



BCITO WORKFORCE DEVELOPMENT UPDATE 2018

INTERIOR SYSTEMS

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 interior systems 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 interior systems workforce in the coming years.

WORKERS IN 2017	6,530
NEW AND REPLACEMENT DEMAND OVER THE NEXT FIVE YEARS	5,482
ADDITIONAL SKILLED WORKERS NEEDED EACH YEAR	384
TRAINEES AS AT 30 SEPTEMBER 2018	188
COMPLETIONS OCTOBER 2017 - SEPTEMBER 2018	80



DEVELOPING THE INTERIOR SYSTEMS WORKFORCE

1// GETTING THE RIGHT WORKFORCE

KEY THEMES FROM INDUSTRY

→ CREATE A GOOD TEAM AND BUSINESS CULTURE

- Make people feel part of a team and business
- Treat people how you want to be treated
- Make staff feel valued, self-worth, status/ seniority
- Be professional, build a good reputation

→ USE GOOD EMPLOYMENT PRACTICES

- Pay - pre-emptive pay rises
- Offer upskilling, training, development
- Offer a variety of work and flexibility of work

→ PROMOTE AND RAISE THE PROFILE OF THE SECTOR

- Sell benefits including tradie dream, long term career business ownership, transferable skills
- Change the language around the sector
- Change perceptions of young people/ parents/influencers

→ BROADEN THE RANGE OF PEOPLE WORKING IN THE SECTOR

- Make use of networks of existing workers, eg relatives
- Encourage more women to enter the sector
- Encourage people from a wider range of ethnic groups to enter the sector

KEY ACHIEVEMENTS IN 2017

→ A marketing plan specifically for interior systems 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.

→ Three interior systems businesses hosted secondary students as part of the Big Construction Tour, showing young people what working in interior systems is really like.

→ Rikki Dewes from Atlas Fibrous Plaster was BCITO's "hero" during Got a Trade? Got it Made! week. Rikki used social media to give a glimpse into life as an interior systems apprentice.

→ 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.

→ Interior systems was promoted to career seekers as the sector of the week on the BCITO website and social media in October 2018.

→ The Association of Wall and Ceiling Industries (AWCI) 'Insight' magazine was distributed to current apprentices to get them connected with the wider industry.

2// RUNNING BUSINESSES EFFECTIVELY

KEY THEMES FROM INDUSTRY

→ PROVIDE MANAGEMENT TRAINING FOR PEOPLE BEFORE THEY BECOME MANAGERS

- Identify people with management potential
- Put management/business skills in apprenticeships

→ DEVELOP AND USE GOOD MANAGEMENT PRACTICES

- Develop skills in business planning
- Associations provide tools to promote good business practice
- Management of time and staff
- Succession planning
- Maintain good customer relationships
- Develop career paths

→ EFFECTIVELY USE THE INDUSTRY ASSOCIATION

- Link business practice to Association membership

→ DEVELOP A BUSINESS MENTORING PROGRAMME

→ ADOPT PRACTICES THAT MAKE BUSINESSES MORE RESILIENT

- Knowledge and information - better info about future
- Diversification - don't only do one thing

KEY ACHIEVEMENTS IN 2017

→ Bryce Clifford from Atlas Fibrous Plasterers Ltd was chosen as a My Boss Legend. A case study and video of Bryce will be used to promote being a great interior systems 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 has created additional resources for the small to medium employers toolkit.

→ Sector emails have focused on business development with themes including diversity, personal development, and being a good employer.

3// DEVELOPING SKILLS AND VALUING QUALIFICATIONS

KEY THEMES FROM INDUSTRY

→ RAISE THE VALUE CUSTOMERS PLACE ON HAVING QUALIFIED INSTALLERS

- Promote having trained staff eg through BCITO stickers
- Take pride in qualifications
- Include qualifications in tenders
- Suppliers need to value qualifications

→ PROMOTE RETURN ON INVESTMENT IN TRAINING

→ CELEBRATE SUCCESS

- Create an Apprentice of the Year

→ DEMONSTRATE THAT COMPANIES VALUE AND ARE COMMITTED TO TRAINING

- Link training to pay, incentives, responsibility
- Offer seminars, workshops etc.
- Set a standard for everyone in the business
- Offer ongoing upskilling and internal training
- Bite-sized things, lead them into training
- Employers pay fees for training - all or part
- Training plans for staff, maybe in diary form

→ RAISE THE PROFILE AND REACH OF THE ASSOCIATION

- Association to promote Associate Membership for apprentices
- Material from Assns, BCITO, etc circulated to staff

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.

→ Interviews are conducted for all completing apprentices. This data is analysed and used to improve service and promote higher level training programmes.

→ The Association of Wall and Ceiling Industries has continued to work closely with BCITO to promote the need to invest in apprenticeships.

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 supported the AWCI Skills Competition to promote excellence in training.

→ BCITO spoke at the AWCI Conference to highlight the importance of skills and qualifications.

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 interior systems 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 interior systems 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