



BCITO WORKFORCE DEVELOPMENT UPDATE 2018

GLASS & GLAZING

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 glass & glazing 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 glass & glazing workforce in the coming years.

WORKERS IN 2017	5,532
NEW AND REPLACEMENT DEMAND OVER THE NEXT FIVE YEARS	3,233
ADDITIONAL SKILLED WORKERS NEEDED EACH YEAR	252
TRAINEES AS AT 30 SEPTEMBER 2018	192
COMPLETIONS OCTOBER 2017 - SEPTEMBER 2018	52



DEVELOPING THE GLASS & GLAZING WORKFORCE

1// GETTING THE RIGHT WORKFORCE

KEY THEMES FROM INDUSTRY

- **CREATE A GREAT TEAM CULTURE**
 - Worker satisfaction/feel wanted
 - Be the place where people want to work
 - Offer people a variety of tasks and work
 - Offer Upskilling/Training/Development
 - Engage with workers as people
 - Create and promote career paths
 - Pay people what they are worth
 - Celebrating success – daily and on bigger scale
- **PROMOTE THE POINT OF DIFFERENCE FOR THE GLASS & GLAZING SECTOR**
 - Promote career paths and opportunities
 - Sell the good points of sector including diversity, finishing touch, aesthetic
 - Change perceptions about the sector
 - Use people with passion to sell the sector
 - Sell technology side
- **ATTRACT THE RIGHT PEOPLE TO THE SECTOR**
 - Target messaging at young people
 - Engage with schools/students
 - Get better understanding of where people come from to work in the sector
 - Encourage women and people from a range of ethnic groups to enter the sector
 - Promote careers in the sector to customer base

KEY ACHIEVEMENTS IN 2017

- A marketing plan specifically for glass & glazing 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.
- Getting the right workforce was the focus of a workforce development presentation at the Metro Performance Glass Merchants conference.
- Glass & glazing companies hosted school age career seekers on the Big Construction Tour to show what it is like to work in the sector.
- Projects are underway focusing on women in trades and Māori which both aim to increase diversity in glass & glazing 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.
- Quarterly sector emails highlighted successful stories about women and diversity in the glass & glazing workforce.
- Glass & glazing was promoted to career seekers as the sector of the week on the BCITO website in August 2018.

2// RUNNING BUSINESSES EFFECTIVELY

KEY THEMES FROM INDUSTRY

- **ENCOURAGE PRACTICES THAT MAKE BUSINESSES MORE RESILIENT**
 - Maintain relationships with key accounts
 - Adapt training to meet current and future needs
 - Make better use of technology
 - Diversify – eg both residential and commercial
 - Work with Government to smooth spending
 - Have access to high quality information about upcoming work
- **DEVELOP FUTURE MANAGERS AND LEADERS**
 - Recognise who has management potential
 - Succession planning
 - Provide interim steps, eg Team Leader/ Supervisor
 - Develop career plans for appropriate people
- **BUILD MANAGEMENT CAPABILITY**
 - Develop business to business mentoring
 - Include financial literacy and basic business skills in qualifications
 - Build management capability, particularly around planning
 - Develop best practice guides for running a business
 - Send people on "project management" and "people management" courses
 - Create short, bite sized, training opportunities
 - Promote membership in associations

KEY ACHIEVEMENTS IN 2017

- Richard Aitken from Viridian Glass was chosen as a My Boss Legend. A case study of Richard will be used to promote being a great employer.
- An employer's toolkit has been launched on the BCITO website with resources, templates and links to build employer capability in the sector.
- BCITO skills brokers are developing key account sales programmes for glass & glazing 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.
- Apprenticeship promotion from MC at the WANZ and GANZ Awards Night highlighted to 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.
- BCITO has created additional resources for the small to medium employers toolkit.

3// DEVELOPING SKILLS AND VALUING QUALIFICATIONS

KEY THEMES FROM INDUSTRY

- **INCREASE THE NUMBER OF BUSINESSES IN THE SECTOR THAT TRAIN APPRENTICES**
 - Take responsibility for image of industry
 - Promote new qualification – much more fit-for-purpose
 - Upskill industry
 - Promote Return on Investment in training
- **RAISE PUBLIC AWARENESS ABOUT THE VALUE OF QUALIFIED TRADESPEOPLE**
 - Promote having trained and qualified staff
 - Future linking of qualifications to licencing
- **DEVELOP A TRAINING CULTURE WITHIN BUSINESSES, LED FROM THE TOP**
 - Training the trainers
 - Management responsibility for training
 - Celebrate training success
 - Provide training opportunities for staff at all levels
 - Show career and training paths
 - Get people involved in bite sized or lower level training as a pathway to further learning
 - Link training to pay and incentives
 - Create a dedicated time and place for 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.
- The new Allan Sage Apprentice Excellence Award was launched in 2017 in partnership with GGINZ and GANZ.
- New judging criteria for the glass & glazing most promising apprentice has been developed.
- The existing training system has been reviewed to be ready for the launch of the new glass & glazing qualifications.
- Smith & Smith are progressing a plan to on-board their dealerships into the ERP programme to get formal recognition of people's skills.

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 new suite of NZ Certificates in Glass & Glazing qualifications was introduced to industry in August 2018.
- The training system for glass and glazing apprentices is being reviewed and modified.
- The glass and glazing training resource book was assessed and modified with the support of industry representatives.

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 glass & glazing 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 glass & glazing 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