



# Country Energy's Frontline Leadership Development Program

An Introduction to our Program

July 2007

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COMMERCIAL-IN-CONFIDENCE  
Slide 1



countryenergy

# Australia's largest regional utility

- ❖ 870,000 retail electricity customers
- ❖ 24,200 gas network customers in NSW
- ❖ 10,000 water and sewerage customers
- ❖ Internet provider
- ❖ 141 offices, customer centres and field service centres
- ❖ Country Energy is in Australia's top 150 companies

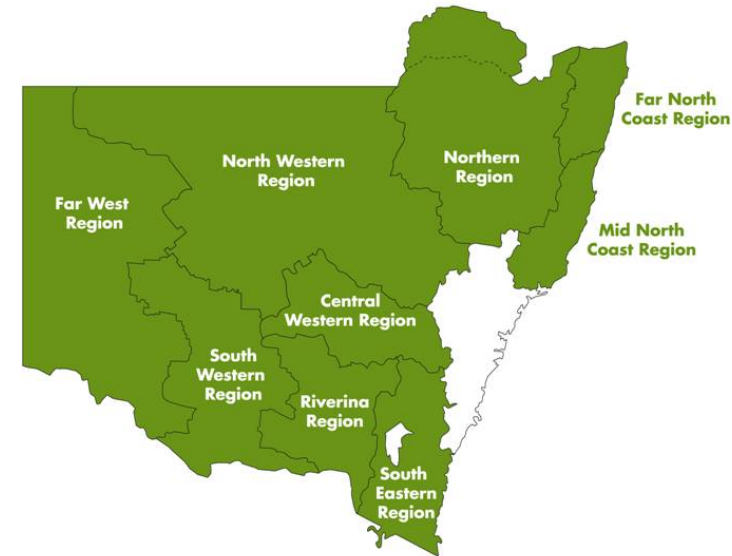


A profitable energy retailer in five Australian states and territories.

# Australia's largest electricity network



- ❖ 4,200 employees
- ❖ Manage Australia's largest energy supply network covering 95% of NSW.
- ❖ Around 195,000 kilometres of powerlines, 1.4 million power poles, and 113,000 distribution substations.
- ❖ 620 new apprenticeships since 2001.
- ❖ Established a multi-award winning Indigenous Employment Program and 15% of our apprentices are Indigenous.



Nine locally managed regions, close to customers and their communities.

# Background To Skilling Up



- Country Energy wants to be Australia's best utility.
- To achieve this we have recognised the requirement to provide our frontline leaders with a broad range of capabilities.
- We have reviewed the outcomes of previous programs including a Frontline Management and Team Leader Development Program.
- Skilling Up, an individually tailored program, will shortly be rolled-out across the business to assist frontline leaders in their everyday work.

# Staged Development Process



- Skilling Up has been designed to cater for different levels of frontline leaders in our business:
  - Stage 1 = Leading Hands
  - Stage 2 = Team Leaders
  - Stage 3 = Front Line Managers
- It includes frontline leaders from both our field and office based positions across the business.

# Why Is It Different?



- The training is based around the way Country Energy does business and is a two year program.
- It is supported by actual tasks and assessments that relate to work procedures and practices and recorded in a development workbook.
- With a key focus on business outcomes during the program participants will also have the opportunity to obtain transportable national Qualifications or Units of Competency which articulate into Qualifications for career development.

# What Qualifications?



- The qualifications that can be obtained by participation in the Skilling Up program include:
  - Certificate IV Business (Frontline Management)
  - Certificate IV Occupational Health and Safety
  - Qualified Assessor (from the TAA Training Package)
  - Diploma Business Management

# What Is Included?



Some important areas of focus for the program include:

- Communication Skills
- Presentation and Assessment Skills
- Safety
- Leadership
- People Management
- Teamwork
- Planning and Organising
- Environmental Management

# How Will We Support Participants?



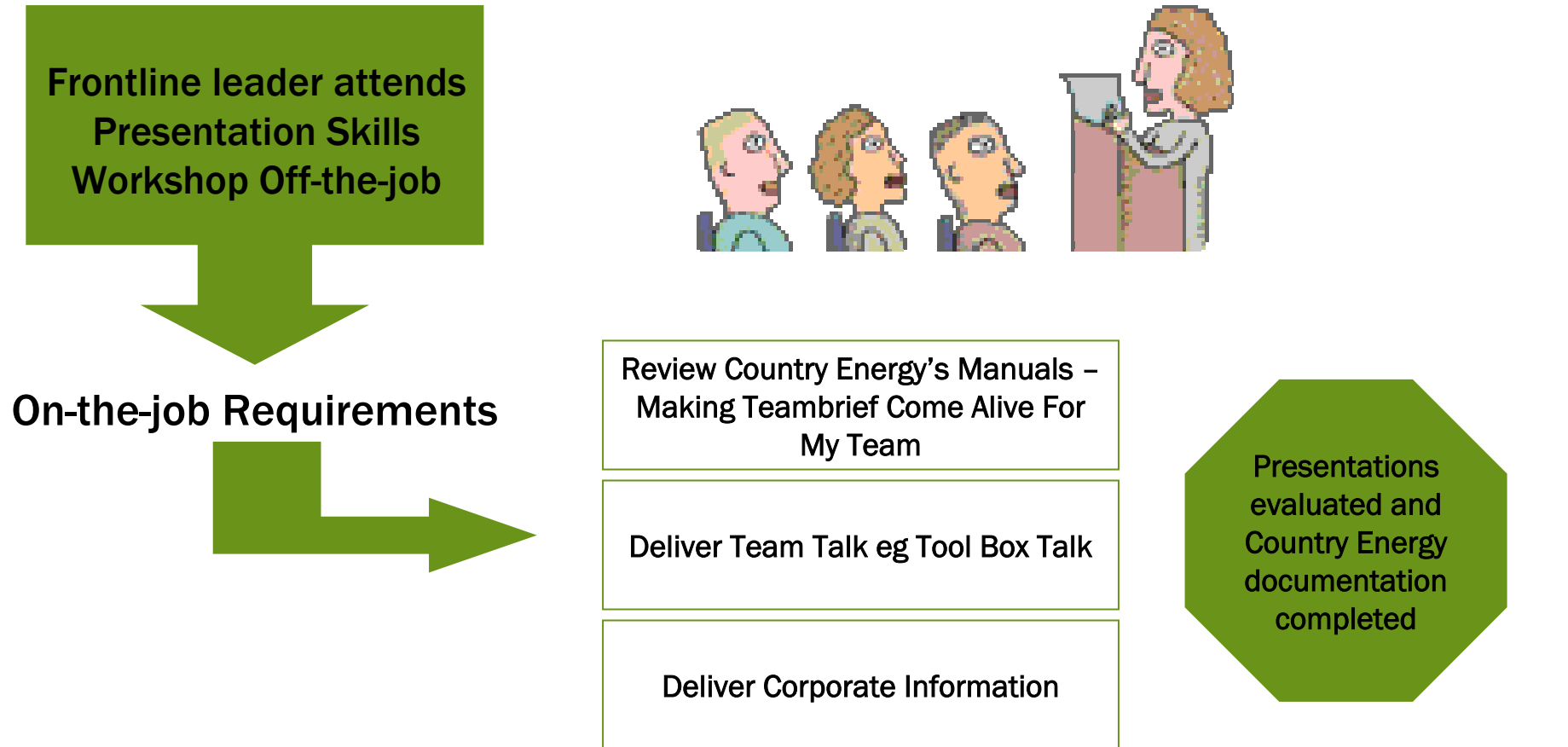
- At the commencement of Skilling Up all participants will be required to complete the following assessments:
  - Literacy and numeracy.
  - Workplace computer skills.
  - Leadership style.
- Literacy, numeracy and computer skills results will assist in identifying if they require further supporting programs to help them during their participation in Skilling Up.

# What Have We Done?



- Identified the future skill and competency requirements of our frontline leaders and built these into the Skilling Up Program framework.
- Liaised closely with TAFE in regards to contextualisation of the Units of Competency and the associated assessment tasks to Country Energy's business requirements.
- Developed the supporting documentation required for the program and identified participants via a nomination process across the business. It is anticipated that all (420) existing front line leaders will participate in the program.

# An Example – Presentation Skills



# An Example – Monitor a Safe Workplace



Frontline leader attends  
Monitor a Safe Workplace  
Workshop Off-the-job



On-the-job Requirements

Review NSW OHS Act and Country  
Energy's Procedures

Conduct Workplace Safety Audit  
and Workplace Assessments

Completed  
assessments signed  
off by Manager and  
included in Skilling  
Up Development  
Guide

# What Will We Continue To Do?



- Our focus is on ensuring that the program meets the needs of the business.
- To assist in ensuring that we are successful in achieving this:
  - a pilot will be conducted for most sessions with opportunity for feedback built into the process. If it doesn't meet the needs of the business we will make the necessary adjustments.
  - a comprehensive evaluation system is being implemented with feedback sort from participants at the workshop and after the workshop and feedback from managers about on-the-job application.

# Questions

- Do you have any questions?

