

Talent Pipeline Transitions

Sue Beckett – Downer Project Manager



Overview

- Downer business overview
- Downer Talent Pipeline
- Strategy/structure /process
- Ako Aotearoa Apprentice Mentoring Project

The Downer People Journey



Downer People Model to drive structure/ process



01 | Cultural change

From 5 sectors to 'One Downer'

Transportation, Telecommunications, Water, Energy
Major Projects



Excellence	Collaboration	Courage	Integrity
<p>Professionalism and pride in everything we do:</p> <ul style="list-style-type: none"> • Do it right • Continuous improvement • Delivering best practice • Customer, industry and public recognition <p>"Not just of the time"</p>	<p>Great teams creating great outcomes:</p> <ul style="list-style-type: none"> • Common vision • Team work • Sharing knowledge and resources • Potential with common goals <p>"together better"</p>	<p>Standing tall:</p> <ul style="list-style-type: none"> • Challenging the status quo • Backing ourselves • Making the tough calls • Speaking up <p>"ownership and accountability"</p>	<p>Deliver on our promises:</p> <ul style="list-style-type: none"> • Going by the word • Having honest conversations • Doing the right thing • Trustworthiness <p>"respect and honesty"</p>
<p>Our values</p>			

02 | Grow technical capability

5% challenge recruitment from Executive in 2008, build and grow from within /sharing of knowledge



Results – Building/Retaining Talent

Programme	No current Participants	Signed up this year	5% Challenge	Retention in Downer
Graduates	67	40	200%	90%
Cadets	112	35	97%	92%
Apprentices	196*	94	117%	87%

03 | Invest in leadership

Significant and sustained investment in leadership capability by developing a leadership framework and learning programs



Results – accelerated individual growth

Inspiring Leaders Programme (ILP) on three levels since 2009

“Even engineers are starting to realise It’s people who make projects successful, not process”

Mark Rodhouse ILP3 participant



	Key Talent Promotion 2011/12	Key Talent Promotion 2012/13	ILP Promotion 2009/13
ILP1	63%	25%	40%
ILP2	57%	31%	60%
ILP3	NA	NA	72%

04 | Understanding our talent

Identify, engage and develop talent

Performance and Career Development discussions



Keep our people close

What do they want?

Value external experience

People go and learn from the experience. Keep in touch and bring them back to Downer.

Secondments /VSA

Impact of Talent Pipeline Programme

Over 5 years 829% increase in talent pipeline
(structured learning programmes leading to national
industry qualifications)

Over 5 years workforce aged between 17-30 years
moved from 13 – 17%

Over 5 years average workforce age reduced from
48.1 to 44.5 years

Transitions into Downer

- MSD intake and retention /transition to apprentices
- Apprentices
- Aspiring leaders – front line potential leaders
- Summer interns and scholarships
- Cadets
- Graduates



Transitions into Downer

- Inspiring Leaders Programs
- Key Talent Programs

Managing Vision and Purpose

- Creates and communicates vision and strategy
- Makes time for strategic thinking and planning
- Sets challenging goals that inspire and galvanizes others



Building Teams That Deliver Results

- Communicates targets and expectations clearly to the team
- Creates a high performance environment
- Leads without rank



Applied Intelligence

- Questions the status quo
- Interprets data and information and implements change
- Adapts quickly to changing circumstances



Emotional Intelligence

- Manages own strengths and weaknesses
- Is always learning
- Maintains a positive outlook



Business Acumen

- Knows what's happening in the market
- Achieves business results
- Does what's best for the company



Customer Driven

- Builds strong customer relationships
- Able to sell value propositions
- Delivers on promises



Graduates /Cadets - Our Young Professionals

Support structure: How we transition them into the business...

- National Development/Steering Groups
- Recruitment process bi-annual
- Regional network groups
- Structured induction/ buddy
- Allocated mentors
- Professional development forums
- Rotation policy



Graduates /Cadets - Our Young Professionals

- Study days
- Leadership training
- Customer First training
- Technical workshops – finance, contract management, business systems
- Six monthly salary reviews
- Young Professionals Conference
- Talent Pipeline database to track progress

Apprentice Mentoring Project



Apprentice Mentoring Project

Focus on testing a new collaborative approach to mentoring between an employer, Downer NZ, and two ITO's: Infrastructural ITO, and Primary ITO

Objectives

1. increase learner retention
2. Increase completion rates
3. Strengthen mentor/mentee relationships between the 100 apprentices, 80 mentors and 20 ITO Field Representative taking part in the research.

Types of apprentices

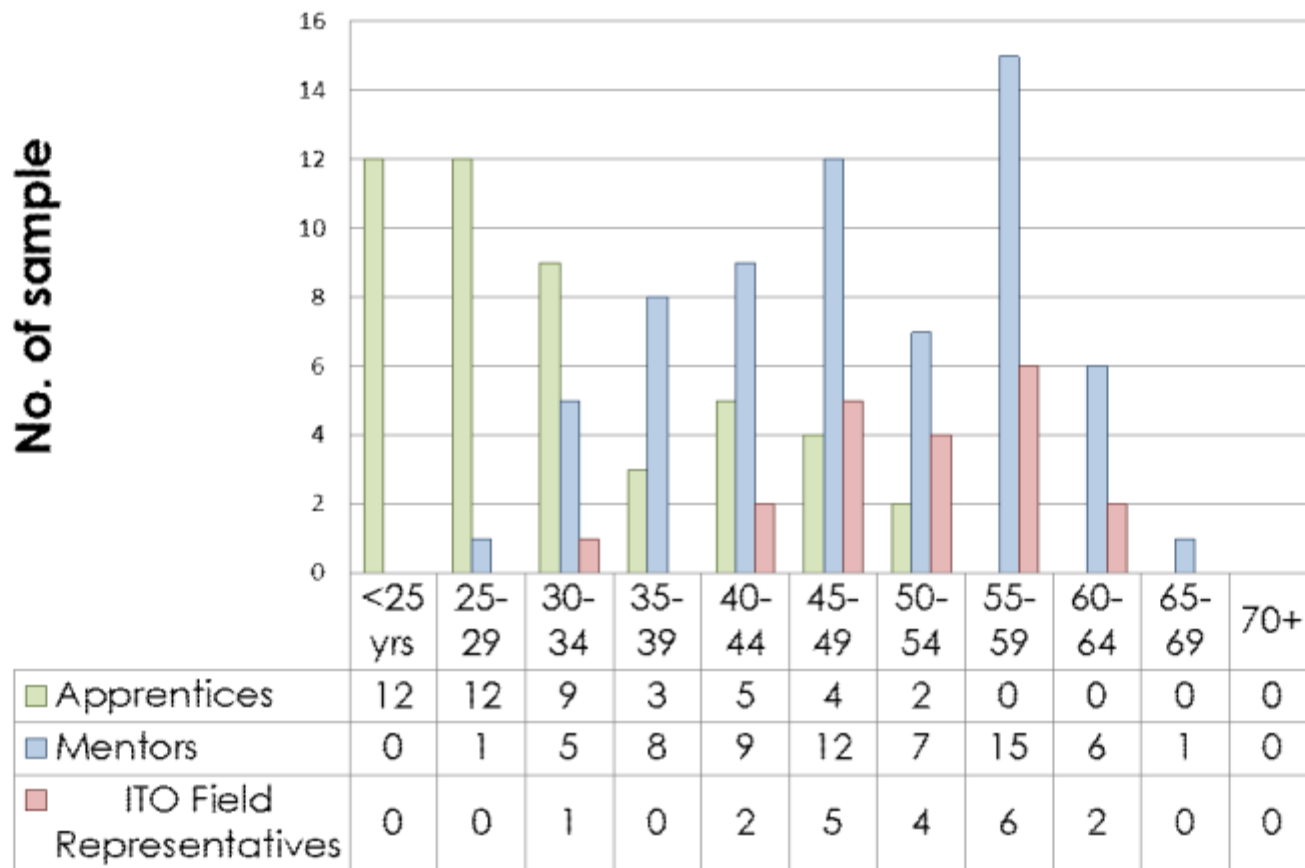
Select the option that best describes you		
Answer Options	Response Percent	Response Count
Apprentice - straight from school	20.4%	10
Adult apprentice	30.6%	15
Skilled Downer employee gaining qualifications to match skills	32.7%	16
Downer employee increasing skills through study	16.3%	8
If other (please specify)		0
answered question		49

Initial survey findings:

- 66% overall response rate!
- 49 out of 94 Apprentices responded (52%)
- 65 out of 87 Mentors responded (75%)
- 20 out of 23 ITO Field Representatives responded (87%)

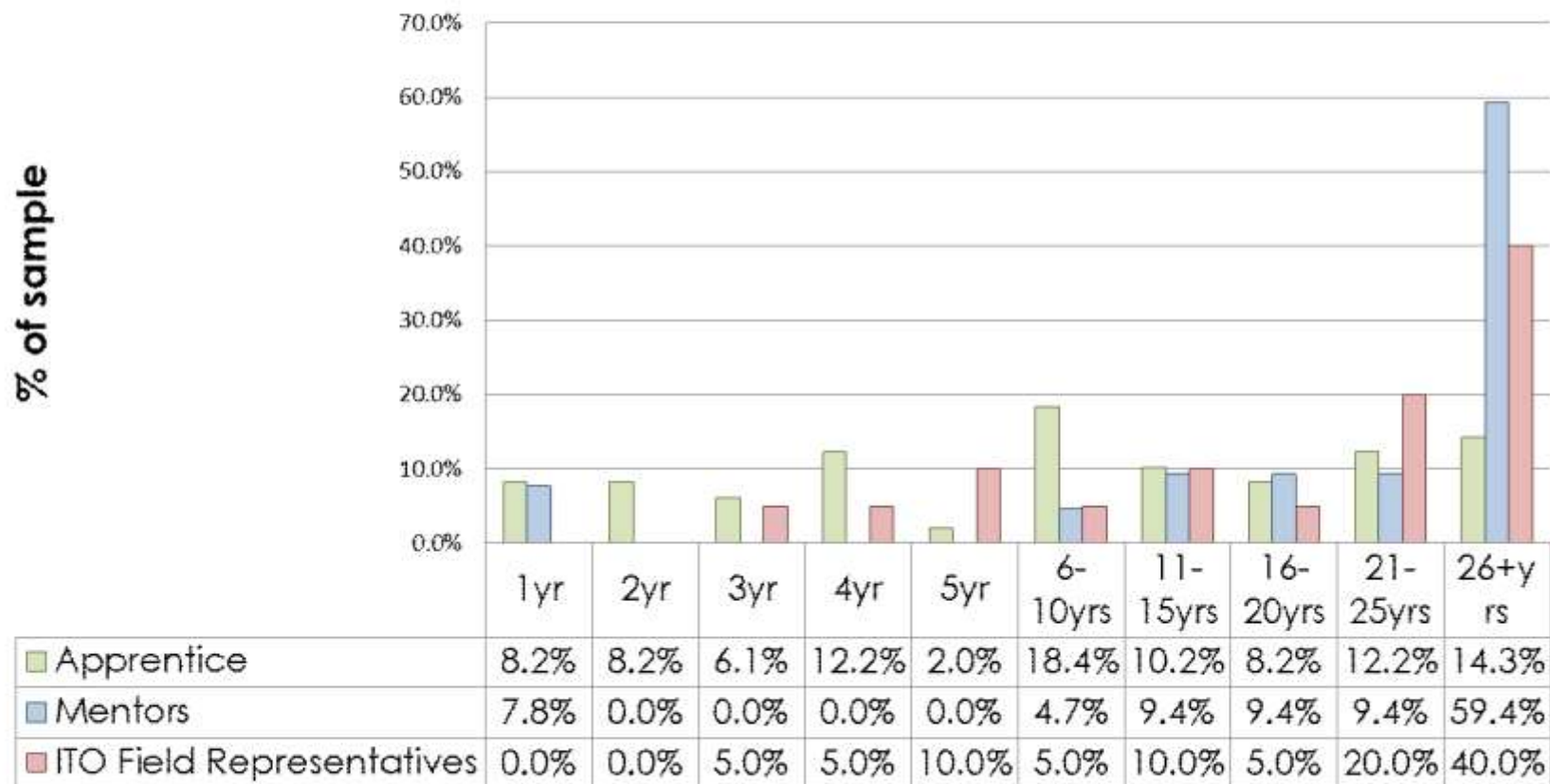
Age distribution

Age distribution of survey 1 participants



Time since study

Time since study of survey 1 participants



AKO Collaboration Model p6

The Collaborative Model

ITO Field Representatives

- > Support learner
- > Provide resources
- > Advise on qualification pathways
- > Advise apprentice and manager as required

Mentors

- > Actively listen
- > Ask focused questions
- > Promote action
- > Build trust

Apprentice

- > Set career goals
- > Learn the business
- > Complete qualification
- > Own their own development

Learning & Development

- > Overall apprentice programme management
- > Subject Matter Expert on apprentice qualifications
- > Primary support for managers
- > Recognition for completions

Mentoring training



- 87% of mentors attended workshops so far
- Great feedback and collaborative enthusiasm!

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Questions?

