



# BCITO WORKFORCE DEVELOPMENT UPDATE 2018

## KITCHEN & BATHROOM DESIGN

**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 kitchen and bathroom design workforce are in the table opposite. 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 kitchen and bathroom design workforce in the coming years.



TRAINEES AS AT 30 SEPTEMBER 2018	COMPLETIONS OCTOBER 2017 – SEPTEMBER 2018
88	7

# DEVELOPING THE KITCHEN & BATHROOM DESIGN WORKFORCE

## 1// GETTING THE RIGHT WORKFORCE

### KEY THEMES FROM INDUSTRY

- **CREATE A GOOD BUSINESS AND TEAM CULTURE**
  - Portray professionalism
- **TARGET THE RIGHT PEOPLE DURING RECRUITMENT**
  - Sell career path
  - Encourage & support people from diverse backgrounds to consider careers in the sector
- **ELEVATE THE PROFILE OF KITCHEN & BATHROOM DESIGN**
  - Promote the variety of work and the creativity involved
  - Explore how to sell careers in the sector to customer base
  - Work more closely with schools
  - Detail why people might like to work in sector including independence, innovation, creativity, business ownership
- **BE A GREAT EMPLOYER**
  - Offer training and pay for at least some of it
  - Pay people what they're worth
  - Involve people in the Business
  - Celebrate workers successes and achievements
  - Offer flexibility

### KEY ACHIEVEMENTS IN 2017

- A marketing plan specifically for kitchen & bathroom design 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.
- Six kitchen & bathroom design companies hosted school age career seekers on the Big Construction Tour to show what it is like to be a kitchen and bathroom designer.
- Projects are underway focusing on Māori, Pasifika, and Asian workers which aim to increase diversity in kitchen & bathroom design 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.
- BCITO and Laminex Ltd ran a hands-on session for 80 secondary students at #tradesforme, an event for Auckland schools.
- BCITO promoted the industry using the BCITO national office kitchen design competition. The Facebook promotion reached 70,000 people, our biggest single feature ever.
- National Kitchen and Bathroom Association (NKBA) are scoping a one day introduction course to attract career seekers, people new to the industry, and career changers.

## 2// RUNNING BUSINESSES EFFECTIVELY

### KEY THEMES FROM INDUSTRY

- **IDENTIFY PEOPLE WHO HAVE MANAGEMENT POTENTIAL**
  - Provide leadership opportunities for potential leaders
- **BUILD MANAGEMENT CAPABILITY, PARTICULARLY AROUND PLANNING**
  - Succession planning
  - Include financial literacy and basic business skills in qualifications
  - Develop career paths
  - Mentoring
  - Develop best practice guides
  - Promote membership in associations
- **TAILOR MANAGEMENT TRAINING TO BEST MEET SECTOR NEEDS**
  - Adapt management training to meet current and future needs
  - Create bite sized training opportunities
  - Make best use of existing management training courses
- **ADAPT BUSINESS PRACTICES TO RESPOND TO CHANGING WORK FLOWS**
  - Make better use of technology
  - Diversify businesses, both new and refurb, not just new builds
  - Have access to high quality information about upcoming work
  - Work with Government and other large companies procuring work to smooth work flows

### 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.
- Milvia Hannah of German Kitchens was chosen as a *My Boss Legend*. A case study and video of Milvia will be used to promote being a great kitchen & bathroom design 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.
- BCITO exhibited a purpose built "Growth Hub" at the BuildNZ/Designex industry trade event to promote using training and retention to grow businesses.
- An industry survey will be circulated in late 2017 to gain a better understanding of sector businesses including size, type, location, succession planning and diversification.

### 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.
- Sector emails have focused on business development with themes including diversity, personal development, and being a good employer.
- BCITO promoted the impact of training on businesses through attendance at regional NKBA chapter meetings, and the 2018 conference and awards evening.
- The Certified Designers Society recognized the Student Designer awards in *Homestyle*, their national magazine.

## 3// DEVELOPING SKILLS AND VALUING QUALIFICATIONS

### KEY THEMES FROM INDUSTRY

- **CELEBRATE TRAINING SUCCESS**
- **EDUCATE CUSTOMERS ABOUT VALUE OF A TRAINED DESIGNER**
  - Promote "professionalism"
  - Promote having trained and qualified staff
- **RAISE AWARENESS WITHIN THE SECTOR ABOUT THE VALUE OF QUALIFICATIONS**
  - Promote qualifications - awareness of what's out there
  - Get Associations to raise profile of qualifications through awards and space on the website
  - Promote Return on Investment in training
  - Profile companies that train
- **CREATE A COMPANY TRAINING CULTURE LED FROM THE TOP**
  - Provide ongoing training opportunities for staff at all levels
  - Offer and promote career and training paths
  - Regular, dedicated time for training
  - Get people involved in bite sized or lower level training
  - Get people involved to further learning as a pathway to further learning
  - Link training to pay and incentives
- **WORK WITH GOVERNMENT TO CREATE A STANDARD ON DESIGN**

### KEY ACHIEVEMENTS IN 2017

- BCITO is trialling "micro-credentials" with pilots in five sectors, including kitchen & bathroom design, over the next six months. These training packages are highly focused and complement full qualifications.
- BCITO and National Kitchen & Bathroom Association have collaborated to review and develop a new ERP process for NZ experienced designers.
- New Kitchen Design level 5 and 6 qualification assessments have been submitted for review. Scheduled release is early 2018.
- Most promising student criteria defined and circulated amongst training advisors in preparation for 2018 awards.
- National chains Mitre 10 Mega and Placemakers have recognised the benefit of training and are channelling designers through qualifications.

### 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 Level 4 & 5 programme content review has been completed ahead of the NZ Diploma in Design (Kitchen Design/ Bathroom Design) (Level 5) being released in 2019.
- An Off Job Training survey of active employers proposing a change in program delivery from one to two weeks over two years received a favourable result.
- NKBA has agreed to align their web content with BCITOs when the New Zealand Diploma in Design (Kitchen Design/ Bathroom Design) (Level 5) is released.
- An active student designer was engaged to remodel 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 kitchen and bathroom design 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 kitchen and bathroom design 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](http://BCITO.ORG.NZ)**