



The Construction Management and Leadership Development Programme for Northern Ireland

A MANAGEMENT AND LEADERSHIP DIAGNOSTIC TOOL TO HELP YOU ASSESS YOUR TRAINING NEEDS



Construction Management and Leadership Development Programme

The Construction Management and Leadership Development Programme offered by CITB-ConstructionSkills Northern Ireland is aimed at companies who wish to improve the skill levels of their construction managers and supervisors. The MLDP can also assist companies to improve the efficiency and effectiveness of your business, assessing management competence in line with your business objectives.

The programme includes:

- a presentation to your company by CITB-ConstructionSkills Northern Ireland
- provision of promotional material (Powerpoint slides, example Excel company report, Management and Leadership Diagnostic Tool (MLDT) demo and participant Essential Information leaflet) to be used in-house
- access to the online MLDT for each participant
- an electronic and paper based company report providing the results from the MLDT
- an individual electronic MLDT report for each participant
- a company report feedback session delivered in-house by a CITB-ConstructionSkills Northern Ireland Employer Engagement Manager
- an action planning and signposting session delivered in-house (within one month of the report feedback session)



The MLDT works through the completion of a simple online questionnaire that asks what individuals' job roles are what they do and their skill levels.

Call us now on 028 9082 5466 or visit us at www.citbcsni.org.uk

Management and Leadership Diagnostic Tool

The Management and Leadership Diagnostic Tool (MLDT) owned and administered by ConstructionSkills, the Sector Skills Council for construction has been developed using questions drawn up by construction employers and based on National Occupational Standards.

The MLDT works through the completion of an online questionnaire that asks your managers and supervisors what their job roles are, what those managers and supervisors do and their skill levels. The questions cover the soft skills required for leadership and the harder technical skills required for sales, design and construction management.

The online questionnaire takes each participant between 60 and 90 minutes to complete. The MLDT is computer based but requires no specialist equipment or skills beyond being able to connect to the internet.



The MLDT has 79 skill tasks which are required by managers and supervisors working in the various aspects of construction. It covers six sections:

1. Working with clients
2. Planning a job
3. Running a job
4. Building
5. Managing the team
6. Running the business

Managers/supervisors completing the questionnaire will be asked to answer 79 questions that ask them if they complete a particular task within their job role. Irrespective of a job title that a manager/supervisor has, each individual will be asked the same 79 questions. An example of section 5 Managing the Team is shown overleaf (this is question number 13).

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YOUR SKILLS PROFILE

Survey Pages 1 2 3 4 5 6 7 8 9 10 11

13 Managing the team - Which tasks are you responsible for?

Lead a team	No
Manage a team	No
Manage the people in your project, area or business	Yes
Appraise your team	No
Manage the construction team	Yes
Appraise and develop the people who work for you	No
Manage a bid team	No
Manage the design team	No
Assess your own performance	No
Appraise your own strengths and weaknesses	No

A further four supplementary questions are then asked, relating only to ones your managers/supervisors have indicated as a “yes” at the beginning. The choices of answers to the supplementary questions are:

- “I can’t do it”
- “I can do it with help”
- “I can do this”
- “I do this well and can help others”
- “I specialise in this and am an expert”

It is very important that managers/supervisors are honest when answering the questions.

YOUR SKILLS PROFILE

72 When you manage the people in your project, are you responsible for?

I can't do it

Promote the aims, values and culture of the organisation to your clients and colleagues.	<input type="radio"/>
Coach people realise their full potential	<input type="radio"/>
Collate opinions, deal with objections and resolve conflicts	<input type="radio"/>
Understand the impact of relevant employment legislation on your area.	<input type="radio"/>

74 When you manage the construction team, rate your performance

I can't do it

Brief the team effectively on progress to date	<input type="radio"/>
Identify and deal with inadequate performance	<input type="radio"/>
Support and coach the construction team and provide feedback on performance	<input type="radio"/>
Establish arrangements for achieving effective communications between all parties during the development and execution of the project	<input type="radio"/>

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MLDT Company Report

When all the questionnaires are completed by your managers/supervisors, the data is collated and a report is produced for your company. Each individual who has completed the MLDT also receives their own individual report.

This data compares the actual skills of your managers/supervisors against the needs of your construction business. The report will assist you in analysing the management and supervisory training and development needs within your company.

The report is formally fed back to your company by CITB-ConstructionSkills Northern Ireland.

The company report is broken down into 10 sections.

Full report - Incorporates every individual's skills profile in the company. Can be used for a detailed analysis of participants' performance for personal development planning. 20 is the maximum score in each section, which is attained by reporting expertise in all four tasks. A black box indicates a responsibility which that individual does not undertake.

Summary Report - Summarises a company's skills, showing the average level of skills of all responsible staff members in each category, and the number of individuals classified at the basic, intermediate and advanced skill levels.

Averages - Shows the company's average score in each section out of 20, counting only those areas which respondents identify them as responsible for.

Clients - Shows the number of staff at basic, intermediate and advanced skill levels in the individual tasks of the "Working with Clients" section.

Planning - Shows the number of staff at basic, intermediate and advanced skill levels in the individual tasks of the "Planning a Job" section.

Running - Shows the number of staff at basic, intermediate and advanced skill levels in the individual tasks of the "Running a Job" section.

Building - Shows the number of staff at basic, intermediate and advanced skill levels in the individual tasks of the "Building" section.

Team - Shows the number of staff at basic, intermediate and advanced skill levels in the individual tasks of the "Running the team" section.

Business - Shows the number of staff at basic, intermediate and advanced skill levels in the individual tasks of the "Running the business" section.

Full Script - Shows what each company respondent entered for every question in the survey.

An example of the "Managing the Team" section within the company report is illustrated opposite.

Survey Pages 1 2 3 4 5 6 7 8 9 10 11

ject, area or business, rate your ability to:

I can't do it	I can do it with help	I can do this	I do this well and help others to do it	I specialise in this and am an expert
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I, rate your ability to:

I can't do it	I can do it with help	I can do this	I do this well and help others to do it	I specialise in this and am an expert
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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A score over 10 in a particular area generally indicates a degree of competence, and over 16 a degree of expertise. Scores under 10 are worthy of closer examination; they may indicate tasks where respondents have responsibility and are over-reliant on assistance from others.

Across the company as a whole, a large number of skills where staff are only competent at basic level, or a number of skills which have nobody taking responsibility are a concern, and might indicate a requirement for training or recruitment, depending on how critical these areas are deemed by managers at the company.

Who is it appropriate for?

The MLDT is appropriate for companies with a minimum of three individuals with management or supervisory responsibility. Those roles could include:

Director	Quantity Surveyor
Construction Manager	Estimator
Projects Manager	Planner
Contracts Manager	Buyer
Site Manager	Quality, Environment,
Foreman/woman	Safety & Health
Ganger	Manager

Individual Skills Benchmarking - personal report for:	Frank	Greg	Kate
Stated Role (verbatim):	Director	Contracts Man	Site Manager
Responsibilities benchmarked (Maximum 79)	66	61	31
Responsibilities at 'basic' skill level (score 10 or less)	7	49	14
Responsibilities at 'intermediate' skill level (score 11-15)	52	12	14
Responsibilities at 'advanced' skill level (score 16 or more)	7	0	3
Managing the team			
	Your score (/20)	Your score (/20)	Your score (/20)
Lead a team	15	12	11
Manage your team	16	12	10
Manage the people in your project, area or business	16	11	10
Appraise your team	16	8	9
Manage the construction team	0	0	0
Appraise and develop the people who work for you	12	0	10
Manage a bid team	0	0	0
Manage the design team	0	0	0
Assess your own performance	13	10	10
Appraise your own strengths and weaknesses	12	10	11

- Score of 10 or less: Basic level
- Score of 11-15: Intermediate level
- Score of 16 or more: Advanced level
- Not applicable

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Benefits



Benefits include:

- a company profile of competencies and any skill gaps
- identification of strengths and weaknesses that can be used to help improve competitiveness and profitability
- can be used to match a team's skills and competencies to particular projects
- can be used to define individual and company training and development plans
- can be used as part of an appraisal programme.
- highlighting areas of work that would benefit from a new or revised procedure or work instruction

Construction Management and Leadership Development Programme Price

The price is £500.00 + VAT for a company to undertake the Management and Leadership Development Programme. This includes up to 10 individuals with management/supervisory responsibility.

A further £200.00 + VAT for each increment of 10 individuals will be charged for those companies with more than 10 individuals with management/supervisory responsibility.

What others have said

“We are working more efficiently and I know the training needs of my business.”

“It made me look at my own managerial skills and assess them.”

“For the large number of questions, the process was quick and easy.”

“Able to assess my abilities.”

“Easy to follow system.”

“Easy to use.”

“It flagged up areas to consider as requiring training or simply improvement basically highlighting personal shortfalls of which you are quite often unaware.”

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Construction Management & Leadership Development Programme Terms & Conditions

1. About these Terms and Conditions

- 1.1 These Terms and Conditions (**'the Conditions'**) and the Agreement to Undertake form the whole of our **'Agreement'** with you.
- 1.2 In the Conditions **'we'** and **'us'** means CITB-ConstructionSkills Northern Ireland; **'you'** means the individual or organisation registering an interest in participating in the Construction Management and Leadership Development Programme (**'MLDP'**) under these Conditions; **'Booking'** means a request by you to participate in the MLDP; **'Diagnostics'** means the Management and Leadership Diagnostics Tool and **'National Construction College'** means the training division of ConstructionSkills.
- 1.3 These Conditions replace all other terms and conditions previously applicable and shall apply to any Booking to the exclusion of any other terms and conditions.

2. Booking

- 2.1 You may make a Booking by telephoning the senior administrator, Strategy Division on 028 9082 5466.
- 2.2 A Booking shall be regarded as an offer by you to book under these Conditions.
- 2.3 As soon as reasonably practicable you shall provide us with the name of the employees participating in the Diagnostics.

3. Confirmation

- 3.1 Acceptance of your offer will take place upon you signing this Agreement.

4. Price

- 4.1 The price of the MLDP is as confirmed by us in writing. We reserve the right to change prices without notice.

5. Payment

- 5.1 All payments must be made in UK sterling (GBP) and reference our invoice number where provided.
- 5.2 Payment must be received in advance and no payment shall be deemed to have been received until we have received cleared funds.
- 5.3 Without prejudice to any other right or remedy available to us if payment is not received when due we shall be entitled to cancel the Agreement.

6. Cancellation by you

- 6.1 If you wish to cancel a Booking:
 - 6.1.1 prior to undertaking any Diagnostics we shall refund you the MLDP price (as applicable).
 - 6.1.2 once one or more Diagnostics have been submitted to us, no refund shall be made.

7. Cancellation by us

- 7.1 We reserve the right at any time to cancel Bookings and refund in full. No further liability will be accepted.
- 7.2 We shall endeavour to inform you as soon as possible of any Booking cancellation or variation.
- 7.3 Although every effort has been made to ensure the accuracy of information contained within our literature and materials, we do not accept responsibility for any errors or omissions. We reserve the right to cancel any Booking where any such error or omission has occurred, even after we have accepted such a Booking.

8. Intellectual Property

- 8.1 The names, images and logos identifying CITB-ConstructionSkills Northern Ireland, ConstructionSkills or the National Construction College are proprietary marks of CITB-ConstructionSkills Northern Ireland and ConstructionSkills.
- 8.2 All other trade marks, brand names, product names and titles and copyright used in our prospectus or the training material are trademarks, brand names, product names or copyrights of their respective holders. No permission is given by ConstructionSkills in respect of the use of any of them and such use may constitute an infringement of the holder's rights.
- 8.3 Copyright subsists in our literature and no part of our literature may be reproduced in any form without our prior written consent.

9. Liability

- 9.1 Nothing in this Agreement is intended to limit liability for death or personal injury caused by our negligence.
- 9.2 Subject to clause 9.1 we shall not be liable to you:
 - 9.2.1 For any indirect, special or consequential loss of any nature whatsoever; or
 - 9.2.2 For any loss of profits, business, contracts, revenue, goodwill, contracts or anticipated savings or for any administrative inconvenience or disappointment.
- 9.3 Subject to clause 9.1, our liability to you in contract, tort or otherwise is limited to the MLDP price.
- 9.4 We accept no liability for any reliance placed upon the contents of any MLDP literature supplied. The said material is intended for reference purposes only and is not intended, nor should it be used, as a substitute for professional advice and judgement or to provide legal advice with respect to particular circumstances.
- 9.5 Whilst we try to ensure that the MLDT is available 24 hours a day, we will not be liable if, for any reason, the MLDT is not available for any period of time.

10. Data Protection

- 10.1 By booking Diagnostics you consent to our processing the personal data you provide in accordance with this clause 10.
- 10.2 Your personal data are your contact details, any information we obtain directly from you or from third parties, or as a result of our relationship with you in our capacity as a Sector Skills Council (**'SSC'**) and Industrial Training Board (**'ITB'**) and in providing goods and services to you.
- 10.3 We may use your personal data for the purposes of providing MLDP Reports, for purposes to connect with our role as a SSC and ITB and in providing goods and services to you.
- 10.4 We may disclose your personal data to third parties (including our service providers or agents for the purposes outlined above) but we will not otherwise pass your personal data to third parties for marketing purposes.
- 10.5 We may also disclose personal data in order to comply with a legal obligation.
- 10.6 If we transfer your information to a third party in another country we will make sure they agree to apply the same levels of protection as we are required to apply to information held in the UK and that they use your information only for the purposes outlined above.
- 10.7 You have a right to request a copy of any personal data we hold about you (for which we may charge a small fee) and to correct any inaccuracies in your data.
- 10.8 If you give us information about another person, you hereby confirm that the other person has appointed you to act on their behalf and has agreed that you can give consent on their behalf to the processing of their personal data.
- 10.9 By signing this Agreement you hereby give consent to these terms and the processing of the personal data contained thereon.

11. General

- 11.1 Without waiver or limitation of any rights or remedies we shall be entitled to set-off any and all monies owed by us to you against any and all monies owed by you to us under this or any other contract.
- 11.2 A person who is not a party to this Agreement has no right under the UK Contracts (Rights of Third Parties) Act 1999 to enforce any term of this contract but this does not affect any right or remedy of a third party that exists or is available apart from that Act.
- 11.3 The headings in this Agreement shall not affect its interpretation.
- 11.4 If any part of this Agreement is held to be illegal or unenforceable (including any provision in which we exclude our liability to you) the validity and enforceability of any other part of the Agreement will not be affected.
- 11.5 The Agreement between us shall be governed by and interpreted in accordance with the laws of Northern Ireland and the Northern Irish courts shall have exclusive jurisdiction to resolve any disputes between us.

12. How to contact us

- 12.1 You can contact our senior administrator, Strategy Division on 028 9082 5466.

www.citbcsni.org.uk

028 9082 5466



CITB-ConstructionSkills, CIC and CITB-ConstructionSkills Northern Ireland are working as ConstructionSkills, the Sector Skills Council for Construction