



BCITO WORKFORCE DEVELOPMENT UPDATE 2018

JOINERY

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 joinery 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 joinery workforce in the coming years.

WORKERS IN 2017	3,209
NEW AND REPLACEMENT DEMAND OVER THE NEXT FIVE YEARS	1,348
ADDITIONAL SKILLED WORKERS NEEDED EACH YEAR	121
TRAINEES AS AT 30 SEPTEMBER 2018	314
COMPLETIONS OCTOBER 2017 - SEPTEMBER 2018	77



DEVELOPING THE JOINERY WORKFORCE

1// GETTING THE RIGHT WORKFORCE

KEY THEMES FROM INDUSTRY

- CREATE A POSITIVE BUSINESS CULTURE
 - Encourage good work-life balance
 - Instil pride in people's work
 - Offer people leadership opportunities
- BE A GOOD EMPLOYER- GO BEYOND THE MINIMUM
 - Pay realistically
 - Create career paths including succession planning
 - Offer people a variety of tasks and work
- TARGET THE RIGHT PEOPLE DURING RECRUITMENT
 - Investigate opportunities for recruiting people from pre-trade courses
 - Encourage women and people from under-represented ethnic groups to work in joinery
 - Create direct relationships between business and schools
- UPSKILL PEOPLE AND GIVE THEM OPPORTUNITIES TO GAIN QUALIFICATIONS
 - Celebrate workers successes and achievements
 - Offer and promote training
- CREATE MORE TARGETED PROMOTION OF JOINERY
 - Promote the positive, unique aspects of the sector
 - Promote the trade to schools, students, and influencers
 - Promote careers in joinery to your customer base

KEY ACHIEVEMENTS IN 2017

- A marketing plan specifically for joinery 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.
- Projects are underway focusing on Māori, Pasifika, and Asian workers which aim to increase diversity in joinery and the wider construction sector.
- BCITO staff have been actively working with local joinery companies to analyse and fill workforce gaps.
- Ten joinery companies hosted school age career seekers on the Big Construction Tour to show what it is like to work in the sector.
- Female joinery apprentices have been profiled in sector updates to increase the participation and success of women in joinery.

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 Artisan Kitchens Ltd ran a hands-on session for 80 secondary students at #tradesforme, an event for Auckland schools.
- Registered Master Joiners Nelson / Marlborough launched a recruitment website promoting industry, job opportunities, and training.
- Joinery was profiled as sector of the month on BCITO website.

2// RUNNING BUSINESSES EFFECTIVELY

KEY THEMES FROM INDUSTRY

- IDENTIFY PEOPLE WITH LEADERSHIP SKILLS
- ADAPT PRACTICE TO MAKE BUSINESSES MORE RESILIENT
 - Make better use of technology
 - Ensure businesses are diverse enough so they don't rely on doing just one thing
 - Have access to high quality information about upcoming work
 - Explore the effectiveness of different business models
 - Adapt training to meet future needs
- BUILD MANAGEMENT CAPABILITY
 - Succession planning
 - Develop Best Practice Guides
 - Increase mentoring opportunities
 - Include financial literacy and basic business skills in qualifications
 - Promote membership in Master Joiners
- ENSURE MANAGEMENT TRAINING MEETS THE NEEDS OF THE SECTOR
 - Invest in ongoing management skill development
 - Make best use of existing management training courses
 - Create opportunities for upskilling, delivered in small chunks

KEY ACHIEVEMENTS IN 2017

- 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.
- Andrew Riley from McNaughton Windows and Doors was chosen as a My Boss Legend. A case study of Andrew will be used to promote being a great employer.
- Actively increasing the number of non-training employers signing up to receive the Joinery sector updates to raise business capability.
- A profile of a company with a great culture was included in the Joinery Sector Update to highlight good business practice.

KEY ACHIEVEMENTS IN 2018

- The My Boss Legend campaign showcased a series of videos and examples which promoted being a great employer.
- Apprentice Jessica Leslie and her employer Andrew Bellamy from Wood Solutions in Dunedin won a competition highlighting the pioneer spirit of women in trades run as part of the celebration of 125 years of female suffrage.
- BCITO Upskill project went live, with resources, courses and support for bookkeeping, accounting, administration, technology, mentoring, health & safety, leadership, supervisory, and project management.
- Businesses have been utilizing the aging workforce within the industry to mentor - imparting knowledge and extending tenure of industry experts.
- Registered Master Joiners has utilized the BCITO Health and Safety guide by linking to it on the Registered Master Joiners resource web page.
- 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 PUBLIC AWARENESS ABOUT THE VALUE OF QUALIFIED TRADESPEOPLE
 - Promote having trained and qualified staff
 - Link qualifications to licencing and regulations
- ENCOURAGE MORE BUSINESSES TO TRAIN
 - Promote work on Return on Investment in training
 - Promote and celebrate qualifications within industry
- MAKE A COMMITMENT TO TRAINING, LED FROM THE TOP
 - Celebrate success, recognise hard work, and reward achievement
 - Mentoring - ensure apprentices have a 'buddy' and also a dedicated trainer
 - Provide training opportunities for staff at all levels
 - Management take an active role in training
 - Link training to pay and incentives
 - Commitment of time for training
 - Show career and training paths
 - Get people involved in bite sized or lower level training as a pathway to further learning

KEY ACHIEVEMENTS IN 2017

- BCITO is trialling "micro-credentials" with pilots in five sectors, including joinery, over the next six months. These training packages are highly focused and complement full qualifications.
- Articles in trade publications including Joiners Magazine have been used to raise sector awareness about the value of qualifications in joinery and the wider sector.
- The BCITO Assessment Team model is ensuring Training Advisors are working more closely with apprentices and employers.
- BCITO has responded to a training gap in the Nelson Marlborough area by finding a provider to hold a stage one course.
- BCITO staff attended local Master Joiner's meetings and supported association events to highlight the benefits of skill development and training.

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 ran two workshops with block course providers, training advisors, and learning & development staff to share knowledge, demonstrate, and witness good industry practice.
- The Kitchen Installation traineeship was launched with twelve joiners signed into phase one.
- Wellington joiners who train apprentices were invited to tender for the build of the BCITO National Office Kitchen.

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 joinery 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 joinery 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