



**STAR**  
group

## Company Guideline

# SITE MANAGEMENT CAREER PATHWAYS GUIDELINE

**SG-GL-8G-002 (1)**

### Document Status

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## Introduction

Star Group has a long and proud history of retaining, developing and growing people to become industry leaders within the electrical and communications contracting industry. Star Group aims to strengthen and continue this approach through the Site Management Career Pathway guideline.

The development of this guideline is a result of consultation between Senior Management within the business.

## Purpose

This guideline aims to assist management to develop individuals within Star Group and have a structured approach to enable individuals (from technical trades) to identify what the requirements are to progress their career within the Company.

The Star Group Site Management Career Pathways Guidelines aims to increase individuals' competency and skills required to attain and improve their site management career within the Company while meeting the needs of Star Group. The career pathways provides a sequence, or pathway, with criteria that's aligned with the Company's standards and competencies required for site management.

This approach makes it easier for individual trade employees to develop their credentials (through more flexible avenues, and opportunities for relevant training and experience) to attain skills so that they can progress into more senior positions, with a clear understanding of what is expected to be achieved by site management.

## Scope

This guideline is applicable to employees within the following divisions of Star Group:

- Construction
- Engineering and Infrastructure
- Technologies

## Responsibilities

The following summarise the key roles and responsibilities detailed within this guideline:

### Directors

Authorise the overall development and review of this guideline to ensure that it achieves its purpose in providing clarity on individual's career pathways and support the requirements of the business to strengthen Star's leadership capability on project sites.

### Divisional Managers

Support the development and implementation of this guideline.

Provide direction for individuals and ensure that the system is implemented and workable so that individuals can develop their capabilities within their position and progress forward in site management positions.

### Human Resources

Ownership of the guidelines and work with executive and senior management to develop and implement the system.

### Project Managers

Support the development and implementation of this guideline.

Participant in career pathways training and update sessions.

Provide strong leadership skills and support to site management, particularly on their projects.

Assist in mentoring and coaching employees in site management positions

## CAREER PATHWAYS

Star Group has set this career pathway with the goal of increasing individuals' educational and skills attainment and improving their career outcomes while meeting the operational needs of Star Group.

This guideline offers a clear sequence, or pathway, of education coursework and/or training credentials aligned with Star Group validated work readiness standards and competencies.

This pathway approach makes it easier for individuals' to earn industry-recognised credentials (through more flexible avenues and opportunities for relevant education and training) and to attain skills so that individuals' can more easily grow their career within Star Group.

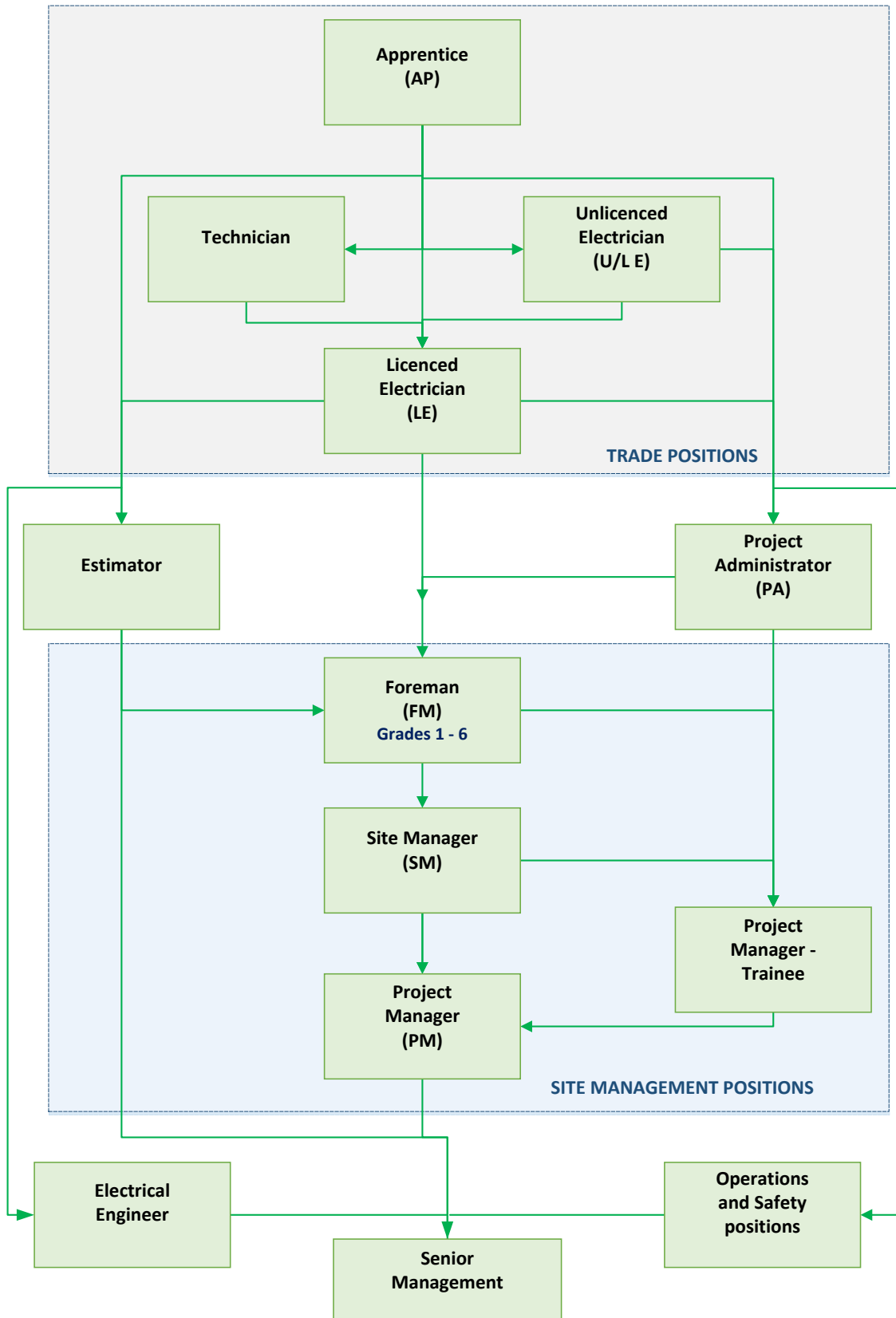
There are diverse ranges of career pathways to which individuals' may progress their career within Star Group, particularly in site management. *Diagram 1.0 – Pathway Streams* demonstrates the different avenues career progression may occur within Star Group.

Each position has specific skills and competencies required to perform their duties and responsibilities that requires various levels of skills, knowledge and education/training.

As the primary focus of this guideline is site management, a foreman classification system is defined within this guideline to offer a clear sequence, or pathway, for this is the entry level site management position.

It is acknowledged that site management career pathway may not be for all individuals' and that many individuals' may not wish to progress down the avenue of site management within the Company.

## 1.0 – Pathway Streams



## FOREMAN CLASSIFICATION SYSTEM

### Pathway Criteria

Star Group has established a grading classification system for site management positions, which grades individuals within their position in order to identify specific criteria to develop skills and competencies to progress to the next grade classification.

The aim of this is to clearly demonstrate and set out the pathway for individuals to understand what level they are at and criteria that differentiates each grade. The pathway criteria ensures that individuals have the support and necessary training to grow within their grade and understand what they need to do if they want to progress.

Each grade classification has specific key criteria focused at developing the following competencies and skills:

- Technical complexity and experience to perform trade
- Health, Safety, Environment
- Leadership and supervision
- Project planning and scheduling
- Quality Control
- Estimating, procurement and financial acumen
- Communication and client interaction (customer service)

The above criteria enables each grade classification to identify where individuals need support and training to progress in their career pathway.

For the position of Foreman please refer to [Appendix A – Foreman Grade Criteria Matrix](#) which shows how the key criteria is linked to the grade classifications.

### Grading Progression

To progress to the next grade classification within the site management career pathways, the individual employee must successfully achieve and meet the key entry criteria to progress into the higher grade to be eligible to proceed with a promotion. This requires a position to have been identified and available for recruitment. Where there is an available position in the grade, an individual will be evaluated against the criteria for each grade and only proceed once they have successfully met all entry criteria. There must be a grade identified and vacant within the business for an individual to be eligible to be promoted for that grade.

For individuals to be evaluated against the entry criteria, they will need to speak to their Divisional Manager. The Divisional Manager will complete the review, which will be conducted during Performance Appraisal period.

Competency Review process will occur annually during Performance Appraisal period. If there is a requirement to evaluate outside of the Performance Appraisal period then a justification needs to be provided and approved by the Directors for evaluation to occur.

A Competency Review can only be signed off and approval by Divisional Managers and Directors. When an evaluation is completed and had final approval then the individual employee will be promoted and progress to the next grade classification.



## Classifications and requirements for each Foreman Grade

The requirements for Foreman grade classifications are specified in [Appendix A – Foreman Grade Criteria Matrix](#).

Appendix A defines the expectations for each grade and the requirements to proceed to the grade above. The definitions are linked to the position description of a Foreman and demonstrates progression to achieve all the requirements of the position.

The job description defines the general responsibilities and accountabilities of a position rather than progression within the position. The job description is an overview of the main purpose and responsibilities of the position.

The grade classifications and each criteria in Appendix A provides an explanation of what is required to progress and develop capabilities within the Foreman position. It clarifies the experience and accountabilities that are expected from each Grade. It demonstrates that the purpose of the position is the same but the competencies and skills used may vary on experience and development requirements.

## Development and Training Needs

To enable the Star Group Site Management career pathways to be effective and support the needs of individuals, then training and development is invested and provided. Each site management position will have training needs to enable individuals to grow and develop competencies and skills in order to progress in their career pathway.

Below is a table of the development and training needs for each Foreman Grade:

Key training needs for Foreman	Timeframe
Internal – Star Group Site Management induction	<b>Mandatory – Grade 1</b>
WHS Risk Management Awareness Training for Supervisors and Managers	<b>Mandatory – Grade 1</b>
First Aid and CPR certification	<b>Mandatory – Grade 1</b>
Asbestos Awareness	As required – Grade 1
Confined Space	As required – Grade 1
High Risk - Elevating Work Platform (EWP) Over 11m	As required – Grade 1
Refresher - Electrical Safety	<b>Mandatory – Grade 3</b>
Refresher - Isolate, Lock-out, Tag-out	As required – Grade 3
Refresher - Installation Testing for compliance	As required – Grade 3
Leadership training for supervisors	<b>Mandatory – Grade 4</b>
Technical courses for project specific requirements	As required – All Grades

All courses will be paid for by the Company.

Where there are courses, which require assignments and assessments to be completed outside course participation hours, then these activities would be completed in employee's own time and outside working hours. All courses where there are assignments and assessments will need to be completed within 12 months of commencing the course.

This guideline does not provide all the development and training needs that individuals may require or receive. Individual development needs for employees should be discussed by the Divisional Manager and employee during the annual Performance Appraisal period and documented.

## Performance Assessment

### Performance Appraisal

Each year during the Performance Appraisal period, the employee will be subject to a performance appraisal, which will be conducted on a yearly basis in accordance with the standard Company Performance Appraisal schedule. The Performance Appraisal is to assesses an employee against their performance in relation to quality of work, technical skills, leadership, conduct and behaviour for the last 12-month period.

For this process to occur the [SG-FM-8G-032 – Performance and Development Assessment \(PDA\)](#) document will be completed by both employee and Divisional Manager.

During the same period, an employee's competency and grade classification will be reviewed which is subject to the requirements of the Company's needs and availability of a position.

PDA and Competency Review will then be discussed with senior management to determine if there is a position vacant or available for promotion and whether any employees have met the criteria to be promoted to higher grade.

The Assessment and Review process is outlined in Appendix B.

### Post Project Performance Assessment

Post Project Performance assessment is conducted by the one-up manager post completion of a project. This assessment is aimed to assess the individual employee's performance over the life of the project. The assessment is to have final approval by senior management.

Outcomes of the post project performance Assessment will be raised in the Performance and Development Assessment (PDA) and is linked to performance and conduct for the previous 12 months.

## APPENDIX A – FOREMAN GRADE CRITERIA MATRIX

CRITERIA	FM Grade 1	FM Grade 2	FM Grade 3	FM Grade 4	FM Grade 5	FM Grade 6
<b>HEALTH AND SAFETY</b>						
<b>Leadership in Health and Safety</b>	Conduct Inductions, pre-starts, toolbox meetings and ensure all crew members are aware of safety compliance including SOPs and SWMs. Complete Risk Assessments and implement control measures where required. Ensure hazards/risks are recorded. Report safety incidents using reporting process.	Conduct Inductions, pre-starts, toolbox meetings and ensure all crew members are aware of safety compliance including SOPs and SWMs. Complete Risk Assessments and implement control measures where required. Ensure hazards/risks are recorded. Report safety incidents using reporting process.	Initiates improvements to HSE on site and demonstrate sound risk management practices. Implement safety controls where required. Ensure Health and Safety on site complies with site Project Plan.	Able to develop and consult on SOPs and SWMs. Work with client to develop relevant safety processes. Ensure Health and Safety on site complies with site Project Plan.	Completed Cert IV in Workplace Health and Safety. Able to support the development of SOPs and SWMs. Ensure Health and Safety on site complies with site Project Plan.	Manage and supervise all Health, Safety and Environment activities for the site. Review SOPs and SWMs where required and ensure staff are trained. Ensure Health and Safety on site complies with site Project Plan.
<b>LEADERSHIP AND SUPERVISION</b>						
<b>Leadership by complexity of projects</b>	Supervise specific portions as directed on commercial or industrial projects with guidance and support	Supervise specific portions as directed on commercial or industrial projects with guidance and support	Supervise all forms of complex projects with limited guidance.	Supervise all forms of complex projects with no guidance.	Supervise all forms of complex projects with no guidance.	Supervise and manage all forms of complex projects with no guidance.
<b>Supervision of crews</b>	Crew of 5 or more including apprentices and sub-contractors. Address performance concerns of crew where required	Crew of up to 10 or more including apprentices and sub-contractors. Address performance concerns of crew where required	Crew of up to 15 or more including apprentices and sub-contractors. Performance manage and put in place corrective actions where required for crew members	Crew of up to 20 or more including apprentices and sub-contractors. May also mentor junior Foreman. Manage employment relations matters for site	Crew of up to 20 or more including apprentices and sub-contractors. May also mentor junior Foreman. Manage employment relations matters for site	Crew of up to 30 or more including apprentices and sub-contractors. May also mentor junior Foreman. Manage employment relations matters for site

CRITERIA	FM Grade 1	FM Grade 2	FM Grade 3	FM Grade 4	FM Grade 5	FM Grade 6
<b>Managing Productivity</b>	Complete labour and ensure point tracking is recorded which is reviewed to beat targets. Ensure targets are met or exceeded. Review hours worked by crew and with guidance of supervisor implement controls to improve productivity	Complete labour and ensure point tracking is recorded which is reviewed to beat targets. Ensure targets are met or exceeded. Manage hours worked by crew and with guidance of supervisor implement controls to improve productivity.	Manage labour through analysing labour tracking records and set programmes accordingly with supervisor to beat and improve targets.	Manage labour through analysing labour tracking records and set programmes accordingly with supervisor to beat and improve targets.	Lead productivity by implementing measures for crews to beat target. Ensure other Foreman are improving on their targets and provide guidance where required.	Lead productivity by implementing measures for crews to beat target. Ensure other Foreman are improving on their targets and provide guidance where required
<b>Communication</b>	Run toolbox meetings and pre-starts for crew. Have all relevant information provided to crews in timely manner and ensure that communication is clear and understood.	Run toolbox meetings and pre-starts for crew. Have all relevant information provided to crews in timely manner and ensure that communication is clear and understood. Complete consultation documentation where required.	Run toolbox meeting and pre-starts for site. Have all relevant information provided to crews in timely manner and ensure that communication is clear and understood. Complete consultation documentation where required.	Work with other Foreman to provide crews with clear communication. Make sure that all information is being provided clearly, respectfully and efficiently. Complete consultation documentation where required.	Work with other Foreman to provide crews with clear communication. Make sure that all information is being provided clearly, respectfully and efficiently. Complete consultation documentation where required.	Lead and work with other Foreman to provide crews with clear communication. Make sure that all information is being provided clearly, respectfully and efficiently. Complete consultation documentation where required.
<b>Client and subcontractor interactions</b>	Liaise with client where required and work with PM to provide a response in timely and efficient manner. Build relationship with client and sub-contractors on site.	Liaise with client where required and work with PM to provide a response in timely and efficient manner. Build relationship with client and sub-contractors on site.	Liaise with client where required and work with PM to provide a response in timely and efficient manner. Build relationship with client and sub-contractors on site.	Daily interaction with client to resolve concerns and where required attend site walks. Respond to client requests in a timely and professional manner. Liaise with client directly when PM or Site Manager is unavailable.	Daily interaction with client to resolve concerns and where required attend site walks. Respond to client requests in a timely and professional manner. Liaise with client directly when PM or Site Manager is unavailable.	Daily interaction with client to resolve concerns and where required attend site walks. Respond to client requests in a timely and professional manner. Liaise with client directly when PM or Site Manager is unavailable.

CRITERIA	FM Grade 1	FM Grade 2	FM Grade 3	FM Grade 4	FM Grade 5	FM Grade 6
<b>PLANNING AND SCHEDULING</b>						
<b>Planning work and programmes</b>	Plan work based on PM or supervisor's guidance and communicate to crews. Review and manage labour and material requirements for the programme.	Review daily/ weekly programme with PM or supervisor. Ensure programme is communicated to crews and relevant parties. Review and manage labour and material requirements for the programme	Review daily/weekly programme in accordance with tender work in advance. With support from PM- Make changes where required and liaise with client. Ensure plan is communicated to all relevant parties. Review and manage labour and material requirements for the programme	Develop daily/weekly programme and ensure targets in accordance with tender are achieved by all crews. Work with client and evaluate targets for completion. Review labour and material requirements where needed.	Develop target project activities and ensure tender targets are achieved in programme.  Review and manage labour and material requirements.	Develop target project activities and ensure tender targets are achieved in programme.  Review and manage labour and material requirements
<b>Purchasing</b>	Review procurement schedule with PM on daily or weekly basis.  Ensure daily materials are ordered and received onsite in timely manner for flow of work to ensure programme can be achieved.	Review procurement schedule with PM on daily or weekly basis.  Ensure daily materials are ordered and received onsite in timely manner for flow of work to ensure programme can be achieved.	Review procurement schedule with PM on daily or weekly basis.  Ensure daily materials are ordered and received onsite in timely manner for flow of work to ensure programme can be achieved.	Review procurement schedule with PM on daily or weekly basis.  Ensure daily materials are ordered and received onsite in timely manner for flow of work to ensure programme can be achieved.	In conjunction with PM ensure procurement activities are managed. Manage daily material orders by project team and ensure they are received onsite for flow of work to programme as scheduled.	In conjunction with PM ensure procurement activities are managed. Manage daily material orders by project team and ensure they are received onsite for flow of work to programme as scheduled.
<b>Plant and Equipment control</b>	Order plant and equipment and maintains registers to ensure supply and suitability to achieve programme.	Orders plant and equipment and maintains registers to ensure supply and suitability to achieve programme.	Plan and manage the plant and equipment process onsite to ensure supply and suitability to achieve project targets	Plan and manage the plant and equipment process onsite to ensure supply and suitability to achieve programmes	Plan and manage the plant and equipment process onsite to ensure supply and suitability to achieve programmes	Plan and manage the plant and equipment process onsite to ensure supply and suitability to achieve programmes

CRITERIA	FM Grade 1	FM Grade 2	FM Grade 3	FM Grade 4	FM Grade 5	FM Grade 6
<b>PEOPLE AND CULTURE</b>						
<b>Performance manage</b>	With guidance of supervisor, consult with crew members in accordance with procedures when not performing or meeting expectations.	With guidance of supervisor, consult with crew members in accordance with procedures when not performing to expectations.	Conduct formal counselling sessions with crew members in accordance with procedures when required. Support management to develop and implement improvement plans where required.	Conduct formal counselling sessions with crew members in accordance with procedures when required. Support management to develop and implement improvement plans where required.	With supervisor and guidance from Human Resources, deal with serious performance management and disciplinary matters. Support management to develop and implement improvement plans where required.	With supervisor and guidance from Human Resources, deal with serious performance management and disciplinary matters. Support management to develop and implement improvement plans where required.
<b>Industrial Relations</b>	Ensure daily timesheets are completed and provided to PM to review.  Raise with supervisors any Industrial Relations issues.	Ensure daily timesheets are completed and provided to PM to review.  Raise with supervisors any Industrial Relations issues.	Ensure daily timesheets are completed and provided to PM to review.  Raise with supervisors any Industrial Relations issues.	Basic understanding of Industrial Relations and deal with issues when required. Provide timesheets to payroll. Work with payroll if there are enquiries.	Understanding of Industrial Relations and deal with issues when required. Provide timesheets to payroll. Work with payroll if there are enquiries.	Understands Industrial Relations and deal with issues when required. Provide timesheets to payroll. Work with payroll if there are enquiries.
<b>Training records and compliance</b>	All relevant electrical licences and qualifications for crew are reviewed and ensure that they have all requirements to perform tasks and activities.	Identify areas where crew members need to improve and ensure that they have been trained on all requirements to perform activities.	Identify areas where crew members need to improve and ensure that they have been trained on all requirements to perform activities.	Identify areas where other Foreman and crew members need to organise training onsite and to develop skills and competencies of project teams. Ensure all training onsite is recorded.	Identify areas where other Foreman and crew members need to organise training onsite and to develop skills and competencies of project teams. Ensure all training onsite is recorded.	Identify areas where other Foreman and crew members need to organise training onsite and to develop skills and competencies of project teams. Ensure all training onsite is recorded.

CRITERIA	FM Grade 1	FM Grade 2	FM Grade 3	FM Grade 4	FM Grade 5	FM Grade 6
<b>QUALITY</b>						
<b>Quality compliance and audit</b>	Review crew members quality of work by using systems in place and ensure that quality processes are followed. Demonstrate sound knowledge of following Australian Standards AS/NZ 3000, AS/NZ 3008, AS/NZ 2293, AS/NZ 3003	Review crew members quality of work by using systems in place and ensure that quality processes are followed. Demonstrate sound knowledge of following Australian Standards AS/NZ 3000, AS/NZ 3008, AS/NZ 2293, AS/NZ 3003	Ensure all accountability for quality standards onsite by assessing concerns and addressing with crews. Demonstrate sound knowledge of following Australian Standards AS/NZ 3000, AS/NZ 3008, AS/NZ 2293, AS/NZ 3003	Modify quality processes where required and implement with other Foreman. Make sure processes are reviewed to meet Star's expectations and be accountable for quality. Be aware of site Project Plan and ensure all crews perform and comply. Provide feedback on quality and find improvements.	Modify quality processes where required and implement with other Foreman. Make sure processes are reviewed to meet Star's expectations and be accountable for quality. Be aware of site Project Plan and ensure all crews perform and comply. Provide feedback on quality and find improvements.	Modify quality processes where required and implement with other Foreman. Make sure processes are reviewed to meet Star's expectations and be accountable for quality. Be aware of site Project Plan and ensure all crews perform and comply. Provide feedback on quality and find improvements.
<b>Reporting</b>	Maintain Foreman daily diary. Complete any incident reports and specific reporting/checklists where required.	Maintain Foreman daily diary. Complete any incident reports and specific reporting/checklists where required.	Maintain Foreman daily diary. Complete any incident reports and specific project reports where required.	Maintain Foreman daily diary. Manages documentation for clients, employees, suppliers and subcontractors to ensure completion, registration and recording.	Maintain Foreman daily diary. Manages documentation for clients, employees, suppliers and subcontractors to ensure completion, registration and recording.	Maintain Foreman daily diary. Manages documentation for clients, employees, suppliers and subcontractors to ensure completion, registration and recording.
<b>Investigations and audits</b>	Supports and assist PM with investigations and audits. Review corrective actions and support implementation.	Supports and assist PM with investigations and audits. Review corrective actions and support implementation.	Supports and assist PM with investigations and audits. Review corrective actions and support implementation.	Manage investigations where required and liaises with all parties. Ensure corrective actions are completed.	Manage investigations where required and liaises with all parties. Ensure corrective actions are completed.	Manage investigations where required and liaises with all parties. Ensure corrective actions are completed.



CRITERIA	FM Grade 1	FM Grade 2	FM Grade 3	FM Grade 4	FM Grade 5	FM Grade 6
<b>EXPERIENCE, COMPETENCY AND SKILLS</b>						
<b>Competency requirements</b>	Licensed Electrician for more than two years. Has all relevant licences, qualifications and certificates to perform tasks. Has interacted with client for more than one year on projects.	Meets all requirements of Grade 1. Been with Star Group for minimum of 6 months who is familiar with Star Group's safety and quality systems. Demonstrates knowledge of productivity targets and able to track labour. Complete WHS Risk Management Awareness Training for Supervisors and Managers.	Meets all requirements of Grade 2. Has completed minimum 12 months as a Foreman Grade 2.  Completed <b>at least two</b> technical training courses in accordance with AS/NZ.	Meets all requirements of Grade 3. Has completed minimum 12 months as a Foreman Grade 3. Supervise and lead below Foreman grades where required.	Meets all requirements of Grade 4 and has completed minimum 12 months as a Foreman Grade 4. Completed Leadership and Management training.	Meets all requirements of Grade 5 and has completed minimum 12 months as a Foreman Grade 5.  Ability to perform majority of responsibilities of Site Manager position.

**APPENDIX B – ASSESSMENT AND REVIEW PROCESS**
