



# BCITO WORKFORCE DEVELOPMENT UPDATE 2018

## TILING

**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 tiling 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 tiling workforce in the coming years.

WORKERS IN 2017	3,370
NEW AND REPLACEMENT DEMAND OVER THE NEXT FIVE YEARS	2,673
ADDITIONAL SKILLED WORKERS NEEDED EACH YEAR	192
TRAINEES AS AT 30 SEPTEMBER 2018	94
COMPLETIONS OCTOBER 2017 - SEPTEMBER 2018	40



# DEVELOPING THE TILING WORKFORCE

## 1// GETTING THE RIGHT WORKFORCE

### KEY THEMES FROM INDUSTRY

#### → BE A GOOD EMPLOYER- GO BEYOND MINIMUM

- Giving people a future – develop career paths
- Offer apprenticeships and training
- Recognising worker as whole person
- Pay realistically and offer incentives
- Variety of work, even at start
- Offer flexibility

#### → CREATE A GOOD BUSINESS AND TEAM CULTURE

- Good induction for staff
- Team up good workers with new staff/trainees
- Celebrate workers successes and achievements
- Succession planning

#### → HIRE THE "RIGHT" PERSON

- Get interviews right – look for right skills
- Promote that you employ/train local young people
- More targeted promotion of tiling
- Role model people in the sector from a range of ethnic groups, women, non-traditional apprentices
- Investigate and promote why tiling appeals to women

#### → CHANGE PERCEPTIONS ABOUT THE SECTOR, PARTICULARLY FOR INFLUENCERS

- promote the positive aspects of working in the sector
- Work more closely with schools

### KEY ACHIEVEMENTS IN 2017

→ A marketing plan specifically for tiling has been drafted. It will be implemented in 2018 following sector consultation.

→ A regional industry/BCITO partnership model has been developed and will shortly be implemented to attract career seekers into tiling by promoting pathways into the sector.

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

→ 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 tiling 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.

→ Sector emails have promoted the importance of diversity in the tiling workforce.

→ Tiling 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

#### → BUILD MANAGEMENT CAPABILITY

- Build culture of ongoing skill development at all levels of the business
- Develop best practice guides
- Succession planning
- Provide leadership opportunities for people who have management or leadership potential
- Have more business mentors
- Include financial literacy and basic business skills in qualifications
- Developing capability of "other half" or someone else helping to run the business

#### → ENSURE MANAGEMENT TRAINING BEST MEETS THE NEEDS OF THE SECTOR

- Adapt training to meet future needs
- Make best use of existing management training courses
- Association could develop management training opportunities

#### → ENCOURAGE PRACTICES THAT MAKE BUSINESSES RESILIENT

- Better information about future
- Make better use of technology
- Shift between new build and renovation work
- Work with Government and other large companies procuring work to smooth work flows
- Good business models, eg reserves

### KEY ACHIEVEMENTS IN 2017

→ BCITO Skills Brokers are developing key account sales programmes for tiling.

→ A tiling sector email profiled a great employer with a remarkable company culture. Tips to become an Employer of Choice evolved from this profile.

→ An employer's human resources 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.

### 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.

→ A process for calculating Return on Investment in training in tiling has been developed and will be rolled out in late 2018.

→ BCITO has created additional resources for the small to medium employers toolkit.

## 3// DEVELOPING SKILLS AND VALUING QUALIFICATIONS

### KEY THEMES FROM INDUSTRY

#### → GET CUSTOMERS AND RETAILERS TO VALUE QUALIFIED TILERS

- Promote having trained and qualified staff
- Link qualifications to licensing
- Make use of trade card/stickers

#### → INCREASE THE NUMBER OF BUSINESSES OFFERING APPRENTICESHIPS

- Promote work on Return on Investment of training
- Promote and celebrate qualifications within industry
- Join Associations
- Use supply chain to promote training

#### → DEVELOP A TRAINING CULTURE WITHIN BUSINESSES, LED FROM THE TOP

- Offer ongoing on-job learning
- Celebrate training success
- Management take an active role in training
- Regular, dedicated time for training
- Show career and training paths
- Link training to pay and incentives
- Get apprentices together for shared learning
- Get people involved in bite sized or lower level training as a pathway to further learning

### KEY ACHIEVEMENTS IN 2017

→ Working with industry for establishment of a national association in conjunction with the Canterbury Plasterers and Tilers Association.

→ Articles in trade publications have been used to raise sector awareness about the value of qualifications in tiling and the wider sector.

→ 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.

→ BCITO marks to display on vehicles or office buildings have been made available for businesses who train and for people who are trade qualified.

→ Actively increasing the number of non-training employers signing up to receive the tiling sector updates to raise awareness of the benefits of skills and 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 new tiling qualification is currently being developed.

→ Outward Bound scholarships were offered to tiling apprentices to further develop the skills of future tiling leaders.

→ Sector emails have promoted the experience recognition process which formally recognises the skills of people in the tiling sector.



## **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 tiling 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 tiling 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)**