



IFF Research

Research Report Management and Supervisory Research - Northern Ireland

Prepared for **CITB-ConstructionSkills NI**
By **IFF Research**

April 2011





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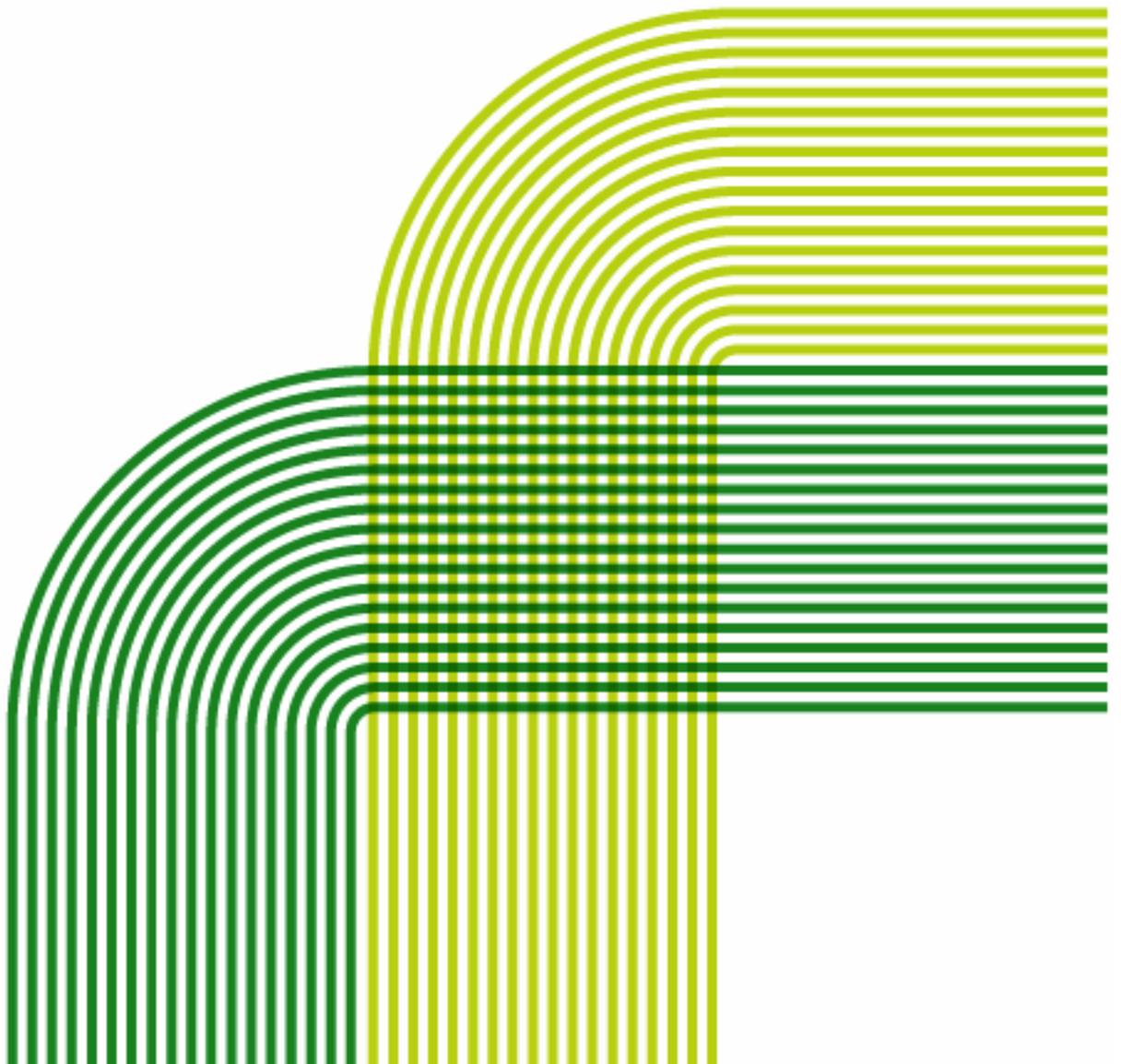
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1 Introduction

- 1.1 ConstructionSkills was established as the Sector Skills Council (SSC) for the construction industry across the UK in September 2003, and re-licensed in 2010. It is a partnership between CITB-ConstructionSkills NI, CITB-ConstructionSkills (GB) and the Construction Industry Council. It covers a wide range of activities in the planning, design, construction and maintenance of the built environment.
- 1.2 As an SSC, the strategic objectives of ConstructionSkills are to:
- Reduce skill gaps and shortages, for example through influencing the supply of education and training;
 - Improve business performance and productivity;
 - Provide increased opportunities for training and development of the sector's workforce, and to bring in a diverse range of people into the sector;
 - Improve learning supply through developing professional occupational standards, and through improving apprenticeships, further and higher education, so that learning and training infrastructures across the UK meet the needs of the industry in terms of quantity, quality, location, mode and funding mechanisms.
- 1.3 The Sector Skills Agreement (SSA) is one of the key mechanisms by which the organisation aims to achieve these ends. The industry's SSA has been negotiated by ConstructionSkills, and is a series of agreements between training providers, employers and Government designed to address the sector's current and future skill needs. The SSA for the Construction Industry in Northern Ireland covers the whole of the construction sector, from craft to professional, and from new build to repair and maintenance.
- 1.4 The priority skill areas identified in the Agreements are:
- Attracting and retaining talent
 - Developing talent
 - Improving business performance
 - Strengthening the skills infrastructure across Nations.
- 1.5 Within the area of improving business performance, a key focus of the SSA has been the need to improve supervisory, management and leadership skills in the industry, and as a result of a survey carried out in 2007, a series of Business Improvement Seminars, covering the main training needs identified, was delivered.



Research aims and objectives

- 1.6 The broad aim of the research was to understand management and supervisory skills needs in Northern Ireland. More specifically the objectives of the research were to:
- Identify, quantify and analyse the size, qualifications, training activity and skill needs of the management and supervisory workforce of employers focusing particularly on innovation and sustainability
 - Identify how managers' skill needs have changed and are changing over time
- 1.7 Previous research on the issue in Northern Ireland was conducted in 2007, hence the current study provided the opportunity to update the previous research, while recognising that the construction industry has changed considerably since 2007 particularly in areas such as innovation and sustainability, with resulting changes in skill needs.
- 1.8 For both the current and the 2007 study, parallel research, commissioned by CITB-ConstructionSkills (GB) has taken place in Great Britain. Hence in this report comparisons of results in Northern Ireland are often made with the rest of the UK.

Methodology

- 1.9 A total of 100 telephone interviews were conducted with construction sector employers in Northern Ireland. The sample of contractors was supplied by CITB-ConstructionSkills NI from its levy database.
- 1.10 The questionnaire used for the study is appended. The questionnaire drew heavily on the one used in 2007, and very closely matches that used in the work for CITB-ConstructionSkills GB among consensus federated employers in Great Britain.
- 1.11 The survey data has been weighted to the population of construction sector employers in Northern Ireland (a total of 6,460 enterprises with at least one employee), and their distribution by size, derived from the Department for Business Innovation and Skills (BIS)¹. For results based on the number of employees or managers, separate employee weights have been used derived from the same source: this shows a total of approximately 49,000 staff in Northern Ireland. As a note, and as discussed in Annex 3, total employment in the sectors is considerably higher than the employed figure (it stands at 75,000) because of the very large number of self-employed. However, the survey covered firms and enterprises, not directly the self-employed, and hence the figures used for this survey exclude enterprises with no employees. More details of the grossing up process are provided in Annex 3.
- 1.12 Fieldwork took place in early February 2011. All interviewing was conducted from IFF's telephone centre in London by experienced business-to-business interviewers.

¹ <http://stats.berr.gov.uk/ed/sme> for 2009 (the most recent period where separate Northern Ireland data is available).



The profile of employers

- 1.13 The size profile of the employers covered in the research is shown in the following table. The first column of data shows the number of interviews conducted, the second shows the profile of the sample once the survey data was grossed up to the total number of employers within Northern Ireland, and the proportion this represents of all employers. *Due to low base sizes comparisons by size band of firm are limited; therefore comparisons drawn are between firms with fewer than 10 staff versus over 10 staff.*

Employer profile by size		
	No. of interviews	Weighted number and profile
	100	6,460
<i>Total number employed</i>		
Fewer than 10 staff	64	5,505 (85%)
10-24	20	650 (10%)
25-99	13	265 (4%)
100+	3	40 (1%)

Low bases sizes and caution in interpretation

- 1.14 The statistical reliability of results based on a sample size of 100 interviews needs to be considered when reading this report. Based on 100 interviews if a survey result is 50% (the worst case from a reliability angle) we can be 95% confident that the true result (if all employers had been interviewed not a sample of 100) lies in the range 40.2% to 59.8% (i.e. +/- 9.8%). Hence clearly some caution is needed in interpretation. For the same reason, results are rarely discussed comparing different size of company, and at this level should be treated as indicative only.

A note on the 2007 study in Northern Ireland, and in 2010 in Great Britain

- 1.15 A similar study was conducted in Northern Ireland in 2007. The study was somewhat larger in 2007 and involved 300 interviews: 200 with contractors and 100 with professional services firms. Given that the latter group have not been included in the current study, where comparisons in this report are made with 2007, figures have been based just on results among contractors.
- 1.16 While the current study in Northern Ireland was being conducted, a survey using an almost identical questionnaire was being undertaken among consensus federated employers in the rest of the UK for CITB-ConstructionSkills (GB), involving 1,450 interviews. In a number of places in the report we make headline comparisons with results from this survey.



2 Management Summary

2.1 This report presents the findings of research conducted among 100 construction sector employers in Northern Ireland. The study examines the size and nature of the management and supervisory workforce, the training provided to such staff, the preferred means of delivering training solutions, and the extent and nature of any management and supervisory skill gaps. Interviews were conducted in early February 2011. Comparisons are made throughout the report with findings from a similar study in 2007, and work conducted in late 2010 / early 2011 for CITB-ConstructionSkills (GB) among 1,450 employers across GB within consensus federations.

The management and supervisory workforce and qualification levels

2.2 Results suggest that the sector has 14,500 managers and 5,000 supervisors, representing two-fifths of the overall workforce employed by firms.

2.3 In terms of broad function more than three-fifths of all managers and supervisors within Northern Ireland construction firms are employed as directors and senior managers (63%, exactly the proportion found in 2007). The proportion is much higher than found among consensus federations in Great Britain (37%) and reflects the higher proportion of small employers in Northern Ireland. Overall 12% are employed as middle managers, and just under a quarter as supervisors or foremen (26%).

2.4 A quarter of managerial staff have a level 4 or 5 qualification (25%), and over half (52%) have at least a level 3. Neither represents a significant change to the 2007 results. However the following very positive (statistically significant) changes have been observed compared with 2007:

- A significant fall in the proportion of the management team with no qualifications (16% compared with 34% in 2007)
- A statistically significant increase in the proportion of the management team with a level 2 qualification as their highest (8% to 17%).

2.5 By function, middle managers were the highest qualified, reflecting in part that they tend to work in larger firms. Among this group almost two thirds were reported as having at least a level 4 qualification, and only 1% as having no formal qualifications.

Current training for managers and supervisors

2.6 Around a third of employers (32%) have provided training over the last 12 months for their management team, no significant change from 2007 (35%). The incidence of training increases with the size of the organisation, from 25% among those with fewer than 10 staff up to 72% amongst firms employing 10 or more staff.

2.7 Around two-fifths of directors, managers and supervisors in the construction sector in Northern Ireland had received any training in the last 12 months (41%), a little higher than found in 2007 (36%). As with the incidence of management training, the proportion of the management team trained is much higher among firms with 10 or more staff (58%) than in the smallest firms (30%). Hence larger employers are not only more likely to train their managers they also train a higher proportion.

2.8 Results indicate strongly that while training for managerial staff is quite common the vast majority of this activity is not aimed at developing what might be termed broad management and leadership skills, but is about health and safety or more immediate, job- / trade-specific areas. This varies relatively little by whether the employer is training directors and senior managers, middle managers or supervisors.



- 2.9 Spontaneously, relatively few employers say they train their management team on low carbon and sustainability issues. However, once prompted just over a quarter (27%) of employers providing any training to their management team, equivalent to 9% of all employers, said at least some of their training to these staff had covered these issues.
- 2.10 A minority of firms training their management team over the last 12 months said any of this training had led to (or was intended to lead to) a qualification (35%, very similar to the 32% found in 2007). Size is a key determinant of likelihood to train to qualifications. Among firms that train their management team, half those with 10 or more staff said some of this training had led to qualifications (49%) compared to just over a quarter among those with fewer than 10 staff (27%).
- 2.11 Use of private training providers was the most common means of delivering management training (mentioned by 73% of those that train), followed by CITB-ConstructionSkills NI (56%), use of planned on-the-job training (51%) and self-learning where managers and supervisors train using manuals, books, CD-ROMS or the internet (50%). As is to be expected, compared with 2007, there appears to have been a switch from TASC, CITB-ConstructionSkills NI's former direct training division² (72%) to private providers (38% in 2007).
- 2.12 Reasons for not training managers and supervisors generally relate to senior staff being seen as not requiring further training or their being fully skilled (52%, also by far the key reason in 2007), followed by the costs and financial expense (23%), the shortage of work and so no need for any new training (21%), and employers finding it hard to spare the time for managers to be absent on training (16%).
- 2.13 A fifth of employers indicated that there has been learning and training over the last 12 months that they would have liked to provide for their management but had not been able to (20%, virtually no change from the 22% in 2007). Employers with 10 or more staff (42%) and those that had provided any training to their management team were more likely to have wanted to provide more (33%). The most common areas where these employers would have liked to provide (more) training were Health and Safety (35%), management and leadership skills (31%), job-specific / technical skills (28%), and business development skills (25%). Compared against the range of areas in which training had been provided over the previous 12 months, the results suggest latent demand for leadership and management development training.
- 2.14 Many employers were unable spontaneously to think of what might stimulate more training of managers within their firm (43%). The most common potential stimulants were felt to be an increase in their workload that meant they would need to take on more staff (27%, a factor rarely mentioned in 2007), more grants being made available (9%) and if there was more industry specific management training (8%). When prompted two in three employers believed more grants or more flexible delivery would stimulate further managerial training, and three in five felt management training being more industry specific would also have a similar effect.

² TASC, the former direct training division of CITB-ConstructionSkills NI no longer exists and no training is delivered directly by CITB-ConstructionSkills NI with the exception of the Undergraduate Development Programme, Scaffolding and a series of short courses delivered on the Mobile Training Unit.



Skills gaps and priority areas for skill development

- 2.15 When respondents were read a list of 29 potential skill areas where there may be a gap between the skills the business needs in order to grow and develop and the skills of the existing management team, all recognised that some such gaps exist in their management team (indeed on average firms felt they need to develop in 10 of the 29 skill areas). The key findings are:
- The IT skills of senior staff was the most common managerial skills gap (mentioned by 52% employers, and mentions were common for keeping up to date on employment, health and safety, and environmental legislation (each affecting 44%-49%)
 - There has been an increase in the proportion of employers with skill gaps relating to 'green' issues. Understanding the implications and increased importance of low carbon and green issues was one of the most common areas for a managerial skills gap (45%) and managing the delivery of sustainable practices in the company's work has seen the greatest increase since 2007 (a gap for 13% of employers in 2007, rising to 45% in 2011).
 - Related to the challenging economic conditions, there has been an increase compared with 2007 in the proportion of employers facing skills gaps for winning new business and general selling skills (48% from 19% in 2007), identifying potential new markets and clients (41% from 24%) and for creating / developing a clear strategy and vision for the business (39% from 22%).
 - For most skill areas at least a quarter of employers were experiencing shortfalls in the skills of their management team.
- 2.16 The most prevalent skills gaps in terms of the proportion of supervisors and managers affected are: understanding of low carbon and green issues; legal understanding of contracts; managing the delivery of sustainable practices; the IT skills of managers and supervisors; keeping up to date on employment legislation; keeping up to date on environmental legislation. Each of these is felt to be lacking or needing development in 29% - 35% of all managers and supervisors.
- 2.17 When asked what they considered to be the key skills areas that need improving to develop and grow the business in the coming years, the key priority management skill areas relate very much to immediate business concerns, such as winning new business and being able to identify new markets and clients, but also improving understanding of contracts and risk management. Keeping up to date on employment and health and safety legislation and on new products and services were also high priorities.



3 The management and supervisory workforce

3.1 In this chapter we look at the number of managers and supervisors employed by construction sector employers in Northern Ireland, their broad function (split between directors and senior managers, middle managers and then supervisors / foremen), and the qualification levels of the management team (we use the term 'management team' to cover the combined group of directors, managers, supervisors and foremen).

Numbers of staff and managers/supervisors employed

3.2 As discussed within the methodology, the survey data has been grossed up to the population of construction sector employers in Northern Ireland, a total of some 6,460 enterprises. Results suggest that these companies employ:

- **Around 49,000 staff**, across construction firms, including agency workers, labour-only sub-contractors and any self-employed staff working for employers. This is an average of 7.5 staff per company. See annex 3 for details of the weighting process / data sources from which this 49,000 figure was derived.
- **Around 19,500 managers and supervisors**, an average of 3.0 per company, and representing two-fifths (40%) of the overall workforce.

3.3 Results are broadly comparable with 2007, as shown in the following table.

Staff and management numbers				
Total staff (including self-employed)	Average no. of staff	Total number of managers / supervisors	Average no. of managers / supervisors	Managers / supervisors as a % of all staff
49,000	7.5 (7.7)	19,457	3.0 (2.6)	40% (34%)
<i>Figures for Northern Ireland for 2007 shown in brackets.</i>				



3.4 Information on the broad function of managers was split into three categories: directors and senior managers involved in running the business, other managers, and then supervisors and foremen. Nearly all companies employ a director or senior manager (98%), one in eight (13%) have middle managers and just over a quarter (28%) have supervisors and foremen. The numbers of each type of staff employed are shown in the following table. Results are very similar to 2007, as shown in the following table.

Management function			
	% employing such staff	Total number employed	% of the management workforce
<i>Base: all (100)</i>			%
Directors and senior managers	98% (100%)	12,200	63% (63%)
Middle managers	13% (16%)	2,300	12% (13%)
Supervisors / foremen	28% (25%)	4,975	26% (23%)
<i>Total number employed results rounded to the nearest 25. Figures in brackets show results in Northern Ireland in 2007.</i>			

3.5 More than three in five of all managers and supervisors within Northern Ireland construction firms are employed as directors and senior managers. Although comparisons are limited by low base sizes this is much higher than found among consensus federated employers in Great Britain (37%) and reflects the higher proportion of small employers in Northern Ireland.

Qualification levels of managers

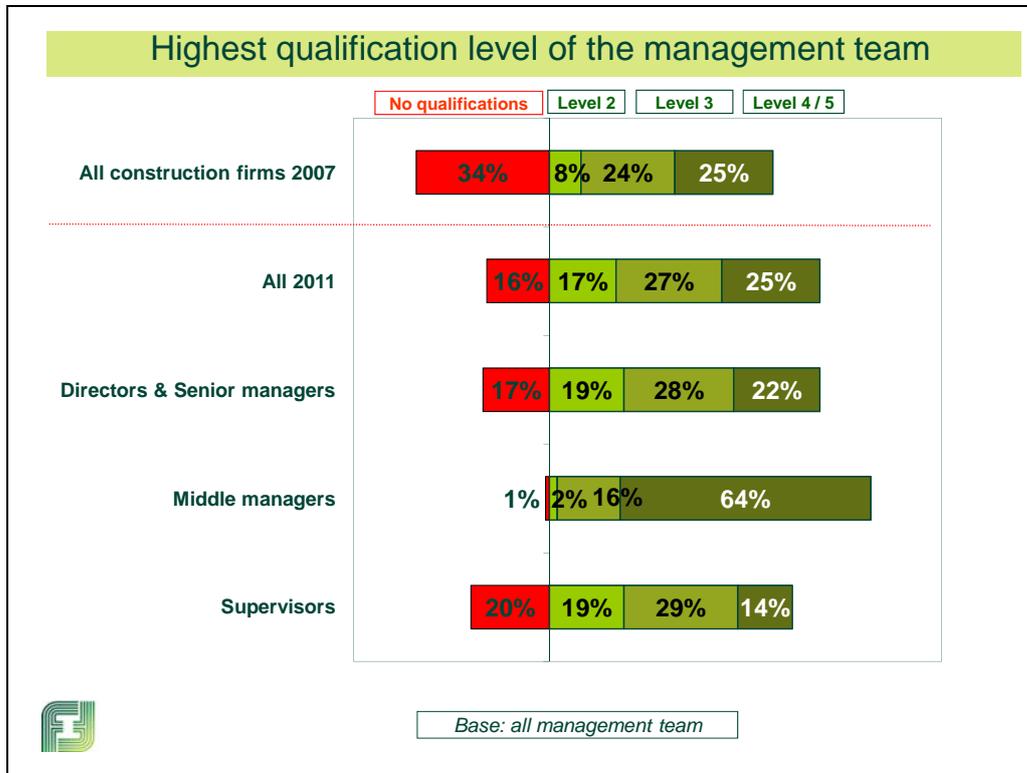
3.6 Respondents were asked how many of each type of managerial level staff that they employed (directors and senior managers, other managers, and supervisors / foremen) have qualifications at different levels as their highest qualification. The levels covered were:

- Level 4 or higher, described as being such qualifications as an HND, a BTEC higher, a degree, MBA or an NVQ level 4 or 5
- Level 3, described as covering such qualifications as Modern Apprenticeship, City and Guilds Advanced Craft, and ONC or OND, a BTEC at National Certificate or National Diploma level.
- A level 2 qualification, covering Traineeship, a City and Guilds craft, a BTEC first or general diploma or an NVQ level 2.

We also asked how many had no qualifications.



3.7 Results are summarised in the following chart. As a note rows do not add to 100% both because some managers may have qualifications at below level 2 as their highest and because some respondents were unsure about the highest qualification levels of their staff. Because of the latter point the figures may slightly under represent those with each qualification level as their highest.



3.8 Across managerial staff as a whole in Northern Ireland a quarter (25%) have qualifications at level 4 or higher, and over half have a qualification at level 3 or higher (52%). Around a sixth (16%) were described as having no formal qualifications at all, significantly lower than the 34% reported in 2007, and clearly a very encouraging finding, with the main increase occurring for level 2 qualifications.

3.9 By function, middle managers tended to be the highest qualified, reflecting in part that they tend to work in larger firms. Among this group the majority were reported as having at least a level 4 qualification, and only 1% as having no formal qualifications.



4 Current training for managers and supervisors

- 4.1 In this chapter we examine a number of issues in relation to the extent and nature of training provision for managers and supervisors. This covers:
- The proportion of employers that train their managers and supervisors, and how this varies by size of employer
 - The proportion of managers and supervisors receiving training over the last 12 months
 - The nature of this training, the skills it has sought to develop, whether it has led to any qualifications and the methods of training used
 - What might stimulate more training activity
 - Reasons for not training.
- 4.2 The extent and nature of current management training practices will shed light on where skills gaps are felt to exist currently, something examined explicitly in chapter 5, while an analysis of barriers and stimulants to training will give an indication of the role that CITB-ConstructionSkills NI may play in stimulating innovative training practices.

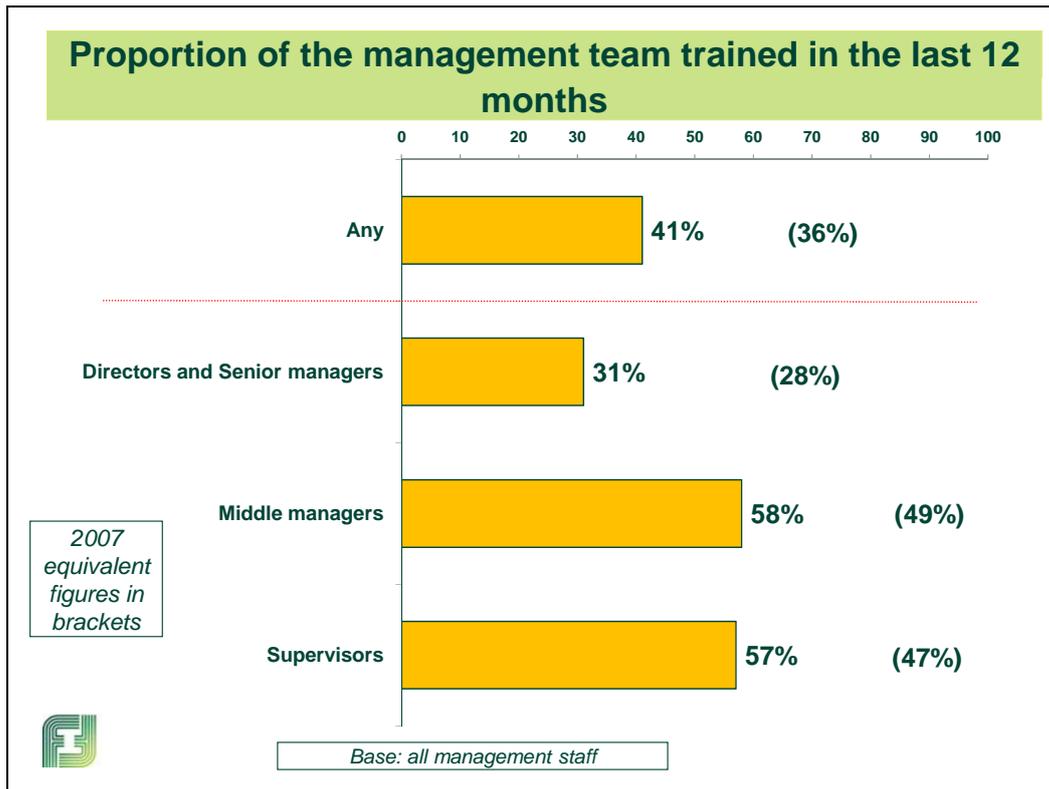
The incidence of management team training and development

- 4.3 Around a third of employers (32%) have provided training over the last 12 months for their management team, no significant change from the figure found in 2007 (35%). Training and development here was described in the broadest terms to employers as covering not only formal courses or training leading to a qualification, but also informal learning that can be carried out on-the-job, and self-learning conducted by staff in their own time using books, CD-ROMs or the web.
- 4.4 The incidence of training increases with the size of the organisation, from 25% among those with fewer than 10 staff up to 72% amongst firms employing 10 or more staff. In part this simply represents the fact that there are more managers and supervisors in such firms who might need training – the following section looks specifically at the actual proportion of managerial staff trained in different companies.

Proportion of management team trained

- 4.5 Results indicate that around two-fifths of directors, managers and supervisors in Northern Ireland had received any training in the last 12 months (41%), slightly lower than found across federated employers in Great Britain (49%), though a little higher than found in 2007 (36%). As with the incidence of management training, the proportion of the management team trained is much higher among firms with 10 or more staff (58%) than in the smallest firms (30%). Hence larger employers are not only more likely to train their managers they also train a higher proportion.
- 4.6 A smaller proportion of directors and senior managers received training in the previous 12 months (31%) than middle managers (58%) or supervisors and foremen (57%). This was exactly the pattern as in 2007. Results are summarised on the following chart;





The nature of management training

- 4.7 Employers were asked what skills the training for each level of management had sought to develop. This is of interest for a number of reasons. For one it is likely to indicate the areas where skills may be deficient (employers were asked explicitly about skills gaps among their managers, and this is discussed in detail in chapter 5). It is also key to see the extent to which training for managers has been specifically designed to improve management and leadership skills, as opposed to more immediate or tactical, or even trade-specific issues.
- 4.8 The nature of the training provided was asked as an open-ended question, and answers have been coded into broad classifications. Results are summarised on the following table for each of the broad management groups. The figures show the percentage of employers that deliver that sort of training, delivering training to each group, not the percentage of that type of manager trained in that way.
- 4.9 Results indicate strongly that the vast majority of training for managerial staff is not aimed at developing what might be termed broad management and leadership skills (for example in developing business skills, financial understanding, general management skills or leadership and people management), but is about health and safety or more immediate, job-specific areas. This varies relatively little by whether the employer is training directors and senior managers, middle managers or supervisors.
- 4.10 Training in what might be considered traditional and broader management skills is relatively less common, though general management training is quite widespread among those training middle managers.
- 4.11 The broad pattern of training, with health and safety and job-specific the most common, matches that across consensus federated employers in Great Britain and follows a similar pattern to 2007 results in Northern Ireland.



Skills that management training has sought to develop			
	Directors & Senior managers	Other managers	Foremen
<i>Base: those training each group</i>	%	%	%
H&S knowledge	58	53	55
Job-specific	42	30	44
Business / accounting / legislation	18	8	-
Management / leadership	13	25	15
Organisational (e.g. time management)	8	-	3
First aid	6	-	10
Environmental / sustainability	1	3	1
IT / Computing	-	6	-

Figures show the percentage of employers training each group that provide each type of training, not the proportion of managers or supervisors receiving each type of training



Training on sustainability and low carbon skills

4.12 As shown on the previous table, when asked to say what training they had provided for their management team relatively few spontaneously mentioned training aimed at developing environmental, green or sustainability skills or knowledge. However, when prompted as to whether they had provided any training in the last 12 months ‘aimed to develop sustainability or low carbon knowledge and skills such as carbon reduction, reducing waste, reducing energy consumption, or installing low energy solutions’ just over a quarter (27%) of employers providing any training to their management team said at least some of their training to these staff had covered these issues. This is equivalent to 9% of all employers indicating that they have provided such training to their management team in the last 12 months (the proportion rises to 32% among firms with 10 or more staff).

4.13 Sustainability or Low Carbon training covered a wide range of topics including waste management, calculating and reducing carbon footprint, renewable technologies, and keeping up with environmental legislation:

“Strategy training and business strategy with regard to environmental issues.”

“Rethink our waste policy, environment policy and work on ISO certification. Also working towards micro generation certification.”

“A Carbon Zero course for low emissions and Green energy.”

“Reducing waste, waste management, low carbon and energy reduction.”

“Installation of solar panels and working on eco-homes.”



Training to qualifications

- 4.14 For the majority of firms that trained any of their management team over the last 12 months this training did *not* lead to any formal qualifications. Just over a third of employers training managerial staff over the last 12 months said any of the training had led or was leading to formal qualifications (35%), very similar to the proportion found in 2007 (32%).
- 4.15 Size is a key determinant. Among firms that train their management team, those with 10 or more staff are much more likely to have had any such staff train to qualifications (49%) than smaller firms (27%).
- 4.16 A wide range of qualifications had been achieved over the last 12 months or were currently being worked towards. Industry registration cards were the most commonly mentioned (30% of those that train their managers to qualifications), followed by NVQ level 3 qualifications (24%) and health and safety certificates (22%). The numerous other qualifications each used by 1% - 10% of employers that train to qualifications, included: IOSH, NVQ 4 or 5s, degree level qualifications and professional institution qualifications. Results here are based on a low number of respondents (20) and should be treated as indicative only.

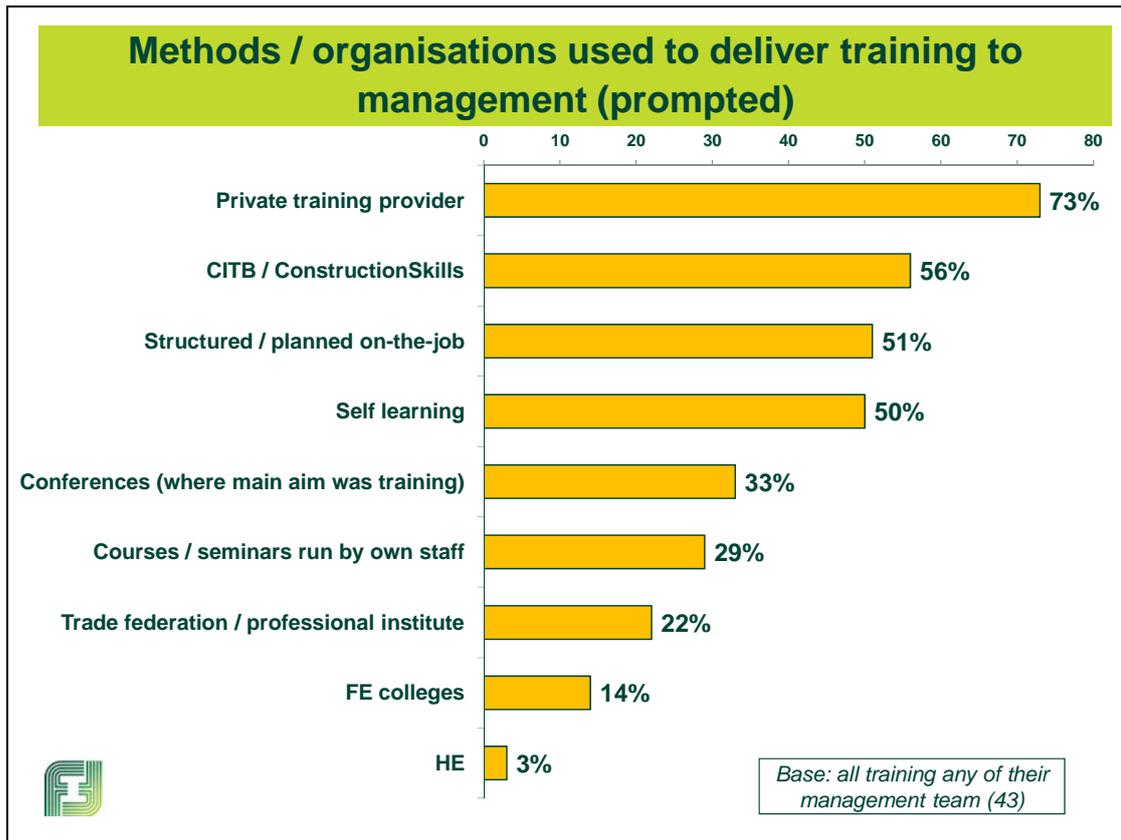
Methods / organisations used to deliver management training

- 4.17 Private training providers were the most common organisations / method used for training (mentioned by 73% of those that train), followed by CITB-ConstructionSkills NI (56%), use of planned on-the-job training (51%) and self-learning where managers and supervisors train using manuals, books, CD-ROMS or the internet (50%).

Results are summarised in the following chart. Compared with 2007, there appears to have been a switch from TASC, CITB-ConstructionSkills NI's former direct training division (72%) to private providers (38% in 2007)³.

³ See previous footnote





Reasons for not training managerial staff

- 4.18 We have seen that a majority of employers (68%) had *not* provided any training to their management staff in the last 12 months. The most common reason for this spontaneously mentioned by half of those that train (52%) is that the management team are believed to be fully skilled and hence there has been no pressing need for training. It is interesting though, as we see in the next chapter, that all employers when asked specifically about a range of management skills admitted that there were areas where there were gaps between what the business needs and the skills of the existing management team. Hence there is a sense in which when employers say they have not trained management staff because they are fully skilled they really mean adequately skilled to meet the immediate needs of their business objectives.
- 4.19 The other common reasons for not training management staff were the costs and financial expense of training (23%), the shortage of work and so no need for any new training (21%), and that employers find it hard to spare the time for managers to be absent on training (16%). These employers facing time constraints find it hard to justify the medium and longer term benefits of training with the more immediate requirements of meeting tight client deadlines, but clearly the danger is that they do not make time for the strategic running of the business.
- 4.20 The availability of relevant management training courses is rarely the key reason for not training managers, indeed only 2% of those not training their managers mentioned this spontaneously as a factor.

Training would have liked to provide

- 4.21 A fifth of employers feel there has been learning and training over the last 12 months that they would have liked to provide for their management team but have not been able to (20%, virtually no change from the 22% in 2007). Employers with 10 or more staff were far more likely to have wanted to undertake further training (42%), and related to this those that had provided any training to their management team were more likely to have wanted to provide more than non-trainers were to want to provide any (33% v 14% respectively). This is very similar both to the 2007 findings and to the survey conducted in the rest of the UK in late 2010 / early 2011.
- 4.22 As to the sorts of skills they would have liked to develop, the most common areas were Health and Safety (35%), followed by management and leadership skills (31%). Other areas mentioned included job-specific / technical skills (28%), business development skills (25%), environmental skills (8%) and business finance (5%). Compared against the range of areas in which training had been provided to their management team over the previous 12 months (discussed earlier in the chapter), the results suggest underlying, unmet demand for leadership and management development training, and the level of mentions of this kind of training was much higher than found in 2007.

What would stimulate more training

- 4.23 All employers, whether they train or not, were asked what might act to make them undertake more training among their managers. This was asked both as a spontaneous and a prompted question.
- 4.24 On the spontaneous question a large proportion of employers were unsure what would act to increase their management training (43%). The most common top of mind stimuli to training would be if there was an increase in their workload that meant they would need to take on more staff (27%). This was followed by more grants being made available for training (9%) and if there was more industry specific training (8%). In 2007, increased availability of grants was the most common response (16%); the fact that for the current survey increased demand was the key likely stimulant to increased management training is indicative of the continuing tough economic conditions.



- 4.25 Once prompted with a range of possible factors that might stimulate more management training activity, it being delivered more flexibly (78%), more grants (77%), and management training being more industry-specific (67%) were the most common responses.
- 4.26 Factors such as help with identifying training needs and writing a training plan, and more information being available would influence around half of employers (56% and 51% respectively). Results are summarised below.



Interest in various means of delivery

4.27 Those who indicated that more flexible delivery of management training would be likely to stimulate them to undertake more training and development were asked what sort of flexibility they would like. Answers here were spontaneous – later we look specifically at the issue of interest in different methods of delivery of training which was asked on a prompted basis. We show those responses given by more than 5% of those answering.

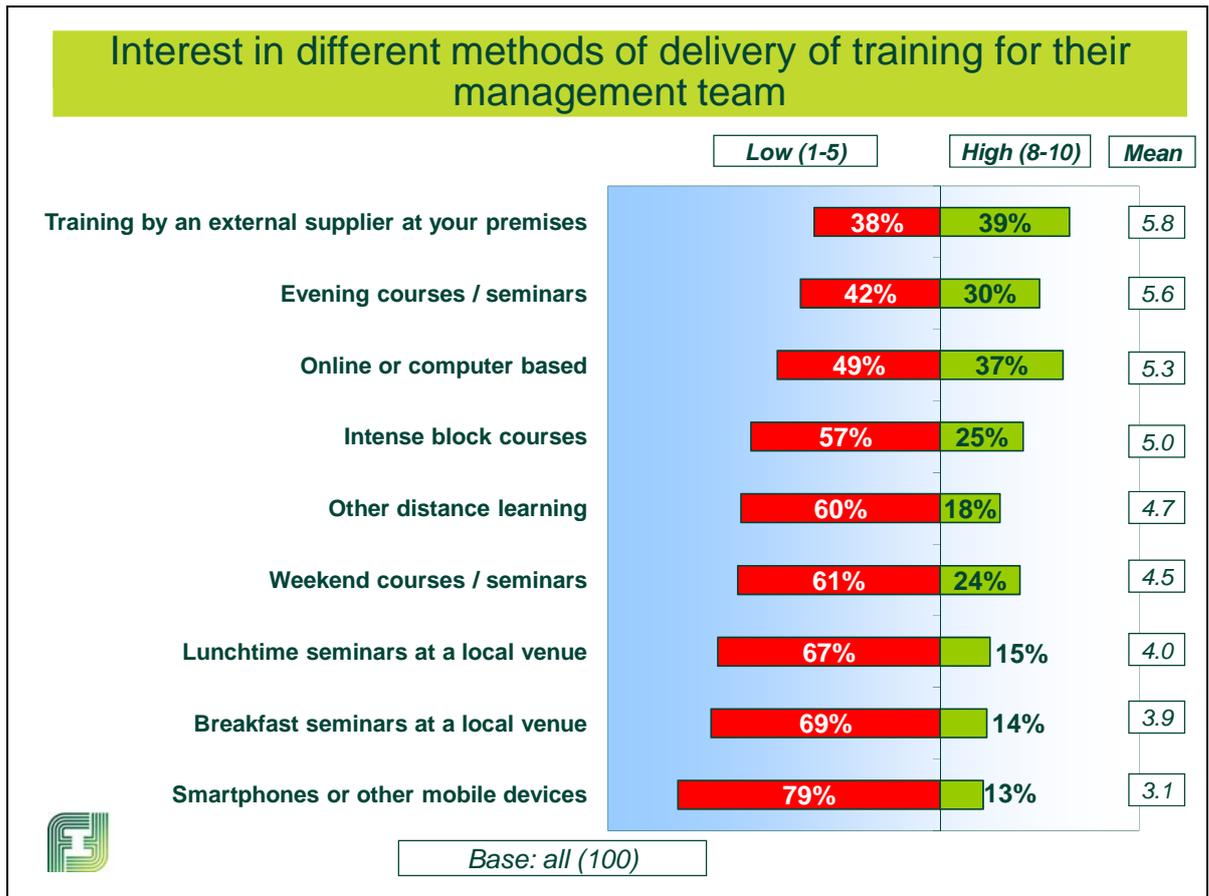
How training could be delivered more flexibly (spontaneous)	
<i>Base: all saying increased flexibility would increase management training activity (80)</i>	<i>%</i>
Evening provision	28
Weekend provision	27
Closer / more local	16
Daytime provision	15
On-the-job / on-site / trainers come to us	13
Part time / shorter module training	9
Distance learning / self taught	7

4.28 Clearly improved flexibility means different things to different employers, though the balance of opinion favours evening or weekend provision which does not interfere with the working day. In 2007 these two changed flexibilities were the most commonly desired, though interest in evening provision appears to have fallen (40% of contractors mentioned it in 2007).

4.29 All employers were asked how interested they are in a number of methods of delivery of management training. For each one, respondents were asked to give a 1 to 10 rating where 1 meant not at all interested and 10 very interested. On the following chart we show the proportion giving a 1-5 (low) and an 8-10 (high) rating, plus a mean score (from 1 to 10), with results ranked in order of mean score.

4.30 Training delivered by an external supplier at their premises was the type of training of most interest: two-fifths of employers (39%) gave a high (8-10) rating for this type of activity, rising to 62% among those employing 10 or more staff. Evening courses or online / computer based learning were also popular methods of training delivery (30% and 37% respectively giving a high rating).





4.31 Respondents giving any positive (8-10) rating were asked why they were interested in that or those methods. The key reasons why particular means of delivery appeal are the *convenience and flexibility* they offer, such as it allowing people to do the training at their own speed where and when they want (mentioned by 46% of those rating at least one method highly, though by 65% of those rating online or computer based training highly), that the *method does not interfere with the working day* (mentioned by 32%), or being able to *do the training onsite or at local venues* (mentioned by 17% of those rating at least one method highly).

5 Skill gaps among managers and supervisors

5.1 In this chapter we examine the areas where employers say gaps exist in the skills of their management team, the number of the management team that lack these skills, and the extent to which eliminating or reducing these skill gaps are a priority to enable them to develop and grow the business over the next few years. This is in many ways the critical part of the research given the role of MSDP in funding training that will improve business performance.

Main priority managerial skill areas for development (spontaneous)

5.2 Respondents were asked as an open question what the five main skills were that needed developing and improving among their management team to help grow the business in the coming years. Results are shown on the following table which presents the skill area considered of highest priority, those mentioned in the top 2 most important, and then the proportion of employers mentioning each skill area within their top five skill areas that need developing.

5 main priority skill areas for management team (spontaneous)		
1 st main priority	Top 2 priority skills (cumulative)	Any mention as a top 5 priority
Business skills e.g. marketing, tendering, business development (17%)	Business skills (21%)	Business skills (22%)
Health and Safety (8%)	Job / industry specific skills (13%)	Health and Safety (20%)
Job / industry specific skills (4%)	Accounting/bookkeeping (12%)	Leadership / people management skills (18%)
Accounting / bookkeeping (7%)	Health and Safety (11%)	Job/ industry specific skills (17%)
Written or oral communication skills (6%)	Leadership / people management skills (11%)	Accounting/bookkeeping (15%)
Leadership/people management skills e.g. delegation, motivation (6%)	IT / Computer skills (8%)	IT / Computer skills (10%)
IT / Computer skills (4%)	Written or oral communication skills (7%)	Written or oral communication skills (10%)
Organisational skills e.g. time management (2%)	Organisational skills (6%)	Organisational skills (7%)
Environmental skills (2%)	Environmental skills (2%)	Keeping up to date with legislation / regulation (6%)
Keeping up to date with legislation (*%)	Keeping up to date with legislation / regulation (2%)	Environmental skills (4%)
No skills need improving (24%)	No skills need improving (24%)	No skills need improving (24%)
Don't know (16%)	Don't know (16%)	Don't know (16%)

5.3 Quite a large proportion of employers feel there is no skills area that needs developing within their management team (24%), or were unsure what the key skills areas were that were needed to help them grow their business (16%). The most commonly mentioned skill areas that need developing are: business skills (such as marketing, tendering, and business development); health and safety; people management and leadership skills such as delegation and motivating the workforce; job / industry specific skills; and accountancy and bookkeeping skills. Each was mentioned as one of their top five priority skill areas by between 15% and 22% of all employers.



- 5.4 Firms with 10 or more staff were particularly likely to see improving business skills like marketing and business development, and Health and Safety skills and knowledge, as key priorities (37% and 38% respectively).
- 5.5 Annex 2 provides additional verbatim details about the sort of skills lacking in each area. Respondents were asked to describe in detail up to a maximum of three skill areas, hence the descriptions provided in the annex for each skill area are based on a relatively low number of respondents.

The proportion of employers experiencing specific skill gaps

- 5.6 As well as the spontaneous measure, respondents were read a list of 29 skill areas and asked to indicate those where a gap exists between the skills that the business needs and the skills of the existing management team. The table on the following page shows the proportion of employers saying the management team have skills gaps in each area, with comparative figures for 2007 where applicable. Although care should be taken due to the low base sizes, generally speaking the proportion of employers with specific managerial skill gaps have increased since 2007. Clearly a change over time can arise both through losing skilled management staff, or through changing skill needs which reveal staff lack these new, emerging skills.
- 5.7 The general conclusions are:
- Most employers have managerial skills gaps across a range of areas (employers typically had skills gaps in 10 of the 29 areas covered).
 - There has been an increase in the proportion of employers with skill gaps relating to green / low carbon, sustainability and environmental issues. Understanding the implications and increased importance of low carbon and green issues was one of the most common areas for a managerial skills gap (45%) and managing the delivery of sustainable practices in the company's work has seen the greatest increase since 2007 (from 13% to 45% in 2011).
 - IT skills of senior staff was the most common managerial skills gap and was mentioned by just over half of all employers (52%)
 - Presumably related to the recession and the financial pressures many employers face, there has been an increase compared with 2007 in the proportion of employers facing skills gaps for winning new business and general selling skills (48% from 19%), identifying potential new markets and clients (41% from 24%) and for developing and creating a clear strategy and vision for the business (39% from 22%).
 - For a large proportion of the skill areas investigated at least a quarter of employers were experiencing shortfalls in the skills of their management team.

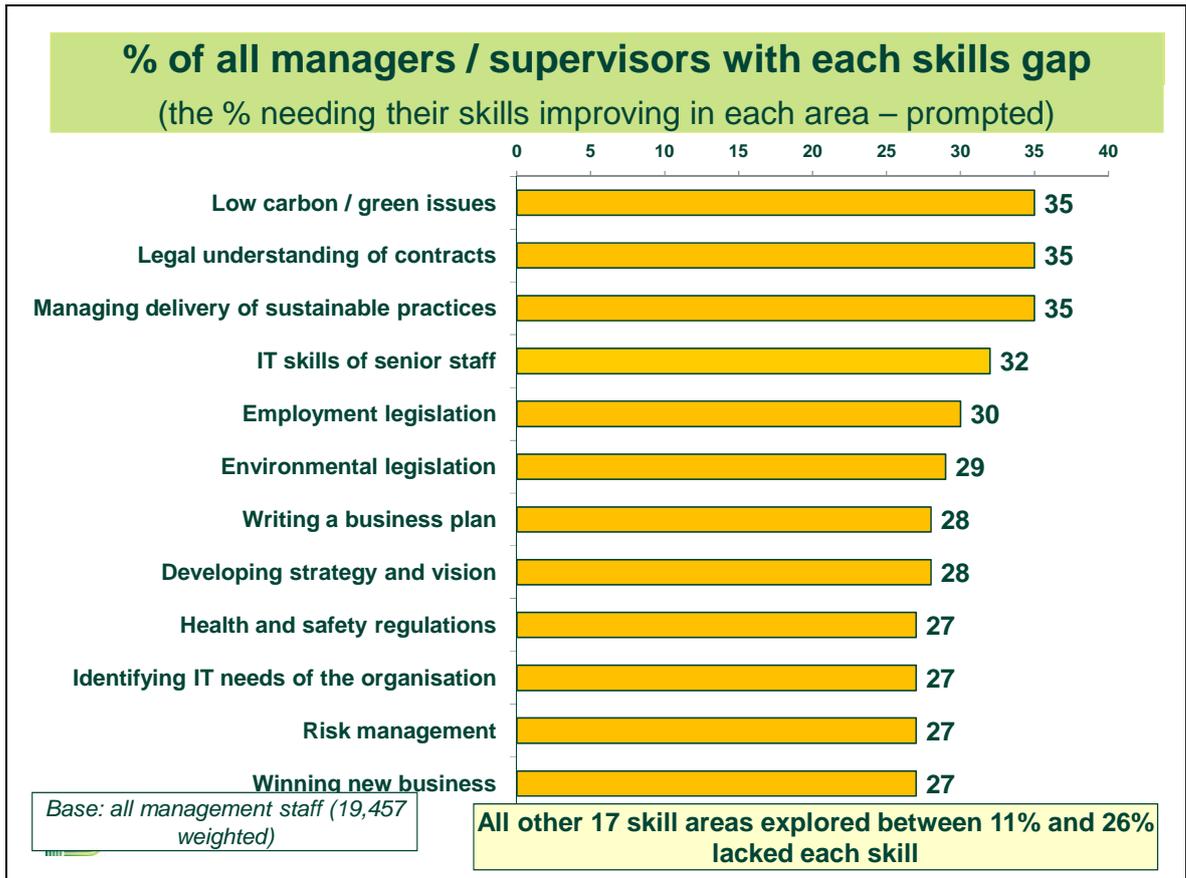


Proportion of employers with specific managerial skill gaps (prompted)		
	2007	2011
IT skills of senior staff	33%	52%
Keeping up to date on employment legislation	37%	49%
Winning new business and general selling skills	19%	48%
Understanding the implications and increased importance of green issues	N/A	45%
Managing the delivery of sustainable practices	13%	45%
Keeping up to date with Health and Safety legislation	39%	44%
Keeping up to date on environmental legislation	36%	44%
Legal understanding of contracts	33%	44%
Writing a business plan for the organisation	22%	43%
Identifying the IT needs of the organisation	30%	41%
Identifying potential new markets and clients	24%	41%
Keeping up with the latest products/techniques in the sector	27%	40%
Risk management	28%	39%
Developing a strategy and vision for the business	22%	39%
Financial understanding of cash flow, accounts etc	27%	37%
Understanding and implementing Corporate Social Responsibility	20%	34%
Estimating the cost of a project accurately	21%	32%
Maximising the productivity of staff	13%	28%
Managing their time effectively and prioritisation	16%	27%
Managing client expectations & maintaining high customer satisfaction	14%	27%
Negotiation skills	14%	27%
Team building and getting staff to share the same goals	20%	26%
Managing suppliers and sub-contractors to ensure they deliver what is expected	16%	25%
Ensuring projects run to cost / managing project finances	16%	25%
Identifying the training needs of staff and developing their skills	24%	23%
Ensuring project work is carried out safely	19%	19%
Effective delegation	14%	19%
Capability to ensure off-site products are integrated on-site	N/A	17%
Communicating effectively	11%	16%



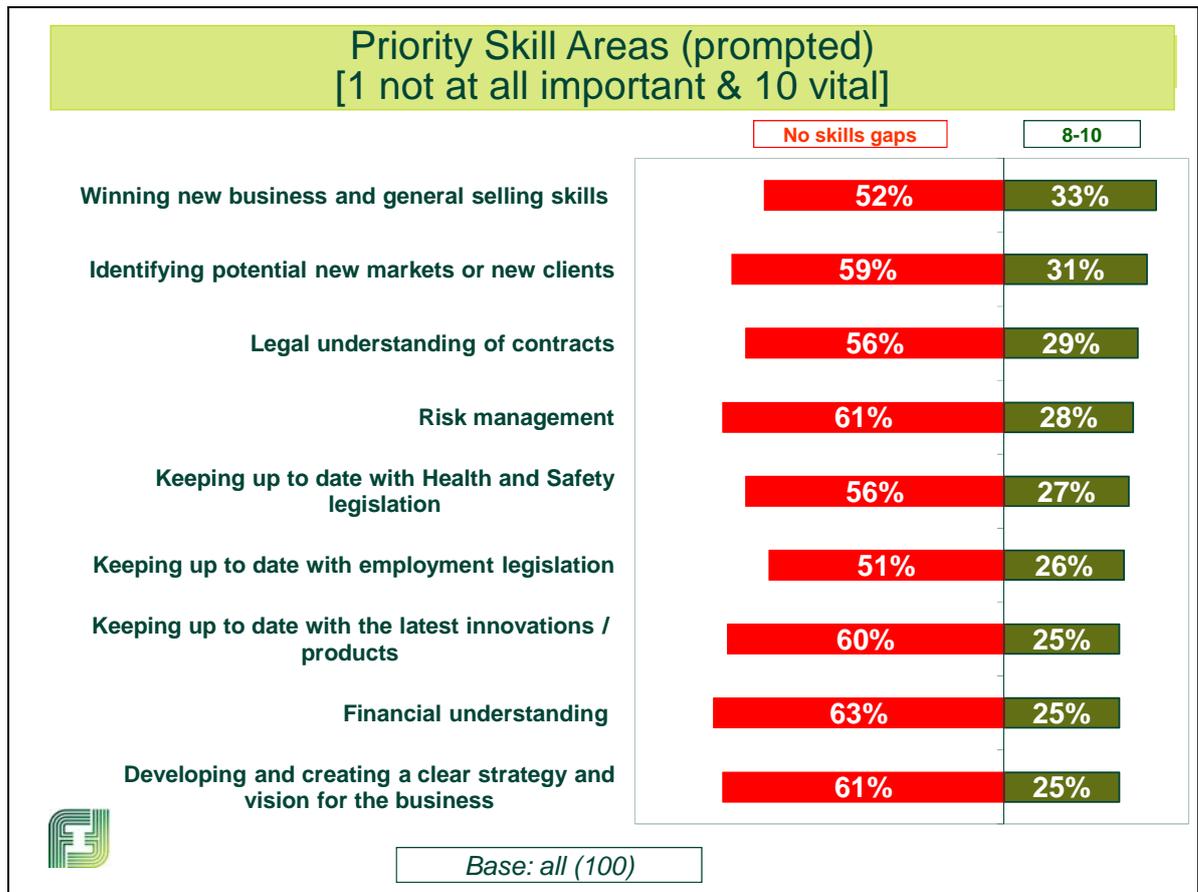
The proportion of managerial staff lacking each specific skill

- 5.8 Employers were asked how many of their management team lacked these skills. Results ranged from 11% of all managers and supervisors being seen as having a skills gap in regard to having the capability to ensure off-site products are integrated efficiently on-site, and 13% needing to communicate more effectively, up to 35% of all managers needing to either understand the implications and increased importance of green issues, improve legal understanding of contracts, or manage the delivery of sustainable practices.
- 5.9 The following chart looks at the skill areas with the highest proportion of all managers and supervisors described as needing their skills improving.



Priority management skill areas

- 5.10 A higher than average proportion of the management team being affected by a particular skills gap does not necessarily mean that those skills areas are the most critical ones for employers. And clearly some of the skills areas discussed, such as creating a vision and strategy for the company are not ones that would be required by all the management team in an organisation. To this end respondents experiencing each skills gap were asked how high a priority they were for developing and improving the business, using a scale of 1 to 10 where 1 is not at all important and 10 means vital.
- 5.11 The following chart shows the key priority areas in descending order of importance in terms of the proportion of *all respondents* giving an 8-10 rating. The left hand side of the chart shows the proportion saying they do not believe they have skill gaps in that area, while the right hand bar shows the proportion saying this is a high priority area (a rating of 8-10).



- 5.12 Although a range of skill areas are seen as important, the key priority management skill areas which employers say need improving to grow and develop their firms over the next few years relate very much to business winning skills and identifying potential new markets and clients.
- 5.13 Other important priorities are legal understanding of contracts, improving risk management understanding and practices, and keeping up to date on latest products and techniques in the sector.



6 The training implications of introducing new products or processes and of emerging 'green' job roles

6.1 In this chapter we explore the extent to which the introduction of new products or services (mentioned as being 'for example renewable technologies such as solar heating') or new processes ('such as lean working or new organisational approaches') had led to any training implications, and if so whether this training was hard to source. In a similar way we look at whether firms employed staff in six specific 'green' job roles, and if so where these staff had been recruited from, and whether they have specific training requirements for these occupations which they are finding hard to source. These questions were new to the current study.

Introduction of new products and / or processes, and their training implications

6.2 Employers were asked whether in the last 2-3 years they had introduced either new products into the services they offer clients, for example renewable technologies such as solar heating, and / or new processes such as lean working or new organisational approaches to their business operations, and if so what these changes were and whether they had any training implications. Employers were more likely to have introduced new products into their offer (17%) than to have introduced new processes or organisational approaches in the last 2-3 years (11%).

6.3 The main new product that employers have introduced were solar panels or solar heating (11% of all employers): clearly employers took the example given in the question ('for example renewable technologies such as solar heating') at face value. Other new products commonly mentioned included new insulation products (6% of all employers) and energy efficiency products or systems (5%).

6.4 One in three employers that had introduced new products in their offer in the last three years (equivalent to 6% of all employers) said this had had training implications for staff. Relatively few though had found the training they wanted hard to source: 9% of those saying the introduction of these new (green) products in their offer led to training needs had found the training hard to source, equivalent to 3% of all those introducing new products, and 1% of all employers.

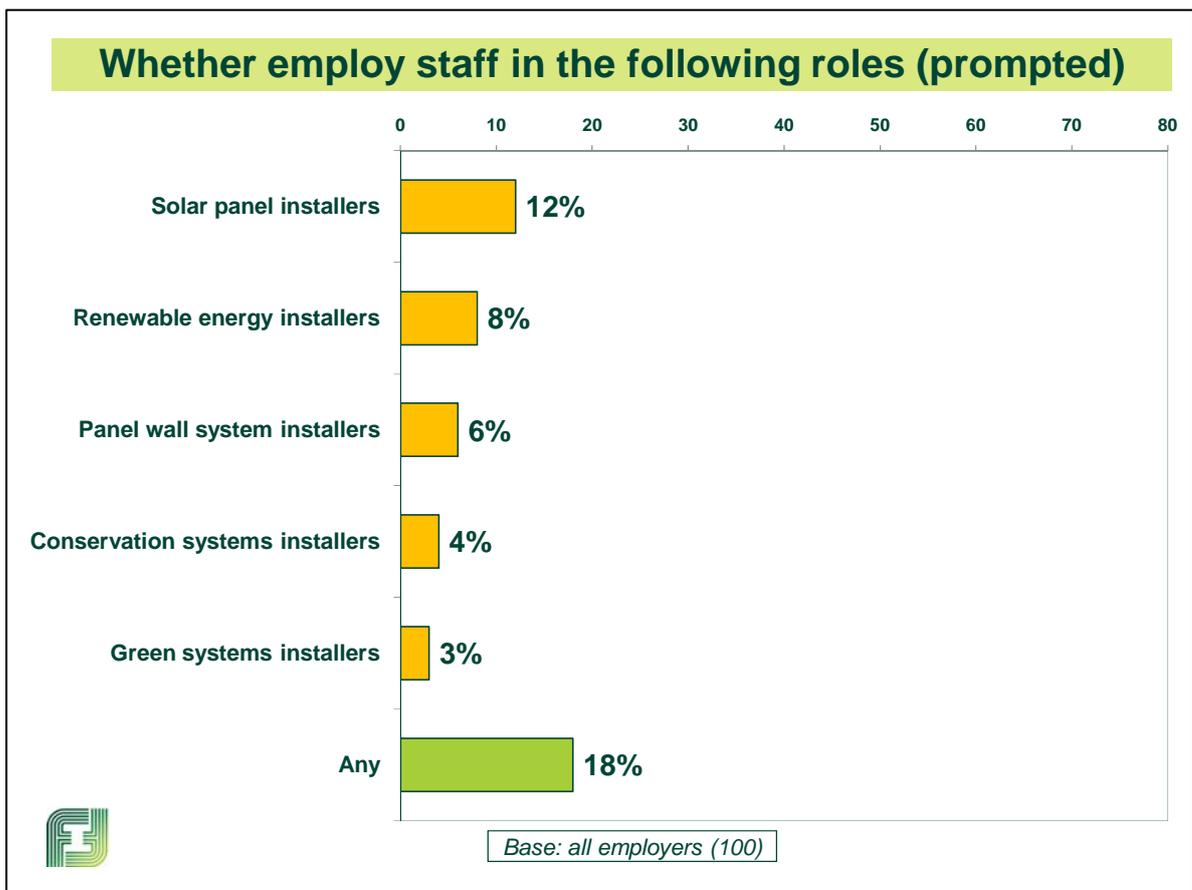
6.5 As mentioned, one in nine employers (11%) had introduced new processes into their business operations in the last 2-3 years. This was much higher among employers with 10 or more staff (27%) compared to firms with fewer than 10 staff (8%). A wide range of new processes had been introduced, including: changes in working hours, reducing outgoings, formal quality standards, and increased recycling.

6.6 Six in ten (60%) of those who had introduced new processes in the last 2-3 years said this had had training implications: all were able to source the training with relative ease. Hence across the industry as a whole the introduction of new business processes is rarely the cause of unmet demand for training.



Green job roles and any training implications

6.7 Overall almost one in five firms (18%) employ people in at least one of the five specified job roles listed in the following chart. This was most commonly solar panel installers (12%), renewable energy installers (8%), and panel wall system installers (6%). Intuitively the figures seem high: however responses on the question of where they recruit people in these occupations from (discussed later in the chapter) indicate that many respondents took the question to mean their employing such staff directly *or indirectly* by bringing in specialist sub-contractors or self-employed staff in these roles as and when needed. Hence the figures are best viewed as the proportion of companies that ever have a need for these roles, not those that have their own employees in these specific functions. (The same findings are conclusions made for the study across the rest of the UK).



6.8 Employers with 10 or more staff are more likely than average to need people in each role, with the difference particularly marked for renewable energy installers (25%), conservation system installers (14%) and panel wall system installers (16%) – overall two in five of these firms with over 10 staff (42%) had or needed staff in any of the six roles.

6.9 Respondents were asked whether they had recruited those working in each of the job roles from competitors, from within their business, from outside the construction industry or elsewhere. Just under half (47%) had recruited from within their own business, whilst 44% had ‘recruited’ these job roles from specialist subcontractors (hence the point already made that that employers are often talking about being able to offer these job roles via subcontractors rather than employing such staff directly).



- 6.10 Only one of the respondents using / employing people in any of the green job roles said they had specific training requirements for any of these occupations which they found difficult to source and this related to:

“Training in overall energy efficiency performance and green renewable measures.”

Again the findings suggest that across the industry as a whole the use of specialists in green roles (whether employed directly or indirectly) rarely has significant training implications that employers find hard to source.



Annex 1: Questionnaire

PRIVATE & CONFIDENTIAL	Management and Supervisory Training Requirements of Consensus Federated Employers Telephone – Northern Ireland	4966
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REASSURANCES TO BE USED AS REQUIRED:

- **Please be reassured that everything will be strictly confidential. Nothing will be reported back to ConstructionSkills about how individual companies respond to the survey (we are only reporting back aggregated statistics).**
- **Contact at ConstructionSkills: Karen Hunter on 028 9082 4233**
- **Contact at IFF Research: Ben Davies on 020 7250 3035.**
- **Results will help ConstructionSkills to ensure that training provision for managers and supervisors meets the needs of the industry.**

ASK ALL

S1. **Can I speak to** [IF NAMED PERSON: CONTACT NAME FROM SAMPLE: <NAME>] [IF NOT NAMED AND SAMPLE INDICATES HAS MORE THAN 24 EMPLOYEES]: **your human resources or personnel director or manager, or the person in charge of recruitment and training issues for this site** [IF NOT NAMED AND SAMPLE INDICATES HAS LESS THAN 24 EMPLOYEES]: **the owner, managing director or general manager**

Yes – transferred	1	CHECK S3
Yes – named person speaking	2	
Definite appointment	3	MAKE DEFINITE APPOINTMENT /
Soft appointment	4	SOFT CALL BACK
Person no longer works for the company / at this establishment	5	ASK S2
Refusal	6	CLOSE
Refusal – company policy	7	
Not available in deadline	8	
Fax number / dead line	9	
Company gone out of business / residential number	10	



IF NAMED PERSON NO LONGER WORKS FOR THE COMPANY / AT THE ESTABLISHMENT
ASK

S2.

Can I speak to:

[IF SAMPLE INDICATES HAS MORE THAN 24 EMPLOYEES]: **your human resources or personnel director or manager, or the person in charge of recruitment and training issues for this site.**

[IF SAMPLE INDICATES HAS LESS THAN 24 EMPLOYEES]: **the owner, managing director or general manager.**

Yes – transferred	1	ASK S3
Yes – that person speaking	2	
Definite appointment	3	RECORD NAME OF CONTACT
Soft appointment	4	Name: & MAKE DEFINITE APPOINTMENT / SOFT CALL BACK
Based at another site / on another number	5	TAKE NAME AND NEW NUMBER Name: Number:
Refusal	6	CLOSE
Refusal – company policy	7	
Not available in deadline	8	

SAY TO ALL WHERE SPEAKING TO NAMED RESPONDENT

S3.

Good morning / afternoon. My name is XXX calling from IFF Research in London. We are undertaking a study for ConstructionSkills looking at the management and supervisory and sustainability training needs that employers may have. Can I check are you the best person or one of the best people to talk to on these issues at this site?

Yes	1	ASK S4
No	2	COLLECT NAME AND JOB TITLE AND TRANSFER Name: Job title: New number if different:
Don't know / depends on questions	3	ASK S4

ASK IF YES OR DON'T KNOW AT S3

S4.

It will just take around 20 minutes. Is now a good time?

Yes	1	ASK Q1
No	2	ASK FOR BETTER TIME TO CALL BACK
Refusal	3	CLOSE



SECTION A: ABOUT THE COMPANY AND SITE

- ASK ALL
 1) **I'd like to begin with a few questions about the company. Is this the... READ OUT? CODE ONE ONLY**

Only permanent location in the organisation	1	ASK Q5
Is this the headquarters of a multi site organisation	2	ASK Q2
Or is this a branch of a multi-site organisation	3	
(DO NOT READ OUT) Other (SPECIFY)	4	

- IF MULTI-SITE (Q1 CODE 2 OR 3)
 2) **The questionnaire covers the skills needs of, and training provided for, managers and supervisors. Do you want to answer this for managers and supervisors across the organisation as a whole, or just those based at this location?**

Across the whole organisation	1
This site only	2

- IF MULTI-SITE (Q1 CODE 2-4)
 3) **Approximately how many people does the organisation employ currently in the UK, including agency workers, self-employed or labour-only sub-contractors?**
 PROBE FOR BEST ESTIMATE. WRITE IN EXACT NUMBER AND CODE RANGE. (PROMPT WITH RANGES IF DON'T KNOW)

- IF MULTI-SITE AND ANSWERING ABOUT ORGANISATION AS A WHOLE (Q2=1)
 4) **I'd like to know how many staff you employ across the organisation as a whole in three categories of staff: directors and senior managers involved in running the business including owners; then other managers; then finally supervisors or foremen. So approximately how many staff are employed across the organisation as a whole:**

- a) As Directors and Senior managers involved in running the business?
- b) As other managers?
- c) As supervisors or foremen responsible for the performance of other staff?

PROBE FOR BEST ESTIMATE. WRITE IN EXACT NUMBER AND CODE RANGE. (PROMPT WITH RANGES IF DON'T KNOW)

- ASK OF ALL SINGLE SITE ORGANISATIONS OR MULTI-SITE ANSWERING ABOUT THE SITE (Q1=1 OR Q2=2)
 5) **And how many people do you employ currently at this establishment, including agency workers, self-employed or labour-only sub-contractors?**
 PROBE FOR BEST ESTIMATE. WRITE IN EXACT NUMBER AND CODE RANGE. (PROMPT WITH RANGES IF DON'T KNOW)



ASK OF ALL SINGLE SITE ORGANISATIONS OR MULTI-SITE ANSWERING ABOUT THE SITE (Q1=1 OR Q2=2)

- 6) I'd like to know how many staff you employ at this site in three categories of staff: directors and senior managers involved in running the business including owners; then other managers; then finally supervisors and foremen. So approximately how many are staff are employed at this site as:
- a) As Directors and Senior managers involved in running the business?
 - b) As other managers?
 - c) As supervisors or foremen responsible for the performance of other staff?
- PROBE FOR BEST ESTIMATE. WRITE IN EXACT NUMBER AND CODE RANGE.

	Organisation				Site			
	Q3	Q4a	Q4b	Q4c	Q5	Q6a	Q6b	Q6c
EXACT	_____	_____	_____	_____	_____	_____	_____	_____
IF DON'T KNOW:								
		0	0	0		0	0	0
1 (respondent only)	1	1	1	1	1	1	1	1
2-9	2	2	2	2	2	2	2	2
10-24	3	3	3	3	3	3	3	3
25-49	4	4	4	4	4	4	4	4
50-99	5	5	5	5	5	5	5	5
100-249	6	6	6	6	6	6	6	6
250+	7	7	7	7	7	7	7	7
Don't know	8	8	8	8	8	8	8	8



ASK ALL [IF 0 TO ALL THREE CHECK IF RESPONDENT HAS INCLUDED THEMSELVES. IF STILL 0 TO ALL THREE CLOSE & NOT COUNTED AS AN INTERVIEW]

7) **I'd like to know about the qualification levels of managerial and supervisory staff.**

[IF EMPLOY DIRECTORS AND SENIOR MANAGERS AT Q4a OR Q6a]:

a) **Thinking of your** (INSERT NUMBER FROM Q4a OR Q6a) **directors and senior managers, how many would you estimate have as their highest qualification a....**READ OUT LIST [ONCE TOTAL ADDS TO Q4a OR Q6a GO TO NEXT QUESTION]

[IF EMPLOY OTHER MANAGERS AT Q4c OR Q6c]:

b) **Thinking of your** (INSERT NUMBER FROM Q4b OR Q6b) **other managers, how many would you estimate have as their highest qualification a....**READ OUT LIST [ONCE TOTAL ADDS TO Q4b OR Q6b GO TO NEXT QUESTION]

[IF EMPLOY SUPERVISORS AT Q4c OR Q6c]:

c) **Thinking of your** (INSERT NUMBER FROM Q4c OR Q6c) **supervisors and foremen, how many would you estimate have as their highest qualification a....**READ OUT LIST [ONCE TOTAL ADDS TO Q4c OR Q6c GO TO NEXT QUESTION]

	a) Directors and Senior managers	b) Other managers	c) Supervisors or foremen
Level 4 qualification or higher, such as an HND, a BTEC higher, a degree, MBA or an NVQ level 4 or 5.	_____ Don't know....X	_____ Don't know....X	_____ Don't know....X
And how many [INSERT e.g. 'directors and senior managers'] have as their HIGHEST qualification a level 3 qualification such as a Modern Apprenticeship, a City & Guilds Advanced Craft, an ONC or OND, a BTEC at National Certificate or National Diploma level.	_____ Don't know....X	_____ Don't know....X	_____ Don't know....X
And how many [INSERT e.g. 'directors and senior managers'] have as their HIGHEST qualification a level 2 qualification such a foundation level Apprenticeship, a City & Guilds Craft, a BTEC first or general diploma, or an NVQ 2,	_____ Don't know....X	_____ Don't know....X	_____ Don't know....X
And how many have no formal qualifications	_____ Don't know....X	_____ Don't know....X	_____ Don't know....X



SECTION B: CURRENT TRAINING FOR MANAGERS AND SUPERVISORS

ASK ALL

8) I'd like to turn now to training and development, by which we mean to include not only formal courses or training leading to a qualification, but also informal learning that may be carried out on-the-job by your own staff, and also self-learning conducted by staff in their own time from books, CD-Roms or the web. Have you funded or arranged any training or development in the last 12 months for... (ASK FOR EACH GROUP EMPLOYED AT Q4 OR Q6)

IF YES FOR ANY GROUP (ASK Q9 FOR EACH GROUP EMPLOYED AT Q4 OR Q6)

9) How many (EACH YES AT Q8) have you funded or arranged training for over the last 12 months? PROBE FOR BEST ESTIMATE.

	Q8			Q9	
	Yes	No	Don't know	Number	Don't know
Directors and Senior managers involved in running the business	1	2	3	_____	3
Other managers	1	2	3	_____	3
Supervisors	1	2	3	_____	3

IF TRAINED DIRECTORS AND SENIOR MANAGERS

10) What skills has this training for directors and senior managers sought to develop? PROBE: What other skills has it sought to develop?

IF TRAINED OTHER MANAGERS

11) What skills has this training for (IF Q10 ALSO ANSWERED: other) managers sought to develop? PROBE: What other skills has it sought to develop?

IF TRAINED SUPERVISORS

12) What skills has this training for supervisors sought to develop? PROBE: What other skills has it sought to develop?



IF ANY TRAINING FOR EITHER OF THE 3 GROUPS AT Q8
 12a) Can I just check has any of this training in the last 12 months for [EACH YES FROM Q8: DIRECTORS AND SENIOR MANAGERS / OTHER MANAGERS / SUPERVISORS] aimed to develop sustainability or 'low carbon' knowledge and skills such as carbon reduction, reducing waste, reducing energy consumption, or installing or building low energy solutions?

Yes	1	CHECK Q12b
No	2	READ OUT STATEMENT ABOVE Q13
Don't know	3	

IF YES
 12b) Can you tell me what areas specifically this training covered?

SAY TO ALL: from hereon I'm going to refer to directors, managers and supervisors collectively as your management team.

IF TRAIN MANAGERS OR SUPERVISORS AT Q8
 13) Has any of this training for your management team over the last 12 months led to any qualifications, or is any leading to any qualifications?

Yes	1	CHECK Q14
No	2	ASK Q15
Don't know	3	

IF YES
 14) Which qualifications are these?

Degree	1
MBA	2
HND	3
NVQ 4 or 5	4
NVQ3	7
NVQ2	8
IOSH Managing Safely	6
Health and safety certificates	9
Industry registration cards	10
Other (SPECIFY)	0
Don't know	X



IF TRAIN MANAGERS OR SUPERVISORS

- 15) Which of the following methods or organisations have you used for delivering learning and training for your management team over the last 12 months? READ OUT

FE college	1
Higher Education (e.g. university)	2
CITB-ConstructionSkills Northern Ireland	4
A trade federation or professional institute	5
Training provided by a private training provider	6
Courses or seminars run by your own staff	7
Attendance at conferences where the main aim was training or development	8
Structured and planned on-the-job learning or training where a more experienced worker demonstrates techniques and passes on skills	9
Self-learning where managers or supervisors study using books, manuals, CD-Roms or other materials	10
Have other methods been used to deliver training for managers or supervisors over the last month (IF SO: SPECIFY)	0
Don't know	X

ASK ALL

- 16) Has there been any learning or training that you would have liked to provide for your management team over the last 12 months, but have not done so for whatever reason?

Yes	1	CHECK Q17
No	2	ASK Q18
Don't know	3	

IF YES

- 17) What sort of skills would you have liked to develop in your management team?



- IF NO TRAINING FOR ANY OF THESE GROUPS (NONE YES AT Q8)
- 18) **What are the reasons why you have not funded or arranged any training over the last 12 months for your management team? DO NOT READ OUT. MULTICODE OKAY.**

All fully skilled - no need for any training	1
Can't afford the cost of training / too expensive	2
Can't afford to spare the time	3
No local training providers (of sufficient quality)	4
Training not flexible enough (when starts / when it takes place)	5
Can't find management courses relevant to us	6
Management courses not sector specific enough	7
Don't think training would bring any benefits / previous negative experiences of management training	8
Management team reluctant to be trained	9
Other (SPECIFY)	0
Don't know	X

- ASK ALL
- 19) **What sort of things would stimulate or increase training and development activity for your management team? PROBE: What else? DO NOT READ OUT. MULTICODE OKAY**

- ASK ALL
- 20) **And which of the following things would stimulate or increase more training and development activity for your management team? [ASK STATEMENTS IN ITALICS]**

	Spontaneous	Prompted
If training for managers and supervisors was cheaper	1	
<i>If we had better quality providers locally</i>	2	3
<i>If there was more information about what training was available for managers and supervisors</i>	3	3
<i>If there were more grants available for training</i>	4	4
<i>If training for managers or supervisors could be delivered in a more flexible way</i>	5	5
If we had more (management) time to organise it	6	
<i>If someone could advise us on what training needs we have / help us write a training plan</i>	7	7
<i>If the training for managers or supervisors was industry specific</i>	8	8
Other (SPECIFY)	0	
Don't know	X	X

- IF CODE 5 AT Q19 OR Q20
- 21) **In what ways do you feel training for your management team could be delivered more flexibly? How would you like it to be delivered e.g. time of day, where it is delivered, day time v weekend etc.**



SECTION: PREFERRED MEANS OF TRAINING

- ASK ALL
- 22) **Thinking of different ways in which learning and training can be delivered for your management team, which approaches or methods do you think work particularly well? PROBE: which others?**

- 23) **And how interested would you be in the following methods of delivery of training for your management team? Please use a scale of 1 to 10 for each where 1 means not at all interested and 10 means very interested.**

	1-10 rating	Don't know
Breakfast seminars held at a local venue		X
Online or computer based training where managers or supervisors would work through training packages in their own time		X
Training conducted on smartphones or other mobile devices		X
Other distance learning using books or manuals		X
Intense 'block' courses where training is done during the day over a whole day or days		X
Courses or seminars held at weekends		X
Courses or seminars that take place in the evening		X
Lunch time seminars held at a local venue		X
Training delivered by an external supplier at your premises		X

- IF ANY RATED 8-10 AT Q23
- 24) **You mentioned particularly liking [INSERT THOSE RATED 8-10 OR ANSWER AT Q23]. What is it you particularly like about these methods?**

- ASK ALL
- 25) **And have you come across any new or innovative ways in which training has been delivered to staff which you think have worked well, or would be effective for training managers and supervisors?**

Yes	1	ASK Q26
No	2	ASK Q27
Don't know	3	



IF YES

26) **What new or innovative methods are these?**

SECTION: SKILL NEEDS

ASK ALL

27) **I'd like to turn now to the skills you feel need developing and improving among your management team to grow and improve the business over the next few years. Can you tell me up to 5 key, priority skill areas that you feel need developing among this level of staff to improve the performance of your business. Please list these in order of importance, starting with the most important.**

- i)
- ii)
- iii)
- iv)
- v)

28) **I am now going to run through a list of specific skill areas, which may take a couple of minutes. For each one please tell me if you think there is a gap between the knowledge and skills that the business needs and the knowledge and skills of the existing management team.**

FOR EACH YES AT Q28

29) **How many of your current management team do you feel need their knowledge and skills improving in this area?**

FOR EACH YES AT Q28

30) **I'd like to know how high a priority you feel improving the skills in some of these areas is for growing and developing the business over the next few years. Please use a scale of 1 to 10, where 1 means not at all important and 10 means vital. So how important is it for developing and improving the business that you improve the skills of the management team in regard to [EACH YES AT Q28]**

	Any gaps	How many lack this skill	1-10 Priority rating
Developing and creating a clear strategy and vision for the business	1		
Writing a business plan for the organisation	2		
Legal understanding of contracts (whether with clients, suppliers or staff)	3		
Identifying potential new markets or new clients	4		
Winning new business and general selling skills including pitching for new work	5		
Managing client expectations and maintaining high customer satisfaction (customer service skills)	6		
Managing suppliers or sub-contractors to ensure they deliver what is expected	7		



Financial understanding of issues such as cashflow, raising capital, insurance, creditors, tax and company accounts	8		
Risk management	9		
Estimating the cost of a project accurately	10		
Ensuring projects run to cost and managing project finances	11		
Ensuring project work is carried out safely	12		
Identifying the IT needs of the organisation as a whole	13		
The IT skills of senior staff themselves	14		
Communicating effectively, whether with staff, clients or suppliers	15		
Negotiation skills e.g. to ensure you get the best deal possible from clients or suppliers	16		
Team building and getting staff to share the same goals	17		
Maximising the productivity of staff	18		
Identifying the training needs of your staff, and developing their skills	19		
Keeping up to date with Health and Safety legislation	20		
Keeping up to date with employment legislation	21		
Keeping up to date with environmental legislation	22		
Keeping up to date with the latest innovations, products, and techniques in the sector	23		
Managing their time effectively and prioritisation of tasks	24		
Being able to delegate effectively	25		
Capability to ensure 'off site' products (such as panelised housing elements or toilet pods) are integrated efficiently 'on site'	29		
Understanding the implications for the business over the coming years of the low carbon agenda and the increased importance of 'green' issues	28		
Managing the delivery of sustainable practices in your company's work i.e. reducing waste, reducing your carbon footprint etc	26		
Understanding and implementing Corporate Social Responsibility (i.e. the duty of care to all your stakeholders, and going beyond merely complying with legislation)	27		

ASK Q31 – Q33 FOR UP TO 3 AREAS RATED AS A 8 – 10 AT Q30 (IF MORE THAN 3 ALWAYS PICK CODE 28 OR CODE 26 ('Green issues' or 'sustainable practices' AS ONE OF THE 3 IF MENTIONED), OTHERWISE 3 AT RANDOM). IF FEWER THAN 3 RATED 8-10 MAKE UP TO 3 AREAS BY INCLUDING THOSE RATED A 7 [IF STILL LESS THAN THREE AREAS ASK FOR THESE AND THEN SKIP TO THE NEXT SECTION]

31) **A) I'd like to know a little more about [INSERT: one / two / three] of the management skill areas that you think are priorities for your business. When you say there is a skills gap among the management team for [INSERT FIRST SELECTED] what SPECIFIC skills are lacking? PROBE: What specifically needs to be improved in this area?**



- 32) **B) And when you say there is a skills gap among the management team for [INSERT FIRST SELECTED] what SPECIFIC skills are lacking? PROBE: What specifically needs to be improved in this area?**

- 33) **C) And when you say there is a skills gap among the management team for [INSERT FIRST SELECTED] what SPECIFIC skills are lacking? PROBE: What specifically needs to be improved in this area?**

ASK ALL

- 34) **In the last 2-3 years have you introduced any new products into the services you offer clients, for example renewables technologies such as solar heating?**

Yes	1	ASK NEXT 2 QUESTIONS
No	2	ASK NEXT ASK ALL
Don't know	3	

IF YES

- 35) **What new products have you introduced in the last 2-3 years?**

IF YES

- 36) **Did introducing these new products...READ OUT?**

Lead to any training needs for your staff which you found difficult to source	1
Or did it lead to training needs but you were able to source the training you needed quite easily	2
Or did it not require any training to introduce these new products	3
Don't know	X



ASK ALL

- 37) **And in the last 2-3 years have you introduced new processes such as lean working or new organisational approaches into your business operations?**

Yes	1	ASK NEXT 2 QUESTIONS
No	2	ASK NEXT ASK ALL
Don't know	3	

IF YES

- 38) **What sort new processes or organisational approaches have you introduced?**

IF YES

- 39) **Did introducing these new processes...READ OUT?**

Lead to any training needs for your staff which you found difficult to source	1
Or did it lead to training needs but you were able to source the training you needed quite easily	2
Or did it not require any training to introduce these new products	3
Don't know	X

SECTION: JOB ROLES

ASK ALL

- 40) **The next few questions look at some specific job roles in your company. Do you employ any of the following...READ OUT**

	Yes	No	Don't know
Carbon managers	1	2	X
Solar panel installers	1	2	X
Panel Wall system installers (installation of proprietary walling systems produced off site in factories to comprise the major part of structures)	1	2	X
Green systems installers (installers of living roof systems)	1	2	X
Conservation Systems installers (installation of heat exchangers, water reclaimers and biofiltration)	1	2	X
Renewable Energy installers (installers of wind turbines, solar heating, ground source heat pumps etc)	1	2	X



- FOR EACH YES (IF ALL NO OR DON'T KNOW SKIP TO NEXT SECTION)
 41) **Have these [OCCUPATION] mainly been recruited from competitors, from elsewhere within the business, from outside the construction industry, or from other sources?** (allow multicode)

	Competitors	From within the business	Outside the industry	Other (please specify)	Don't know
Carbon managers	1	2	3	0	X
Solar panel installers	1	2	3	0	X
Panel Wall system installers	1	2	3	0	X
Green systems installers	1	2	3	0	X
Conservation Systems installers	1	2	3	0	X
Renewable Energy installers	1	2	3	0	X

- IF YES TO ANY
 42) **Do you have any specific training requirements for any of these occupations which you are finding hard to source?**

Yes	1	ASK THE NEXT QUESTION
No	2	GO TO THE NEXT SECTION
Don't know	3	

- IF YES
 43) **What training requirements for these occupations are finding hard to source? PROBE: Any others?**

That's it, thank you for your time today. I just need to record your name and job title.

THANK RESPONDENT AND CLOSE INTERVIEW

I declare that this survey has been carried out under IFF instructions and within the rules of the MRS Code of Conduct.		
Interviewer signature:	Date:	
Finish time:	Interview Length	mins



Annex 2: Examples of the specific skills lacking and what needs to be improved in areas selected as priority skill areas (Q31-Q33)

Developing and creating a clear strategy and vision for the business
It's a small business, we tend to work from contract to contract, we bobble along and are hoping for the best. We need to take more ownership of the situation but we need to draw the line between being ambitious and taking on more than you can handle.
It's a family business and some have no real interest in the business: there are non-working directors who put nothing in.
As a Management team you are always learning, so you also learn from prior experience and need to be able to apply it to the future.

Writing a business plan for the organisation
The detail that goes in to it, ie cashflow, spreadsheets - more numbers, rather than detailed written analysis.
Just general understanding of what it's for and some details of why it's done in the first place.
General overview - how to identify the most important issues.
We haven't got a big workforce at the moment, so it's just to have a plan to cope in the current economic climate, although I don't think a plan would help us now because there is no work.

Legal understanding of contracts
Understanding of the jargon of the contract.
The contracts are complex/we use hire association or solicitors to deal with contracts.
The changing of documentation and legally binding contracts.
Knowing about the legality of contracts and what's legally binding.
Just an understanding of what it is in place in the first instance and to make sure it's all fine with the job that it is in place for.

Identifying new markets and new clients & Winning new business and general selling skills
Always worked on word of mouth basis, don't know how to market myself.
To try and find new customers and making initial contact and then selling ourselves.
The market is changing so it's how to attract the customer now, it's not just getting business from Estate Agents like in the past, it's now trying to get it from other sources.
Tendering, it all boils down to tendering, no two tenders are the same. The skill sets and targets can differ from tender to tender.
Need to know where I need to go so I can secure the contracts and how to secure contracts to move the business forward.
Find it very difficult - in the days of the boom, were probably working for 3 major contractors, now they're not providing the same quantity of work, it's very difficult to find out who to speak to. The company never had to find work.
Knowing how to target customers. Once targeted, how to go about it.

Managing client expectations and maintaining high customer satisfaction
Skills are quite good but getting the team to deliver that on site, so it's delivered in a sociable, friendly manner where people enjoy the experience of working with them. When you leave a project you want people to want you on the next one.
It's raising the flag, if there's problems it's the ability to identify it early and knock it on the head.
Getting feedback. Managing on a regular basis.



Managing suppliers and sub-contractors to ensure that they deliver what is expected
Communication - all tied in together, making sure subcontractors understand what they expect.
Knowledge of how to deal with people, lack of experience.
We need an update in knowledge.

Financial understanding of such issues as cashflow, raising capital, insurance, tax etc
Pricing jobs right down to the last detail.
The qualifications aren't held by the people dealing with it.
Need the ability of being able to write cheques, basic skills.

Risk management
Only two of us are qualified in this area so a better understanding of Risk Management among the management team would help.
Keeping up with different regulations; e.g. fire regulations are challenging, finding out what applies in my line of work since I haven't a clue. It's changed a lot since I trained myself.
Health and safety and risk management, the way sites are run.

Estimating the cost of projects accurately
A general up grade in pricing skills, preferably computer based.
Just general skills. Making the project out, more detail.

Ensuring projects run to cost and managing project finances
Insurance and fuel costs hard to predict, need a better understanding.
No formal qualifications in this area, need to get them trained up.
Specific knowledge and awareness for managing finances.

Ensuring project work is carried out safely
Just to be able to set out a plan for everybody on site to be able to follow the plan on a site management thing.
Developing a health and safety plan, developing ethics statements.
An understanding of current legislation.

Identifying IT needs of the organisation
They don't have any IT skills. We need to improve all IT skills, even just using a computer.
I'm totally unskilled with computers but my sons look after it for me, my accounts are kept on computer.
Generally unable to work with computers or go online, I get my wife to do that.

The IT skills of senior staff themselves
Learning how to use a computer efficiently, things like email.
Just a brush up on Microsoft Office. A course on getting the most out of the specific construction package they use. Sage construct.
I just need an IT upgrade, I would need to learn from scratch.

Communicating effectively
It comes down to manners, it's only a small business so communication is important.



Negotiation skills
The financial end of negotiation.
We don't know what is lacking ourselves. General guidance.

Team building and getting staff to share the same goals
It's more of the result of the downturn and when people are not getting a full weeks work, it's hard to motivate people like this.
It can be an attitude thing.
Non-existent skills in team building. We need to do some team building

Maximising staff productivity
Reporting consistently in procedures. Developing action plans.
Just a case of getting everyone to work together. How to harness it to make sure you're most effective as an organisation.
Just time management assessments.

Identifying training needs of staff and developing their skills
Being able to sit down and just identify what training is needed - every department has an idea what's needed but no overall view.
I can train someone to do the job I want but don't know what else is necessary.
More time. Awareness of what's available.

Keeping up to date on Health and Safety legislation
They just need to keep up to date with current legislation and best practice.
Keeping up to date with the current information, there needs to be a method of delivery for information which we don't have.
Awareness of changes in legislation, not very in-depth.
They just need to keep up to date with current legislation and best practice.

Keeping up to date on employment legislation
They change so often. Legal end of it sometimes is quite tricky.
Nothing lacking but just an update to current knowledge.
All legislation governing employer responsibility.
Awareness of changes, not in-depth.
Keeping up with legislation online as more and more is done that way.

Keeping up to date on environmental legislation
Updating with environmental laws, we need a way of getting information.
The volume of legislation and changes - we need to identify the changes that matter and how to restructure our business, cut costs
If you want to have an environmental policy, it costs. Need to know how to deal with that.

Keeping up to date with the latest products and techniques
There are new ideas and products coming out and perhaps if I could work out how to go online and work out what's there it would help improve what we have. Awareness of what's out there
Just a need to read up on these topics using Builders Magazines.
More an opportunity to update myself of various products and technology. There is a time factor



Managing time effectively and prioritisation of tasks

To be more organised, using their time better, wasting time on menial tasks, just to be more efficient with their time.

Taking on too much in too little time, need to work out how to manage my time better with time management skills.

It's a planning and programming task that they need to prioritise around, it's a time management thing.

Being able to delegate effectively

Some of the managers are lacking by wasting time on menial tasks, they need to prioritise.

There is nobody to manage the skills or to divide the tasks between, soon I don't think I will be trading, I will be bankrupt.

Capability to ensure 'off site' products (such as panelised housing elements or toilet pods) are integrated efficiently 'on site'

Hard to define, depends on the product. It needs a more holistic take.

Everything needs to be improved all the time in business, you can't lie back and say everything is fine.

Understanding the implications for the business over the coming years of the low carbon agenda and the increased importance of 'green' issues

We need a complete understanding or education with regards green issues and what our business can do to help.

We haven't done this sort of building before so it's just changing from the traditional standards of building and learning about different products used and also alternatives and price implications must be looked at. It can be a lot more expensive to implement.

Various people in the management team are doing courses in responsible sourcing of materials.

Knowing to source the information and how to move it forward.

Managing the delivery of sustainable practices in your company's work

The know-how and knowledge of what's to be improved.

Just to understand more about this carbon footprint and that and what it entails and what it means.

Introducing waste management plans and dealing with waste management in a cost-effective manner, waste reduction planning; sourcing of materials with lower carbon footprint.

I rely heavily on people who are disposing of the materials.

Understanding and implementing Corporate Social Responsibility

It's hard because we are a small company- no-one really knows the legislation, since we rely on the accountant and tax adviser, it's all on a personal basis.



Annex 3: The grossing up process

Estimates for the size of the sector in Northern Ireland in terms of the number of enterprises (not establishments) were derived from data the Department for Business Innovation and Skills' (BIS) Enterprise Directorate: Small and Medium Enterprise Statistics for the UK and Regions (see <http://stats.berr.gov.uk/ed/sme>). The figures used were for 2009, the most recent period when separate Northern Ireland data is available, and section F, showing Construction.

The figures are replicated in the table below. Because the survey excluded the self-employed, the weighting of the number of enterprises and employees was based on the 'all employers' row (in bold on the table) and hence excluded enterprises with no employees (in effect the self-employed).

F Construction Northern Ireland

	Number of enterprises	Percent	Employment (000s)	Percent
All enterprises	31,065	100.0	75	100.0
All employers	6,460	20.8	49	65.3
<i>With no employees</i>	<i>24,605</i>	<i>79.2</i>	<i>26</i>	<i>34.7</i>
1	1,685	5.4	4	5.3
2-4	2,770	8.9	10	13.3
5-9	1,050	3.4	7	9.3
10-19	560	1.8	8	10.7
20-49	285	0.9	9	12.0
50-99	70	0.2	5	6.7
100-199	25	0.1	3	4.0
200-249	5	0.0	*	*
250-499	10	0.0	*	*
500 or more	0	0.0	*	*

Data for 2009

