



BCITO WORKFORCE DEVELOPMENT UPDATE 2018

CONCRETE

BCITO has been leading a significant project focused on workforce development in construction over the past three years. This work ensures that the sector is proactively driving change in our workforce rather than reacting to change.

Actively developing the workforce is critically important due to continued skill shortages and the changing nature of the workforce.

The landscape of the construction sector has changed considerably in the last year. Demand for building work has continued at historic highs while factors such as Kiwibuild, the Government's Construction Skills Action Plan and the collapse of several major building contractors have put further pressure on the system.

At the same time, a number of previously emerging trends in the workforce have really started to be

felt this year. Topics including gender equality, workplace flexibility, expectations of youth, and workplace relations have all had significant attention in the media and society in 2018.

While these changes have been occurring, one thing that hasn't changed is that skill shortages have remained acute. Across construction we need at least 80,000 more people in the next few years to meet demand.

Some key metrics about the concrete workforce are in the table below. The following pages highlight some of the workforce development initiatives that have happened over the past two years and outline how we can continue to develop the concrete workforce in the coming years.

	CONCRETING	CONCRETE PRODUCT MANUFACTURING	READY MIXED CONCRETE
WORKERS IN 2017	5,039	2,751	1,846
NEW AND REPLACEMENT DEMAND OVER THE NEXT FIVE YEARS	2,212	1,093	222
ADDITIONAL SKILLED WORKERS NEEDED EACH YEAR	93	61	10
TRAINEES AS AT 30 SEPTEMBER 2018	150	100	39
COMPLETIONS OCTOBER 2017 - SEPTEMBER 2018	75	33	6

DEVELOPING THE CONCRETING WORKFORCE

1// GETTING THE RIGHT WORKFORCE

KEY THEMES FROM INDUSTRY

- **BE A GOOD EMPLOYER**
 - Pay people fairly
 - Offer incentives – eg shares, bonus, status
 - Offer flexibility – part-time, leave without pay for O.E.
 - Offer training and qualifications
- **CREATE A POSITIVE WORKING ENVIRONMENT**
 - Make people feel part of the team
 - Find out what people want from work
 - Have a good workplace culture
 - Offer people a variety of work and tasks
- **BROADEN THE RANGE OF PEOPLE BEING RECRUITED INTO THE SECTOR**
 - Target the right people during recruitment
 - Encourage people from a more diverse range of ethnic groups to enter the sector
 - Investigate barriers to women getting into the sector
- **RAISE PROFILE OF CONCRETE INDUSTRY**
 - Sell positive aspects of working in the sector
 - Create and promote career paths

KEY ACHIEVEMENTS IN 2017

- A marketing plan specifically for concrete has been drafted. It will be implemented in 2018 following sector consultation.
- myBCITO is a new digital portal that secondary students, career seekers, apprentices, and employers will use to get engaged and stay engaged with construction careers and training.
- Six concrete businesses hosted secondary students as part of the Big Construction Tour, showing young people what working in concrete is really like.
- Te Kororangi Hakaia from Stresscrete Otaki was selected to participate in the Got a Trade? Got it Made! week Future Business Leaders day.
- Projects are underway focusing on Māori, Pasifika, and Asian workers which aim to increase diversity in concrete and the wider construction sector.
- The Women in Trades research project has been established which aims to increase the participation and success of women in construction and engineering trades. Pasifika, and Asian workers which aim to increase diversity in concrete and the wider construction sector.

KEY ACHIEVEMENTS IN 2018

- myBCITO was launched to schools in February 2018 and has over 4,500 registered students. The digital portal was then released to job seekers in April.
- BCITO's Trade Up campaign encouraged young people to aspire to trades careers in construction by highlighting a variety of trades across a range of different media platforms.
- BCITO completed research with successful trades' women, women who withdrew from training and employers. Research publication, marketing, resources and support will roll out in 2019.
- Sector emails have highlighted the importance of diversity in the concrete workforce.
- One of the themes of the Concrete Contractors conference was women in trades.

2// RUNNING BUSINESSES EFFECTIVELY

KEY THEMES FROM INDUSTRY

- **PROVIDE LEADERSHIP TRAINING**
 - Select the right people
 - Provide leadership opportunities for potential leaders
- **PROMOTE AND DEVELOP GOOD BUSINESS PRACTICES**
 - Develop best practice guides
 - Succession planning
 - Include financial literacy and basic business skills in qualifications
 - Create bite sized training opportunities
 - Build capability around planning
 - Explore the effectiveness of different business models
 - Ensure businesses have diverse work
 - Use technology effectively
- **CONSIDER TRAINING OPTIONS DURING DIFFERENT PARTS OF THE BUSINESS CYCLE**
 - Explore Government intervention
 - Take apprentices on during busy times
- **ENSURE BUSINESSES HAVE INFORMATION FOR PLANNING**
 - Better planning from Government for major projects
 - Better information about forecasts both work and workers
- **HAVE A SYSTEMATIC, PLANNED APPROACH TO MENTORING**

KEY ACHIEVEMENTS IN 2017

- Greg Johnston from Formstress Precast Ltd was chosen as a My Boss Legend. A case study and video of Greg will be used to promote being a great concrete employer.
- Good business practices were encouraged by featuring articles in sector updates on business owners who create a dynamic company culture and lead by example.
- An employer's toolkit has been launched on the BCITO website with resources, templates and links to build employer capability in the sector.
- BCITO exhibited a purpose built "Growth Hub" at the BuildNZ/Designex industry trade event to promote using training and retention to grow businesses.
- Three pilots of online supervisory, project and business management training programmes have been run in 2017 with 78 past apprentices and employers from seven industries participating.

KEY ACHIEVEMENTS IN 2018

- The My Boss Legend campaign showcased a series of videos and examples which promoted being a great employer.
- BCITO rolled out Advanced Trade Supervisor Skills Training "Bites of Learning". These skills packages enable tradespeople to develop supervisory skills as part of a qualification or as a standalone course.
- BCITO Upskill project went live, with resources, courses and support for bookkeeping, accounting, administration, technology, mentoring, health & safety, leadership, supervisory, and project management.
- BCITO ran an employer panel at the Concrete NZ conference highlighting the positive impacts training has on businesses.
- The successful Concrete NZ merger has enabled a more coordinated voice for businesses in the sector.

3// DEVELOPING SKILLS AND VALUING QUALIFICATIONS

KEY THEMES FROM INDUSTRY

- **TRAINING ACTIVELY SUPPORTED BY MANAGEMENT**
 - Have a buddy system
 - Link training to pay and incentives
 - Enable mentoring
 - Provide ongoing training opportunities for staff at all levels
 - Regular, dedicated time for training
- **RAISE PERCEIVED VALUE OF CONCRETE QUALIFICATIONS**
 - Promote return on investment in training
 - Link qualifications to licensing
 - Market that you have qualified staff
 - Include qualifications in tenders for large projects
 - Use influence of principal contractors
- **BUILD LINKS WITHIN THE SECTOR AND WITH OTHER SECTORS TO ENSURE QUALITY**
 - Formalise links with Master Builders and Certified Builders
 - Enhance Links between different parts of sector, including ready mixed concrete and Placers
- **CELEBRATE WORKERS SUCCESSES AND ACHIEVEMENTS**

KEY ACHIEVEMENTS IN 2017

- The Concrete Apprentice of the Year continues to celebrate success for concrete workers in all level three and above qualifications.
- Members of the NZMCPA board are engaging in ERP training. They see it as an incentive for attracting people into the trade and a tool to raise standards.
- A number of NZRMCA board members have set up meetings with BCITO field staff to align their training with BCITO qualifications.
- BCITO is trialling "micro-credentials" with pilots in five sectors over the next six months. These training packages are highly focused and complement full qualifications.
- Articles in trade publications have been used to raise awareness sector about the value of qualifications in concrete and the wider sector.

KEY ACHIEVEMENTS IN 2018

- BCITO has actively contributed to the government's Construction Skills Strategy and current set of education reviews, as well as preparing a briefing for new ministers.
- Micro-credentials have officially been launched by NZQA. As part of this, BCITO is undertaking a pilot of managed traineeships and continuing to work with NZQA and TEC around implementation.
- BCITO and the NZ Council for Educational Research are researching factors that underlie success and failure for apprentices and building a tool to foresee risk factors.
- The Concrete Construction qualification was rebranded as Concrete Commercial Construction and promoted at the BuildNZ expo in Auckland.
- A paper has been submitted to Concrete Contractors from the Ready-mix sector outlining that training is one way of increasing professionalism in concrete.
- BCITO has attended regional meetings of the Concrete NZ ready mix group promoting the benefits of training.

A CHANGING LANDSCAPE



As the construction sector continues to evolve the businesses that will be the most successful are those that can adapt their workforce to meet future needs. Actively planning the future workforce will set up individual businesses and the sector as a whole to be prosperous and meet changing demand.

WHAT NEXT?



In 2019 BCITO will be reviewing our workforce development programme to ensure that it continues to meet the needs of our sector. This will involve reviewing what is most important to the concrete sector and agreeing actions and initiatives. We are also investigating developing a digital platform which will connect a much larger number of employers with workforce development initiatives.

WHAT YOU CAN DO



To effectively develop the concrete workforce we need businesses to actively think about their own workforce needs and also those of the wider sector. We also need sector leaders who take the lead, promote positive practice, and encourage other businesses to actively engage in workforce development. We look forward to working with you to drive real change in the construction workforce and ensure it meets future needs.

CALL BCITO ✖ TODAY

0800 4 BCITO (422 486) OR VISIT BCITO.ORG.NZ