

Success of the Common Competency Framework





Our Challenge at Northpower



Complexity had built up

Hundreds of WTCs, historical allocations and regional variation made the framework harder to understand, maintain and govern.



Visibility was limited

Managers needed a clearer view of who was competent, where gaps existed and what evidence supported safe work.



Processes needed to scale

Manual workarounds and inconsistent application created administration, delayed redeployment and increased compliance risk.

The risk was not our people

The issue was the system around competency becoming too complicated to use consistently at scale.



We needed to shift from managing a complex competency system to building capability with confidence.



Why Northpower chose the CCF

The CCF gave us an industry-aligned baseline without removing Northpower's ability to set higher operational requirements where needed.

1

Common

Shared language for competency expectations across distribution work.

2

Usable

Clearer pathways and competency descriptions for workers and leaders.

3

Transportable

Supports mobility between teams, regions and participating EDBs.

4

Auditable

Better evidence, governance and confidence in competency decisions.

5

Updateable

An industry-owned framework that can remain current over time.

Industry alignment + Northpower control



Northpower Outcomes

What we are trying to achieve

1 Simplify

Reduce complexity and remove redundant structures.

2 Standardise

Apply competency expectations consistently across regions and teams.

3 Improve visibility

Show leaders and workers what is required and where gaps exist.

4 Strengthen assurance

Make records, evidence and governance easier to audit.

5 Enable mobility

Support faster movement of capable people to where work is needed.

6 Future-proof

Create a framework that can scale with digital systems and workforce needs.

Are the right people holding the right competencies for the actual work they perform?

Clearer Pathways

Benefits for our people

Role to Competency Map - Distribution

A single view of all distribution roles and the competencies each role is required to hold.

1A Restricted Area Entry	2A Minor Works Management	2B-1 Primary Works Access Permit Recipient	2B-2 Primary Works Test Permit Recipient	2B-3 Primary Works - Low Voltage Permit Recipient
2B-4 Primary Works - Low Voltage Permit Recipient	2C Primary Works Low Voltage Permit Issuer	4A Vegetation Competent Worker	4B Vegetation Close Working	4C Non-Production Felling Close Working
6A Low Voltage Isolated Works	6B Low Voltage Live Works	6C Overhead Service Connect and Disconnect	6D High Voltage Earthing Works (up to 33kV)	6E High Voltage Earthing Works (above 33kV to 110kV)
6F High Voltage Live Line Hot Stick and Glove and Banner (up to 33kV)	6H Low Voltage Live Line Glove and Banner (up to 33kV)	6H Towers and Monopoles	7A Cable Laying	7B Cable Location
7C Underground Service Connect and Disconnect	7D Low Voltage Terminations	7E Low Voltage Jointing Polymeric only	7F Low Voltage Jointing Any Cable	7G Low Voltage Jointing Live
7H Low Voltage Working Live (Hot Jointing)	7J High Voltage Jointing and Termination (above 11kV to 33kV)	7K High Voltage Jointing and Termination (above 11kV to 33kV)	7L High Voltage Jointing and Termination (above 11kV to 33kV)	7M High Voltage Jointing and Termination (above 11kV to 33kV)
8A Low Voltage Switching	8B Switching overhead manual switchgear	8C Switching overhead manual switchgear	8D Switching Substation (up to 66kV)	8E Switching Substation (up to 66kV)
8F Switching Substation (above 66kV)	8H HV Switching Instruction	8I Fault Response (up to 66kV)	10A HV Switching Instruction	10B HV Switching Instruction
11B SCADA Technician	11C Power Systems Technician	11D Local and Remote Engineering Access	11E Local and Remote Engineering Access	11F Local and Remote Engineering Access



Cable Jointer 33kV

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 18				



Cable Test Technician

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 9				



Communication Technician

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 8				



Electrician

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 14				



Electrician Fault Response

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 19				



Fault Response

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 20				



Line Mechanic

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 15				



Line Mechanic G&B

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 16				



Power Systems Technician

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 10				



Project Manager

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 2				



SCADA Technician

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 9				



Utility Worker/Cable Layer

1A	2A	2B-1	2B-2	2B-3
2B-4	2C	4A	4B	4C
6A	6B	6C	6D	6E
6F	6H	6H	7A	7B
7C	7D	7E	7F	7G
7H	7J	7K	7L	7M
8A	8B	8C	8D	8E
8F	8H	8I	10A	10B
11B	11C	11D	11E	11F
Total: 2				

✓ Clear requirements

Workers can see what is expected for their role and practical work requirements.

🎯 Relevant allocation

Competencies are assigned based on role, licence and operational need, not historical habit.

↗ Better learner experience

Simpler pathways make it easier to plan development and complete assessments.

★ Confidence and recognition

A more structured approach gives workers clearer evidence of capability.

Our people spend less time navigating the framework and more time building the capability to do their work safely.



Workforce Competency Management

Benefits for our leaders

Leaders need confidence in three questions:

1

Who is competent?

2

Where are the gaps?

3

What evidence supports the decision?

Better visibility supports planning, deployment, compliance and governance.





Benefits for Northpower

Operational efficiency

- **Less complexity**

A streamlined competency structure is easier to maintain and govern.

- **Improved auditability**

Clearer competency evidence improves confidence in compliance and assurance.

- **More automation**

Simplification creates the foundation for system-driven workflows and reduced manual workarounds.

Capability platform

- **Better experience**

Workers, managers, SMEs and administrators can navigate the framework more easily.

- **Stronger governance**

Common standards support more consistent decisions across business units and regions.

- **Future ready**

A scalable structure can support workforce growth, new work practices and changing standards.

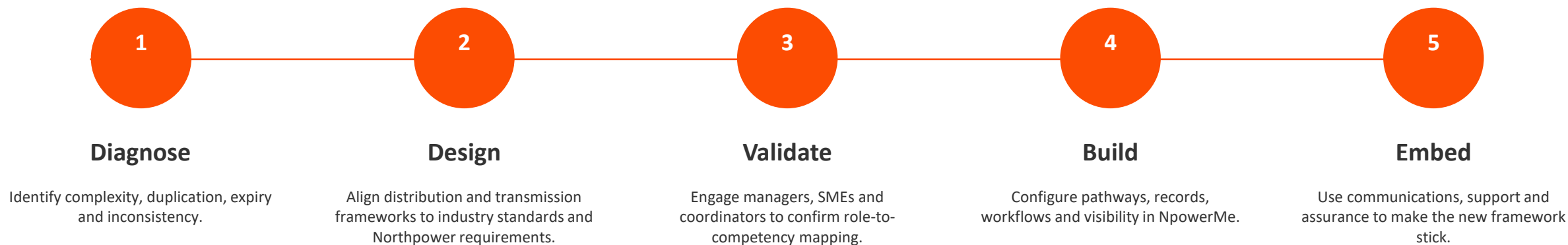
Less effort managing the system. More effort developing people.



Our WTC Transformation Journey

Transformation lens

Our approach to simplify, standardise and modernize our programme.





What Made The Difference

Early learnings

1. Engage early

The technical framework is only half the work. Confidence comes from engagement with leaders, SMEs, coordinators and field teams.

2. Simplify before digitising

Automation only works when the underlying framework is clean, governed and fit for purpose.

3. Explain what is not changing

The standards of safe work remain. The change is how competency is structured, evidenced and assured.

4. Treat it as change management

The shift affects behaviour, accountability and confidence, not just systems and records.



What Success looks like at Northpower

Success is safer work, clearer capability and better decisions.

People

Know what is required and why it matters.

Leaders

See capability, risk and gaps clearly.

Assurance

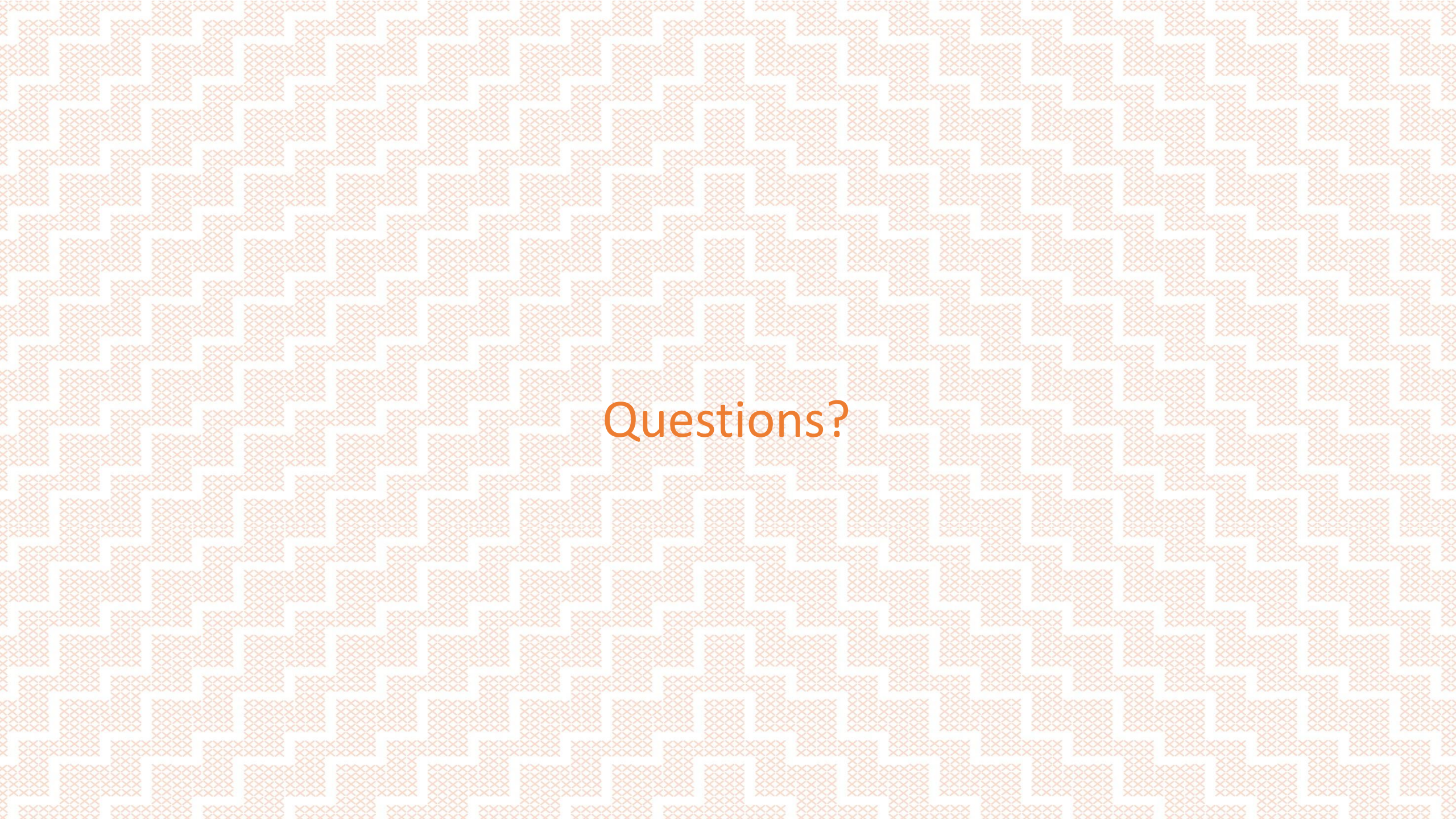
Evidence is visible, current and auditable.

Business

Competent people can be deployed safely and efficiently.

The CCF helped Northpower shift the conversation from managing competencies to building capability.

The value is not the framework itself. The value is having the right people, with the right competencies, doing the right work safely.



Questions?