

TELSTRA

CASE
STUDY

MARCH 2018



TAFE NSW

ENTERPRISE





CUSTOMER PROFILE

Company: Telstra Corporation Ltd.

HQ: Melbourne, Australia

Industry: Telecommunication

Products and Services: Fixed line and mobile telephony, Internet and data services, network services, Pay TV (provided by Foxtel)

Employees: 32,293 (2017)

Revenue: A\$28.2 billion (2017)

Website: www.telstra.com.au

Telstra is Australia's leading telecommunications and Technology Company, offering a full range of communications services and competing in all telecommunications markets.

TAFE Enterprise partnered with Telstra to formally recognise the Technical Leader Program as a training program leading to a telecommunications qualification.

TAFE Enterprise influenced and contributed to the structure of the program by mapping individual competencies within three telecommunications qualifications.

Assessments were developed in collaboration with Telstra's internal registered training organisation (RTO). Participants were assessed through work-integrated strategic business projects, panel presentations, facilitated collaboration sessions and online flexible learning activities. This assisted measurement of the identified individual skill gaps.



The program was co-delivered by TAFE Enterprise educational leaders together with Telstra business leaders to form the technical leader panel. The focus of the program was building thought leadership and business acumen. The program included scheduled and self-directed activities as well as formal mentoring and support.

At the conclusion of the program, participants were awarded either a Graduate Diploma of Telecommunications and Strategic Management, a Graduate Diploma in Telecommunications Network Engineering or a Graduate Certificate in Telecommunications Network Engineering.

Mapping and development of the program uncovered skills gaps for individuals that didn't fit the qualification content so TAFE Enterprise developed individualised work integrated projects to ensure all participants were skilled to the appropriate level.



9 months end-to-end training solution



3 customised qualifications



Delivered projects valuable to the organisation



Increased collaboration across Telstra's internal social networks

THE BRIEF

Telstra didn't need 'one size fits all' training. They needed training specific to their needs to:

- build the talent pipeline of thought leaders within Telstra
- contribute to the ongoing development of technical leaders
- offer multiple pathways including recognition of prior learning.

WHY TAFE ENTERPRISE?

- Qualification delivered nationally across a number of states.
- Model facilitated learning where expert TAFE Enterprise trainers use a work-integrated problem and solutions approach that is central to the learning process.
- Capability of conducting skills gap analysis and create customised training programs for the group and the individual.
- Flexibility to deliver customised training program and assessments in the workplace.

RESULTS

- Out of 40 Telstra participants, 38 graduated with new skills and qualifications.
- Design of three customised, high-level qualifications that address pre-determined skills and skills gaps - a Graduate Diploma of Telecommunications and Strategic Management, a Graduate Diploma in Telecommunications Network Engineering and a Graduate Certificate in Telecommunications Network Engineering.

“ TAFE Enterprise partnered with Telstra to develop a sophisticated training solution to upskill and round out some of the organisations’ top technical leaders. The program was delivered over nine months with expansive research and practical experiences that linked directly to their workplace and to the strategy. Throughout the program TAFE Enterprise listened to our needs and helped to develop new learning experiences that delivered real value and benefit to our employees across Australia. ”

Steve Britton
Global Learning Business Partner,
Telstra Corporation Ltd.



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