

TURNING INSIGHTS INTO ACTION

Insights from industry and analysis of sector trends have highlighted three key priorities for workforce development:

- Industry-aligned, accessible, and practical training
- Talent retention, development, and diversification
- Strategic workforce development and collaboration.

The following recommendations aim to support the future of Construction and Infrastructure Services by addressing these priorities and assigning suggested owners to each action.

Priority	Actions	Owner/s
1.0 Industry-aligned, accessible, and practical training.	1.1 Ensure industry-aligned training products	
	• Ensure industry needs are adequately represented during review of qualifications.	● ●
	• Assess the feasibility of creating accredited training pathways, including those for project management and architectural technology roles.	●
	• Identify and develop targeted training programmes to address skill shortages in critical high-demand sectors.	● ●
	1.2 Integrate digital and technical skills	
	• Identify gaps in training for industry-specific software and tools.	● ●
	• Explore opportunities to embed digital literacy and emerging technologies into curricula.	●
	• Explore approaches for ensuring training remains responsive to technological advancements.	●
	• Explore ways to support businesses in promoting continuous professional development in digital and technical skills.	●

Actions	Owner/s
1.3 Expand work-integrated learning and early industry learning	
• Integrate practical training into academic programmes: - Ensure alignment with industry needs.	●
• Expand access to internships, apprenticeships, and industry projects to provide practical experience and improve job readiness.	●
• Develop mentorship programmes and industry partnerships to connect learners with professionals.	●
1.4 Promote inclusive and accessible training	
• Ensure newly developed programmes are accessible to a diverse range of learners (e.g. differing schedules, learning styles, etc) - Ensure this is integrated into existing programs over time.	●
• Offer targeted support to help underrepresented groups access training opportunities.	●
• Build cultural competency into curricula to make learning more inclusive and relevant.	●



Priority	Actions	Owner/s
2.0 Talent retention, development, and diversification.	2.1 Enhance the sector through diversity and inclusion - Offer resources and training on unconscious bias and cultural competency to people leaders initially, then roll out wider. - Adopt diversity, equity, and inclusion policies that foster innovative recruitment, leadership development, and mentorship programmes. - Organise industry-led events to promote diverse perspectives and role models. - Ensure ample opportunities for underrepresented groups to participate in sector networking events.	
	2.2 Invest in employee development and retention - Provide professional development programmes focused on career progression for diverse employees. - Foster workplaces that prioritise employee wellbeing initiatives and work-life balance. - Ensure businesses are equipped to help skilled migrants upskill and contribute to developing the local workforce. - Explore alternative and innovative compensation packages to retain top talent.	
	2.3 Increase sector awareness and expand the talent pool - Develop campaigns that showcase the sector, it's diverse career and growth opportunities. - Explore funding options for scholarships and financial aid for underrepresented groups. - Industry and training organisations collaborate to create initiatives that attract a diverse talent pool: - Partner with educators to promote alternative career pathways. - Collaborate with schools and associations to provide career information. - Host workshops and outreach programmes showcasing industry opportunities.	

Priority	Actions	Owner/s
3.0 Strategic workforce development and collaboration.	3.1 Strategic policy advocacy - Establish a mechanism that empowers the industry to influence key policies essential for sector workforce growth: - Regulatory compliance processes. - Immigration policies - Workforce development policy and planning - Ensure immigration policies and any relevant 'green lists' prioritise roles that address critical sector workforce gaps. - Advocate for incentives that recognise businesses excelling in workforce development.	
	3.2 Enhance sector data for better decision-making - Identify and collaborate with key quantitative data organisations to ensure the sectors data is comprehensive and current: - Create feedback loops to improve data relevance. - Provide tools and resources to empower business owners and sector to leverage workforce and project data for informed decision-making.	
	3.3 Foster partnerships and collaboration - Facilitate cross-sector knowledge-sharing to address skill gaps. - Partner with key Iwi and Māori organisations to ensure sector planning respectfully incorporates a Te Ao Māori worldview. - Strengthen collaboration with Māori and Pacific communities and organisations, with a focus on raising sector awareness. - Intentional partnerships with key organisation who are critical to address the sectors workforce challenges.	