



Building and Construction Industry Training Organisation

Strategic Plan

December 2006

Strategic Planning Process Overview

Introduction

CBA Consulting Group Ltd was invited by the Chief Executive of the Building and Construction Industry Training Organisation (BCITO) to assist with the Strategic Planning process and Strategic Plan development for the BCITO.

This process was based on discussions with the Chief Executive Officer, Ruma Karaitiana and included the following steps:

- ◆ Analysis of Existing Research
- ◆ Nationwide Staff Consultation Meetings
- ◆ Collation and Analysis of all information Gathered
- ◆ Report of Findings to the BCITO Board
- ◆ Facilitation of a Strategic Planning Retreat
- ◆ Formulation of a Strategic Plan

Key Outcomes

From discussions with the CEO with regard to the strategic planning process we ascertained and agreed the following:

Desired Outcomes of the Strategic Planning Process

- ◆ A 'classic' Strategic Plan – a high level document, - not at the tactical level or implementation plan level
- ◆ Clarity about what the key issues are that the BCITO needs to be focusing on to meet the demands of the future
- ◆ Staff participation leading to agreement and commitment to the next steps (including being energised to approach the way forward)
- ◆ The Board to be part of the strategy formulation (not remote or distant from it) and this will lead to some changes in how the governance operates. For example, there is no process currently for testing the Board against the strategy.

NB: The strategic planning process did not involve industry outside the representation of the Board as the Board represents all the sectors the BCITO covers and all are on Regional Advisory Boards, and in addition, the research the BCITO has done previously covered wider industry groups.

Required Outputs

Required Outputs from the Strategic Planning Process

1. Background document regarding key issues to be addressed and key strategic questions from staff which will form the basis of the Strategic Planning Retreat
2. A high level Strategic Plan report identifying strategic goals, key strategies and specific objectives.

Out of Scope

Elements outside the scope of CBA Consulting involvement

1. Development of specific Action and Implementation Plans.
2. Development of communication/s to staff or other stakeholders.

Executive Summary

The Strategic Plan Report is based on the information and strategic questions as provided by BCITO management and staff at the Strategic Planning consultation meetings held around the country in September 2006.

The following generic themes, board strategic goals, key strategies and specific objectives have been identified at the Strategic Planning Retreat (which included the BCITO Board of Directors and CEO), and developed into a high-level strategic plan that extends through to 2010.

The BCITO's current Mission and Vision statements were also reviewed as part of the Strategic Planning process and were subsequently modified to ensure alignment with the future strategic direction of the organisation.

The Strategic Plan Report also takes into account the direction provided by Government and the Tertiary Education Commission (TEC) with regards to the ITO's Charter and alignment with ITO Statutory responsibilities.

BCITO Vision

Our vision is: *To be the recognised leader of Building and Construction industry training.*

BCITO Mission

Our mission is to: *Lead and meet the needs of the Building and Construction industry by researching, consulting, standard setting, developing, promoting and co-ordinating qualifications and training.*

Our core business: Any training requirements in any area of the building and construction industry

Strategic Drivers

Strategic drivers:

Key issues as identified in the strategic landscape that have the ability to significantly impact the future direction of the organisation.

- ◆ Political Directives and Mandates
- ◆ Government and Industry Funding
- ◆ Societal Changes and Requirements
- ◆ Economic Activity and Demand
- ◆ BCITO's Leadership Role
- ◆ Building and Carpentry Licensing
- ◆ Industry Training Requirements
- ◆ Customer Satisfaction

Statutory Responsibilities

As stated in the ITO Profile (2007-09), the BCITO must briefly outline its strategic direction for the next 3 years which must:

Be consistent with the ITO's Charter and align with ITO Statutory responsibilities of:

Key strategic outcomes:

- ◆ Skill standard setting;
- ◆ Training management;
- ◆ Industry leadership on skills and training.

- ◆ To identify future training requirements of the industry sectors represented, and develop relevant qualifications and facilitate training options accordingly
- ◆ To ensure there are sufficient numbers of qualified people entering the construction sector
- ◆ To have a high level of customer satisfaction with the services provided by the ITO

TEC Requirements

The Tertiary Education Commission (TEC) has also stated that it expects the following outcomes from ITO's:

- ◆ Informing decision making about current and future skill development and training for the industry
- ◆ Informing industry about current and future skill development and training
- ◆ Facilitating industry to address current and future skill development issues
- ◆ Informing TEC's assessment of strategic relevance of programmes within the tertiary sector
- ◆ Informing and influencing tertiary education providers such as polytechnics and PTE's
- ◆ Informing government and key policy and decision makers

Critical Strategic Issues Priority Matrix (National Summary)

Prioritise the identified critical strategic issues based on their urgency and impact.

CRITICAL STRATEGIC ISSUES PRIORITY MATRIX				
		POTENTIAL IMPACT		
URGENCY	LOW	SIGNIFICANT	MAJOR	KEY TO ISSUES*
LOW		3		<ol style="list-style-type: none"> 1. Political and Economic 2. Education, Societal and Participation 3. BCITO Leadership Role 4. Building and Carpentry Licensing 5. Qualifications 6. Accreditation and Assessment 7. Moderation 8. Quality Assurance and Auditing 9. Meeting Industry Needs (Competition) 10. Organisational Structure and Culture 11. People and Roles 12. Communications and Marketing <p style="font-style: italic; margin-top: 10px;">*The 12 generic themes are underpinned by the strategic goals, key strategies and specific objectives as identified in the Strategic Plans</p>
SIGNIFICANT		1 2 7 9 12	5 8	
PRESSING		4 6	10 11	

1. Political & Economic

Strategic Goal: The provision of a sufficient and highly skilled work force to meet changing industry needs

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ Informed decision making based on research and other information, including feedback from Associations ◆ Close relationships with Government (including lobbying), the industry and other ITO's ◆ Ensuring sufficient funds / reserves to meet identified commitments and the maintenance of close relationships with TEC as key funder ◆ Growth – to meet a range of needs (financial, political, industry, customers, leadership) 	<ul style="list-style-type: none"> 1.1 To incorporate / take into account relevant research findings and feedback in developing our annual business plan 1.2 To develop and implement a relationship management plan for all key stakeholders 1.3 To develop, implement and monitor a robust financial model and plans 1.4 To develop a growth strategy to maximise opportunities in core business* 1.5 To develop a plan to actively pursue opportunities for growth through amalgamations with other ITO's related to building and construction (*Our core business: Any training requirements in any area of the building and construction industry)

2. Educational, Societal & Participation

Strategic Goal: Trainees who successfully complete their qualifications

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ Identifying and addressing barriers to completion ◆ Active support where required, to improve literacy and numeracy levels in trainees ◆ Raising participation in, and completion of, training of 'non-traditional' trainees 	<ul style="list-style-type: none"> 2.1 To develop plans to reduce barriers to completion 2.2 To develop plans and processes to improve literacy and numeracy levels in trainees 2.3 To raise awareness of literacy and numeracy requirements 2.4 To raise the percentage of trainees with the required literacy and numeracy skills 2.5 To promote building and construction as a positive and profitable career option 2.6 To develop and implement a multi-level approach (e.g. in schools, with employers, with employees not in training, and in specific communities) to raising participation of non-traditional groups

3. BCITO Leadership Role

Strategic Goal: A well informed picture of the future training needs of the industry

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ Provision of leadership for the industry – being future-oriented regarding skill requirements 	<ul style="list-style-type: none"> 3.1 To keep abreast of trends and emerging issues in technology developments in building and construction and the implications for the industry 3.2 To utilise relevant research findings and feedback to identify specific areas of current and likely future skills shortages 3.3 To be proactive in communicating / informing all key stakeholders of future skill requirements and trends 3.4 To develop targeted recruitment and / or promotion of opportunities in these skill shortage areas 3.5 To ensure balanced representation of industry stakeholders and advisory groups

4. Building & Carpentry Licensing

Strategic Goal: Qualifications which meet licensing requirements

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ Qualification alignment to licensing requirements ◆ Development of new qualifications as required ◆ Stair casing of qualifications 	<ul style="list-style-type: none"> 4.1 To continue to develop relationships with the Dept. of Building and Housing 4.2 To develop a qualifications framework related to licensing, and including specialist qualifications 4.3 To develop a stair-casing qualifications framework between license classes

5. Qualifications

Strategic Goal: Current and relevant qualifications to industry expectations

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ Cyclical and timely reviews of all qualifications ◆ Develop new qualifications as required 	<ul style="list-style-type: none"> 5.1 To continue to systematically review current qualifications 5.2 To identify opportunities and the need for new qualifications in the building & construction industry and develop these 5.3 To regularly consult with and communicate with the industry on qualifications 5.4 To develop qualifications which are responsive to the needs of industry

6. Accreditation and Assessment

Strategic Goal: An effective accreditation and assessment process which satisfies Crown agencies and the industry

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ Effective communication with industry stakeholders ◆ Training and development for those involved with assessment (Assessors, BCITO staff and managers) ◆ Deliver consistent assessment for the industry including specialist trades 	<ul style="list-style-type: none"> 6.1 To maintain up to date Accreditation and Moderation Action Plans 6.2 To develop & implement a Communication Plan for relevant stakeholders 6.3 To continue to monitor and develop training for industry stakeholders 6.4 To continue to monitor and implement orientation for new staff in relation to assessment 6.5 To develop and implement training and coaching for the industry workplace assessors including those for specialised trades

7. Moderation

Strategic Goal: An effective moderation process which satisfies the industry and funding agencies

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ Effective communication with relevant stakeholders ◆ Training and development for those involved with moderation (Moderators, Assessors, BCITO staff and managers) ◆ Effective moderation for the industry including specialist trades 	<ul style="list-style-type: none"> 7.1 To maintain up to date 5 yearly Moderation Plan 7.2 To develop & implement a Communication Plan for relevant stakeholders 7.3 To continue to monitor and develop training for industry stakeholders 7.4 To continue to monitor and implement orientation for new staff in relation to moderation 7.5 To develop and implement training for moderators for the industry 7.6 To continue to ensure all qualifications are moderated

8. Quality Assurance & Auditing

Strategic Goal: A quality assurance process which ensures efficient, effective and consistent delivery of services (internal and external)

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ A Quality Management system ◆ An Audit framework (Financial Audit / TEC Performance Audit / NZQA Audit of Educational Quality) 	<ul style="list-style-type: none"> 8.1 To develop a quality culture throughout the organisation 8.2 To develop and implement a Quality Management strategy, including a policy framework and measures 8.3 To ensure that the Quality Management strategy and policies are accessible to all internal stakeholders 8.4 To ensure that the Audit framework is carried out and recommendations acted on

9. Meeting Industry Needs

Strategic Goal: To increase market share for BCITO work-based training programmes

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ Active maintenance and growth of market share in BCITO work-based training ◆ Promote the cost effectiveness and industry preference for BCITO work-based training to Government 	<ul style="list-style-type: none"> 9.1 To monitor the growth of building and construction industry training 9.2 To establish (and support the achievement of) market share targets for BCITO work-based training 9.3 To promote the advantages of BCITO work-based training to employers and trainees 9.4 To ensure that employers and trainees are highly satisfied with BCITO work-based training programmes and support 9.5 To ensure that moderation processes are consistently applied and transparent 9.6 To ensure that all provision of BCITO qualifications is of high quality and does not provide unfair advantage to any mode of provision

10. Organisational Structure/s

Strategic Goal: Governance and internal structures which underpin the achievement of our strategic goals

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ An effective Board ◆ Effective Advisory Groups ◆ Effective internal structures 	<ul style="list-style-type: none"> 10.1 To review the range of Board skills and as a result 'round out' Board skills 10.2 To ensure effective National Advisory Group and Regional Advisory Group structures are in place which contribute to the achievement of the BCITO's goals and industry goals 10.3 To review Regional & National office structures to align with the ITO's key roles and strategic goals

11. People & Roles

Strategic Goal: The appropriate roles and associated capabilities to deliver on the strategy

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ Acknowledging employers, trainees and Government are our customers ◆ Effective leadership throughout the organisation which staff and all stakeholders have confidence in ◆ Deployment of an appropriately skilled, motivated and directed staff to deliver all the key strategic goals 	11.1 To promote a proactive, strategic approach to the job and to change 11.2 To ensure capabilities are matched to roles which are matched to the strategy 11.3 a carefully planned and professionally executed organisational change process which leads to the achievement of the strategic goals 11.4 To implement a comprehensive Human Resources strategy which addresses all of the key strategies and includes: <ul style="list-style-type: none"> • A learning environment – where possible ‘growing staff for tomorrow’ • Motivated, passionate, positive people • A well managed environment (not just from managers but from everyone) • Consistent, organisation-wide effective processes which are applied, and which meet the QA plan • Clear decision-making structures and skills

12. Communication & Marketing

Strategic Goal: Effective marketing and communication internally and externally with well informed and supportive stakeholders

Key Strategies:	Specific Objectives:
<ul style="list-style-type: none"> ◆ Maintenance of an effective national marketing function and specific marketing strategies ◆ Development of an ongoing internal & external communication strategy 	12.1 Development and implementation of a targeted marketing strategy/s and plan which is linked to the strategic goals 12.2 Development and implementation of a communication strategy/s and plan which is linked to the strategic goals