

**Uniting an 11,000-strong workforce
while solving complex learning
needs**



“Boral is a complicated business. As well as strict compliance regulations, we’ve got numerous business structures and over 430 sites in Australia. The flexibility of Seerotech’s LMS really helped us build a solution that meets those complex needs.”

Giovanna Romeo - National Capability &
Development Manager, Boral Australia



Ensuring workers are trained and competent to perform their roles is “mission critical” in the building and construction materials industry, where safety of workers is the highest priority.

For Boral, one of Australia's largest companies in this industry, this was an area that needed immediate attention. Up until 2015, Boral didn't have a centralised, coordinated Learning Management System (LMS) to manage its 15,000 employees and contractors operating across 430 sites.

There was no easy way to track training records and learning requirements, produce standardised training matrices, run standard reports, or notify employees of refresher training and licence expiry dates.

For Boral's National Capability & Development Manager, Giovanna Romeo, this not only meant a lot of ad-hoc processes and wasted time, but it also presented a risk to safety.

“Without a centralised process or system in place we didn't have a standardised way to do training and had limited visibility into the status of training and compliance, which was a potential safety risk for the organisation.”

Flexibility was a key factor in Boral's decision to go with Seertech's LMS, choosing a system that would suit its complex learning needs and geographically dispersed business.

“Boral is a complicated business. As well as strict compliance regulations, we've got different layers of the business and over 430 sites. The flexibility of Seertech's LMS really helped us build a solution that meets those complex needs.”

The new LMS helped revolutionise training for Boral Australia by enabling them to manage training and compliance in one central location, with easy, immediate access by managers and site supervisors country-wide.

“The business now has clear visibility of who is compliant and who isn't.”



A COMPLEX PROJECT WITH FAST TURNAROUND

When it came to implementation, the sheer size and scale of Boral's LMS project and a tight time frame presented some unique challenges for Seertech. It was a tall order — but nothing they couldn't handle.

"We knew we weren't experts on the ins-and-outs of implementing an LMS. So it was key for us to be guided by the experts on how to do things."

Seertech worked with Boral on a progressive rollout, starting with a single business, working with managers and supervisors to shift from traditional face-to-face training to online. They then rapidly rolled this out to other divisions, businesses and sites within Boral.

"We didn't have a lot of time to spend on implementing this. We just had to deliver. So the level of support that Seertech gave us was extremely beneficial in order for us to get the traction that we needed."



In partnership, Seertech and Boral were awarded the Brandon Hall Gold Award for the best advance in learning technology for compliance training in 2018.



A UNIQUE COLLABORATION SPEEDS UP IMPLEMENTATION

As part of the program Seertech also introduced relevant Boral staff to the Downer Group – another Seertech client – for some valuable coalface advice about LMS implementation and strategy. This novel collaboration helped advance the project quickly.

“At the start there were certain technical aspects that we didn’t know how to set up or deliver. We would float ideas and Downer would help put us on the right path. It gave us a lot of clarity around how we were going to tackle things.”

This connection enabled the two organisations to learn from each other’s experiences, and has become an on-going, mutually beneficial collaboration.

“There’s very few forums to share this kind of information at a practical level, so we were really grateful to the Seertech team for making this happen.”



CLEAR AND CONCRETE VISIBILITY ON COMPLIANCE

At the core of this LMS was a need for greater standardisation and visibility in order to ensure Boral was meeting strict compliance and safety standards, an important issue for board-level consideration.

“This system has definitely enabled us to control our standards which is something we hadn’t been able to do in the past. We now have the clarity of what that training looks like in the business, and we can allocate that training to a range of roles across Boral.”

With a standardised system across 430 locations, Boral is now able to:

- **Create uniform training standards** across Boral’s business operations, including job roles vs product lines vs operational requirements vs compliance.

- **Track VOCs (Verification of Competency) at a site**, along with licences, tickets and management of renewals and expiries.
- **Make it easier to achieve competencies in different ways** by developing and integrating a ‘job role and equivalences’ functionality.
- **Align training to its Health and Safety Management System.**
- **Quickly generate training and reporting matrices** for both employees and contractors in accordance with Australia’s national RTO (Registered Training Organisation) standards.



“Our operational people now have all the information they need to quickly assess if their people are trained and compliant, and that’s pretty critical for a business like ours where we’re operating plants and equipment.”



IMPROVED OVERSIGHT LEADS TO GREATER OPERATING EFFICIENCIES

"We want our operational people to be focused on running their operations. These improvements really free them up to be able to focus on what matters."

The LMS has given Boral's management complete oversight of training, allowing managers to easily see where their compliance levels are and efficiently focus on taking action to close gaps.

"Prior to this the business would have tracked training on paper and employee files - it was a manual, labour-intensive approach. We couldn't just push a button and have a look at the status of training. We'd have to physically go through each employee file and manually update skills matrices."

Managers are now able to extract meaningful training matrix reports to quickly assess the current compliance status of training for their teams. They can also track other records, such as licences, tickets and qualifications, to ensure they keep on top of renewals.

"We now have a quick and easy way to report or have visibility on training. The system enables managers to print out a skills matrix and quickly assess the current compliance status of training for their teams, and quickly identify any gaps. That's definitely something that's extremely useful for our managers."

Seertech's automation and reporting features have relieved a lot of the administrative burden from Boral's managers and supervisors. They are now able to:

- **Automate new starter notifications and flag outstanding training** to minimise compliance breaches.
- **Generate completion certificates online** (previously a time-consuming, manual process).
- **Easily manage organisation hierarchy** with real-time updates of people movements and changes to positions.
- **See real-time, aggregate data** across all sites to speed up decision making.
- **Schedule reports** to arrive in a manager's inbox on a daily, weekly or monthly basis (with hundreds of default reports).

All resulting in significant time savings for managers and supervisors.

A FOCUS ON CONTINUOUS IMPROVEMENT

Boral is regularly refining their training processes in order to focus on their commitment to continuous improvement.

"Now we have a reliable LMS, we can focus on planning future developments and driving standardisation, which is really important for our business. Having a reliable and working system enables us to focus on making these things happen."

A LEARNING SOLUTION THAT CAN HANDLE COMPLEXITY

Managing training in a heavily regulated, compliance-driven industry is a complex task. Lucky for you we thrive on complexity. Our learning solution is flexible yet powerful, able to handle even the most complex learning needs.

Let's chat

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