

# Middle Management Succession with Ageing and Restructuring

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*Coca-Cola Amatil (Aust) Pty Ltd*

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# Challenges

How do we... 



Attract, retain and develop good performers for the future



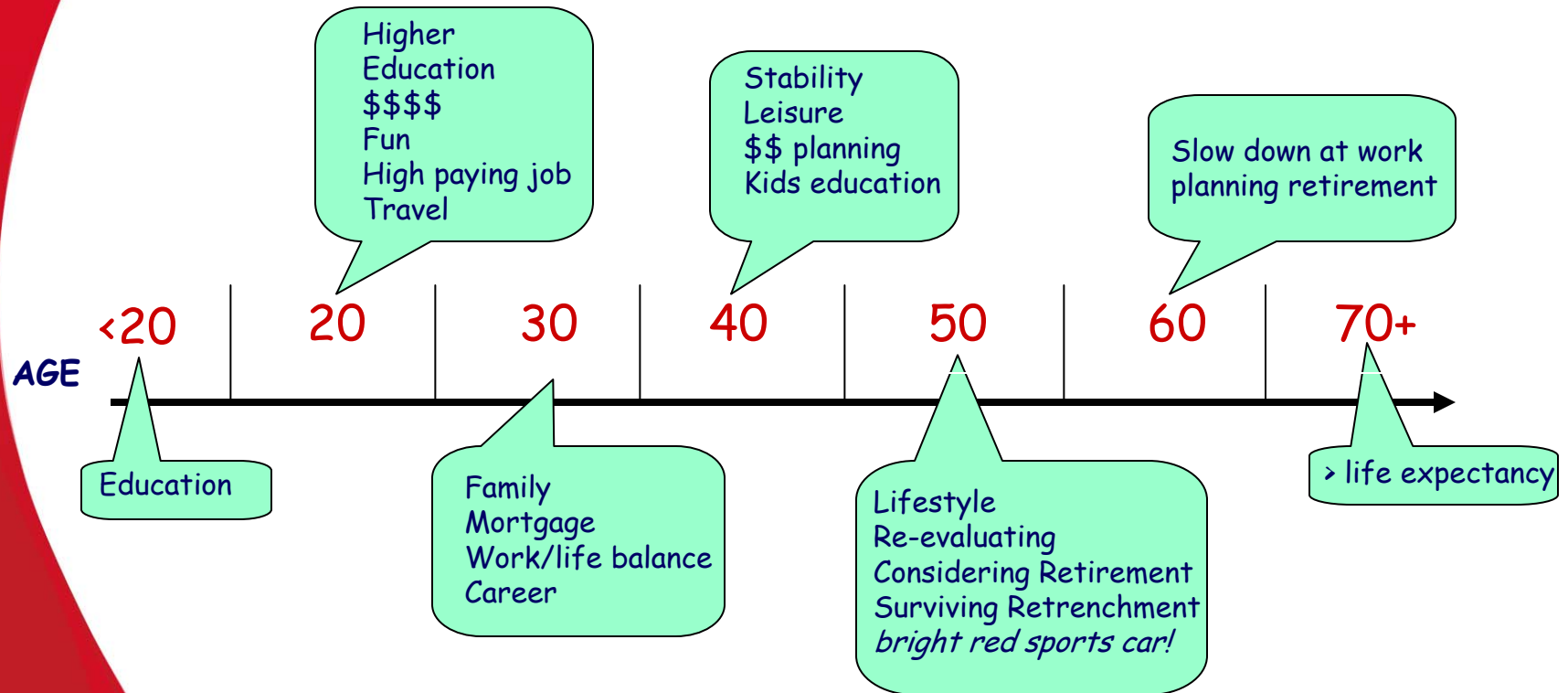
retain and develop an ageing workforce



compete for talent in a shrinking job marketplace







# Life Continuum



# Our Issues Today...

## Ageing

-  Impending retirement - loss of knowledge and experience
-  Adapting work methods to suit ageing workforce
-  No longer working only for financial gain
-  Policies not in line with changing demographics of ageing workforce

## Qualifications

-  Low base of leadership skill
-  Limited academic qualifications

## Succession Planning

-  Traditional view: length of service & experience = PROMOTION
-  Now: Organisational fit, Intellect, Passion = PROMOTION

**Where will our future leaders come from?**



# History...

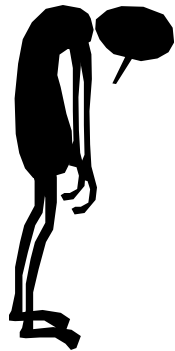
Ageing Plant - mid 1950's

Average length  
of service  
18-20years

Low turnover  
in Operations

Major Restructure  
May 2001

Left with  
low skill base



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# Current Developments

Business Planning Process

Team Leader Development

Recruitment Process

Education Assistance Program

Inter-department visits

RTO Status

# Current Developments

Business Planning Process

Corporate  
Strategic  
Plan

SA Business  
Plan

Team  
Business  
Plan

Individual  
Performance  
Plans

Business Results

- Plan, Coach, Review
- Individual Development Plans
- Reward and Recognition

# Current Developments

## Team Leader Development

- ✘ CCA Core Leadership Program
- ✘ Informal Relief Team Leader process
- ✘ Formal Team Leader Development

- ⇒ clear expectations and KPI's,
- ⇒ defined support network,
- ⇒ regular reviews
- ⇒ clear action plans
- ⇒ consistency & discipline

# Current Developments

What's happening in your workplace?

# Future Opportunities

Workplace Flexibility

Re-design of Leadership Structure

Certificate IV in Front Line Management

People Management Development Program

Interstate Leadership Exchange Program

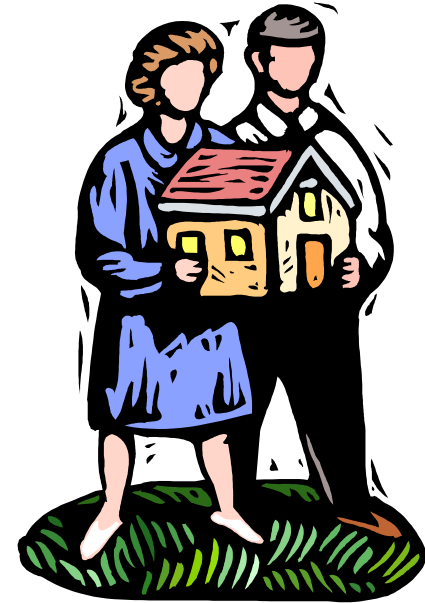
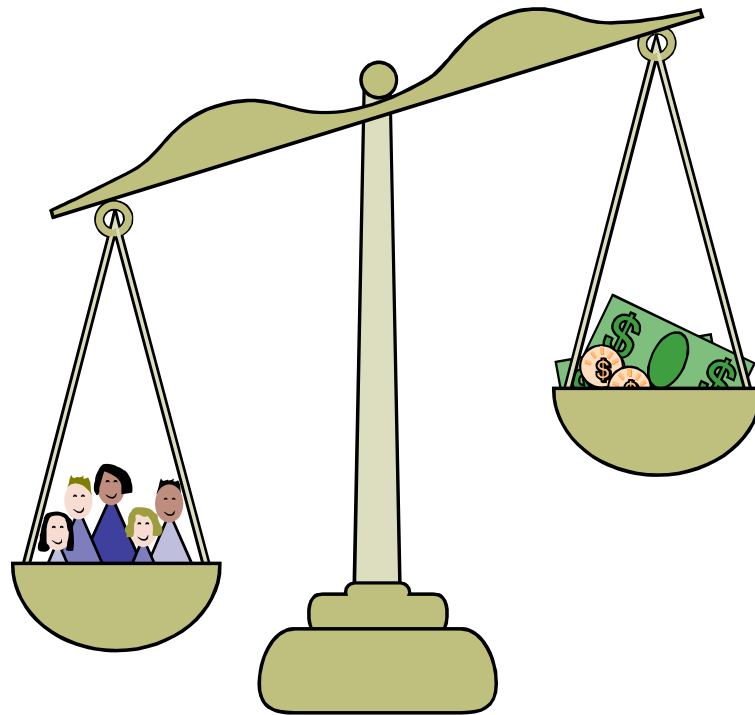
Employee Opinion Survey

Reward and Recognition



# Future Opportunities

## Workplace Flexibility



# Future Opportunities

## Certificate IV in Front Line Management

- ✓ Formal qualification
- ✓ Assessment and Project based competencies
- ✓ Structured Program
- ✓ Tailored to suit CCA
- ✓ Flexible program and timing

# Successes & Learnings

Realising Potential

Getting the right Organisational Structure

Learning and Development

Acknowledge Changing Workforce Profile

Culture, Teamwork

Results and Rewards

Recruitment for the future

I've been saying for years that "employees are our most valuable asset"



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It turns out that I was wrong.  
Money is our most valuable  
asset.  
Employees are Ninth.

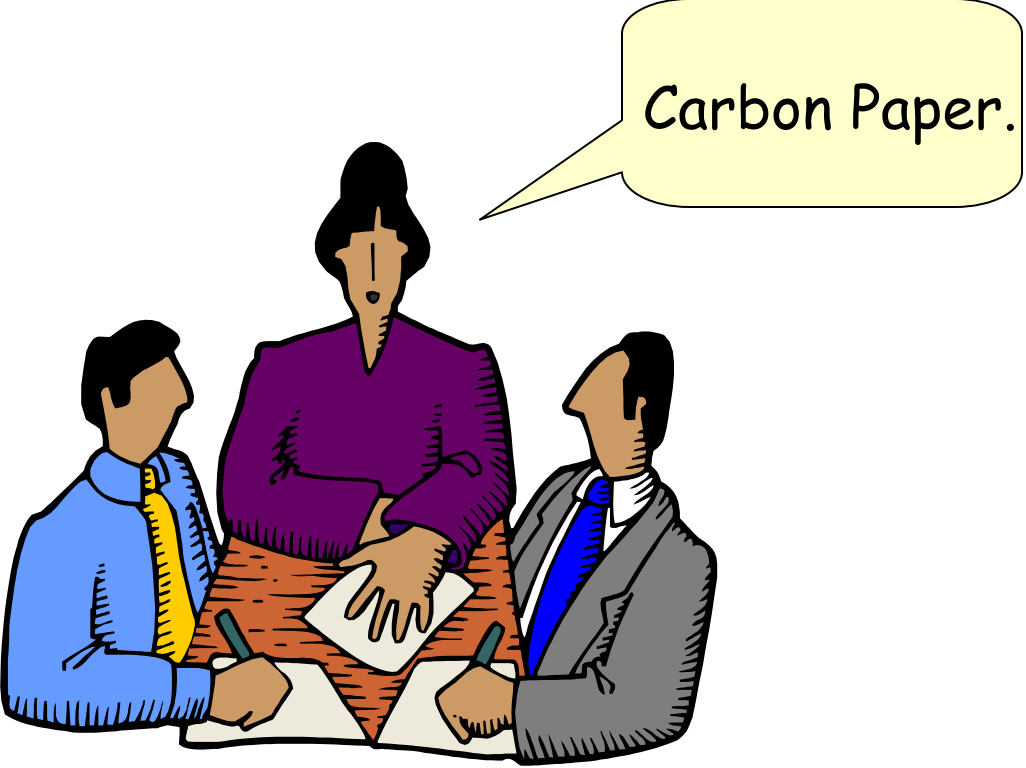


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I'm afraid to  
ask what  
came in  
eighth.



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An illustration of three business professionals sitting around a table. A woman in a purple sweater is pointing at a document on the table. Two men, one in a blue shirt and yellow tie, and one in a grey suit and blue tie, are looking at the document. A yellow speech bubble points to the woman with the text "Carbon Paper."

Carbon Paper.

The Coca-Cola logo in its signature script font, with the tagline "Real Refreshment" in a sans-serif font below it.

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# Questions & Comments

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