

CS Energy

Planning and Strategy Day

Maintenance Department

August 2024 – Start 8:00am

In an Emergency
Acknowledgement of traditional owners
Acknowledgement of mental health

Getting the discussion started

- How are you – out of 10, and why?
- Biggest win in the last 4 months?
- Biggest goal for next 4 months?

Safety Share
Values Share



Session 1

- 8.00: Introduction & welcome – AG
- 8.15: Check in – AG
- 8.30: **Review** of IAP Process – MH
- 09.30: **Planning** of IAP Process – All

10.00: Break

Session 3

- 12.30: **Update** from Superintendents – on relevant issues relevant to Maintenance Department – All
- 13.00: **Review** of Maintenance Budget – Spreadsheet – All
- 13.30: **Discussion** of new Mechanical Position - All
- 14.00: **Setting** goals and actions, between now and next workshop – All
- 14.45: Workshop Wrap up – AG

15.00: Workshop Close

Session 2

- 10.30: Team building – Jenga
- 10.45: **Review** of Actions from last session, including way forward
- 11.30: **Guest Speaker** – TBA

12.00: Lunch

Our Actions from the last workshop!

Planning of IAP Process

See Spreadsheet for review and planning moving forward

Objective	Supervisor Metric	Team Metric	Mtce
Safety			
Leadership in Process Safety-Execution against the agreed plan	Statutory w/o's completed to target.	Statutory compliance	20%
	SCE 20% reduction from FY23 EOY # (tracked in backlog)	Schedule compliance	
	0 Overdue ORA's	0 Overdue Actions	
100% compliance with KPI's for safety interactions and critical control verifications	Site Leaders complete 1CCV and 4 SI's per month. (or more CCV's to still total 5)	Leading Hands to be involved in CCV's and SIs	
Leadership			
Meet timeframes for incident investigations and challenge forums (ie: completion of 5 why's in time for Thursday meeting + completion of significant incident investigations, challenge packs and challenge sessions within 28 Days)	No overdue safety lag indicators (actions and incident investigations)	2 x 2 completed per task Hand written JSA development SWI development High risk work to be double checked prior to commencement	20%
Management			
Plant Operations - Develop leadership capability through coaching and mentoring	All employees have a Development plan in success factors	LMS/Training compliance 100%	10%
Complete coaching for leading hands	CCV and safety interactions to include minimum of one pre-start coaching conversation per month	Leading Hand engagement in the development process	
Commercial			
Budget Adherence - Opex spend prioritised and delivered to budget	Budget adherence of +0 - 5%	Return of unused parts and tooling to the stores	20%
Capex spend supported to deliver to budget	Budget adherence of +0 - 5%		
Developing People			
People Engagement - Improve Callide Site Engagement	All Callide Plant Ops personnel have 2 Engagement action plans	CEDs progression	10%
	Supervisor to attend other pre-starts, and to do group/targeted CCV's and SI once per month (working across boundaries)	Apprentice moentoring program	
Working across boundaries			
Interdepartmental supervision knowledge share	Monthly Maintenance Department state of the nation update to the department, including service recognition/effort and cultural survey feedback	Attendance at state of the nation meetings Assist other teams as required	20%
Engagement survey actions			



It's easy at first, but as more blocks get pulled, the tower starts to get unsteady. Players will be on the edge of their seats just trying to keep the tower from tumbling.

The Classic Jenga game is quick to set up, and can be played just about anytime, almost anywhere. It's a great game for parties, family game night, and the rules are simple enough for the whole family to play.

Action Updates

ACTIONS

1. Have a monthly budget review (with finance team)
2. Plan for team need and team development
3. Demonstrate (measure) the evidence of success
4. Understand the Engineering workload (DM). Understand job role (BH)
5. Plan a trip for July and have an industry tour
6. Trent to support Leigh AM
7. Identify how to manage the change of a new Department manager
8. Onboard the new manager

Updates

N – ongoing

I – ongoing

Elec survey Engineer

N – ongoing

N – time

Y – Ish LA supported

Y

Y – Expert

Action Updates

ACTIONS

9. Power BI familiarization
10. Map out prestart boards and information
11. Conduct a backlog report training with help of supervisors (CS & TA)
12. Review P0-P2 process including ORA's understanding
13. Understand resource and business priorities

Updates

Y

Y – Choco – Good Reviews

Y & N - Ongoing

Y – Added to IAP

Y - MH

Superintendent Update

Performance Standard – Professional Contributor/Team Member/Technical Specialist

Delivering the product, service, technical solution

Planning Time Horizon: Daily, Weekly, Monthly



Safety and Environment	Commercial	Leadership	Management	Developing People	Working Across Boundaries
Full performance					
<ol style="list-style-type: none"> 1. Always looks after your own safety and the safety of others. 2. Demonstrates genuine care and concern for people and the environment. 3. Consistently demonstrates behaviours aligned with CS Energy environment, process safety, personal safety health and wellbeing policies, practices and standards. 4. Identifies and speaks up, to challenge unsafe situations or behaviours. 5. Strive for environmental excellence to minimise negative environmental impacts. 6. Immediately raises process safety, personal safety and environment concerns to your Leader. 7. Assesses risks, implements controls and stops work if the situation changes. 8. Initiates and actively participates in safety and environment shares and <u>tool box</u> talks. 	<ol style="list-style-type: none"> 1. Understands how individual work supports business outcomes. 2. Demonstrates high personal work standards 3. Overcomes obstacles to meet outcomes on time, on budget and without error. 4. Completes all work in line with CSE processes and procedures. 5. Challenges self to develop new/creative ideas to support business excellence. 6. Differentiates between & reprioritises, value-add and non-value add, tasks. 7. Eliminates wasteful activities. 8. Treats organisational assets as if they were their own. 	<ol style="list-style-type: none"> 1. Shows dedication in completing the work that must be done. 2. Adapts actions and behaviours to support change initiatives. 3. Shows positivity and manages own response to change. 4. Consistently demonstrates values aligned behaviours. 	<ol style="list-style-type: none"> 1. Acts in line with CSE Values & Code of Conduct. 2. Maintains commitment to goals in the face of obstacles and frustrations. 3. Has a strong sense of urgency for solving problems and getting work done. 4. Prioritizes tasks & discerns what is crucial from what is urgent. 5. Focuses time and effort on key tasks & easily transitions between tasks, to pick up <u>where</u> left off, when interrupted. 6. Keeps promises and commitments. Does the right thing, even when it is difficult. Does not yield to pressure to show bias or manipulate others. 7. Avoids situations and actions considered inappropriate or which present a conflict of interest. 8. Demonstrates appropriate use of technology ensuring compliance with cyber security obligations. 9. Proactively follows CSE governance, risk and compliance policies and procedures. 	<ol style="list-style-type: none"> 1. Displays honesty and is forthright with people. 2. Takes ownership and follows through on commitments. 3. Actively seeks feedback on progress against performance goals. 4. Identifies development gaps and sets and pursues, individual development goals. 5. Takes initiative to practice and apply new skills and behaviours. 6. Remains positive and accepts challenges. 7. Supports suggestions from peers and is open to new ideas. 8. Regularly asks "Is there a better way of doing things?". 9. Suggests new ideas to improve aspects of team performance. 	<ol style="list-style-type: none"> 1. <u>Pro-actively</u> seeks to build positive and <u>long-standing</u> relationships locally and across the organisation. 2. Identifies opportunities to contribute to the work of others within the team. 3. Demonstrates curiosity and open mindedness to new ideas, approaches and perspectives. 4. Exchanges information effectively with team members and stakeholders 5. Shares information across the organisation. 6. Applies good listening skills and asks questions to clarify understanding. 7. Is aware of own strengths and limitations and leverages the strengths of others.
Exceptional performance					
<p>Introduces new initiatives that improve safety and environmental results.</p> <p>CS Energy role model for safety and environmental values.</p>	<p>Better than budget performance via new lower cost, higher value <u>add</u> products/services/solutions.</p>	<p>Positive thought leader amongst peers.</p> <p>Known for helping others adapt and improve.</p>	<p>Exceeds Goals/KPIs</p> <p>Work management practises superior to others.</p>	<p>Regarded as the standard for capability development for the team.</p> <p>Sought out by team and others for support and advice.</p>	<p>Strength of relationships, within team and external to team allows problems to be overcome and better than expected results to be delivered.</p>

Review of Maintenance Budget

See Spreadsheet for review and planning moving forward

Support*	4
UTW	19
Mechanical	48
Electrical	45
I&C Techs	8
Supervisors	7
Superintendent	2
Manager	1

				Support Officer - Maint Kerri-Lee Hibble 51022795	Manager Maintenance Nicholas Rea 51028406		Support Officer - Maint Ashleigh Bongers 51022795	Plant Technical Officer Vacant 51027187			
BDWTP & SD Second Neill Dunn 10001103			Mechanical Superintendent Bill Higgins 10000770						Electrical Su Trent A 1000		
Supervisor Ash & Dust Peter Saltmer 51004384		Supervisor Maintenance Cameron Shaw 51005003		Supervisor Maintenance Josh Stuart 50000798		Supervisor Maintenance Joel Bauer 51004385		Supervisor Callide Electrical Maintenance Brenton Jackson 50000860		Supervisor Callide El Dylan C 1000	
Senior Mechanical Trade David Nancarrow 50000817	Utility Worker Slim Rowe 50000826	Senior Mechanical Trade Brett Perry 51004076	Utility Worker Vacant 51019160	Senior Mechanical Trade Mat Chapman 50000819	Utility Worker Lex Stevens 51005042	Senior Mechanical Trade Kev Behrendorff 50000819	Utility Worker Rick Wise 51001203	Senior Electrical Trade Cale Bongers 51023720	Utility Worker Christopher Barsby 51011614	Senior Tradesperson Darcy Grummit 51023342	
Mechanical Trade Greg Mackrill 51007246	Utility Worker Ashley Shrimp 51001328	Mechanical Trade Dennis Kington 51018102	Utility Worker Tom Moretti 50000864	Mechanical Trade Vacant Jared Wilson 51002285	Utility Worker Caleb Russell 51005041	C3 QI C&FH Mark Lutter 50000799	Utility Worker Mark Stafford 51005589	Technician Level 1 Jay Wells 10000699	Contract Utility Worker Vacant 10000179	Technician Level 1 Matthew Watts 10000703	
Mechanical Trade Daniel Van Haeren 51029541	Utility Worker Turoa Onekawa 51008783	Mechanical Trade Pat John 51028378	Utility Worker Troy Alder 50000843	Mechanical Trade David Schloss 51018103	Utility Worker Vacant Neill Dunn 51005588	Mechanical Trade Weston Boto 51001189	Utility Worker Wayne Sauer 51010563	Technician Level 1 Cody Wilson 10000700	Technician Level 1 Conor Piahana 51001237	Technician Level 1 Vacant 50001998	
Mechanical Trade Jason Petersen 10000716	Mechanical Trade Peter Snell 51010509	Mechanical Trade Vacant	Mechanical Trade Vacant Carl Bennett 51002179	Mechanical Trade Vacant 51018372	Utility Worker Vacant 51030227	Mechanical Trade Richard Vernon 51011176	Mechanical Trade Graham Humphreys 51026714	Technician Level 1 Aaron Horwath 10000702	Technician Level 1 Col Kavanagh 51007046	Technician Level 1 Robert Elmes 51026220	
Mechanical Trade Vacant 10000726	Mechanical Trade Ian Kent/Jonathan Hare 51030276	Mechanical Trade Gavin Warmington 51002284	Mechanical Trade Vacant 10000714	Mechanical Trade Rodney Waldoock 51018479	Utility Worker Trevor Hannan 51030228	Mechanical Trade Darren Hall 50000846	Mechanical Trade Gavin Mastroieni 51006328	Technician Level 1 Wade Griffiths 51021958	Electrical Tradesperson Vacant 50000868	Technician Level 1 Vacant Nick Keller 51006554	
Adult Ap - Mechanical Vacant 51018481	Mechanical Trade Vacant 10000336	Mechanical Trade Bernie Van Haeren 51008692	Mechanical Trade Vacant 10000715	Mechanical Trade Nic Behrendorff 51029897	Utility Worker Michael McLoughlin 50000809	C3 QI Valves Caleb Mowat 10000717	C3 QI Ash & Dust Louis Brumpton 51002178	Electrical Trade Brodie Morris 10001158	Electrical Tradesperson Grant Smith 50000830	Apprentice - Elec/Inst Vacant 50000842	

1. Quality Notifications
2. Maintenance Manager Retention
3. Backlog reduction
4. Support Process Safety - Schedule Compliance and Training about Functional Safety (the why)
5. Review LMS for your role
6. Meet with TL and JC
7. Have a common goal with planning
8. Involve trades in planning - FB and SVM explain what helps us a good planner
9. Let Sonya know what are the issues
10. Do a HL,LL's and opportunities on the schedule each week
11. Consider PI access for trade teams.

Workshop Close Out

NR



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August 24 – Start 8:00am