

Workshop 3e

How to manage the skills shortage: future challenges for employers

Speakers: Mike Turner,
Siân Pearce and
Jo Down



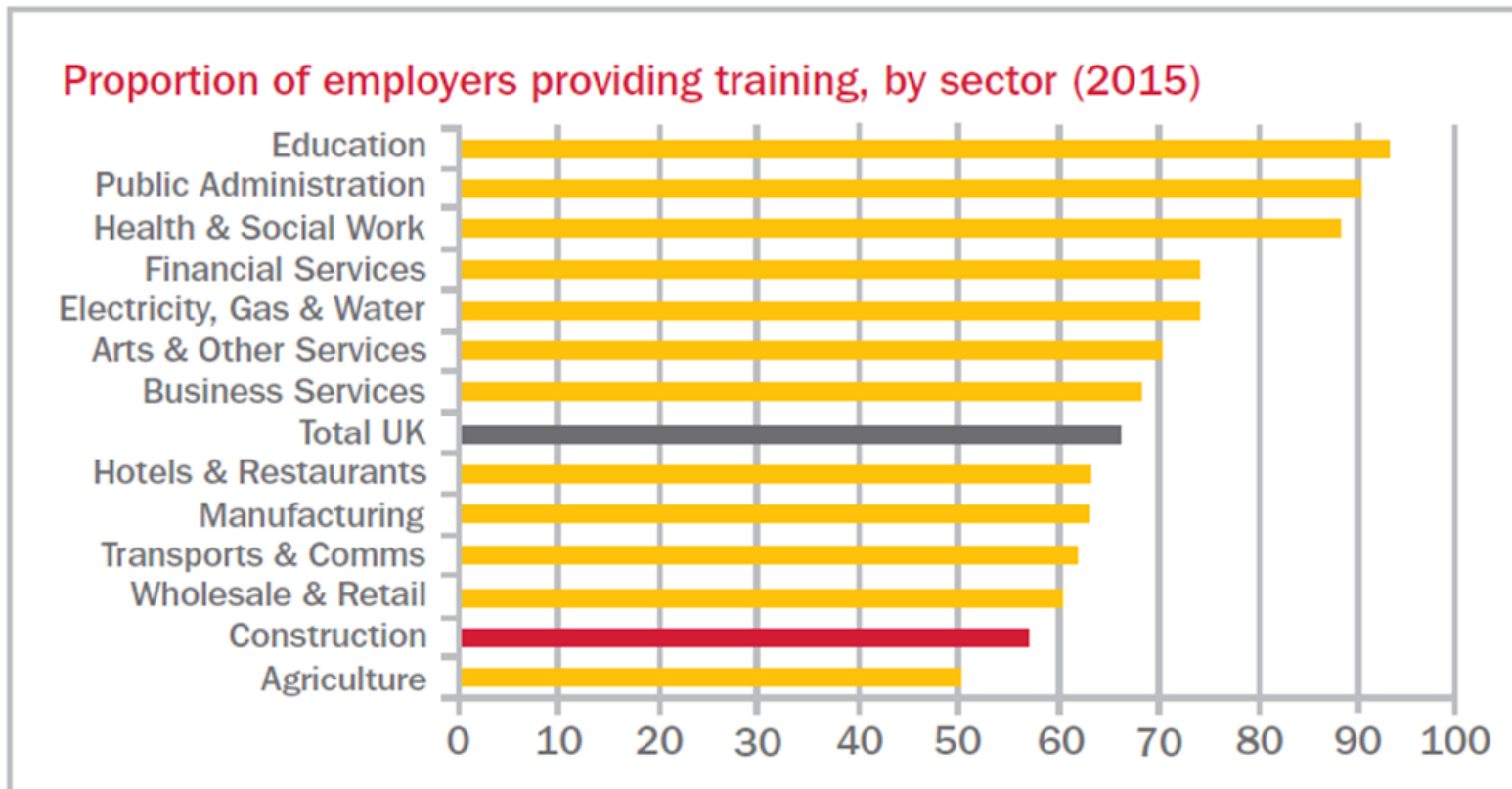
National Housing
Maintenance Forum

NHMF
Maintenance
Conference
2019



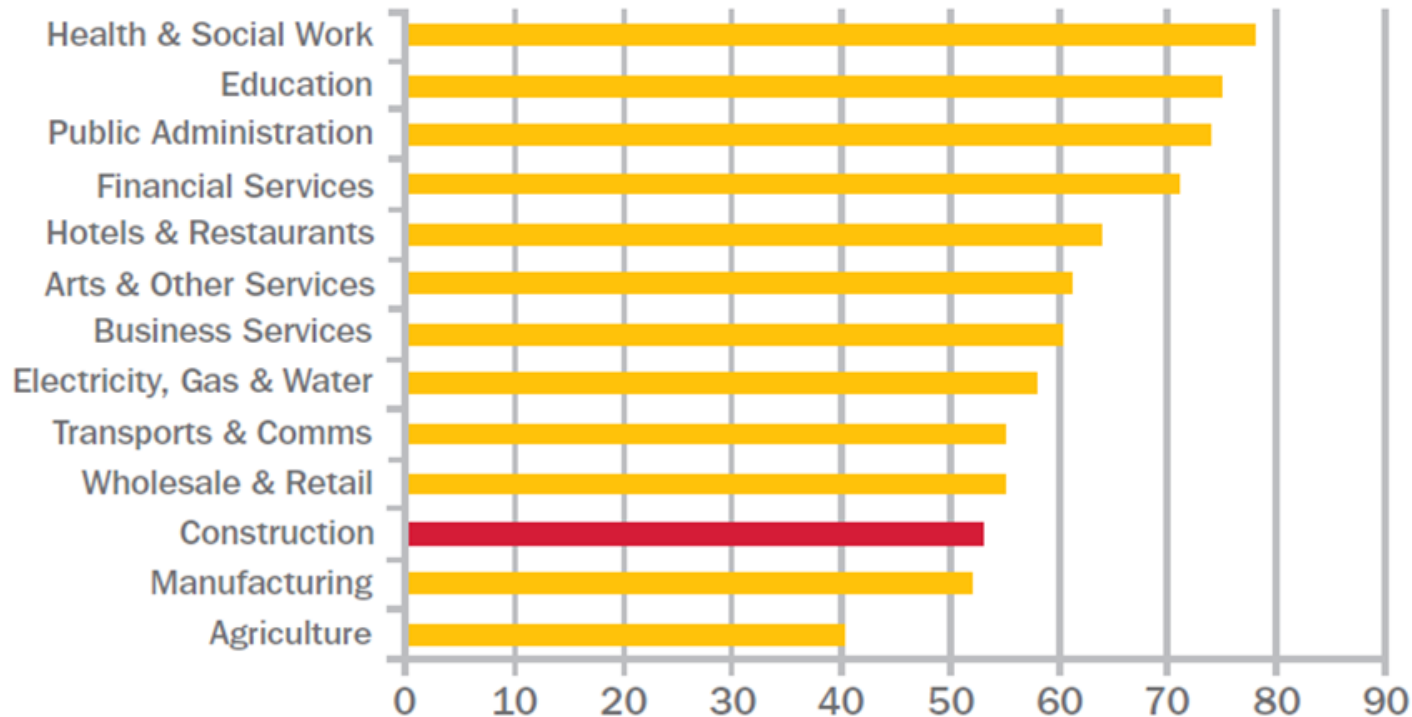
Mike Turner Executive Director

What's Happening



What's Happening

Proportion of workforce trained, by sector (2015)



News › Business › Business News

UK construction worker shortage hits record, warns trade association

Skills gap is driving up wages, which is squeezing businesses already battling higher material costs

‘A shortage of construction workers faced by small and medium-sized businesses has hit its worst level on record, threatening the Government’s grand plan to build hundreds of thousands of houses annually, research conducted by the Federation of Master Builders has revealed.’

23 January 2018

The challenges

Is our industry attractive – can we compete with sectors?

Migrant workers reducing

Ageing workforce

Apprenticeships in decline

Tier 1 contractors transfer delivery to Tier 2 & 3 subcontractors

Guaranteed volumes support a direct delivery model

The skills needed to train are declining – irreversible?



It's our choice

Is direct employment considered to be a competitive advantage or a future cost with no ROI?

Can margins improve if we deliver a better service and product for our customers with an engaged and highly skilled workforce?



Siân Pearce Ian Williams, Training and Development Manager



Apprentices/Trainees Recruited 2018

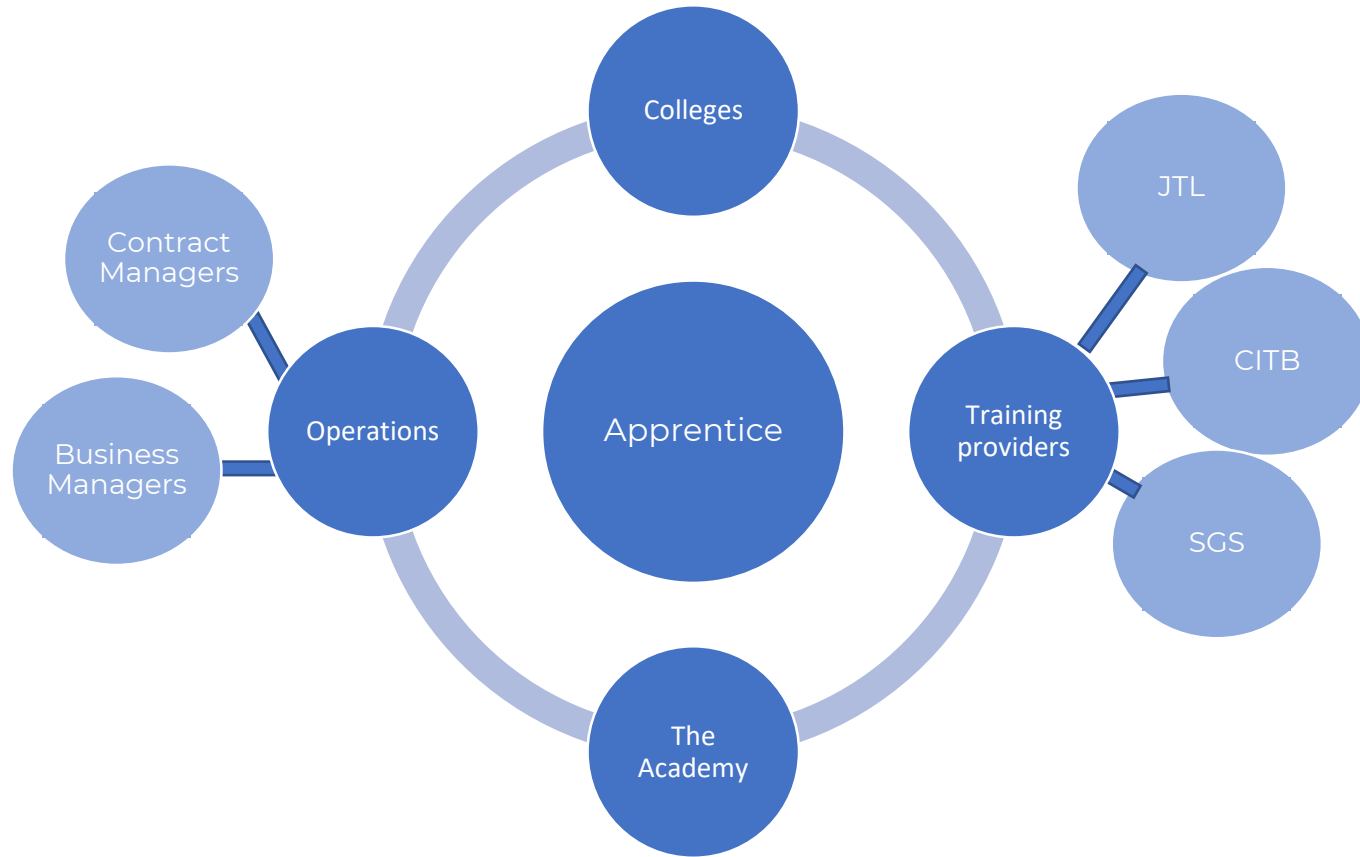
• Business administration	1	}	=30
• Software developers	2		
• Painters and decorators	12		
• Carpenters	6		
• Plumber	1		
• Electricians	8		
• Trainee surveyors	17		

- In a total population of **64** apprentices and **27** trainees
- A grand total of **91**

Key Points of This Session

- What are the challenges of employing new entrants e.g. apprentices/trainees?
- How do these challenges manifest themselves?
- What can we do to mitigate these challenges?

Apprentice Stakeholders





Apprenticeship Levy

Apprenticeship Funding

A screenshot of the CITB "Manage apprenticeships" portal. The header shows "GOV.UK" and "Manage apprenticeships". Below this is a navigation bar with "Your employer account" and links for "Help", "Settings", and "Sign out". A secondary navigation bar includes "Home", "Finance", "Recruitment", "Apprentices", "Your team", "Your organisations and agreements", and "More". The "Home" link is highlighted. Below the navigation bar, the "Finance" section is active, showing a purple box with "£66,060" and "Current funds". Underneath, there are four links: "View transactions" (with a description: "View payments made into and out of your apprenticeship service account."), "Download transactions" (with a description: "Download your financial transactions within a specific date range."), "Funding projection" (with a description: "View funding projection to plan your future spending."), and "Transfers" (with a description: "Connect with other employers and send or receive transfer funds.").

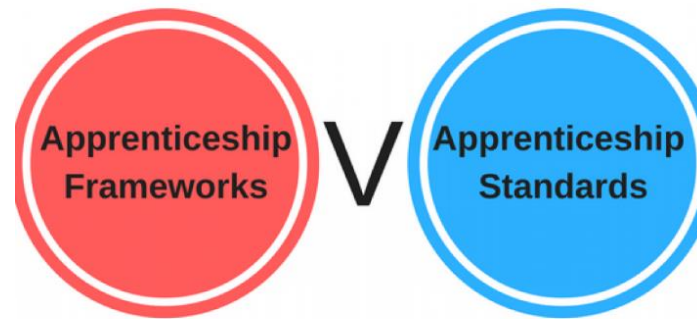
CITB Levy

CITB Grant

New CITB Grants Scheme

Our new Grants Scheme is available to support training that is focused on the core construction skills needed across the industry

Apprentice Qualifications

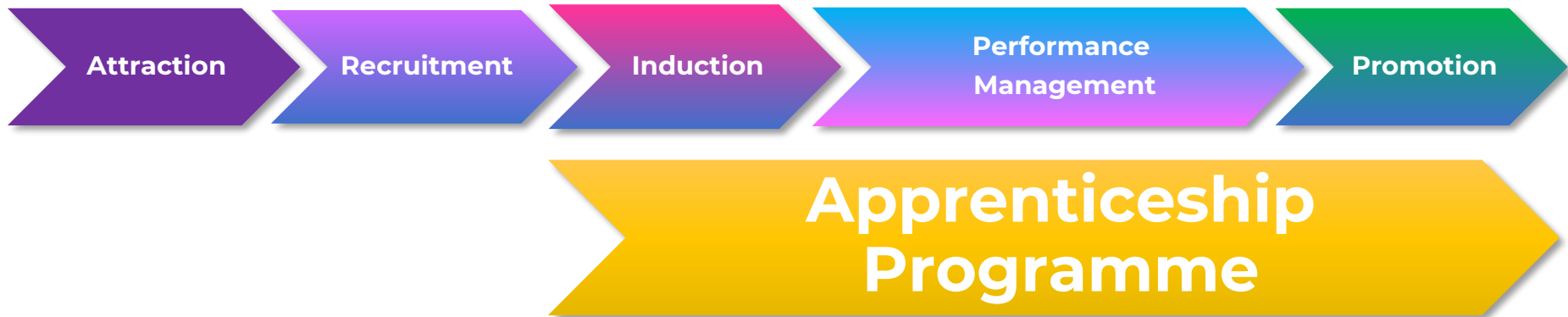


T-levels: What are they?





Jo Down Academy Officer



Attraction





A funnel diagram illustrating the recruitment process. It consists of four stacked funnel sections, each representing a stage of the process. The top section is a purple arrow pointing right, labeled 'Recruitment'. The second section is blue and labeled '1,040 CVs received'. The third section is light blue and labeled '347 longlisted'. The fourth section is green and labeled '234 interviewed'. The bottom section is yellow and labeled '30 placed'. The funnel narrows from top to bottom, indicating a reduction in the number of candidates at each stage.

Recruitment

1,040 CVs received

347 longlisted

234 interviewed

30 placed

Induction



Performance Management

COLLEGE ATTENDANCE CERTIFICATE

To: Lecturer

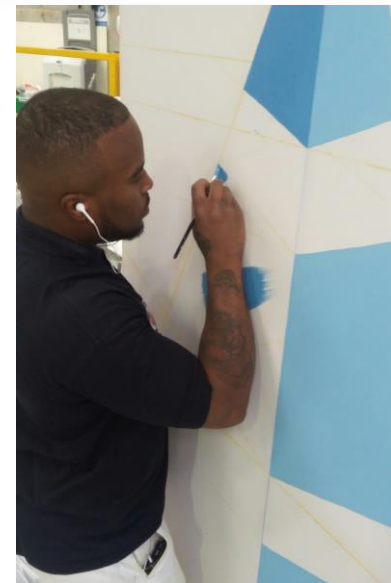
Please sign below to certify the attendance of the student who hands this card to you. The student completes the boxes and will be paid for college attendance based on the information provided here. It is his/her responsibility to send this card to the relevant Ian Williams' office.

Thank you for your co-operation.

Student's name:	Unit:		Payroll ID:		
	MON	TUE	WED	THU	FRI
Morning					
Afternoon					
Evening					

Signed _____ (Lecturer) _____ (College)

Print Lecturer's Name _____ Date _____



Apprentice Retention

It's not for me!

TUPE'd

Unable to gain
relevant
experience

Dismissed on grounds of:
Capability
Attitude and capability
Gross misconduct

Resigned:
Attitude
Attitude and capability





Apprentice Task Force

Promotion



Short Term Solutions

- Attract
 - There are strong candidates out there – how do you engage with them?
 - Need an engaging recruitment strategy/ process focused on candidates
 - “Hold their hands” through the process
 - Describe the role simply and sell the benefits (if necessarily more than once)

- Train
 - Offer training that benefits your company and can be supported
 - Involve them in other company training
 - Provide a broad range of experiences
 - Team up with trained mentors
 - Celebrate their successes
- Retain
 - Sell a vision for the future with a supporting plan
 - Create a positive and enjoyable working environment

Medium Term Solutions

- Have dedicated staff to look after pastoral and qualification concerns of apprentices
- Develop a broader view on what Apprenticeships are offered and who does them
- Create positive messages internally and externally
- Use your apprenticeship funds where there is resource to support them
- Involve business in seeking solutions to issues that arise e.g. Apprentice Task Force

Long Term Solutions

