Coal has been, and continues to be, a major source of energy production in the world, being the source fuel for around 38% of global electricity generation, whilst accounting for over 75% of Australia, South Africa, Poland and China’s electricity, over 60% of India’s and over 50% of the electricity needs of Germany and the USA\textsuperscript{1}.

This paper recognises the transition being undertaken in economies across the world as natural gas is increasingly becoming preferred over coal as an energy source.

"Increasingly more people are turning to natural gas as a possible solution because it burns cleaner than coal or oil."\textsuperscript{2}

"On burning, natural gas produces nearly half the CO\textsubscript{2} per unit of energy delivered compared to coal because of a lower ratio of carbon to hydrogen (52.4kg CO\textsubscript{2}/GJ versus 93.8kg CO\textsubscript{2}/GJ."\textsuperscript{3}

Whilst gas is seen as a much cleaner fuel source than coal, it is not in itself a resource that would be deemed to leads to environmentally sustainability. Gas is seen to be a bridge or transitional fuel source between coal and renewable energy. This case study details the training and development strategy of one of the world’s leading support companies to the emerging LNG industry, and how they have used innovation and training as a key platform of their business growth strategy.

The Score Group

Score Group plc is an international organisation providing various engineering services, primarily to the oil and gas industries. The group employ over 1400 people, working in 17 countries.

The company has the world’s largest supply of valves and has developed high levels of specialisation in valve repair, maintenance and replacement. Additionally, the company has developed high levels of specialisation in the area of repair and maintenance of industrial scale gas turbines.

\begin{thebibliography}{9}
\bibitem{1} \url{http://gc3.cqu.edu.au/modern-world/index.php#australia}
\bibitem{2} \url{http://netgreennews.com/natural-gas-vs-coal/}
\bibitem{3} \url{http://www.premiercoal.com.au/EnergyForOurFuture/Greenhouse-Effect/Coal-vs-Gas.aspx}
\end{thebibliography}
The company has enjoyed significant growth over the last 20 years, and has achieved the status of being a world leader in its field. Much of its success can be aligned to its training and development strategy.

“We recognise the growth of the company is dependent on the growth of the people. Through training and guidance we assist our team members desires to realise their potential and select their own path to achieving their personal goals and dream ”

- Charles Ritchie, Chairman

As a large and growing organisation, the company has used its expansion activities into new countries and regions of the world as a means of providing rich and challenging growth opportunities for its employees. The senior management team of the organisation has been largely internally developed from their initial intake into the company as apprentices as part of the Score apprenticeship program.

The company has developed a specialised training arm for the provision of high quality training experiences delivered online and also at their training facility at Peterhead in Scotland.

Score Training and Multimedia Productions Limited (S.T.A.M.P.) is part of the Score Group of Companies which has over 20 years of experience in the valve and offshore industry. S.T.A.M.P. plays a pivotal role in delivering specialised training within Score Group, training our technicians and staff to the highest possible standards, as well as making a significant contribution to the Group’s national award winning apprentice training programme.

Courses are delivered primarily at our state of the art training facilities in Peterhead, Scotland where attendees receive a blend of classroom and practical workshop training in each subject area, as appropriate.5

Online Learning

VITAL™ online learning is available to all Score team members and selected guests. Our team members are actively encouraged to use the system on a regular basis in order to access and complete specific, relevant training which is linked to their job roles. The VITAL™ e-learning library includes training materials in the following broad subject areas :-

- Health, Safety, Environmental and Quality Information and Training
- Company Specific Policies, Procedures and Work Instructions and Training
- Workshop (Engineering) Training
- Office Based Training
- Human Resources Materials and Training
- Information and Communication Technology Arrangements and Training

4 Score Group plc
5 http://www.score-group.com/technical-training.php
Each training module in the system is broken down into recognised industry standard sections, ensuring that learners receive the maximum possible benefit from every training session. Whilst the user is in almost complete control of his / her learning, all learners’ training is focused into learning frameworks for them by supervisors, working in conjunction with Human Resources. This ensures that all mandatory training, specific to each learners’ work role, is completed first.

The uniqueness of Score’s system is that all training materials are scripted, developed, designed, programmed and ultimately distributed entirely in-house by Score Training And Multimedia Productions Limited, supported by subject matter experts throughout the Score Group.

**Competency Management**

With the addition of Competency Management, the system took on the name VITAL™ Skills. The system is now capable of managing a portfolio of evidence, in support of competency assessment and developments plans. This powerful tool enables the user to take ownership for their ongoing development in their job role and their Score career. All competency evidence uploaded is reviewed and approved by qualified assessors and supervisors on a regular basis.

The strengths and advantages of the system also come into play during appraisals, by tracking individual and team development progress as well as guiding and focusing team members on essential versus desirable training. Indicators are set throughout the system for easy and intuitive interpretation of all progress results.6

**Score Group in Gladstone**

In 2013 Score Brisbane Pty Ltd opened a facility in Gladstone to service the LNG plants being constructed on Curtis Island as part of a massive development of LNG resources in Queensland.

An initial intake of 14 apprentices has commenced training at the Wide Bay Institute of TAFE (WBIT) Bundaberg Campus. Through a unique partnership between Score and WBIT, the training program that has developed emulates the apprenticeship program that apprentices would undertake in the company’s headquarters in Peterhead. The first year of the apprenticeship is undertaken off the job at the Bundaberg TAFE Campus, using the online resources of the Score Group, in addition to WBIT’s resources that are used within the Certificate III in Engineering apprenticeship. Practical activities are included within this first year, where students developed practical skills through project work undertaken as part of their off the job component. These have been developed through an ongoing collaboration with training staff from Scotland.

The training pathway will take students through the Certificate III qualification into Certificate IV and Diploma studies in Engineering, with articulation arrangements being developed that will allow for entry into degree level study.

Wide Bay Institute of TAFE has actively worked with Score in the design and development of the program, and in addition has assisted the company in its promotion of its apprenticeships, as well as aiding the recruitment and selection process. Bundaberg has been chosen as a base for the initial training and recruitment as the Wide Bay region has a high level of youth seeking to take up employment options in the trades than in Gladstone where employment levels are already high as a result of the growth activity in the city. Additionally, this project builds on the partnerships WBIT has with the Bundaberg Regional Trade Training Centre (BRTTC) which is already developing a solid base of technical skills in senior secondary schooling. It is anticipated an intake of approximately 14 students into the apprenticeship will occur each year.