

# Examples of key attributes related to skills development and training

## Construction Procurement Guidelines

October 2019

### Overview

The following are examples of attributes from supplier responses that are generally positive or negative. You may wish to use these to help you understand what “good looks like” and consider the relative strengths and weaknesses of supplier responses. The attributes listed aren’t intended to be prescriptive or exhaustive, and your agency can consider attributes not listed here.

In general, positive attributes show a supplier is committed to developing their workforce, and negative attributes show the opposite.

### Existing practices

<b>Positive attributes</b>	<p><b>Organisation learning and development plans:</b></p> <ul style="list-style-type: none"> <li>align with company strategy and business plans</li> <li>will increase capability or capacity (or at least sustain existing levels)</li> <li>take into account the specific trade and professional skills the organisation provides</li> <li>are appropriate for the size, revenue and nature of the company</li> <li>are recorded and monitored to make sure they’re carried out successfully.</li> </ul> <p><b>Individual learning and development plans:</b></p> <ul style="list-style-type: none"> <li>include agreed performance objectives and training commitments</li> <li>give employees enough time to do the agreed training</li> <li>are specific to each employee’s needs</li> <li>encourage ongoing professional development either through formal or informal training</li> <li>are regularly reviewed and provide opportunities for the worker and their employer to give feedback</li> <li>are recorded and monitored to make sure they’re carried out successfully.</li> </ul> <p><b>Good track record of committing to training:</b></p> <ul style="list-style-type: none"> <li>The supplier’s records show they delivered on their past training commitments.</li> <li>The supplier has a dedicated training budget and invests in on-the-job training at all levels.</li> <li>The supplier has company-wide diversity initiatives.</li> </ul>
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<b>Existing practices</b>	
<b>Positive attributes (cont.)</b>	<p><b>Sub-contractors:</b></p> <ul style="list-style-type: none"> <li>• There's evidence the supplier engages with sub-contractors when developing learning and development plans.</li> <li>• There are clear training expectations of sub-contractors.</li> <li>• Key sub-contractors are included in company-run training programmes.</li> </ul> <p><b>Construction sector engagement:</b></p> <ul style="list-style-type: none"> <li>• The supplier has shown that they are an active stakeholder in the area of construction skills and training. They have shown this by creating initiatives and/or programmes that have been valuable to the broader construction sector.</li> </ul> <p><b>Community engagement:</b></p> <ul style="list-style-type: none"> <li>• The supplier is actively involved in raising construction career awareness in schools and the local community.</li> <li>• The supplier supports pre-employment training programmes and opportunities for people who are receiving some form of government financial assistance or who have limited access to the labour market. For example, youth not in education, employment or training, refugees, people with a disability, and so on.</li> </ul> <p><b>Support for workers:</b></p> <ul style="list-style-type: none"> <li>• The supplier has programmes and/or processes for hiring and supporting new entrants to the workforce, such as apprentices and cadets.</li> <li>• The supplier's workers have access to employee assistance and support programmes.</li> <li>• The supplier's workers have access to mentoring and other career planning and development support.</li> <li>• There's an appropriate ratio of permanent employees to short-term labour resources, supervisors or trainers to workers, and skilled workers to trainees.</li> </ul>
<b>Negative attributes</b>	<ul style="list-style-type: none"> <li>• Either no one or not everyone has a learning and development plan.</li> <li>• No monitoring, or a little only, is done to check learning and development plans are completed.</li> <li>• There's no record, or limited record, of learning and development plans.</li> <li>• There's too much reliance on attracting staff trained by other companies.</li> <li>• Training is provided by inexperienced or unsuitable trainers.</li> <li>• The budget and/or time allocated for training is insufficient.</li> <li>• There's a poor track record of investing in on-the-job training.</li> <li>• It's not clear if sub-contractors are involved in training plans and programmes.</li> <li>• The ratio of skilled staff to trainees, supervisors and trainers to workers, and permanent employees to short-term labour resources is insufficient.</li> </ul>

**Future plans and delivery of objectives**

<p><b>Positive attributes</b></p>	<p><b>Commitment:</b></p> <ul style="list-style-type: none"> <li>• The supplier’s commitment to skills and training is incorporated into their programme, project and key deliverables.</li> <li>• The supplier is aware of the risks and challenges of meeting their commitments.</li> </ul> <p><b>Good track record:</b></p> <ul style="list-style-type: none"> <li>• The supplier has good processes and procedures in place to make sure work is allocated to suitably trained and experienced workers.</li> <li>• The supplier has a good reputation, which supports their company’s ability to attract people.</li> </ul> <p><b>Community and construction sector engagement:</b></p> <ul style="list-style-type: none"> <li>• The supplier engages with sector and government-led initiatives, such as Hubs, Skills for Industry, and Mana in Mahi, or aligns their future skills and training plans with initiatives of that type.</li> <li>• The supplier uses local organisations and/or labour to supply their projects.</li> </ul> <p><b>Sub-contractors:</b></p> <ul style="list-style-type: none"> <li>• The supplier knows who the key sub-contractors for their project are.</li> <li>• It’s clear what the sub-contractors are responsible for delivering.</li> <li>• The supplier uses pre-qualifications to select sub-contractors – this shows that sub-contractors are considered in training requirements.</li> </ul> <p><b>Support for workers:</b></p> <ul style="list-style-type: none"> <li>• The supplier thinks about skills and training holistically, that is, they wrap support around the whole person to help them to achieve positive outcomes in other parts of their lives, such as living conditions, finances, and so on.</li> <li>• There’s low staff turnover.</li> <li>• The supplier tailors performance monitoring and assessment to worker needs.</li> </ul>
<p><b>Negative attributes</b></p>	<ul style="list-style-type: none"> <li>• The supplier doesn’t provide many details about their training plans and they aren’t very specific.</li> <li>• The supplier is either unwilling to commit to, or is vague about, meeting your agency’s requirements and/or targets.</li> <li>• There’s a high turnover of key personnel.</li> <li>• The training provided has been delivered by inexperienced or unsuitable trainers.</li> <li>• The supplier doesn’t seem to understand what a good training programme looks like.</li> <li>• The supplier has a poor understanding of associated risks and how to manage them.</li> </ul>