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A Family AFFAIR

From its small beginnings as a family-run business, Moits has always been a byword for quality and service. Today, Moits draws on 30 years of experience to set industry standards in demolition, excavation, and civil works.

Images by Scott Ehler and Moits

Moits was created by three brothers who started the business working on driveways with just a truck and a Bobcat. Michael, George, and Tony Moit have always been very hands-on in the business, each taking on a distinct role as the company expanded. These days, Tony can be found out in the field with the site workers, while Michael takes charge of liaising with clients and George scouts for new properties and resolves problems.

It is the role of Joe Vinci, CEO of Moits, to support the Moit brothers and the team members in developing and maintaining systems and solutions for the business. "When I started as CEO in May 2013, Moits had been around for 30 years. They are known for being a great family business with a strong work ethic. The company understands the

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- Joe Vinci

industry and is very well known," Joe says. "Michael, George, and Tony worked together as brothers to build this business up. Now it's flourishing and supporting employees with families of their own.

"Today, the three brothers are still the driving force behind Moits. Together, they have created one of New South Wales' largest excavation and civil works companies, employing more than 150 workers and continuing to expand. Their passion, determination, and hard work—coupled with their family values of honesty and integrity—underpin the good working relationships the company has with teams and clients alike.

"I think the Moits' family approach to doing business really sets us apart from other competitors. The directors are very hands-on, and so are management. We make sure

that the door is always open, so anyone can call up and talk to me or the directors. We also place an emphasis on service: we are invested in making sure that our clients are always satisfied, and keeping them happy is a key part of our business."

Since Joe took on the top job in May 2013, he has been working with the Moit brothers to enhance the business. His extensive experience in the construction industry means he has seen it all, and is now in a position to bring his insights to bear as a leader of the business. "I strongly believe the first 40 years of your life are about gaining experience and learning from your mistakes, and the next 40 years are about implementing what you've learned.

"I started as a carpenter's apprentice and a builder, and worked my way up the ranks in the building and construction >





industry,” Joe explains. “Throughout my career, I’ve had some great mentors to show me the way to lead. Over the years, I went from working hands-on with tools, into the role of contract administrator, to project manager, to construction manager, and then progressed to running teams and divisions.”

In his role at Moits, Joe is using his experience to implement some new systems and procedures, and relocate people within the business to get the best out of them. According to Joe, being a CEO is all about managing people. He believes it is important for leaders in all workplaces to recognise that they can’t run a business on their own, and that their success depends on the people they have around them.

“Leadership is really about whether you are able to get the best out of your team and utilise everyone’s skills effectively. Throughout my years spent

working in the industry, I’ve come to realise that it’s all about people skills: I try to implement those skills by communicating effectively with staff and clients alike in order to work through and solve problems.”

Joe believes in the importance of giving staff with leadership potential the chance to grow within the company. He believes there are some reliable indicators that can give you a hint about who is going to excel in a leadership position. “The main attributes to look out for are great people skills and an ability to solve problems. We’re in an industry where there is always going to be a problem in some form or another. So I rate people’s leadership potential based on how effective they are in working with other people and finding a solution to a problem.”

Joe recalls promoting a good operator into a role with greater management responsibilities: “He understood how to run machines

and how to run projects, so I put him on as a supervisor and he has really excelled in that position. Not many people thought he would do so well with that extra responsibility, but it has worked out—that’s what I call the right people in the right seats.”

Moits is committed to training and developing the strengths of all its staff, Joe explains. “One of our key initiatives is to ensure that everyone has a trainee operator whom they take under their wing and train to understand our values as a family-operated company. I believe the best way to learn is through experience, and this set-up allows our staff to take in their trade, and our values, on the job.”

Joe is confident that Moits’ family values resonate across the whole workforce, leading to happier staff and more satisfied customers. “We know that our values are upheld by everyone in the company, because all of our staff can relate to them. Our

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- Joe Vinci



people know that when you do your job, you do your best. It’s important that they can put themselves in the client’s shoes and understand how they feel and what they need. By understanding where our clients are coming from, our staff can adopt a friendly attitude in the service that will be provided to them.”

Moits also takes the initiative to embody those family values

through the sponsorship of community projects. It is currently a major sponsor of the Northern Sydney Cycling Club, which has provided opportunities for social cycling and road racing in Sydney’s North Shore. The company also regularly donates to charities, including Westmead Children’s hospital, the Australian Red Cross, and Camp Quality. >

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“We believe that a strong, community-minded service results in higher motivation and better performance from our team, as well as stronger relationships with our clients. We have engaged in many different ways to support the local communities or charities, whether it be through donations or donating material for a project, or helping with plant equipment and sponsorships.”

In recent times, Moits has been growing and diversifying in order to cater for a greater range of its clients’ construction needs. The company has long been a go-to group for demolition and bulk excavation, but now it has expanded into civil works, including road works, remediation works, haulage, piling, anchors, and shotcrete. “Essentially, we’re now doing full construction packages for companies,” says Joe. “This means that instead of businesses having to go to separate subcontractors, Moits can be a one-stop shop for all their needs.”



According to Joe, 2014 was a pivotal year for Moits. Not only did the company move its HQ; it also appointed a CFO and began the search for a designated safety and compliance officer. “Moving HQ was paramount for Moits. After 30 years in the business, we moved our head office from its Sydney West location into a central area in North Ryde Business Park, where most of our projects are secured. This has boosted the company’s strength, improved the ease of logistics, and given employees great confidence and team morale. It has also given us the flexibility to expand, and room for further growth.”

When Moits relocated to the new headquarters, the company also appointed a new leadership staff member. Michael Byron, former CFO and vice-president of finance for Commonwealth Construction Company, was appointed as Moits’ new CFO. “Mike has a wealth of over 45 years of experience in the industry. We are now leveraging off his extensive experience to introduce new systems and procedures at Moits,” Joe adds.

Looking to the future, Joe says the company is placing an emphasis on sustainable business practices, ensuring continual workflow, and supporting both staff and clients. He hints that planning is underway for staff incentive programs as part of a company drive towards greater productivity. “We like to have a bit of flexibility, to make sure that our staff are enjoying their work,” Joe explains.

In addition, Moits is interested in advancing into the government sector to gain experience in

different areas of the construction business. “Moits reviewed the National Infrastructure project listing, and we are currently developing a team for the infrastructure projects. In the 2009–10 Budget, the Australian Government committed \$8.5 billion to projects for road, rail, and port infrastructure. Of this, over \$7.8 billion is to be funded through the Building Australia Fund. Moits will start to tender on government projects over the next 12 months.”

As well as building new relationships, Moits is dedicated to looking after old ones. “We have strong relationships with suppliers like Boral, Wire Industries, and Mack Trucks. We’re always in negotiations about both the services they provide to us and the services we provide to them. The feedback and communication between Moits and its suppliers is second to none. All those companies are great supporters of Moits, and the relationship is very much a two-way street: we work as a team to understand each other’s needs.”

In an industry which is all too often associated with the pollution and destruction of the Australian landscape, the people at Moits are working hard to look after the environment. As well as complying with the Environmental Protection Authority’s legislation on waste management, Moits is a member of the Waste Contractors and Recyclers Association of NSW (WCRA), the Australian Organics Recycling Association (AORA), and the Waste Management Association of Australia (WMAA). The company



has also developed a Pollution Incident Response Management Plan, outlining potential hazards, pre-emptive measures, and response strategies.

“Moits strongly believes that protecting our environment is not just a moral and legal responsibility, but also an investment for our future and a prerequisite for us to achieve our primary mission of conducting our services with the highest standards. We have our own recycling facility where we recycle 90 per cent of the material that we demolish or excavate, including the reuse of this material on other projects.”

With strong leadership from Joe and the hands-on skills of the Moit brothers and the supporting team members, Moits is set to occupy a growing space within the Australian construction industry. Moits will continue to provide a competitive and reliable service, based on the rock-solid foundations of family values and industry experience. ●



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