



LEARNING PLAN FOR FRONTLINE LEADERS (LPFL) FRONTLINE MANAGERS

For Frontline Manager in Transmission & Distribution
LPFL Version 2
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WHAT IS THE LPFL?

The Learning Plan for Frontline Leaders (LPFL) provides a road map for all operational leaders by identifying the knowledge and skills necessary for effective and safe decision making in four key areas: safety, technical, management and people. The LPFL ensures a consistent learning framework while allowing for customization to meet individual learning needs.

The LPFL lists the required "topics" and provides structure and tools for each to support development discussions and planning. This includes:

- information to assess current skill, knowledge and ability
- links to currently available learning activities (e.g. subject matter experts, on the job activities, training courses, information on Hydro web etc.), to close development gaps

The learning topics are intended to be completed over time. A priority order from orientation topics to more intermediate topics is provided by phase (see graphic to the right). This is a suggested timeframe and priority order. Depending upon experience and what is happening in the work group, timelines and order will vary.

A [Glossary of Terms](#) is included at the end of this document.

AREAS OF FOCUS

Safety
Technical
Management
People

LPFL PHASES

I – INTERMEDIATE

(e.g. within 2 years on the job,
emphasis on building people skills)

F – FOUNDATION

(e.g. within 12 months on the job)

O – ORIENTATION

(e.g. new to role, first 3 months,
emphasis on safety and technical topics)

WHO IS THE LPFL FOR?

The LPFL has been built for Frontline Managers in Transmission & Distribution Operations. It can be used to:

- provide experienced frontline leaders with a consistent set of skills and knowledge to confirm current skills and knowledge against and to highlight and complete any remaining gaps.
- guide the onboarding of new T&D Managers, confirming what they already know that is applicable to the new job and highlight what they need to know, including a suggested order of completion from orientation topics to more intermediate areas.
- prepare employees who are or will be backfilling for a T&D Manager role and/or who are interested in becoming a T&D Manager.

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Note: * Identifies critical topics to know and apply well.

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HOW TO USE THE LPFL

The LPFL contains various sections that can help frontline leaders to build an annual development plan by identifying development gaps and providing suggestions for filling learning gaps.

KEY AREA – SAFETY

1 O-1 *TOPIC	
2 SUCCESSFUL OUTCOMES Select the successful outcomes you have completed or add your own equivalent examples to the notes section below.	3 DEVELOPMENT ACTIVITIES This is a list of currently available development resources/options. Select those that support your development needs; completion of all is not required.
<input type="checkbox"/> Example	<input type="checkbox"/> Example
4 Additional Information: <ul style="list-style-type: none"> • Estimated length of time to complete topic (based on participants with limited experience): X to X • * Critical topic to know and apply well on the job • Record completion on your LPFL Tracking Sheet. 	

1 TOPIC

The topics are drawn from four areas - safety, technical, people and management. The Key Area the topic falls under is listed above the topic name. The topics are sorted by priority order from more basic areas- Orientation (O) to Foundation (F) to more Intermediate (I) areas. There is a suggested order of completion, but your approach may vary depending upon what is happening in your area. The Frontline Manager provides an overview of topics, space for notes and confirmation of completion. All of the topics are important to the job of a frontline leader and need to be completed. There are a few topics that only apply to a select group of frontline leaders and they are highlighted. If a topic is not required for your job, this can be recorded in the LPFL Record of Completion.

2 SUCCESSFUL OUTCOMES

This section provides on the job activities/actions that would indicate you have completed or demonstrated skill, knowledge and/or ability in the applicable topics.

This is not an exhaustive list. You may have an equivalent example that demonstrates your ability on this topic. Reading through the suggestions will help you to test yourself and determine whether or not you require more learning on this topic and if it is complete or should be included in your annual development plan. It also provides points for discussion with your manager in confirming completion. Depending upon your background and experience there may topics you can tick off as complete right away. [Page 7](#) of the LPFL provides further questions to test knowledge, skills and ability.

3 DEVELOPMENT ACTIVITIES

This section provides a list of currently available resources (e.g. web based training (WBT), instructor led training, job aids, intranet links, subject matter experts and other sources of on the job development) that you can access and use to gain skills, abilities and knowledge in areas you have identified a learning gap. **Note that you do not need to complete all the resources listed; pick what meets your individual learning needs.**

HOW WELL DO YOU KNOW THE TOPIC?

To test your knowledge, skill and ability - choose 3 or 4 of the statements below as it relates to the LPFL topic you are reviewing.

*For example: If you wanted to test your knowledge of *Just Culture and Life Saving Rules (LSR/JC), consider questions #1, #18 and #20. Can you define Just Culture and describe the life saving rules? Can you describe how people behave and how decisions get made in a "just culture"? Can you give examples of when a life saving rule is being implemented and when it is not?*

CAN YOU EXPLAIN OR DESCRIBE

1. The most common vocabulary words, acronyms, and terms
2. The number of steps in the process and why each is important
3. The top 3 things that often go wrong when someone is learning this skill
4. The relationship between x and y
5. How to troubleshoot the three most common problems
6. The first 3 things to check when troubleshooting anything
7. Who is/should be involved/affected/consulted and why
8. How to identify and define a "problem" vs. a "crisis" in this area
9. How to escalate a problem or crisis in this area to get additional help
10. The 3 best practices for this topic
11. Where to find resources (documents, experts, samples, websites, etc.)
12. How to choose between x and y
13. How to recognize "quality" work
14. What standards or rules exist and how rigorously they are applied
15. How the skill relates to the overall job
16. The 3 greatest potential safety hazards on this job
17. The 3 ways to shortcut safety procedures and their consequences (so they can be avoided)
18. What to look for; listen for, feel, or smell
19. The relevant historical issues to consider
20. The characteristics of a normal state and the most common characteristics of abnormal state

Source: stevetrautman.com

ORIENTATION

Topics listed in the Orientation phase of the LPFL are considered a priority when first starting in a frontline leader role and generally should be completed within the first 3 months of the role. Depending upon level of experience in the topics of safety, technical, people and management at the company, it may take less or more time to complete. While all four areas are covered, there is an emphasis in this phase on safety and day to day management. Completion of each topic and the Orientation section overall can be recorded by you and your manager in the [Learning Plan for Frontline Leaders Record of Completion](#) and in [QLMS](#).

KEY AREA – SAFETY

O-1 *JUST CULTURE AND LIFE SAVING RULES (LSR/JC)

SUCCESSFUL OUTCOMES

Select the successful outcomes you have completed or add your own equivalent examples to the LPFL Record of Completion.

- Orient all new employees to LSR and JC
- Pick 1 or 2 LSR's that are most relevant to the crew, refer to the corresponding reference pages and discuss scope, important considerations, etc.
- Discuss expectations for following Life Saving Rules with crew during a Tailboard
- Demonstrate one example where Fix-It Process and the Behaviour Decision Model were clearly explained to others OR applied to a specific situation
- Apply the behaviour decision model to an employee incident
- Describe when and why to get your HR Business Partner involved in a situation involving JC and LSR

DEVELOPMENT ACTIVITIES

This is a list of currently available development resources/options. Select those that support your development needs; completion of all is not required.

- Review the [Just Culture and Life Saving Rules procedure](#)
- Review [Life Saving Rules](#)
- Discuss JC and LSR with your manager and how it applies on the job
- Take web based training course "Life Saving Rules - online" (30 minutes - WBT). To access the training, go to [QLMS](#), search the title and book the training
- Discuss with HR BP, HR implications of just culture on performance management
- [Just Culture resources on Employee Relations Manager site](#)
- [Behaviour Decision Model](#)
- [LSR/JC Manager's Package](#)

Additional Information:

- Estimated length of time to complete topic (based on participants with limited experience): 3 hours
- * Critical topic to know and apply well on the job
- Record completion on your Frontline Manager LPFL Record of Completion.

KEY AREA – SAFETY

O-2 SAFETY ROLES AND CONTACTS	
SUCCESSFUL OUTCOMES	DEVELOPMENT ACTIVITIES
<p>Select the successful outcomes you have completed or add your own equivalent examples to the LPFL Record of Completion.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Describe the roles of each of the following, and situations where those roles can be accessed for advisory and administrative support: <ul style="list-style-type: none"> ○ Occupational Safety and Health (OSH) Specialist ○ Work Methods ○ Corporate Safety, Health and Environment (SHE) specialists ○ Trades Training Instructors/Operations Training ○ Safety Advocate ○ Key Safety Person (may have a local and JHSC key safety person) ○ Joint Health and Safety representative ○ Joint Health and Safety Committee (JHSC) <input type="checkbox"/> Prepare for and conduct effective joint health and safety meetings including incident investigation reports and action plans <input type="checkbox"/> Describe the role of WorkSafeBC and what to do if a WorkSafeBC Officer arrives at your site for an inspection 	<p>This is a list of currently available development resources/options. Select those that support your development needs; completion of all is not required.</p> <ul style="list-style-type: none"> <input type="checkbox"/> See link for resources - Safety Contacts <input type="checkbox"/> Safety Help! Who do I contact? <input type="checkbox"/> Access the Safety Portal for quick links to safety notifications, rules, procedures, manuals and OSH standards. See instructions to access off line version (which automatically updates). <input type="checkbox"/> Information on Operations Field Support group <input type="checkbox"/> OSH Specialist contact list <input type="checkbox"/> Meet with OSH Specialist to review who your key safety contacts are <input type="checkbox"/> Presentation - OSH Specialist, TTI and SA - what roles do they play? <input type="checkbox"/> Meet with Safety Advocates <input type="checkbox"/> Meet with your Trades Training Instructor <input type="checkbox"/> Joint Health and Safety Committee (JHSC) <input type="checkbox"/> JHSC OSH Standard Assessment <input type="checkbox"/> OSH Standard 123 <input type="checkbox"/> Review WorkSafeBC website
<p>Additional Information:</p> <ul style="list-style-type: none"> • Estimated length of time to complete topic (based on participants with limited experience): 2 hours • Record completion on your Frontline Manager LPFL Record of Completion. 	

KEY AREA – SAFETY

O-3 *SAFE WORK PRACTICES, OBLIGATIONS AND PROCESSES

SUCCESSFUL OUTCOMES

Select the successful outcomes you have completed or add your own equivalent examples to the LPFL Record of Completion.

- Referencing OSH Standard 102* and Company's Safety Policy, describe your responsibility in ensuring a safe work environment for all people on site
- Weekly review Managers' Safety Summary email and pass on relevant safety information to your management team and/or workers
- Debrief a Safety Call with Crew or work with Crew to prepare a question to ask during a Safety Call
- Complete safety orientation for all new hires
- Review a relevant incident "workflow" email that you receive with your employees
- Identify what work requires "Notice of Project" to WorkSafeBC

DEVELOPMENT ACTIVITIES

This is a list of currently available development resources/options. Select those that support your development needs; completion of all is not required.

- Review [Company safety policy](#) and [Manager Packages](#) re: safety policy and strategy
- Review the Frontline Manager section in [OSH Standard 102 - Safety Roles and Responsibilities](#)
- Health and Safety 101 for Managers (SAFE-127) (30 minutes – instructor led), This course is offered based on demand. To be added to wait list please go to [QLMS](#) and pre-book training. Wait list is checked quarterly.
- [Workers Compensation Act Division 3 - General Duties of Employers, Workers and Others](#)
- Review Managers' Weekly Safety Summary email (sent by [Communications and Reporting](#))
- Access key [safety documentation](#) on Hydroweb, see popular pages and sites for links to OSH Standards, FYIs, alerts, directives, Safety Bulletin, JHSC Committee Minutes, Incident Summaries. Talk to your [OSH Specialist](#) to discuss how to apply this on the job.
- [New worker safety orientation](#)
- Review [WorkSafeBC Notice of Projects](#)
- Quarterly All Employee [Safety Call](#), information, scheduling and transcripts

Additional Information:

- Estimated length of time to complete topic (based on participants with limited experience): 2 to 4 hours
- * Critical to understand OSH 102, this outlines regulatory requirements
- Record completion on your LPFL Record of Completion.

LEARNING PLAN FOR FRONTLINE LEADERS RECORD OF COMPLETION

Transmission & Distribution Frontline Manager

Version 2, May 2015

Name _____ Department _____

ORIENTATION SECTION

FM = Frontline Manager DM = Direct Manager DATE = Date you completed the topic

TOPIC	OUTSTANDING DEVELOPMENT ITEMS TO COMPLETE	FM INITIAL	DM INITIAL	DATE	NOTES
Example O-1 *Just Culture and Life Saving Rules	Review LSR/JC web based training and discuss with manager re: highlighting in a future tailboard	AB	CD	Mar. 15/15	<ul style="list-style-type: none"> • Note if topic is not relevant to my job • Name equivalent successful outcomes • List other relevant training I have completed
KEY AREA: SAFETY					
O-1 *Just Culture and Life Saving Rules (LSR/JC)					
O-2 Safety Roles and Contacts					

TOPIC	OUTSTANDING DEVELOPMENT ITEMS TO COMPLETE	FM INITIAL	DM INITIAL	DATE	NOTES
O-3 *Safe Work Practices, Obligations and Processes					
O-4 Safety Planning					
O-5 Lock-Out and Tag-Out Differences and Requirements					
O-6 Field Work Observation (FWO)					
O-7 *Multiple Employer Worksites (MEW) and Site Safety Coordination					
O-8 Ongoing Assessment of Contractor Safety Performance on Site					

ORIENTATION SECTION COMPLETION SIGN OFF

Completion of the Orientation section of the LPFL includes the following points. When you can reply “yes” to each point, record your completion online in the [QLMS](#).

- Reviewed all the topics in the Orientation – Safety section and noted which are required for my role
- Completed a self-assessment and identified any knowledge, skill or behavioural gaps in topics required for my job
- Confirmed what I know and filled any gaps (e.g. I have now demonstrated the skill, knowledge and/or behaviour on the job)
- Reviewed and confirmed the required topics and completion of those topics with my manager

Frontline Manager Signature

Direct Manager Signature

Completion Date
