

CIOB STRATEGIC PLAN SUMMARY

2011 strategic planning document

INTRODUCTION

The CIOB has been undertaking an important strategic planning process since last summer. It was initiated at the CIOB members' forum in Shanghai 12 months ago, and every stage has been discussed with groups of members and other stakeholders.

Today we have a clear vision of where we are heading – and it is entirely people focused.

It means ensuring a management career in construction has the CIOB at its very heart. It means recognising a new universal 'fitness to practice' and thereby opening up global options for construction management professionals.

We will know it is successful when we see it happening naturally. Every professionally-motivated and ambitious young person who joins the industry, or even finds themselves working in our industry by accident, will find the CIOB is there supporting them at every critical stage on their journey. We will be there facilitating their progress to become great managers and higher level leaders.

This may happen through membership of the CIOB, but it should happen outside of that too.

We are also looking at a future based upon a qualifications framework approach. A new flexible system of qualifications that is relevant to the needs of the industry and those who work within it, whichever employer they choose to join or wherever they are in the world. These qualifications will develop and change in support of a career and the opportunities they develop.

What we have in mind is a complete shake up of the traditional professional institute approach. We are aiming well beyond the old model of 'Chartership plus CPD'.

This quiet revolution may take a generation to achieve. But we feel very strongly that the future of the CIOB and its strategic priorities cannot simply be shaped by membership figures or the Government policies of the day. We want to facilitate a tipping point in the success of the construction industry and set a course independent of legislation, country-specific employment policy or the latest UK restructuring of the qualifications agenda.

This summary is to tell you where we have got to in our thinking so far. And to invite you to join in the journey, which we hope you will find as stimulating and rewarding as we have so far.



James Wates FCIOB
CIOB President 2010-2011



Peter Jacobs FCIOB
CIOB Senior Vice-President

GLOBAL ISSUES

Wherever you are in the developed world, you will find a construction industry facing some common issues. Over recent years the CIOB has published a great deal of research on these issues, from risk mitigation, innovation and leadership to project management, occupational health and dealing with the risks of crime.

One of the major global issues is environmental sustainability. The CIOB regards climate change as the single most important issue to affect the built environment today, and for the foreseeable future.

Linked to this are issues of resource efficiency, improved procurement processes and the need of contractors to achieve more efficiency and lower costs in their dealings with clients and the supply chain.

However, by far the most common cry of every country's construction sector is "find me the right people."

Construction Skills the UK sector skills council put is more succinctly in its strategic plan: "The right skills, in the right place, at the right time".

"Give me good honest people with a 'can do', partnership approach. Solution providers, not giving me excuses why they can't do it. Those are the skills and attitudes I want for the future."

UK FACTORS

When the CIOB spoke with a selection of companies within the UK Contractors Group (UKCG) last year, there was also a high degree of consistency in the issues that they raised.

In terms of their future needs, the UKCG members' biggest concerns were around:

- The recruitment and retention of good people.
- Broadening of skills beyond 'traditional' construction skills – for example, to address issues around supply chain integration, BIM, offsite construction and sustainability.
- Improved educational standards – a concern that graduates coming into the industry lack relevant experience and 'commercial nous', and that educational standards are not sufficient to deliver the well-rounded, multi-disciplinary staff that contractors feel they need for the future.

These are all people issues. Contractors are looking to the CIOB (and professional institutes generally) to help. There are also similar issues in professional services too.

Everyone agrees that all the industry's trickiest technical, economic, structural and process problems are easier to fix once the people issues are resolved.

As Jim Collins, author of 'Good to Great' and researcher of great business practice might say, every construction leader's first priority is to get the right people on the bus, to get the wrong people off the bus, and to ensure the right people are in the right seats on the bus:

THE CHALLENGE OF RECRUITMENT AND RETENTION

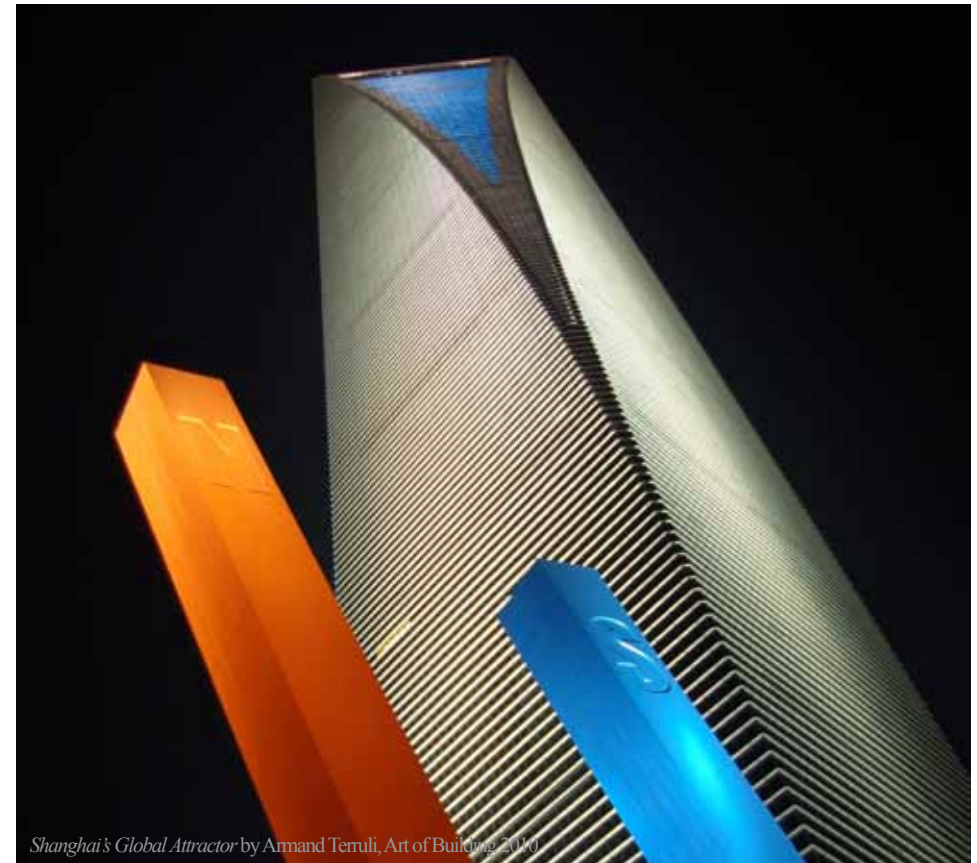
Unfortunately getting the right people on the bus is getting harder.

Demographics is already a critical issue, particularly in the UK. We have a wealth of knowledge tied up in a generation of construction professionals who are soon going to leave the industry. The number of employees above 60 is increasing more than any other age group.

This trend is exacerbated by the fact that the number of new recruits from the traditional pool of 16 to 19 year-old males is declining and soon there will be nobody available to replace those retiring. The retirement of the 'baby boom generation' is a major stimulus for change.

We need to review how we get more young people into the industry. Fewer students may enter construction courses at universities due to funding restrictions and rising costs, but more personnel may enter the industry via apprenticeships or internships, while there may also be a rise in work-based or alternative learning provisions. Greater inclusivity, including attracting and retaining more women in the construction industry, will continue to be a key priority for the UK and many overseas construction sectors.

Of course, getting people in through the door is only the first step. What also matters is translating these early introductions and qualifications into secure employment, and employment into retention so that we don't end up losing all that great talent to other industries again. And that means creating career paths for people that meet their changing needs, family circumstances and priorities over the length of their full working lives.



Shanghai's Global Attractor by Armand Terruli, Art of Building 2010

“There’s a gap. The industry has changed a lot and I don’t think many training courses are up-to-date on key topics of health and safety, sustainability, procurement methods... Project managers must be much more multi-skilled than 20 years ago. I need them to understand the whole spectrum, to be complete mini business people.”

WHAT DOES THE FUTURE LOOK LIKE?

It is against this backdrop that we have been discussing the CIOB's Strategic Plan for the next 10 years.

The CIOB has grown in international markets, and our membership of over 46,000 is now drawn from a diverse range of roles throughout the global construction industry and related professions. This unique breadth of membership allows a deeper insight and more rounded view on many topics.

For many years our Strategy has been about utilising that reach and supporting members through Chartership via a traditional institute structure and range of services. We have also spent many years researching and communicating the latest thinking, policy and practice relating to all aspects of the built environment.

Today we outline a much bolder future.

We want the CIOB to be synonymous with:

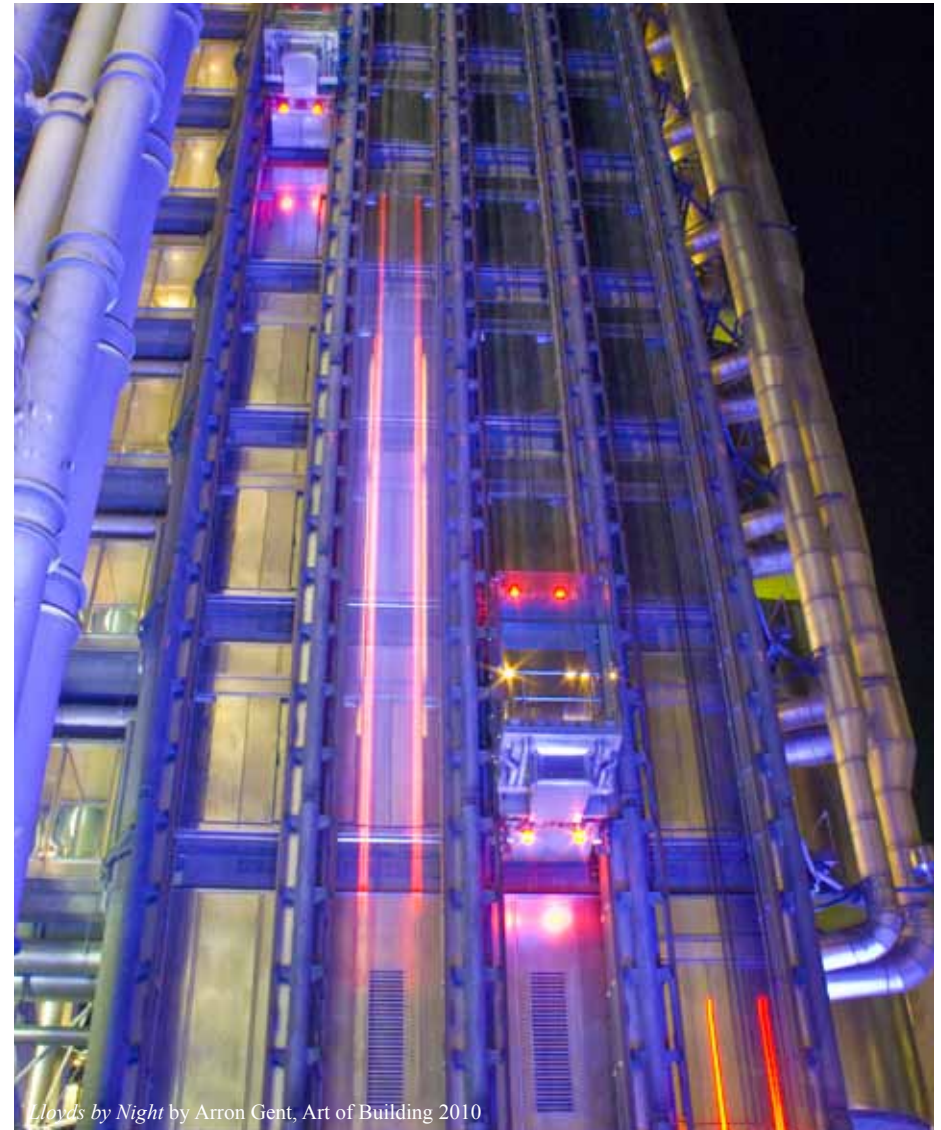
- A universally-recognised competence threshold for any manager involved in construction, based on lifetime-relevant qualifications, and more than just CPD on steroids! Like doctors, CIOB-supported construction managers will be able to prove their continued fitness to practice – staying relevant, staying employable, and delivering sustained value throughout their career.
- Something better than the 'all or nothing' approach to developing a professional portfolio. We will promote a more contemporary way to develop at a pace that suits the way people need to live their lives and employers need to grow their businesses.
- More relevant qualifications and certifications for all aspects of management in construction. CIOB will use its close relationships with universities to strengthen employers' voice and raise education standards, and employers will have a much bigger say in the curriculum for the next 40 years. The resulting qualifications will be portable and 'kitemarked' by a wide range of construction employers across the world. They will leave candidates truly 'job ready' and ideally suited for the new jobs of the future.
- An institute that gives much more recognition for the steps that people take towards MCIOB, and more flexibility in the way we describe "membership" without losing the rigour of high standards. We will be available to offer helpful interventions at key points during a career, offering people the ability to upgrade and enhance what they already have.
- A professional registration process that motivates and is not off-putting. Chartership should not be something you 'earn' after 20 years. It's about having a good base and it's about recognising potential. Part of this also involves reviewing our quality assurance processes. We hear too many times of strong construction professionals put off applying for chartership because of the perceived barriers. It does not create the impression of an industry encouraging people to come forward for recognition. We want to see people fully qualified and chartered at in line with practice in other leading professional sectors. No longer trying to play catch up in their thirties and forties – and missing out on the income potential during these critical years. No more comments of "I wish I'd done this 20 years earlier..."

cont...

WHAT DOES THE FUTURE LOOK LIKE? (cont)

- More recognition for the work that is done in the workplace. CIOB will give greater emphasis to the development people receive from employers and from experience on the job, which can in turn lead to credits for higher level qualifications – even degrees or professional qualifications.
- A quality assurance regime that identifies and recognises the parity between different experiences in construction. A lot of flexibility in qualifications and accreditation routes is welcome, but it can be confusing for employers. We will look to create a more modern system that is both clear and compelling.

“I’ve experienced the last couple of recessions and have seen a huge amount of skill that left the industry forever. We had a decade of skills shortages. That is especially problematic for smaller contractors because we end up competing on salaries to get people to work on the £5 million, £10 million pound projects...”



Llwyds by Night by Arron Gent, Art of Building 2010

PUTTING THE CHARTERED INSTITUTE OF BUILDING AT THE HEART OF A CAREER



MAIN PRIORITIES:

1. Engage with our employers to set out the skills and abilities required by future managers in construction.
2. Work with employers and providers to create a shared qualification framework and the underpinning requirement to meet the skills and abilities required.
3. Work with employers and providers to create/support/develop a flexible education and training system to deliver the relevant skill and attributes for the 'management' workforce.

A management career in construction has the CIOB at its heart, either through membership or, as is more likely, through qualifications that are relevant to the needs of the industry and those who work in it.

The qualifications and certificates develop and change in support of a career and the opportunities they develop.

Employers: Clients / Contractors / Others

Entrepreneurship: Strategic Management (leadership) CIOB is a degree awarding body	(prerequisite for FCIOB?)
Management / Supervision Chartership - what does it mean?	MCIOB
Operational Function /Task -Project Management, Time Management, Site Management etc	Certificates/Diplomas in...

Flexible framework of qualifications.
Generally a FITNESS TO PRACTICE.

Education and training network committed to preparing people for a management in construction career and the ongoing support.

Graduates - Non-Graduates - Non-Cognates

Universities:
(Public & Private)

Further Education
Apprenticeships

Private Providers: including employers as designated centres of learning and development.
Apprenticeships and studentships.

'Getting the right talent into our part of the industry'

OTHER STRATEGIC PRIORITIES:

1. Select partners with shared aims.
Construction Skills / BRE / other professional bodies
2. Develop internal infrastructure, enabling the main aims to be met.
IT / Benchmarking / Quality Assurance
3. Develop a future funding model that is not reliant on membership as the sole funding means.
Independence / Financial clout for investment & development
4. Body of knowledge to underpin the discipline as a valuable asset.

NEXT STEPS

The CIOB has already consulted widely in the construction industry in the UK and overseas. The message we have got back has been a positive one, so now we need to get on with it.

In universities, colleges and training policy groups around the country, everyone talks of the need these days to engage with employers to develop a shared qualification framework. They're not wrong. If the skills and training world does not engage with employers, and vice versa, then critical links will be lost.

However the CIOB also recognises that, to a large extent, it must take a lead on these things. Academia is under huge pressure; business is under huge pressure, and it is up to the professional institutions to do the job they were always supposed to do.

The CIOB has the ability and contacts to develop a more flexible education and training system to deliver the relevant skills and attributes for the management workforce of the future.

Key roles will be played by universities (public and private), further education colleges, apprenticeship providers and other employers who will increasingly become designated centres of learning and development. The CIOB will be working alongside them all.

It is our priority to address the needs of graduates, non-graduates and non-cognates coming to work in the construction industry. We are getting real about the way men and women, young and old, want to live their lives and achieve their professional goals. We are committed to getting the right people on the bus, and to achieving the breakthrough in the global construction industry's performance that will come as a result.

HELP US

We want to work with true industry leaders to get things done.

We want to pilot some big changes with selected employers.

We want to make it easy for others to join in.

Can you help us?

Do you want an active role in this new strategy?

Please contact:

Chris Blythe, CIOB Chief Executive

e: cblythe@ciob.org.uk

t: +44(0)1344 630700