

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 Learning and Development Management Plan 2013

Story: SCIRT Training Centre

Theme: People and Culture

A plan which details how in 2013 SCIRT planned to engage its workforce in training.

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.

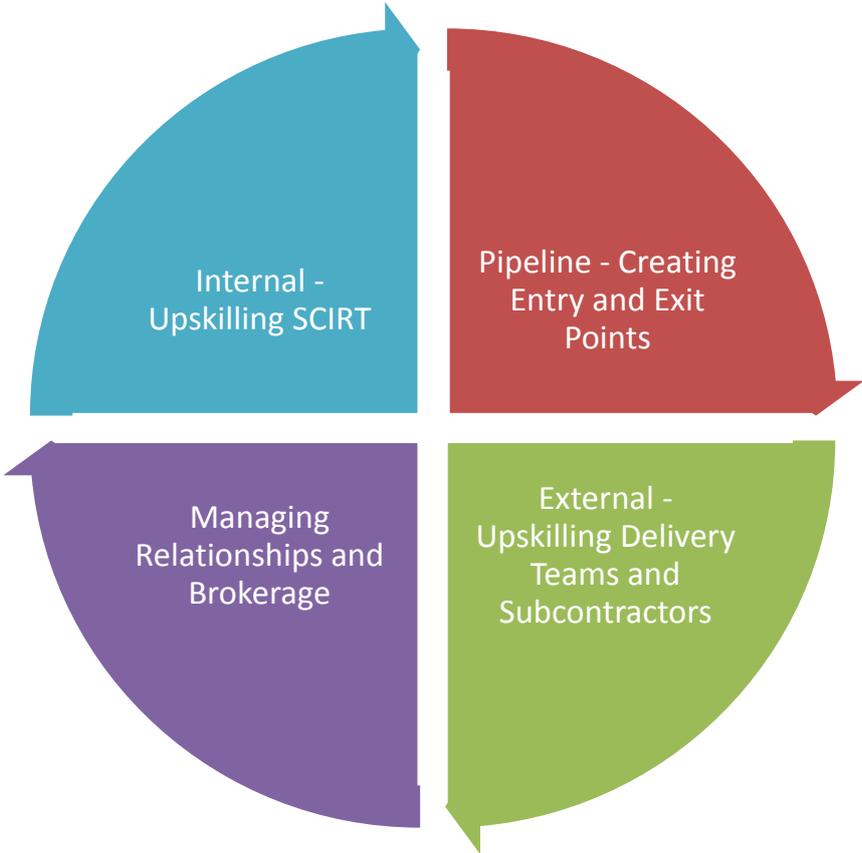
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STRONGER CHRISTCHURCH – INFRASTRUCTURE REBUILD



**Learning and Development
Management Plan**

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1.0 INTRODUCTION

The purpose of the Peak Performance Management Plan (PPMP) - is to provide SCIRT with a map for building the labour pool and achieving outstanding performance within the project. It is essential in this unique environment that we focus on innovative solutions that assist the workforce.

The goal of this plan is to position industry with adaptable, skilled teams. To do the best for Christchurch and our industry.

Consistent with the People and Performance plan, the Learning and Development Management Plan is designed to assist with:

- supporting SCIRT program outcomes
- the ongoing development of talent and maintenance of skills
- creating training relationships that partner with business

Learning and development in SCIRT will lead with examples of “what great looks like in Canterbury”, and challenge existing training and funding models to potentially transform the NZ construction industry and work based training.

2.0 SCOPE

The activities within this Learning and Development plan are designed to be applied to all levels of SCIRT with a focus on Delivery Teams and Sub-contractors. Both are in a position to add significant value and achieve ‘best for community’ outcomes, but they also carry the most risk. The main priority is to ensure that delivery and sub-contractor teams have the capability to add maximum value. Within the IAT office, there is an expectation that managers will up-skill and develop their own teams with support and advice.

Current Status

New Zealand construction industry has two common training models. Formal technical qualifications registered with the New Zealand Qualifications Authority (NZQA), and competency company-based training. The NZQA technical qualifications are set across all industry. Currently, this is the only subsidised model. The competency model is set and funded by each individual company. Construction companies are either using a combination of both of these models, one or none.

There are approximately 40,000 construction workers in New Zealand. 46% of the construction industry workforce has literacy issues that impact on their ability to work efficiently, effectively and productively. (Adult Literacy and Life Skills Survey carried out in 2006). For 2011, 7% of the construction workforce is currently engaged in NZQA technical construction qualifications. This is the only model that measures competency across all industry. The low percentage and uptake of this is an indication that these models require review.

NZQA technical qualification model

- National Certificates and Diplomas based on industry best practice
- Normally completed within 1.5 - 3 years.
- Mixture of off-job training, on site verification and written workbooks
- Training conducted by outside providers, on-job verifiers and workplace tutors
- Subsidised by Industry Training Organisations (eg: Infratraining, MITO)

Competency

- Company set skilled based criteria based on industry tasks
- Not linked to qualifications. Criteria aligns closer to skills within job roles
- On-job training and coaching
- Identifies a scale of competency from “requires training” - “expert”
- No accessible funding, company cost

There is a need to look at an approach that ensures overall productivity does not drop and that the training models will address competency and skills. Training and skills development has to be approached on a “benefit to cost” of productivity basis.

What does “Best for Canterbury and Industry” look like?

Success will be training models that are experiential and delivered in shorter time frames. The focus will be on industry best practice, allowing employers to promote and cross train quickly rather than purchase experience in a tightening labour market. The solutions will complement and enhance existing company learning cultures.

- A single subsidised training framework/model based on skills and Industry best practice
- Experiential training and assessment with an on-job focus
- A pool of expert trainers, coaches and assessors for Canterbury
- Short modular skill based qualifications or trade certificates
- Partnerships with providers and funding bodies

Requirements:

SCIRT is committed to up skilling the industry and its employers in a timely manner. The Learning and Development Management Plan will work towards influencing Education Organisations to assist and partner with industry and SCIRT objectives.

The following will be required to achieve program outcomes:

- Agreement, participation and alignment of the plan from each delivery team
- Communicate as one collective industry to funding and educational bodies
- Commitment from employers to develop and invest in their people
- Identify and release technical expertise within the business to ensure training is fit for purpose
- Support internal business experts to act as trainers and assessors
- Employers to provide a training resource to facilitate the training processes required.
- Advance communication of the SCIRT programme so that solutions can be identified and developed within realistic time frames

3.0 RESPONSIBILITY:

In order to achieve program outcomes Delivery teams and subcontractors will need a highly productive, skilled, responsible and flexible workforce. It is an employers' responsibility to show leadership, invest in training and develop their people. That responsibility includes leading in SCIRT behaviours and values and ensuring that appropriate talent development is undertaken within their business at all levels.

The Training Manager will develop learning and development strategies for SCIRT board approval and will implement initiatives to meet objectives. In this context, the plans responsibilities are to provide learning and development opportunities and models for all of SCIRT to draw on, in ways that best support their business's collective development. Industry will require "ready to work" talent on a short term lead in but it is also desirable to have a legacy of a "qualified and experienced" multi-skilled workforce.

Strategic Objectives

Responsibility: Governmental agencies, Educational bodies, Employers and SCIRT

Purposely lift the productive performance of industry. This will be achieved by increasing talent and capacity of the workforce through the provision of frameworks and skill models that deliver a high-standard of organisational performance, response, innovation and flexibility within the rebuild project.

Guiding Principles:

- ▶ The best people, minds and ideas on the job, working together
- ▶ Up skill the workforce and high performance, with SCIRT mindsets and values
- ▶ Lead and promote a culture of continuous learning and business improvement

Tactical Objectives

Responsibility: Delivery Teams, Subcontractors and SCIRT

Guiding Principles:

- ▶ Resilient and innovative learning models, short and long term
- ▶ Challenge existing training, timeframes and funding models.
- ▶ A collective view on Learning & Development and training designed for all industry.
- ▶ Overarching programs that benefit and maintain individual learning cultures within each business
- ▶ Managers to lead and promote a culture of continuous learning and business improvement

4.0 SCIRT TRAINING TARGETS

The construction industry is at a critical stage. On average, 50% of our work force is aged between 50–75 years. Over the next 15 years these workers will move into retirement and industry will lose half of the skill base that currently allows it to operate. The training targets are part of the SCIRT KRA framework of “Our Team” and measures employer commitment to developing and training their people.

KPI	Weighting	Measure	Timing	MCOS	Stretch	Outstanding
Ownership of a skilled workforce	15%	Number of operatives engaged in NZQA qualifications (including SCIRT version) as a % of SCIRT field team members	Recorded monthly Reviewed quarterly	20-20%	30-39%	40-60%

In order to achieve this KRA delivery teams and subcontractors will need to complete on a monthly basis the “Our Team KRA” template via project centre.

5. OPERATIONAL PLAN – TRAINING

The focus for Learning and Development over the next three months is to **establish and review** current skills, training models and funding within the industry, delivery teams and subcontractors:

Establishment and Review:

- Build influential relationships with SCIRT delivery teams and subcontractors
- Build influential relationships with educational bodies and training institutions. Source funding.
- Review of training provision and capability within SCIRT companies and providers

Date: Completed March 2012

Implementation Phase:

- Partner with funding bodies and Educational bodies to fund appropriate learning models
- Roll out appropriate learning models and qualifications
- Develop training modules targeting skill gaps as required

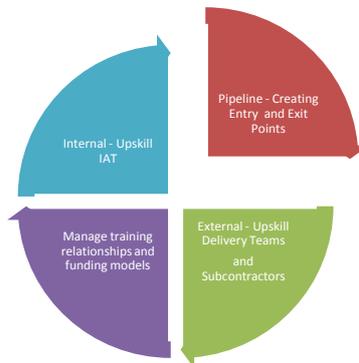
Date: Completed June 2012

The Operational brief has been split into four areas for action and implementation.

Operational Plan
<p>▶ PIPELINE – CREATING POINTS OF ENTRY AND EXIT Transition people into the industry to increase the labour pool. Define entry and exit pathways. Increase awareness of career opportunities, attract and retain skilled workers within Canterbury.</p> <p>▶ EXTERNAL – UP SKILL DELIVERY TEAMS AND SUBCONTRACTORS Identify and develop quality skill based training to assist industry achieve program outcomes.</p> <p>▶ MANAGE TRAINING RELATIONSHIPS AND FUNDING Strengthen partnerships with industry and Educational Organisations to create a resilient training infrastructure with relevant funding.</p> <p>▶ INTERNAL – UP SKILL INTEGRATED ALLIANCE TEAM Behavioural and skill based training provided to create high performance.</p>

5.1 PIPELINE – CREATING POINTS OF ENTRY AND EXIT

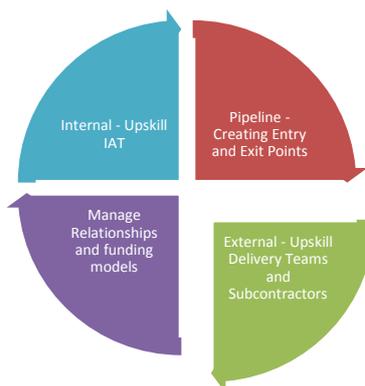
Transition people into the industry and increase the labour pool by working with delivery teams, labour supply organisations and pre-employment providers. Define exit and entry points within SCIRT program. Define clear pathways and increase awareness of career opportunities within Canterbury.



Activity	Description
Career Pathways “For Real” Campaign	Objective: Raise awareness of career pathways within and outside the construction industry via the “For Real Campaign” Regularity: 2012, 2013
New entrants to industry “For Real” Campaign	Objective: Expand the pool of skilled workers and develop career opportunities and training for Canterbury youth, unemployed and career changers. For Real awareness campaign that facilitates pre-employment training, and apprenticeships with pastoral care and entry assessment. Regularity: 2012, 2013
Exit points	Objective: Define career pathways for workers exiting the construction industry. Create communication links between SCIRT, Vertical Rebuild, labour supply organisations and similar industries. Regularity: 2016, 2017

5.2 EXTERNAL – UP SKILL DELIVERY TEAMS AND SUBCONTRACTORS

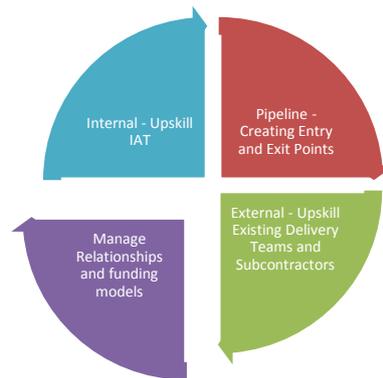
Identify and develop quality modular and skill base training required by delivery teams and subcontractors to assist them achieve program objectives. Focus on on-job training to impact on skill levels, health and safety, quality and production outcomes. Create opportunities for those within the industry to step up and develop new skills.



Activity	Description
Training on job experiential and real-time	<p>Objective: Support delivery teams and subcontractors with flexible, hands-on technical training. Work with Infratrain to develop training that is on-job and site focused, rather than workbook and course based.</p> <p>Regularity: 2012, 2013, 2014</p>
Shorter and industry based qualifications	<p>Objective: Provide relevant competency based modules. Partner with industry and Infratrain to develop a new model of training. Provide options where industry can fill specific skill gaps quickly. These modules will be shorter, more focused qualifications with funding and subsidies aligned.</p> <p>Regularity: 2012, 2013, 2014</p>
Grow Existing Industry	<p>Objective: Enhance the skills of existing workforce by sourcing and providing short sharp technical training.</p> <p>Current skills/training gaps have been identified:</p> <ul style="list-style-type: none"> • Health and Safety (ongoing) • Spotter training (2012) • Reading Plans (2012) • Plant operator competencies (2013) • Concrete Saw (2013) • Slinging and Lifting (2013) • Environmental management of worksites <p>Regularity: as identified and when required</p>
Set up SCIRT Training Centre	<p>Objective: Set up SCIRT Training Centre and Workplace Tutor Team to support Learning and Development initiatives and industry.</p> <p>Regularity: 2012, 2013</p>
Leadership, Leverage Training	<p>Objective: Equip identified leaders at a Foreman/Supervisor level, with the understanding and skills to unlock self-leadership potential within teams.</p> <p>Regularity: 2013</p>

5.3 MANAGE TRAINING RELATIONSHIPS AND FUNDING

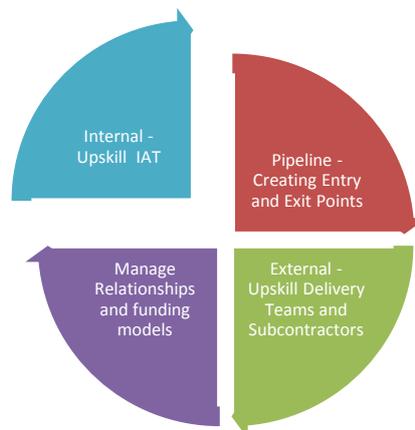
Strengthen partnerships with industry and Educational Organisations to create a resilient training infrastructure for Christchurch.



Activity	Description
Source funding for training	Objective: Engage and manage relationships of local/broader training markets. Support organisations such as BETA, Infracore, IPENZ, NZIHT, Skills for Christchurch, TEC, MSD, Polytechnics and Universities for the benefit of SCIRT. Regularity: 2012
Training Industry leadership	Objective: Continually review the effectiveness of training and funding models. Identify strengths, opportunities and initiatives for change to improve current standards on behalf of SCIRT. Communicate and facilitate change process. Regularity: ongoing

5.4 INTERNAL – UP SKILL INTEGRATED ALLIANCE TEAM

Behavioural and skill based training will be provided to create collaborative and high performing teams within the IAT. The People and Performance Plan fully documents the training required.



6.0 RISKS:

The risks to the management plan involve the following:

	Risk	Probability	Impact	Mitigating activities
1	Industry compromise between production targets and training. Employer lack of commitment, time or finance to Learning and Development Plan	High	High	SCIRT Management and leaders to sign off Learning and Development Plan and KPI's. Steering committee set up to influence, guide and promote benefits of developing people. Training conducted on-job where possible to minimise loss of production and time.
2	Lack of training resources to implement and manage learning within delivery teams and subcontractors	Med	High	Establish and identify contact personal and training resource within each delivery team and subcontractor.
3	Reluctance to release technical expertise, trainers or assessors within the business to support learning and development	Med	Med	SCIRT Management and leaders to sign off Learning and Development Plan. Source additional trainers via Educational bodies. Explore funding for on-job coaches.
4	Current government funding and support systems could potentially be reduced or removed	Med	Med	Joint partnership between all employers as one voice for Canterbury. Engage support from government agencies and CERA. Focus on sourcing and developing cost-effective interventions.
5	Educational institutions unable to align to learning models around competency and skills in required industry time frames	Med	Med	Ensure SCIRT programme is communicated in advance so that solutions can be identified and developed in appropriate time frames.
6	Speed in which we require industry to support funding applications and process	Med	Low	Appropriate planning and clear communication and approval process identified in order to react quickly and appropriately.
7	Dual training systems or new models could de-value existing qualifications in industry	Low	Low	Create supplementary programs that potentially lead into qualifications. Phased in approved system over extended time length to minimise impact.

2013 SCIRT TRAINING TEAM OBJECTIVES

Team Purpose: Champion the lifting of industry through best practice in training

Line of sight goals: Employees in National Certificate training
Qualification completions in time
Value perceived by stakeholders (quarterly survey)

Activity	Description
<p>New entrants to industry “For Real” Campaign PM - Tess</p>	<p>Objective: Educate and influence SCIRT delivery teams and contractors to employ and invest in candidates and the “For Real Opportunity”.</p> <p>Objective: Influence value and quality of pre-employment courses.</p> <p>Measures: 10 contact meetings with employers per month Completing qualifications of For Real Candidates within 12 months of sign on Mentoring & support visit to provider 1 per month Course evaluation 1 per quarter</p>
<p>Activity</p>	<p>• External - Upskill Delivery Teams and Subcontractors</p>
<p>Training on job experiential and real-time</p>	<p>Objective: Increase on-job Workplace tutoring and assessment hours. Support delivery teams and subcontractors with flexible, hands-on technical training. Workplace tutor time split:</p> <p>1-2 Quarter:</p> <ul style="list-style-type: none"> • 50% Technical Course Training • 25% Administration, Records and Resource Development • 25% On job (toolbox training, one-on-one training) <p>Measure: 40 hours per month of Tutor One-on-One contact</p> <p>3-4 Quarter:</p> <ul style="list-style-type: none"> • 25% Technical Course Training • 25% Administration, Records and Resource Development • 50% On job (toolbox training, one-on-one training) <p>Measure: 40 hours per month of Tutor One-on-One contact</p>
<p>Shorter and industry based qualifications PM - Roy</p>	<p>Objective: Develop SCIRT Excavator Operator Competencies and assessment of excavator operators. Based on specific job competencies, tasks and operating hours Measure: SCIRT/Infratrains National Certificate Resources developed for industry</p> <p>Objective: Work with industry and Infratrains to develop new SCIRT model of training and competency for National Certificate in Plant Operation - Excavator.</p> <p>Measure: SCIRT/Infratrains National Certificate Resources completed and developed for industry use. 25% of assessed excavator operators signed into National Certificate in Plant Operation</p>
<p>Grow Existing Industry PM – Kingsley PM – Eric PM - Wes</p>	<p>Objective: Following industry technical gap identified. SCIRT short courses developed and ready for use by industry:</p> <ul style="list-style-type: none"> • Concrete Saw • Slings and Lifting (to be verified by industry as a gap) • Environmental Training • Quality Training <p>Measure: Relevant SCIRT courses developed for industry use.</p>

<p>Leadership, Leverage Training</p> <p>PM - Eric</p>	<p>Objective: Equip identified leaders at a Foreman/Supervisor level, with the understanding and skills to unlock self-leadership potential within teams. Define Leadership competencies and training model to suit delivery teams and contractors.</p> <p>Measure: <i>SCIRT courses developed for industry use.</i></p>
<p>Set up SCIRT Training Centre</p> <p>PM - Sarah</p>	<p>Objective: Develop SCIRT Training database with measures to communicate to relevant stakeholders. Increase Workplace Tutor team.</p> <p>SCIRT training centre reporting on training for stakeholders.</p>