



BCITO WORKFORCE DEVELOPMENT UPDATE 2018

ARCHITECTURAL ALUMINIUM 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 AAJ 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 AAJ workforce in the coming years.

WORKERS IN 2017	5,176
NEW AND REPLACEMENT DEMAND OVER THE NEXT FIVE YEARS	2,609
ADDITIONAL SKILLED WORKERS NEEDED EACH YEAR	157
TRAINEES AS AT 30 SEPTEMBER 2018	213
COMPLETIONS OCTOBER 2017 - SEPTEMBER 2018	95



DEVELOPING THE AAJ WORKFORCE



1// GETTING THE RIGHT WORKFORCE

KEY THEMES FROM INDUSTRY

→ DEVELOP A GOOD WORKPLACE CULTURE

- Promote values and fun
- Provide opportunities for growth – training and senior positions
- Provide ongoing upskilling
- Recognise success – awards and promotion

→ BE A GOOD EMPLOYER- GO BEYOND MINIMUM

- Offer people a variety of tasks and work
- Get people involved in business
- Tailor jobs for people's needs
- Offer and promote training
- Make use of technology

→ ADAPT RECRUITMENT PRACTICES TO GET THE BEST WORKERS

- Get better understanding of what to look for in new staff, eg attributes, skills, workplace skills
- Promote the unique features of the industry – finished results, precision, use of technology
- Promote industry career paths
- Use apprentices in promotion and hiring
- Closer work with schools, polytechnics and pre-trade courses to find potential apprentices
- Promote careers in the sector to customer base

→ CHANGE PERCEPTIONS ABOUT THE SECTOR

KEY ACHIEVEMENTS IN 2017

→ A marketing plan specifically for AAJ 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.

→ Nine AAJ companies hosted school age career seekers on the Big Construction Tour to show what it is like to work in AAJ.

→ Regional promotions of AAJ in schools, especially in Southland and Otago, have been used to encourage young people to join the sector.

→ Projects are underway focusing on women in trades and Māori which both aim to increase diversity in AAJ 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.

→ Quarterly sector emails highlighted successful stories about women and diversity in the AAJ workforce.



3// DEVELOPING SKILLS AND VALUING QUALIFICATIONS

KEY THEMES FROM INDUSTRY

→ RAISE CONSUMER AWARENESS ABOUT THE VALUE OF QUALIFIED WORKERS

- Promote having trained and qualified staff
- Promote within industry – make use of qualified people
- Link qualifications to licencing and regulations
- Recognise how consumers view qualified staff
- Establish a "Master Window Maker"

→ CELEBRATE WORKERS SUCCESSSES AND ACHIEVEMENTS

- Promote staff achievement eg certificates on wall
- Link training to pay and incentives

→ DEMONSTRATE POSITIVE BENEFITS OF TRAINING

- Promote Return on Investment in training
- Recognise links between qualifications and retention
- Show career paths

→ BUILD CULTURE OF ONGOING SKILL DEVELOPMENT AT ALL LEVELS OF THE BUSINESS, LED FROM THE TOP

- Management take an active role in training
- Ongoing training opportunities in range of areas
- Regular, dedicated time for training
- Get people involved in training to get taste for training



2// RUNNING BUSINESSES EFFECTIVELY

KEY THEMES FROM INDUSTRY

- **CREATE FORMAL BUSINESS TO BUSINESS MENTORING**
- **IDENTIFY AND TRAIN FUTURE LEADERS**
 - Provide training for potential managers
 - Identify future leaders/managers
 - Provide leadership opportunities for potential leaders
- **BUILD MANAGEMENT CAPABILITY**
 - Particularly around planning
 - Raise profile of management training
 - Enlist support of suppliers
- **ENSURE MANAGEMENT TRAINING BEST MEETS THE NEEDS OF THE SECTOR**
 - Create short, bite sized, training opportunities
 - Adapt training to meet future needs
 - Offer leadership grants
- **BUILD GOOD BUSINESS PRACTICE**
 - Make better use of technology
 - Develop career paths
 - Build culture of ongoing skill development at all levels of the business
 - Promote membership in associations
 - Have access to high quality information
 - Ensure businesses do diverse work and include people with diverse skills
 - Succession planning

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.
- Shawn Evans from Gateway Glass & Aluminium Ltd was chosen as a *My Boss Legend*. A case study of Shawn will be used to promote being a great AAJ employer.
- A BCITO Skills Broker is working with Altus NZ to map out a recruitment plan to possibly roll out to branches nationwide.
- 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.
- Apprenticeship promotion from MC at the WANZ and GANZ Awards Night highlighted to employers that trade training is a great thing to engage in for their business.

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.



KEY ACHIEVEMENTS IN 2017

- BCITO is trialling "micro-credentials" with pilots in five sectors, including AAJ, over the next six months. These training packages are highly focused and complement full qualifications.
- BCITO and WANZ have been working together to develop new judging criteria for the AAJ Apprentice of the Year.
- Conversations have started with regional plants that are starting to supply to the Auckland market about workforce development, 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.

→ New suite of NZ Certificates in Architectural Aluminium Joinery qualifications was introduced in March 2018.

→ AAJ Apprentice of the Year presented at the WANZ and GANZ Gala awards night to highlight excellence in training.

→ BCITO presented at Altus and McKechnie Aluminium Conferences to reinforce the benefits of skills and training.

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 AAJ 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 AAJ 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