



people focus

In 2004/2005 ENERGEX focused on increasing workforce capacity, improving workforce safety and capability and creating a high-performance, customer service culture.



workplace health and safety

Workplace health and safety education, training, processes and systems, to ensure the safety of employees, customers and the community are a key area of focus for ENERGEX. Our key safety strategies in 2004/2005 were:

Set-up for Safety Success (S4SS)

Set up in early 2003, this program continues to underpin our commitment to a safety-first and safety-leadership culture. The program targets specific workgroups with audit, coaching and system improvement activities. During the year our Natural Gas, Western and Metro-North groups successfully completed the S4SS program.

Heat stress management

Heat exposure can have a significant impact on the health and safety of our employees. During 2004/2005 ENERGEX conducted 14 information sessions for staff on how to avoid and/or manage heat stress. Over the past summer we tested seven heat protection products to help staff avoid heat fatigue without impeding safety. Accordingly, during the year ENERGEX worked with a heat stress expert from Darwin who has previously advised sporting teams on acclimatisation to extreme hot weather. This is especially important for new specialist staff who are not used to working in Queensland's summer conditions.

Sprains and strains training

As a result of our comprehensive safety management procedures, ENERGEX identified a high proportion of sprains and strains among our lost time injuries. As a result we engaged an external consultant to train field, workshop and office staff in techniques to avoid sprain or strain injuries.

External accreditation, benchmarking and compliance auditing

ENERGEX's Safety Management System is accredited to Australian Standard 4801 and the *Electrical Safety Act*, and complies with all the electricity industry regulatory requirements. ENERGEX's organisation-wide risk assessment processes are regularly audited by internal and external agencies to ensure their effectiveness.

ENERGEX is subject to external compliance audits by the Electrical Safety Office (Queensland Government) against the requirements of the electricity safety Legislation (*Electricity Safety Act*). An independent audit compliance certificate will be lodged with the Electrical Safety Office by October 2005.

Personal and executive responsibility

Safety is everybody's responsibility at ENERGEX, and our executive and line managers are directly accountable for safety leadership and results. Safety policy and operations are overseen by an executive safety committee, the Safety Reference Group, made up of key line of business general managers. The annual Workplace Health and Safety Audit Program is overseen and approved by the Board Audit and Compliance Committee, which reports to the Board on our safety performance each month.

ENERGEX has a policy of investigating and reporting to the Safety Reference Group on all significant safety incidents within three days. All urgent recommendations are acted upon immediately, and non-urgent recommendations are monitored to ensure timely completion.



ENERGEX is committed to providing new recruits with the support and training they need to succeed.

Safety expertise

ENERGEX has 18 safety staff dedicated to helping all our people create a high performance safety culture, through the provision of effective safety policies, advice and program development, and practical assistance. We also have three staff providing specialist rehabilitation services, and regularly seek advice on health and safety matters from Australian and international experts as needed.

Employee involvement

ENERGEX staff are regularly involved in trialling new technologies or safety procedures, prior to implementation. Our Work Practice Improvement Teams have been set up to provide advice and assist with risk assessments on new technology proposals. A Safety Operational Committee made up of ENERGEX employees, nominated by their unions, and Workplace Health and Safety Officers convened by the Safety and Risk Manager, also provides feedback on safety issues associated with new technologies, policies or procedures. All new technologies or processes are implemented using proven change management techniques to ensure safe implementation and to embed new work practices.

workplace health and safety

Employee awareness

ENERGEX constantly reinforces key safety messages through a range of tools including safety alerts, newsletters and the intranet site, as well as undertaking targeted safety campaigns, to ensure employees are aware of and act on safety procedures. Seventy-seven per cent of ENERGEX staff surveyed in 2004 agreed that we provided adequate safety support to staff, up one per cent on the previous year.

During the year, the Safety Reference Group focused on encouraging safety leadership among line managers to build our safety culture, and in 2004/2005 initiated the Regulated Line of Business roadshow, covering three key themes: Safety; Our Promise; and Customer Care. Employees were given an energy efficient light bulb to highlight the key message to staff, 'Stay Switched On To Safety,' in a direct link to our 'think SAFE... work SAFE... home SAFE' motto.

In 2005/2006 the Safety Reference Group will launch a 100-day program to 'Stay Switched On To Safety', focusing on the Safety Non-negotiables, Guide to Accident Prevention, Safe Working Principles and the compliance with the Safety Management System. The program will include a safety training session for all new employees, presented by an international safety expert.

Employee training and incentives

All ENERGEX staff are thoroughly trained, and their competence is regularly assessed for their particular work. Key employees are subject to performance agreements which incorporate Health and Safety Performance measures, including safety leadership and managing for safe outcomes. In addition, our employee recognition schemes acknowledge and reward staff for safety performance and innovation in safety.

Rehabilitation

ENERGEX has a formal workplace rehabilitation program in place to support employees who have sustained an injury or illness at work to return to work as soon as possible. Under the program, injured staff receive individual case management from a qualified ENERGEX Rehabilitation Co-ordinator. Case management includes liaising with medical practitioners on appropriate treatment and developing alternative duties programs, until the employee is fit to return to normal duties.



ENERGEX staff are thoroughly trained, and their competence is regularly assessed.

Key Safety Indicators

ENERGEX would like to congratulate the following work sites for achieving significant periods without Lost Time Injuries (LTIs):

- Beaudesert – 19 years
- Boonah and Esk – six years
- Metering Dynamics (Banyo) – six years
- Gatton – five years
- Cleveland – three years.

Although there was an increase in our key safety indicators for the 2004/2005 year, safety remains our top priority, and all staff continue to live up to our commitment to 'Safety must always come first.'

ENERGEX will strive to restore our safety performance to its previous high level in 2005/2006 through a range of programs, such as our travel safety campaign 'think SAFE... work SAFE... home SAFE'.

	2004/2005	2003/2004	2002/2003
Lost Time Injury Frequency Rate (LTIFR)	5.6	3.3	5.5
Lost Time Injury Severity Rate (LTISR)	101	86	128
Lost Time Injuries (LTIs)	33	21	29
Days lost due to LTIs	590	488	782

workforce capacity

ENERGEX is committed to developing and implementing people management practices that create measurable value for the corporation and provide an environment where people feel valued, supported and able to fully contribute to organisational goals.

Workforce planning

ENERGEX commenced work on a detailed workforce planning project in 2004 to ensure that we build the workforce capacity necessary to achieve our future business goals and to meet customer, community and shareholder expectations. The 10-year Workforce Plan (2005 to 2015) profiles the current ENERGEX workforce and identifies our future workforce requirements by job category.

In the second phase of the workforce planning project, ENERGEX will develop strategies to address longer-term ageing workforce issues, and to attract and retain the right people for key job categories. ENERGEX will implement an annual workforce planning review, aligned with our business planning process, to review and define labour demand estimates and workforce strategies into the future.

Recruitment Success

Based on the findings of the workforce planning project, together with an analysis of the Australian electricity industry labour supply, ENERGEX identified priority areas for external recruitment as well as internal capability development. Recruitment activities focused on our field workforce, with the addition of 211 new tradespersons and power workers in 2004/2005 as the result of a highly successful local and international campaign.

Our commitment to boosting our workforce capacity was underlined by a range of initiatives including the appointment of a dedicated recruitment specialist, the launch of new-look recruitment advertising and career materials and the introduction of an employer branding program.

Apprentices and paraprofessional cadets

ENERGEX recruited more than 75 new apprentices in 2004/2005, including a number of mature-aged apprentices who bring diverse skills and experience to the organisation. ENERGEX continues to succeed in retaining and converting a high proportion of apprentices into qualified tradespeople. The apprentice training program was upgraded to incorporate concentrated theoretical and off-the-job training in the first six months, followed by extensive on-the-job training, which has enabled better utilisation of apprentices in the workplace.

During 2004/2005 ENERGEX reintroduced our Paraprofessional Cadetship to meet anticipated future resource needs identified in our Workforce Plan. The 14 new recruits to the program will complete an Advanced Diploma in Electrical Engineering through TAFE, as well as scheduled rotations through different sections of ENERGEX to develop technical skills. The program will include a comprehensive in-house training program to develop knowledge and skills specific to ENERGEX.



ENERGEX expanded its

Graduate Engineering Program

with 15 graduate engineers.

Graduate Engineering Program

Fifteen graduate engineers joined ENERGEX's Graduate Engineering Program in 2004/2005. The intake included a number of graduate mechanical engineers, as a measure to nurture the appropriate skills base and resources for our gas business. The program has been modified and improved so that graduates acquire the appropriate technical and non-technical skills and work experience to meet future business needs.

ENERGEX also participated in Queensland Electrical Transmission and Distribution joint industry initiatives to increase participation in engineering career streams.

Enterprise Bargaining Negotiations

The ENERGEX, Service Essentials and SPARQ Enterprise Bargaining Agreement 2005 negotiated in February 2005 was overwhelmingly supported by employees and was certified by Queensland Industrial Relations Commission in July 2005. During the three-year life of the agreement, ENERGEX will implement an EDSD Attraction and Retention Incentive Allowance for technical staff, and an EDSD Network Recovery Payment for the administrative, professional and managerial stream to enhance our ability to attract and retain staff.

workforce capacity

Integrating New Recruits

ENERGEX is committed to providing new recruits with the support and training they need to succeed. In 2004/2005 a number of new initiatives were introduced to facilitate an effective, safe and efficient integration process.

Safety First

New employees undergo several stages of structured assessment and training at ENERGEX's EsiTrain facility, followed by on-the-job assessment and coaching by expert staff. ENERGEX also appointed Training and Support Officers during the year to work in the field co-ordinating technical training to ensure that new employees have the appropriate skills and support to operate safely and effectively.

International Recruits

ENERGEX also established an integration support program to assist new specialist staff recruited from overseas to settle into the organisation and south-east Queensland. The program includes a range of pre-arrival and post-arrival initiatives including relocation support and services, social support for employees and their families, mentoring and coaching and team-building activities.

Enhancing Our Workforce Capability

ENERGEX significantly enhanced its technical and non-technical training program in 2004/2005, and significantly increased training contact hours. Training courses were redesigned to align with our core business needs, with an emphasis on employee safety, improving people skills, driving efficiencies through the business and identifying and nurturing leaders.

Courses are designed to maximise return on investment in the workplace, and to engage and involve participants and their managers.

Postgraduate Scholarship Program

ENERGEX continued its partnership with Queensland University of Technology to develop our next generation of leaders. In 2005, eight employees were enrolled in the scholarship program for high-potential employees.

Frontline leadership

During 2004/2005 ENERGEX launched a new Frontline Leadership Development Program to nurture and develop existing and potential frontline leaders. The program is built around the Certificate IV in Business (Frontline), and includes an intensive people skills development program, learning support strategies and intense individual coaching sessions for participants. Twenty participants enrolled in this course, with a further 20 scheduled for the July 2005/2006 intake.

workforce capacity

Manager as coach

The Manager As Coach Program was introduced this year to build middle and senior managers' coaching skills and ability to motivate staff and inspire improved performance in their teams. Feedback from this year's 25 participants indicated that the course was highly relevant and useful in the workplace, and significantly improved their ability to deal with staff and management issues.

Accelerated management development training

Eight participants completed the inaugural Accelerated Management Development Program during 2004/2005. The participants advanced to more senior positions, using the broad skills and knowledge acquired in the program, which included rotations across a range of operational and project roles, as well as professional development activities and coaching. The program will be relaunched in 2005/2006.

The 7 Habits of Highly Effective People

ENERGEX introduced a 'The 7 Habits of Highly Effective People' course during 2004/2005 to help employees improve their effectiveness and leadership at personal, interpersonal, managerial and organisational levels. The course is complemented by a range of other courses aimed at enhancing people skills.

EsiTrain technical training

EsiTrain delivers technical training for apprentices and tradespersons, giving ENERGEX the flexibility to develop and maintain the capability of our field workforce in critical skill areas aligned to Program of Work requirements. Training contact hours quadrupled in June 2005, with 2752 course participants during 2004/2005. Annual expenditure for technical training was \$3 million, compared to \$1.3 million in 2003/2004.

EsiTrain has recently introduced a number of initiatives to meet the unprecedented increase in training resulting from ENERGEX's recruitment drive, including:

- the appointment of four additional trainers, with four more planned for 2005/2006
- upgraded training facilities and courses, including the introduction of the Course Development Group
- the development of a new EsiTrain Intranet site and introduction of an on-line course booking system
- introduction of additional classrooms.

workforce capacity

Developing Our Culture

At ENERGEX, we believe that there is more to improved business outcomes and competitive advantage than workforce capability. Employee commitment and loyalty are critical. In 2004/2005, ENERGEX worked on measuring and improving employee engagement by providing programs and working conditions to enhance leadership behaviour, encourage initiative and exceptional customer service, and involve employees in the continual improvement of business operations.

*customer*care

ENERGEX continued to reward and acknowledge exceptional customer service through our *customer*care Awards for staff and contractors. This year 17 finalists were chosen and four awards were presented. Our Government Liaison Team also received a Special Commendation for their ongoing commitment and professionalism following the 2004 storm season.

ENERGEX staff survey

In 2004 ENERGEX modified our annual staff survey to measure employee engagement as well as staff satisfaction and opinion. The change was intended to measure how 'connected' to the organisation staff feel. The survey identified four engagement drivers or key factors that influence the engagement levels of our employees:

- valuing people
- change management
- policies
- senior management's leadership approach.

To engage more effectively with our staff, ENERGEX has developed an action plan based around three key themes that are important to our people:

- listening and responding to staff needs and concerns
- modelling desirable leadership behaviour
- managing major changes more effectively.

The action plan includes the following initiatives:

- inclusion of a consistent set of leadership behaviours and measures in Senior Executive Performance Agreements
- greater emphasis on the development of supportive leadership practices
- clear communication of ENERGEX's purpose, direction and strategy to staff
- more forums to enable employees to offer suggestions and provide feedback
- an organisation-wide approach to managing change
- greater emphasis on career and development planning for employees
- re-engineering of key processes to improve efficiencies and reduce duplication.

workforce capacity

Improving Health and Wellbeing

'Energising ENERGEX' is ENERGEX's corporate wellbeing program focused on improving the health and wellbeing of staff through health assessment, fitness and life education programs.

This year we developed a voluntary health screening program offering all ENERGEX employees a free health assessment, including checks on cholesterol, blood sugar levels and blood pressure, and counselling to motivate lifestyle changes and enhance health outcomes. The program will start in late 2005.

Communicating with Employees

Effective internal communication is essential to a company's business success. ENERGEX works hard to communicate our business direction and goals to staff, and to encourage and facilitate employee feedback to the organisation's leadership.

In 2004/2005, ENERGEX held a series of Leaders' Forums and CEO Forums to bring managers and supervisors together to share information and ideas, and learn about our current strategies and priorities. Our 'Breakfast with the CEO' program gave employees the opportunity to talk informally with the CEO in a small group setting. The CEO also instigated the 'Management By Walking Around' program – attending meetings, safety presentations and functions throughout ENERGEX's south-east Queensland operations.

Innovation and Excellence Awards

ENERGEX's Innovation Awards Program rewards employees who develop original ideas or solutions, which result in cost reductions, improved efficiencies or effectiveness. Four employees received this award in 2004/2005.

ENERGEX also continued to recognise exceptional service, performance and achievement through our Excellence Awards. In 2004/2005 more than 450 awards were presented to staff.

Engaging Employees in Business Improvement

Business improvement teams

During 2004/2005 a number of teams was set up throughout the organisation to identify and act on opportunities to improve our business. These teams enable employees to engage in the business improvement process and provide their first-hand knowledge of business operations. Additional teams will be set up in 2005/2006 as ENERGEX continues to focus on improving productivity and performance in all aspects of our operations.

Joint industry initiatives

ENERGEX is a member of the Electrical Industry Innovation Workshop, a nation-wide joint industry group focused on sharing ideas and developing improved industry practice.