



BCITO WORKFORCE DEVELOPMENT UPDATE 2018

EXTERIOR PLASTERING

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 exterior plastering 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 exterior plastering workforce in the coming years.

WORKERS IN 2017	6,964
NEW AND REPLACEMENT DEMAND OVER THE NEXT FIVE YEARS	5,711
ADDITIONAL SKILLED WORKERS NEEDED EACH YEAR	400
TRAINEES AS AT 30 SEPTEMBER 2018	123
COMPLETIONS OCTOBER 2017 - SEPTEMBER 2018	26



DEVELOPING THE EXTERIOR PLASTERING WORKFORCE

1// GETTING THE RIGHT WORKFORCE

KEY THEMES FROM INDUSTRY

- **BE A GREAT EMPLOYER**
 - Give people the environment to grow – pathways and training
 - Reward high performance – praise, pay, non-financial rewards
 - Offer and promote training
 - Pay and incentives
 - Get to know staff on a personal level
 - Offer flexibility
 - Career pathways introduced at interview
- **CHANGE PERCEPTIONS ABOUT THE SECTOR, PARTICULARLY FOR INFLUENCERS**
 - Promote the positive, unique aspects of working in the sector
 - Work more closely with schools
 - Advertise apprentice training and quality of work
- **CREATE A POSITIVE WORKPLACE CULTURE**
 - Teamwork
 - Celebrate workers successes and achievements
 - Free up time to spend with staff on site
 - Have a fun, enjoyable workplace
 - Have mentoring systems
- **ACTIVELY RECRUIT THE RIGHT PEOPLE**
 - More targeted promotion
 - Promote careers in the sector to customer base
 - Recruit from a more diverse range of people including women and a range of ethnic groups

KEY ACHIEVEMENTS IN 2017

- A marketing plan specifically for exterior plastering 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.
- Trowel Trades hosted secondary students as part of the Big Construction Tour, providing thought provoking information to future career seekers.
- Projects are underway focusing on Māori, Pasifika, and Asian workers which aim to increase diversity in interior systems 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.

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 exterior plastering workforce.
- Exterior plastering is being promoted to career seekers as the sector of the week on the BCITO website in late 2018.

2// RUNNING BUSINESSES EFFECTIVELY

KEY THEMES FROM INDUSTRY

- **PROVIDE LEADERSHIP OPPORTUNITIES FOR POTENTIAL LEADERS**
- **BUILD MANAGEMENT CAPABILITY**
 - Use a range of training
 - Create short, bite sized, training opportunities
 - Include financial literacy and basic business skills in qualifications
- **DEVELOP GOOD BUSINESS PRACTICES**
 - Develop best practice guides
 - Explore the effectiveness of different business models
 - Succession planning
 - Develop career paths
- **ADAPT PRACTICE TO MAKE BUSINESSES MORE RESILIENT**
 - Diversification
 - Make better use of technology
 - Information for planning
 - Adapt training to meet future needs
- **DEVELOP FORMAL MENTORING**
- **BUILD SUPPLY CHAIN KNOWLEDGE**
- **WORK WITH GOVERNMENT AND OTHER LARGE COMPANIES PROCURING WORK TO SMOOTH WORK FLOWS**

KEY ACHIEVEMENTS IN 2017

- Bruce Kartons from Karton Construction Systems was chosen as a My Boss Legend. A case study and video of Bruce will be used to promote being a great exterior plastering 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.
- 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 gave business leaders insight about the Future of Construction at the Resene Construction Conference.
- A project examining return on investment in training in exterior plastering has been initiated and will be completed in 2019.

3// DEVELOPING SKILLS AND VALUING QUALIFICATIONS

KEY THEMES FROM INDUSTRY

- **MANAGEMENT TAKE AN ACTIVE ROLE IN TRAINING**
 - Set a high standard
 - Link training to pay and incentives
 - Provide ongoing training for staff at all levels
 - Show career and training paths
- **RAISE PUBLIC AWARENESS ABOUT THE VALUE OF QUALIFIED TRADESPEOPLE**
 - Link qualifications to licencing and regulations
 - Promote having trained and qualified staff
 - Use qualifications as a marketing tool
 - Supply chain recognise qualifications
- **CELEBRATE TRAINING SUCCESS**
 - Make a big deal of awarding certificates
 - Create an Apprentice of the Year
- **PROMOTE WORK ON RETURN ON INVESTMENT IN TRAINING**

KEY ACHIEVEMENTS IN 2017

- 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 sector awareness about the value of qualifications in interior systems and the wider sector.
- The Resene Construction Apprentice of the Year continues to celebrate success for installers of the Rockcote System.
- BCITO exhibited a purpose built "Growth Hub" at the BuildNZ/Designex industry trade event to promote using training and retention to grow businesses.

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.
- Resene Construction is prominently promoting free fees training to installers via their new website to encourage more people to train.
- BCITO promoted training excellence by continuing to support the Resene Construction apprentice of the year awards.

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 exterior plastering 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 exterior plastering 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