



BCITO WORKFORCE DEVELOPMENT UPDATE 2018

FLOORING

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 flooring 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 flooring workforce in the coming years.

WORKERS IN 2017	7,288
NEW AND REPLACEMENT DEMAND OVER THE NEXT FIVE YEARS	4,883
ADDITIONAL SKILLED WORKERS NEEDED EACH YEAR	342
TRAINEES AS AT 30 SEPTEMBER 2018	307
COMPLETIONS OCTOBER 2017 - SEPTEMBER 2018	69



DEVELOPING THE FLOORING WORKFORCE

1// GETTING THE RIGHT WORKFORCE

KEY THEMES FROM INDUSTRY

- **CREATE A GOOD BUSINESS AND TEAM CULTURE**
 - Offer and promote training
 - Offer people a variety of tasks and work
 - Pay and incentives
 - Offer flexibility
 - Incentive schemes, eg bonus, profit sharing
- **SHOW THAT THE SECTOR IS A PLACE FOR CAREERS, NOT JUST JOBS**
 - Create and promote career pathways
 - Celebrate workers successes and achievements
- **TARGET THE RIGHT PEOPLE DURING RECRUITMENT**
 - Target Careers Advisors, parents
 - Use real people to sell the sector
 - Work with schools
 - Encourage a wider range of people to enter the sector including women and people from other ethnic groups
- **PROMOTE THE POSITIVE, UNIQUE ASPECTS OF THE SECTOR**
 - Selling opportunities – make it look attractive and realistic
 - Make use of apprentices/young staff to sell sector
 - Sell entrepreneurial side of sector
 - Show design side/finishing
 - Use customer databases to promote sector careers

KEY ACHIEVEMENTS IN 2017

- A marketing plan specifically for flooring has been drafted. It will be implemented in 2018 following sector consultation.
- A regional industry/BCITO partnership model has been developed and will shortly be implemented to attract career seekers into flooring by promoting pathways into the sector.
- Three flooring businesses hosted secondary students as part of the Big Construction Tour, showing young people what working in flooring is really like.
- 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.
- Projects are underway focusing on Māori, Pasifika, and Asian workers which aim to increase diversity in flooring and the wider construction sector.
- A successful female apprentice in the flooring sector was profiled in a sector update. This profile has extended into many other publications outside of BCITO.

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.
- BCITO and Carpet Court ran hands-on sessions for secondary students at #tradesforme, an event for Auckland schools.
- Sector emails have highlighted the importance of diversity in the flooring workforce.

2// RUNNING BUSINESSES EFFECTIVELY

KEY THEMES FROM INDUSTRY

- **RAISE THE CAPABILITY OF MANAGERS IN THE SECTOR**
 - Develop best practice guides
 - Mentoring
 - Succession planning
 - Make best use of existing management training courses
 - Create bite sized training opportunities
 - Build capability around planning
 - Create a "badging" system – could be run by Floor NZ and/or suppliers
 - Promote membership in associations
- **BUILD CAPABILITY OF ALL STAFF**
 - Product knowledge sessions including a wider range of skills
 - Make sure people have enough breadth of skills
 - Develop career paths
 - Identify and train people who have management/leadership potential
 - Include financial literacy in qualifications
 - Do in-house training for senior staff
- **ENCOURAGE PRACTICES THAT MAKE BUSINESSES MORE RESILIENT**
 - Adapt training to meet future needs
 - Make use of technology/Innovation
 - Better capacity planning
 - Work with Government and other large companies procuring work to smooth work flows
 - Diversify

KEY ACHIEVEMENTS IN 2017

- An employer's human resources 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.
- Liam Hayes from Hayes Carpet Laying was chosen as a My Boss Legend. A case study and video of Liam will be used to promote being a great flooring employer.
- Return on Investment research is moving to another level. A company level tool is under development and will be trialled in flooring in late 2017.
- BCITO Skills Brokers are developing key account sales programmes for flooring.
- Apprenticeships were promoted at the flooring awards evening, encouraging employers that trade training is a great thing to engage in for their business.

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
- Key industry employers created a national training policy with input from BCITO.
- BCITO has created additional resources for the small to medium employers toolkit.
- A process for calculating Return on Investment in training in flooring has been developed and will be rolled out in late 2018.

3// DEVELOPING SKILLS AND VALUING QUALIFICATIONS

KEY THEMES FROM INDUSTRY

- **RAISE CUSTOMERS PERCEPTIONS ABOUT THE VALUE OF QUALIFIED STAFF**
 - Take pride in qualifications
 - Market yourself as being 100% qualified
 - Van stickers showing qualifications
- **INCREASE THE NUMBER OF FIRMS THAT TRAIN APPRENTICES**
 - Promote and celebrate qualifications within industry
 - Link qualifications to licencing and regulations
 - Promote Return on Investment in training
 - A roadshow to promote training in the sector
- **DEVELOP A TRAINING CULTURE WITHIN A BUSINESS, LED FROM THE TOP**
 - Encourage upskilling
 - Celebrate training success
 - Provide ongoing training opportunities for all staff
 - Understand capability of staff
 - Develop inhouse training opportunities
 - Link training to pay and incentives
 - Make training fun
 - Regular, dedicated time for training
 - Get people involved in bite sized or lower level training as a pathway to further learning

KEY ACHIEVEMENTS IN 2017

- Articles in trade publications have been used to raise sector awareness about the value of qualifications in flooring and the wider sector.
- Training system has been reviewed to intensify the learning opportunities for apprentices at off job training at the Allied Trades Institute.
- 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.
- BCITO marks to display on vehicles or office buildings have been made available for businesses who train and for people who are trade qualified.

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.
- BCITO has continued to organise the Apprentice of the Year Awards to promote excellence in training.
- Outward Bound scholarships were offered to flooring apprentices to further develop the skills of future flooring leaders.
- BCITO sponsored the Carpet Court conference to promote the benefits of skills and 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 flooring 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 flooring 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