

# *SIRF Roundtables*

Maintenance Careers  
Recruitment, conditions and  
career path planning

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### Agenda

Background/Structure of Group

Problems faced (definition)

Hurdles (real and perceived)

Strategies (short term and long term)

Questions

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### Background/Structure of Group

Corporate	(Finance, Public Relations, Shared Services)
Network	(Asset Owner)
CaMS	(Field Services)
Telecommunications	

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### Problems faced (definition)

- Understanding specific Resource Needs
- Ability to forecast long term those needs (years)
- Identify resource gaps/issues
- Understand marketplace forces
- Manage those identified gaps considering those forces
- Implement Plan successfully

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### Problems faced (definition)

- Understanding specific Resource Needs
  - Examination of Maintenance Strategy
  - Effective Resource Planning that addresses
    - Attrition, Business growth, Technology etc
  
- Ability to forecast long term (years)
  - Understanding business growth
  - Clear picture on resource attrition
    - Resignations/Retirements, Internal Promotions

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### Problems faced (definition)

- Identify Resource gaps and Issues
  - What specific skill/resource gaps ETSA had
  - What training lead-times would be required – could these be challenged.
  
- Understanding Marketplace forces
  - Clear picture of market place forces
    - Locally, nationally, internationally.
    - Competitive forces – what are competitors up to
    - Industrial Relations – how will this effect your plans?

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### Problems faced (definition)

- Gap Management Strategies
  - Direct Recruitment
  - Productivity
  - Planning mods etc
  
- Plan implementation
  - Identify goals
  - Document actions
  - Resource to deliver
  - Monitor and adjust

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## ETSA's Problem

Increase internal Work Plans (Capital and Maintenance)

Increase external work Targets

Need to increase TSW Resources by >100 FTE's over 2 years

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Hurdles (real and perceived)

“No one has the experience to do this work!”

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Strategies (short term and long term)

Productivity focus

- Technology
- Process Review and Streamlining
- Challenge established work practice

Review of tasks carried out by TSW

- Introduction of a GSW (TA)
- Increased outsourcing of non TSW tasks

Apprentice Investments

- Recruitment and training
- Apprentice Training Master
- Direct Employment – cultural commitment

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Strategies (short term and long term)

Local Recruitment

- Training of new recruits
- Split established teams
- Utilise new recruits on low risk tasks to build experience – green field construction

Interstate Recruitment

- Gap analysis of skills and licensing
- Built training strategies/programs to close gaps

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Strategies (short term and long term)

Overseas Recruitment

- Review international options
- Specific research (established partners)
- Set realistic targets
- Resourced appropriately to achieve goals
- Establish entry plans (training, contracts, immigration, support network etc)
- Balance cost against benefit

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### Summary – ETSA's Experience

- Identify current problem

- Examine/cross check and verify actual resource needs based on history

- Consider other market forces at play

- Develop Strategies

  - Get more out of what we currently have – productivity

  - Challenge specifically what TSW's do and consider if others trained employees can deliver redirected work

  - Outsourcing

  - Apprentice investment – consider the "commitment" investment

  - Recruitment - Local, national and international

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Questions