



BCITO WORKFORCE DEVELOPMENT UPDATE 2018

STONEMASONRY AND MONUMENTAL MASONRY

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 stonemasonry 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 stonemasonry workforce in the coming years.

WORKERS IN 2017	777
NEW AND REPLACEMENT DEMAND OVER THE NEXT FIVE YEARS	250
ADDITIONAL SKILLED WORKERS NEEDED EACH YEAR	19
TRAINEES AS AT 30 SEPTEMBER 2018	30
COMPLETIONS OCTOBER 2017 - SEPTEMBER 2018	3



DEVELOPING THE STONEMASONRY WORKFORCE

1// GETTING THE RIGHT WORKFORCE

KEY THEMES FROM INDUSTRY

- LOOK AFTER STAFF, VALUE THEM AS PEOPLE
 - Make people feel part of a team
 - Celebrate success
 - Ensure people are fairly paid
 - Offer qualifications
 - Offer people a variety of tasks and work
 - Create and promote career paths
 - Involve people in the business
 - Offer flexibility
- LIFT THE PROFILE OF STONE AND STONEMASONRY
 - Promote as an artisan craft
 - Raise people's awareness of sector
 - Association to promote career as exciting, profile opportunities
 - Make it visible - joint BCITO and Association promotion
- TARGET THE RIGHT PEOPLE DURING RECRUITMENT
 - Identifying what people have done before joining stonemasonry and target that group
 - Promote careers in the sector to customer base
 - Build stuff at schools to show what apprentices do
 - Encourage more women and people from diverse ethnic groups to enter the sector

KEY ACHIEVEMENTS IN 2017

- A marketing plan specifically for stonemasonry 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 stonemasonry and the wider Construction sector.
- Five stonemasonry businesses hosted secondary students as part of the Big Construction Tour, showing young people what being a stonemason or monumental mason is really like.
- 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.
- Sector emails have highlighted the importance of diversity in the stonemasonry workforce.
- Stonemasonry is being promoted to career seekers as the sector of the week on the BCITO website in late 2018.

2// RUNNING BUSINESSES EFFECTIVELY

KEY THEMES FROM INDUSTRY

- IDENTIFY PEOPLE WITH LEADERSHIP POTENTIAL
 - Give people opportunities to step up
 - Succession planning
- BUILD MANAGEMENT CAPABILITY
 - Promote membership in associations
 - Offer people management training
 - Give businesses tools to develop a Business Plan
 - Mentoring from business owners
 - Create a badging system made up of small chunks of learning
- ENCOURAGE PRACTICES THAT MAKE BUSINESSES MORE RESILIENT
 - Focus on quality of work
 - Ensure businesses do diverse work and include people with diverse skills
 - Have access to high quality information about upcoming work
 - Work with Government and other large companies procuring work to smooth work flows
 - Explore the effectiveness of different business models
 - Make better use of technology

KEY ACHIEVEMENTS IN 2017

- KimStops was chosen as a My Boss Legend. A case study and video of Kim will be used to promote being a great monumental masonry employer.
- 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.
- The NZ Stone Masons Association Conference included a session with an employment lawyer to upskill employers about the difference between contractors and employees.
- Good business practices were encouraged by featuring articles in sector updates on business owners who create a dynamic company culture and lead by example.

KEY ACHIEVEMENTS IN 2018

- The My Boss Legend campaign showcased a series of videos and examples which promoted being a great employer.
- Sector emails have highlighted how to be a good stonemasonry employer.
- BCITO Upskill project went live, with resources, courses and support for bookkeeping, accounting, administration, technology, mentoring, health & safety, leadership, supervisory, and project management.
- 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 is currently scoping a research project into return on investment in training in stonemasonry.

3// DEVELOPING SKILLS AND VALUING QUALIFICATIONS

KEY THEMES FROM INDUSTRY

- CREATE A TRAINING CULTURE WITHIN BUSINESSES, LED FROM THE TOP
 - Provide ongoing training opportunities for staff at all levels
 - Link training to pay and incentives
 - Show career and training paths
 - Management take an active role in training
- RAISE CUSTOMER PERCEPTIONS ABOUT THE VALUE OF QUALIFIED STONEMASONS
 - Promoting value of stonemasonry qualifications
 - Promote proportion of qualified staff in ads
 - Show customers awards, qualifications, certificates as well as work done
 - Being included in big events eg Got a Trade
- INCREASE THE NUMBER OF BUSINESSES THAT TRAIN APPRENTICES
 - Promote value of training offered by the Association
 - Get young people or job seeker to come to Association training
 - Promote work on Return on Investment in training
 - Create an Apprentice of the Year Award

KEY ACHIEVEMENTS IN 2017

- The NZ Stone Masons Association is discussing establishing an apprentice of the year award to recognise training excellence. Initially this will be for construction stonemasons.
- Articles in trade publications have been used to raise sector awareness about the value of qualifications in stonemasonry and the wider sector.
- NZ Master Monumental Masons Association have run off job training for staff to be upskilled in the areas of Monumental Masonry they don't get exposed to on the job.
- The BCITO now has a section on the home page of the NZ Stone Masons Association website which highlights our joint commitment to 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.
- NZ Master Monumental Masons Association (NZMMMA) is currently developing an Apprentice of the Year competition which is proposed to start in 2019.
- BCITO worked with MBIE and NZMMMA to develop the new monumental masonry standard (Standard NZ4242).
- BCITO presented at the Cemeteries and Crematoria Collective conference to raise awareness about monumental masonry 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 stonemasonry 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 stonemasonry 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