

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.

## Memorandum of Understanding - SCIRT and InfraTrain 2012

**Story:** SCIRT Training Centre

**Theme:** People and Culture

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A memorandum of understanding that sets out how SCIRT and InfraTrain planned to work together to build an industry training framework and skilled workforce.

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)



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**Memorandum of Understanding**

**between**

**Stronger Christchurch Infrastructure Rebuild  
Team (“SCIRT”)**

**and**

**InfraTrain New Zealand (“InfraTrain”)**

## **1 PARTIES TO THE MEMORANDUM**

- 1.1 This Memorandum is between SCIRT and InfraTrain.

## **2 BACKGROUND**

- 2.1 The 2010 and 2011 earthquakes have substantially damaged the horizontal infrastructure in Canterbury. It is estimated that rebuilding the horizontal infrastructure in the city will cost \$2.2 billion to complete.
- 2.2 The Stronger Christchurch Infrastructure Rebuild Team (SCIRT) is an entity that has been established to plan, manage and rebuild the horizontal infrastructure of Christchurch by 2016. The head contractual agreement within SCIRT is an alliance between owner participants (CERA; the Christchurch City Council and the New Zealand Transport Authority) and non-owner participants (CityCare; Downer; Fletchers; Fulton Hogan and McConnell Dowell). Over 80 other organisations will come under the umbrella of SCIRT to complete the programme of work.
- 2.3 InfraTrain is mandated under the Industry Training Act 1992 as the Industry Training Organisation (ITO) for the civil infrastructure and engineering sectors. Its statutory responsibilities are:
- 2.3.1 To design national qualifications and run moderation systems to ensure fair, valid and consistent assessment against national standards.
  - 2.3.2 To arrange for the delivery of industry training that enables trainees to attain these standards.
  - 2.3.3 To provide leadership to their industries on skill and training matters, identify current and future skill needs, and work with employers and employees to meet those needs.
- 2.4 The two parties have been working together to plan for the training and up-skilling of the human resource required to meet the demands of an expected rapid increase in work and to take advantage of the industry training opportunity that the Alliance Agreement creates. The parties have determined to formalise their working arrangements and relationship under this MOU.
- 2.5 Horizontal infrastructure includes roads, fresh water, waste water and storm water systems.

## **3 MOU PURPOSE**

- 3.1 To provide a framework and outline the roles and responsibilities for SCIRT and InfraTrain to work in partnership to achieve key objectives around the development of an industry training framework and skilled workforce that is sustainable beyond the rebuild. These will be based on a national framework of training and development to benefit employees, companies, and up-skill the sector.

#### **4 TERM**

- 4.1 This Memorandum commences on the date of signing and ends on 30 December 2016, unless a specified extension is agreed by all parties
- 4.2 Either party may terminate their participation in the MOU by giving the other party three month's written notice.

#### **5 OBJECTIVES**

- 5.1 The parties will work together to achieve the resources objective of the SCIRT Alliance Agreement : "Purposefully lift the capability of the sector wide workforce". This includes lifting the capability of all sub contractors, establishing greater capability of current specialist infrastructure activities, doing something meaningful to reduce the level of unemployment in Christchurch and delivering a new wave of skilled resources into the market. The new entrants will have a net effect of reducing the average age of those in the industry.

The parties will also take the opportunity that the rebuild has provided to improve current training frameworks and models so that they are more in line with industry requirements and those of the learner who is attracted to our industry.

This will be achieved by the parties jointly:

- 5.1.1 Working with providers to develop and implement industry relevant pre-employment programmes that align with the national qualifications framework.
- 5.1.2 Coordinate the off-job training programmes delivered by Polytechnics, Private Training Establishments (PTEs) and other organisations. This will include timing of programmes, volume of training, input into course content, alignment to SCIRT competency needs and national qualifications standards, etc.
- 5.1.3 Forecasting the infrastructure workforce requirements to ensure a strong labour pipeline in place to meet current and future needs.
- 5.1.4 Develop and implement a flexible, on-the-job learning approach, based on national qualifications that will allow infrastructure workers to become productive quicker.
- 5.1.5 Encourage sub-contracting companies to take-up training programmes and up-skill their workforces.
- 5.1.6 Co-ordinating training and development activity across the Government agencies such as MSD, TEC, CERA and TPK for the infrastructure sector. Utilise existing government resources and programmes as much as possible in the first instance.
- 5.1.7 Develop funding proposals, and other requests for assistance to address barriers to progress, to Government agencies (where appropriate).
- 5.1.8 Marketing the career opportunities in the infrastructure sector arising from the Christchurch rebuild work.
- 5.1.9 Co-ordinating communication on the Christchurch rebuild progress - including the communication on current and forecasted workforce requirements.

## **6 COMMITMENTS**

- 6.1 To liaise with industry stakeholders to ensure:
  - 6.1.1 Industry needs are fully understood.
  - 6.1.2 Industry stakeholders understand how they will benefit from the proposed training programmes
- 6.2 To cooperate fully and make all reasonable endeavours to apply the resources required to ensure that the objectives described in this MOU are achieved.
- 6.3 To identify and declare any issues that may affect the operation of this MOU as soon as they arise.
- 6.4 SCIRT to second and manage tutors that will provide on-the-job training, assessment and support to trainees and companies
- 6.5 InfraTrain to resource the revised delivery and assessment approach to its qualification to meet the needs of industry and SCIRT. The new approach will focus on naturally occurring evidence and assessment – with much less requirement for written documentation.
- 6.6 To make available to industry all Intellectual Property and resources (apart from Learner and Assessor Guides) that are developed during the SCIRT Training Centre on the InfraTrain website.
- 6.7 To treat all potentially sensitive information relating to the parties as being confidential to the parties.
- 6.8 To agree a communications plan including protocols on key communication releases, to keep stakeholders of the parties

## **7 RELATIONSHIP MANAGEMENT**

- 7.1 The parties, through the Executive General Manager SCIRT, and CEO of InfraTrain, or their designated alternate(s) agree to meet regularly to discuss issues relating to this MOU.
- 7.2 The parties agree to work together to promptly resolve any issues that arise relating to the implementation of this MOU.

## **8 DISPUTE RESOLUTION PROCESS**

- 8.1 If any dispute arises between the parties concerning the matters covered by this MOU, the parties will use their best endeavours to resolve the dispute promptly.
- 8.2 If a dispute can not be resolved by the parties promptly it will be referred to independent mediation.


**9 SIGNATURES**

SIGNED by Duncan Gibb, Executive General Manager, SCIRT



Date: 6/8/12

SIGNED by Philip Aldridge, Chief Executive, InfraTrain NZ

  
6/8/12

Date: