
**Innovate Communications**  
**Jason Benson**



Jason Benson, Innovate Communications

Jason continually delivers a great result for UCG and goes above and beyond across a number of projects, including in recent times the NNNCo gateway installs and OptiComm exchange projects.

**Wagga Directional Drilling**  
**Liam Duffy**



Liam Duffy, Wagga Directional Drilling

Liam and his very committed team have worked through extremely wet and tough conditions to get civil works completed at West Wyalong, while maintaining a high level of safety and quality.

## NEW ZEALAND

**Vishal Telecommunication Limited**  
**Vishal Khamar**



L to R: Vishal Khamar, Vishal Telecommunication Limited and Mike Purcell, UCG Field Manager

On a short notice site visit Vishal explained in detail every step of fault finding. He delivers a high standard of work and handles himself very professionally.

**Stormborne Investments (PVT) Limited**  
**Kudakwashe Damba**



L to R: Kudakwashe Damba, Stormborne Investments, and Paul McGinley, UCG Field Manager

Kudakwashe works to complete all assigned work, goes the extra mile, and has been a great help to UCG during the FSA transition.



## Change and wellbeing

By Nanna Scrafton,  
Head of People & Culture NZ

UCG New Zealand has faced rapid growth this year, as we transitioned to provide and deliver all network infrastructure build services and maintenance across Auckland and the greater Auckland region.

This has meant that our team had to double in size, our managers have had to adapt to new ways of working, and our offices and facilities have had to change to accommodate the new people and our operations. We transitioned into a 24-hour operation, servicing the whole of the North Island, which means new teams have been established in areas that we didn't operate in before.

In Australia, Corey McCarthy, Group People & Culture Manager, reports that the UCG business has similar opportunities and challenges as our operations have extended for the first time into Western Australia and parts of remote inland areas of the eastern states.

With all that change, we have counted on two things: our culture and our values. We embrace the diversity of thought and new ways of working by ensuring everyone has a voice, and that we

work together to achieve success. We continue to adapt to the constant change and growth—this is our new normal.

Our culture has shone through this challenging time. We are agile enough to make quick decisions, including increasing our benefit offerings, implementing wellbeing initiatives across our teams in New Zealand, Australia and the Philippines that promote social connectivity, physical health, and have also increased the mental health support available for our people. We now have a number of trained mental health first aiders in-house who are always available to provide guidance to our employees, with plans to train more.

As we have settled into these new ways of working, we have learned that communication and leadership are key in uncertain situations and we need to continue to recognise that our diverse workforce has different needs—not one solution fits

What is the most important thing in the world? It is the people...

all. Our team recently shared many Friday lunches and have been reminded to surround themselves with positive people, take breaks throughout the day, find time for exercise and spend time with friends and whanau.

*He aha te mea nui o te ao. He tangata, he tangata, he tangata.* (What is the most important thing in the world? It is the people, it is the people, it is the people). 🗣️

## UCG NZ Social Club

From the moment the nation moved into the alert level Orange, your UCG NZ Social Club have been hard at work planning and organising a couple of fun events over the last few months.

The Social Club and D&I Committee celebrated NZ Pride month in May, where staff throughout the company wore a pink shirt for the day. Looking good, team!

For the month of June, our social club arranged lunch for the NZ ecosystem every Friday in June. Our June movie event was a classic—Jurassic World Dominion—where our families embarked on the adventure together, which was overflowing with staff, partners and children.

### MATARIKI

New Zealand recently celebrated Matariki officially for the first time this year, and in honor of the first public holiday held for it, the NZ offices conducted a pot-luck lunch and raised some money for the Kids Can charity. The social club arranged a traditional Māori delicacy, Rewana/fry bread. 🗣️





# 10 TIPS & TRICKS TO STAY SAFE ONLINE

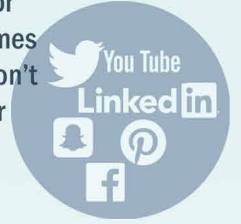
## 1 Don't click that link

Hover on the link with the mouse before clicking and make sure it is directing you where you expect (e.g., Avoid link from Amazon that takes you to a different site). According to Microsoft, phishing is still the number one favourite method of cyber-attacks



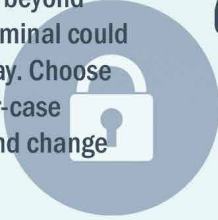
## 2 Don't overshare on social media

Information like your pet's name or mother's maiden name is sometimes used to recover account logins. Don't give hackers an easy way into your online accounts



## 3 Create strong passwords

When creating a password, think beyond words or numbers that a cybercriminal could easily figure out, like your birthday. Choose combinations of lower and upper-case letters, numbers, and symbols and change them periodically



## 4 Use two-factor authentication

Whenever possible use a second factor for logging into accounts, if you have a robust two or multi-factor in place, you are much less likely to lose personal data due to phishing



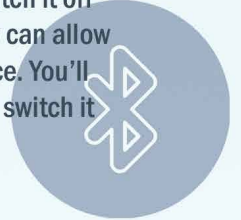
## 5 Patch your devices

Keep your computers and mobile devices up to date with the latest software/firmware. Software vulnerability allow malware to infect your device which can steal data and login credentials



## 6 Let sleeping Bluetooth lie

If you are not using Bluetooth, switch it off because Bluetooth vulnerabilities can allow data to be siphoned off your device. You'll incur less battery usage too if you switch it off



## 7 Use free Wi-Fi with caution

Most free public Wi-Fi networks have very few security measures in place, which means others using the same network could easily access your activity. For example, don't do online banking on public Wi-Fi networks



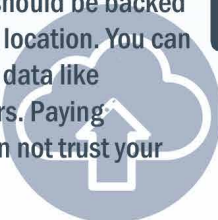
## 8 USB sticks

Don't use a USB stick that is not yours or from an untrusted source. Hackers sometimes throw many USB sticks in car parks and once plugged into a computer, the hacker can take full control of your device



## 9 Backup, backup, and backup

Personal data that is important should be backed up to a separate drive, device, or location. You can use free services to back up your data like Dropbox, Google Drive, and others. Paying ransomware is illegal and you can not trust your data if hackers recover it for you



## 10 Consider additional protection

Install anti-virus software, anti-spyware software and a firewall. UCG's IT team does this for your UCG computer. For additional protection, you may want to consider cyber insurance, which can keep you and your family safe if you fall victim to a cyberattack

