



PEER TO PEER LEARNING

SUEZ

SUEZ understands that many people may be feeling uncertain and anxious due to circumstances relating to COVID-19, which is why it is committed to supporting and empowering its employees through a range of learning and development programs. This case study demonstrates a practical approach to the application of the 70:20:10 Learning and Development (L&D) model, in the context of water industry operations.

The established programs relating to knowledge-capture, sharing and networking have taken a greater importance during the pandemic, as they encourage employees to upskill and enhance their existing abilities. The benefit of these programs is that SUEZ personnel feel more confident in their ability to perform their work.

The programs detailed in this case study highlight the measures SUEZ has taken to ensure global learnings are transferred to Australian and New Zealand personnel, resulting in increased confidence and the implementation of best practice methodologies and techniques.





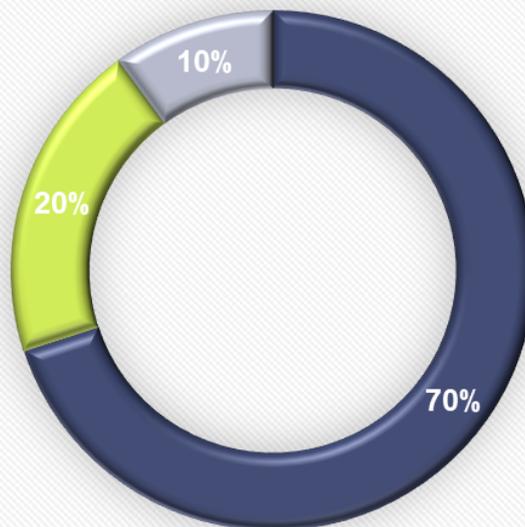
Background

As a global leader within the Water Industry, SUEZ leverages extensive knowledge and experience and this forms the basis of the SUEZ Australia & New Zealand (SUEZ) program. SUEZ is fortunate enough to have their own in-house global network, which is why its vast network of contractors and staff are a huge benefit, both to the company as a whole and to individual employees, who are empowered by the knowledge embodied within the network.

SUEZ utilises several modes of communication to disseminate best practice methodologies and techniques throughout its entire international network. This includes online knowledge-sharing tools, and both virtual and face-to-face networking between business units and/or organisations. This allows SUEZ to tailor the delivery of these methodologies for specific situations and personnel.

During the COVID-19 pandemic, organisations have embraced digital communication systems as a way to combine conducting business with ensuring the safety of their personnel, and SUEZ is at the forefront in this area, as demonstrated by the program.

Learning & Development Model



■ On the Job ■ Conducted Informally ■ Training Sessions

Implementation

SUEZ currently runs a number of Learning and Development initiatives designed to create accessible learning opportunities for our personnel. These initiatives include:

Monthly Sharing Time

Sharing Time is a virtual networking initiative that SUEZ runs at the ANZ regional level. These events are held via videoconferencing applications, approximately monthly and bring together people from both a process and technical background to hear presentations on practical operational challenges and solutions. Each presenter speaks for approximately twenty minutes on topics such as optimisation of pH meters, and polymer dosing issues and considerations. On occasion, equipment suppliers may be invited to present.

Weekly Teleconferences

The Australian region General Manager (GM) has implemented a weekly telephone conference across the Australian operations. This teleconference brings together senior operations staff from all sites to share information, issues, incidents and success stories from the past week.

This provides an opportunity to raise problems and questions to a national audience, facilitating effective problem solving and resulting in useful solutions to be implemented at the site level.

During the height of the COVID-19 lockdown period, the frequency of these calls increased to twice daily, before tapering down to twice a week. This has allowed SUEZ to embed information specific to COVID-19 into operations while providing operations in Australia a platform to work through issues related to the pandemic.

Quarterly O&M Meetings

On a quarterly basis, the Australian GM also convenes an O&M meeting to discuss a range of topics important to business operations. The O&M meeting is a one day event with a specific agenda, with attendees representing most business units. A number of invited speakers may be in attendance to talk about a range of topics. Key industry challenges and trends may also be raised at this event.

This meeting is generally held in the Australian head-office in Sydney, however on occasion, it is held at regional locations. During COVID-19, a number of SUEZ employees may be working remotely, so the meeting was held virtually to ensure it was accessible to everyone.

Benefits and outcomes

By providing a range of accessible learning and development opportunities for employees, operations, customers and the community, SUEZ has been able to achieve the following outcomes:



- The creation of a positive culture within the organisation that facilitates open networking, discussion and knowledge-sharing conversations;
- The development of knowledge libraries and repositories;
- The incentivisation of knowledge-sharing to foster and support innovative ideas, such as SUEZ's InnoTech; and
- The ability to respond to a global pandemic in a consistent manner globally.

SUEZ benefits from a workforce that is motivated, engaged and well-trained. To succeed, SUEZ acknowledges it needs to invest in staff, building their confidence in their work and equipping them with best practice methodologies.

SUEZ's peer-to-peer network and presentations with operations overseas has proven valuable in leveraging lessons learned from colleagues abroad as the pandemic spread overseas.