

Development

Triad Training

Skills

*H & S
Compliance*

ESITO Oct 2009

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Business Manager : Training & Development

- *3,500 employees over 40 locations*
- *Disparate systems*
- *Inconsistent training quality*
- *Infrastructure*
 - Electrical Services
 - Facilities Management
 - Telecommunications
 - Roding / Infrastructure

Broker the Best, from

- **Internal Trainers**
- **Business Unit Trainers – SME's [Subject matter experts]**
- **External providers**
 - **EMA, NZIM, University of Auckland, Weltec, Aoraki and other Polytechs**

>> **Need to move to
Behavioral-based
Health & Safety**

- H&S Stage 2 &3
- First Aid Refresher
- Rescue from heights
- Structure rescue
- Confined space
- 621...
-etc



- **Annual skills-based training plan**
- **Gap analysis - current staff**
- **Determine Skill requirements -- each Business Unit**
- **Audit :: skills-based training materials [age & currency of materials]**
- **Audit – trainer skills and training delivery effectiveness**
- _____
- **Apprentice / Cadet Program [run by Training & Development**

Responsibility for skills development remains with Business Units



*2 tracks – Contract or
Project Management >>*

- **PMP** [Project Management Professional –PMI Institute]
 - **Project Mgt. Professional – bridging**
 - **NZIM Dip. Project Mgt - - - Level 5**
 - **Project Management - - - Level 4**
 - **Introduction To Project Management**
 - **Contract Management II**
[from mid-year]
 - **Contract Management I**
 - **Contract Management Intro**
[self-paced on legal aspects]
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- **Customer Service Quicklearn** [Retain existing or Gain New Customers]

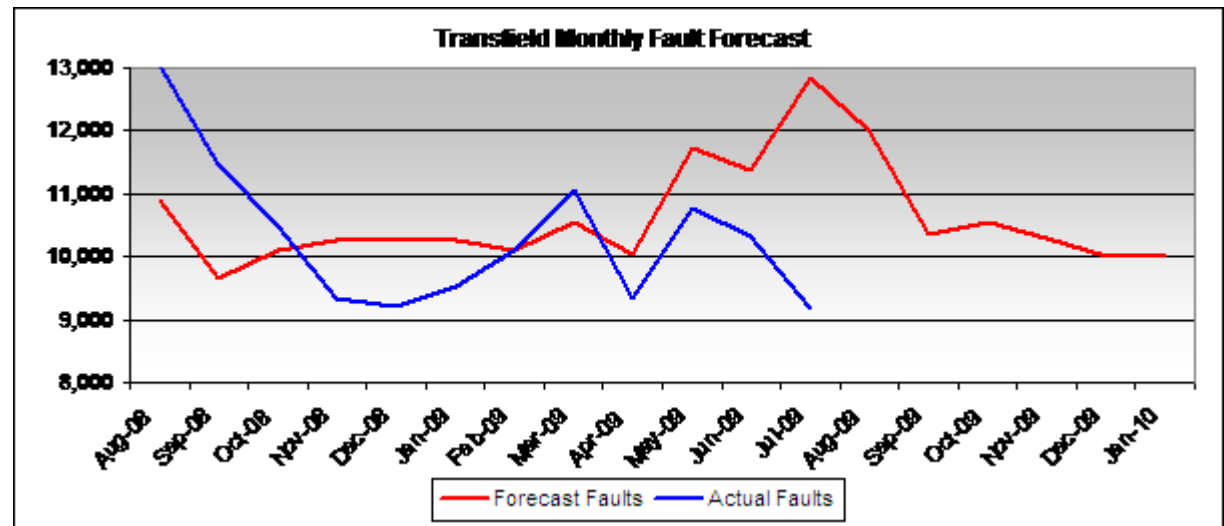
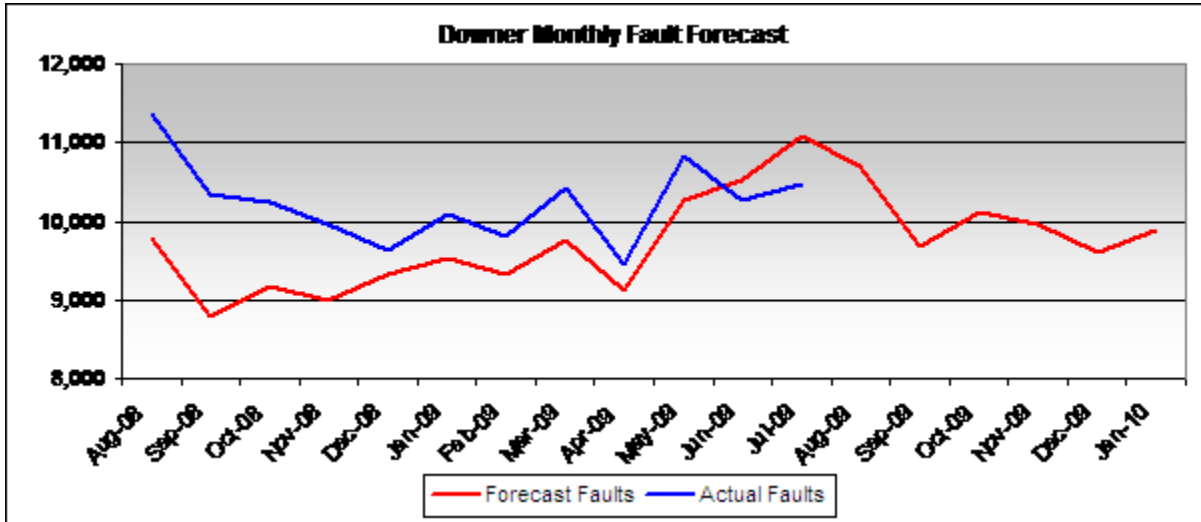


- **Enterprise Leader**
- **Business Leader – Service Center Manager**
- **Dip. Front Line Mgt -- Level 5**
- **Engaging Leader** [for those not having any formal management training in last 12 months]
- **Leaders of Teams**
- **QuickLearns – Understanding Supervision; Better Communication & Conflict Management; Effective Time Management; running an Effective Performance Improvement Discussion; Better Employment Relations; Building Strong teams**
- _____
- **Employment Relations Mgt**
- **Interviewing Skills**
- **Managing Diversity**



How effective has it been ?





Benchmarking trends



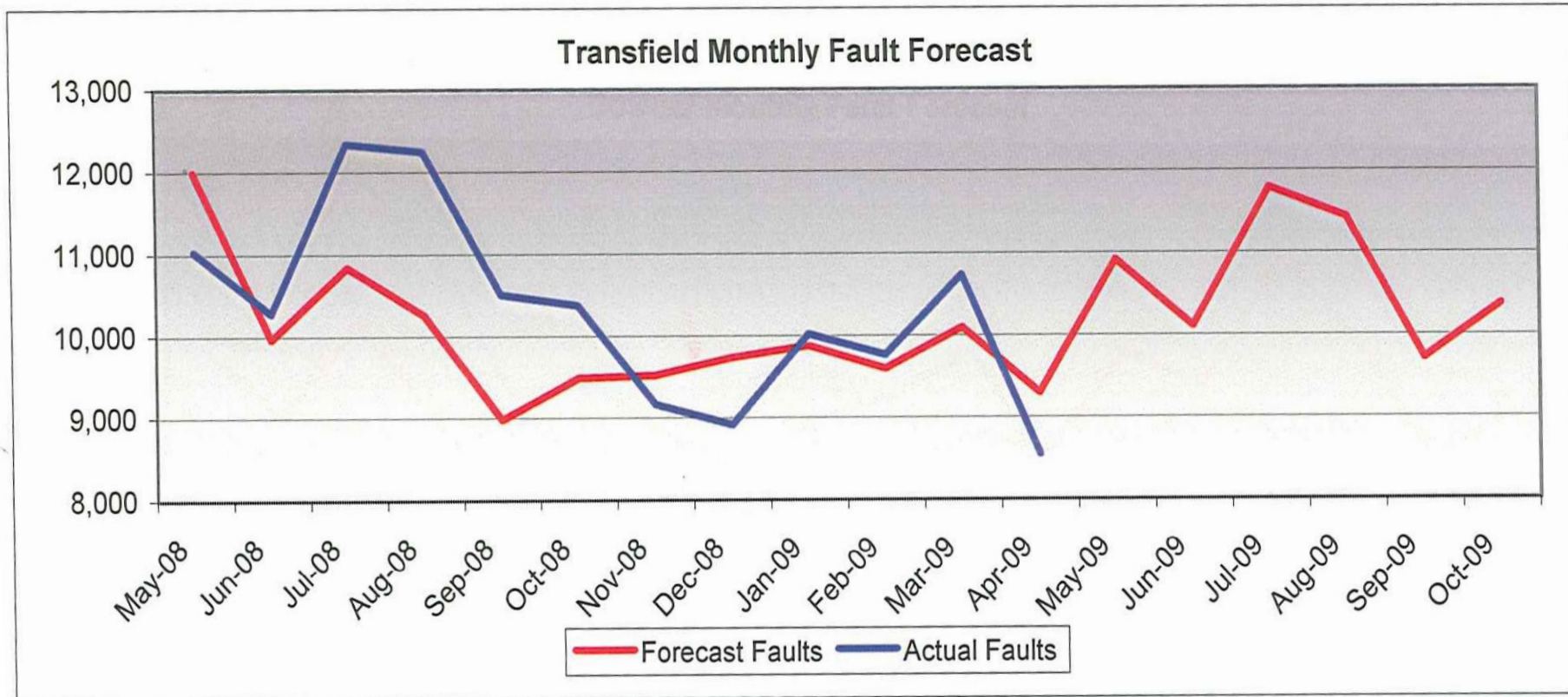
Fault Forecast

Transfield

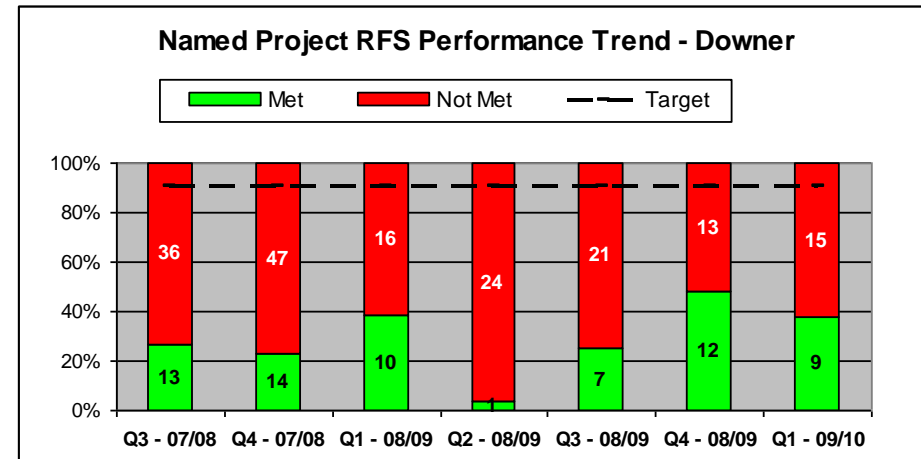
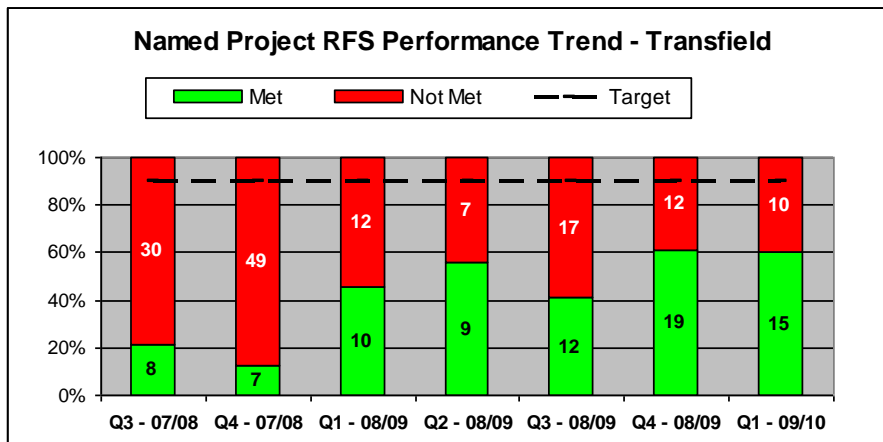
Report month:

Apr-09

Transfield Monthly Fault Forecast



Benchmarking trends



- **Training viewed as a cost not an investment... exceptions!**
- **The power of informal influence – befriend the CFO, COO and Business Unit Leaders**
- **Have your CFO as your champion**
- **All subsidies must go back to the Business Units AND tell them!**
- **Training ROI –hard to get commitment to hard data before/after ::**
 - ❖ **Turnover rates**
 - ❖ **Engagement by Business Unit & Manager**
 - ❖ **PG trends**
 - ❖ **Productivity ?? always**

The Result!



- **Better retention and engagement** (even before downturn)
- **Productivity gains** - *Telco fact-book result*
- **Building of career plans..** Spasmodic to this point
- **Business Unit -- training matrices established**
- **Subsidies back to Business Units \$563K**
- **2 years - Training & Development has operated at better than break-even**



After two years,

The journey has just begun !!