

Lessons learned from one of New Zealand's most challenging civil engineering projects: rebuilding the earthquake damaged pipes, roads, bridges and retaining walls in the city of Christchurch 2011 - 2016.

## SCIRT leaving a legacy of an improved training framework for trades

**Story:** Positive Influence: Training Advisory Group

**Theme:** People and Culture

---

A paper which outlines what had been achieved by SCIRT's Training Team, and proposing an approach to ensure that the learnings from SCIRT be transferred to wider industry.

This document has been provided as an example of a tool that might be useful for other organisations undertaking complex disaster recovery or infrastructure rebuild programmes.

For more information about this document, visit [www.scirtlearninglegacy.org.nz](http://www.scirtlearninglegacy.org.nz)



This work is licensed under a [Creative Commons Attribution 3.0 New Zealand License](https://creativecommons.org/licenses/by/3.0/nz/).

The authors, and Stronger Christchurch Infrastructure Rebuild Team (SCIRT) have taken all reasonable care to ensure the accuracy of the information supplied in this legacy document. However, neither the authors nor SCIRT, warrant that the information contained in this legacy document will be complete or free of errors or inaccuracies. By using this legacy document you accept all liability arising from your use of it. Neither the authors nor SCIRT, will be liable for any loss or damage suffered by any person arising from the use of this legacy document, however caused.

<b>To:</b>	SCIRT Non-Owner Participants (JV)
<b>Date:</b>	Tuesday, 3 May 2016
<b>Prepared by:</b>	Mason Tolerton and Belinda de Zwart
<b>Agenda Topic:</b>	<b>SCIRT leaving a legacy of an improved training framework for trades</b>

## **PURPOSE**

SCIRT needs to intentionally plan a living legacy when it comes to industry training or there is a significant risk that the positive momentum that has been made will be lost at the end of the SCIRT programme.

The purpose of this paper is to outline what has been achieved to date to enable the SCIRT Board's vision of SCIRT supporting industry to leave a legacy of a Trades Regime with "mana". It also proposes a suggested road map for ensuring that the learnings that have occurred in SCIRT in terms of industry training are transferred to the wider industry.

Ensuring that there is an avenue for ongoing improvement in the industries training frameworks will further realise the Alliance Objective of "Purposefully lifting the capability of the sector-wide workforce" extending this beyond the operational programme and the lifespan of SCIRT.

## **BACKGROUND**

The SCIRT Board on 12 June 2013 discussed how to give "mana" to the SCIRT training outcomes with a trade qualification for the civil construction industry. The action from this was that "NOP Board members to go to industry organisations proposing that SCIRT is willing to support and develop a civil construction trade qualification programme."

The SCIRT HR/Training team wrote and presented a paper to the SCIRT Board in February 2014 summarising the current state of skills training in our industry and proposed a road map to delivering a vision of a *trades certification with an industry shared view of quality training resources*.

Appendix A shows the updated view of what has been achieved, what has lagged, and what positive movements have occurred over the last two years in the NZ Civil Construction industry. The opportunity now is to ensure that the learnings and foundations that have occurred at SCIRT are not lost and that progress towards the vision can continue once SCIRT ceases to exist.

## **EXECUTIVE SUMMARY**

Since the paper to the SCIRT Board two years ago, the Civil Trades regime has been launched, albeit it 12 months on from the original goal of December 2014 and currently relying on acknowledging tradespeople via the Recognition of Current Competency (RCC) process. SCIRT NOPs played a strong enabling role, providing a Civil Trades Implementation Project Manager throughout 2015. The National Qualifications Pathway for Civil has been approved, providing 3 avenues towards a trade: 1. RCC; 2. Training and assessment from Level 3 to Level 4 and; 3. An apprentice pathway. In 2016 Structural Concrete, Piling and Steel Erection are scheduled to be included in the pathway.

The NZ Civil Industry has evolved over the last two years. They are now represented by one body, Civil Contractors New Zealand (CCNZ) after the merging of Roading New Zealand and the Contractors Federation. This is already enabling collaborative views on how to improve the industry beyond your own company's boundaries. A tangible example of how far we've come is that at SCIRT we experience some challenges in having organisations share their competency assessments so that we could combine them to produce a SCIRT view. In the end we achieved that but in some cases not without intervention from SCIRT Board members. In 2016, the industry, nudged on by the NZTA Zero Harm Leadership forum, is working towards the principle of a single competency to operate standard with a recognised national unit standard qualification. NZTA have asked CCNZ to take the lead and form a group who will develop these competencies. Eventually it is envisaged that the Construction Safety Council will administer the scheme and issue industry wide competency cards. In a similar vein, ConstructSafe was launched on the 4<sup>th</sup> April; another mechanism to bring a shared industry view closer to realisation.

The challenge remains on having training programmes and products that deliver skilled and competent resources. The Civil Construction industry in New Zealand is well behind other NZ construction trades (eg building, painting, plumbing etc) and behind our counterparts in Australia and the UK. The emphasis has not shifted much from assessment rather than training: one of our Delivery Leaders described the current NZQA system aptly as "backward learning". In regard to delivering learning products and resources for the civil construction qualifications framework, Connexis have provided to SCIRT **3 of the 7 required**. The consistent feedback from SCIRT to Connexis is that their products need to expand from assessment tools to **training material including trainer resources that support on the job training**. Furthermore, despite Connexis having consulted with industry prior to the development of these qualifications they do not accurately capture a shared industry view of competence in the various areas, eg: plant operation. We have yet to see any evidence from Connexis that they are working toward this end. SCIRT has also found it difficult to understand what timeline for delivery of learning products that Connexis is working to. For example the apprentice pathway (involving training rather than competency assessment) towards trade certification is under development and we are unclear when the full package will be available.

In summary, SCIRT has proved to be a good catalyst and enabler for working towards an industry qualifications framework (Civil Trades), shared view of competency (SCIRT competency assessments) and a testing ground for the value of good training tools enabling on job training leading to better capability (eg Infrastructure Works level 2 and Crew Leadership, Level 3). We have gained over the last 4 years a sound understanding of what will meet industry needs from a training and assessing perspective and don't see this need being met unless it is specifically planned for.

## **RECOMMENDATION**

The following leadership support is requested from the SCIRT NOPs:

- Endorse SCIRT enabling (via representation of the SCIRT Training Manager) the establishment of a CCNZ Industry Training Board. This Board's proposed structure and relationships is at Appendix B.
- Nominated NOP representatives meet with Ian Campbell, Mason Tolerton, Belinda de Zwart, Helmut Modlik and Peter Silcock to establish this group.