

# [This competitiveness in the construction industry is](https://assignbuster.com/this-competitiveness-in-the-construction-industry-is/)

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This report has been complied bySuheyla Mohamed for the HR Director to present to the Board of Director atNBCC.

Introduction In this report I will be writing asan assistant in the HR department of Nugent and Barton Construction Company andwill contain key information, analysis and recommendations that will allow thebusiness to take actions to improve upon its current situation. The report willseek to identify the main human resources issues, and what human resourceplanning involves and its importance to NBCC, also make clear recommendationsabout the key issues to be considered by NBCC to maintain its competitivenessand continuing success. Construction is one the largestsectors in the UK economy. It has over 280000 business with approximately 2. 9million employees, there has been a growing demand for construction services. The UK construction has been a key driven of economic growth, however it canface changes in the external environment. In 2008 the recession had a hugeimpact on the sector with its contribution to the UKs value of goods andservice produced falling from 8.

9% in 2007 to 6. 7% in 2011. The construction industry in the UKis the largest in Europe. The UK has a good international reputation forconstruction services. If the construction industry in the UK stays in theleading position it must be ready for emerging challenges and, at the same timemaintain its competitiveness. Competitiveness in the constructionindustry is very high which means that a company should good skills andflexibility in a workforce. The most people in the construction sector holdingthe higher level qualifications continues to increase.

Analysis and Human resources issuesNugent and Baron Construction Companyis general construction company based in the west midlands. It works in thecontracting sub-sector means they specialise in the construction of buildingsand civil engineering. NBCC is an award winning company that has won the bestmedium sized house builder of the year award three times. NBCC needs to continue to besuccessful It needs to focus on maintaining a skilled and flexible work force.

This means having an effective human resource planning system which will helpNBCC anticipate labour needs which will improve demands of the company tocustomers. Looking at table 1 – UK construction industry productivity changeand profitability it shows that the significant data for the productivitychange in the industry is a stable rating at 0. 5 – 0. 5 there is also a stableprobability data as a whole.  Manging human resources efficientlyis essential to the success of any organisation. NBCC need to ensure theyrecruit the right people to meet the needs of the business plan.

NBCC can forecast labour demand inthe UK commission for employment and skills these consider employment forecastsby industry profession qualification and employment position mangers will usethese data for future employee skills needed. They need to make sure theyare making the correct labour market analysis meaning to help them make theright employment decision for the business. Mangers should analyse labourtrends at an international level. NBCC can anticipate labour need withthe sources of data. They can also develop future staff by monitoring, monitoringthe labour market in different countries such as the west midlands the can alsomonitor the percentage of different ages that are involved in the industry themost. Looking at table 2 – age distribution of NBCC staff it shows that thereis a higher percentage of staff at 38% that are 26-40 this shows that thiscompany have older age people working as they may be more skilled and morequalified than young people.

However this company want to invest in training formore Youngers employees. NBCC has a young workforce and a much lower turnoverof staff than average within the contracting sub-sector. There are also no apprenticeships in theconstruction industry. Many young people that join these apprenticeships tendto not finish them with means people are not getting qualified this is why NBCChave self-employed workers, however Self-employed workings don’t receivesufficient training as they can go thought will a full course of training andthe possibly leave the company at the end. The construction industry is acompetitive market there are lots of firm because the industry is growing.  In table 3 – The UK construction industrystaff turnover rates shows that the staff turnover of 4.

9 in NBCC is nearlyhalf of the sub-sector. Since 2012 staff turnover has increased 2%.  They can use Lean manufacturing aiming toimprove profit reduced levels turnover rates. NBCC need to maintain a flexibleworkforce they need to aims to provide the company with an adjustable supportto its use of employees at busy times employees within a multi-skilled andadaptable workforce can be moved to handle critical job tasks that are underpressure. NBCC need to focus on team working skills and staff that should begetting along because as a company they all have one business objective andthis can speed up the process.

NBCC management need to startorganising and arranging relationships between human resources and otherresources in order to accomplish business goals. The workers need to start Controllingthe workforce and ensuring that all of the activities happening are to meet thegoals. HR need to hire a supportive leaderthat is envisioning and are able to create an image of the future and develop astrategy to achieve it. They need to communicate to others and convince them tobuy in and bring them into the vision of NBCC to continue to being a successfulconstruction company. Also energising the individuals.

A good leader will makepeople feel much more able to achieve targets. This is about mobilising andfocusing on the construction activity within the contracting sub-sector. NBCC have always invested in staffby providing training a development opportunities to employees at all levelsfrom younger employees to senior. The training seeks to identify existingskills and skills gaps in the NBCC work force and is used to determine trainingrequirement. It may be used to identify the level of ability.

The NBCCdevelopment program is about helping individuals to achieve their fullpotential regardless if it’s related to their current job. Table 4 – NBCC datashows the company has a net income of £3. 24 million they would possibly need tospend some money on training needs as thus may be expensive to cater for allstaff. NBCC gives about 600 training days over the time period of 2012 to 2017. In the company only 15% of staff are joining the programs which means the otherstaff are not motivated enough to do so. Conclusions and recommendationsThe key recommendations based onthe current position of business are as follows there is a need for appraisalsin the business. One person needs to take on this role.

The manager mustorganiser an appraisal system and the leaders need to inspire the staff. Theymust set the way forward and provide vision for the employees. They mustinfluence all employees and they will then pull the business together. One system that they can use is a self-assessmentappraisal method this is where the employees should evaluates their ownperformance against individual this will help employees as they can teach eachother to be multi skilled in the workforce and they can teach each other theredifferent qualification  the Impact ofappraisal is that for many employs a performance appraisal represents one ofthe only opportunities to have a focused conversation with one of theircolleagues, supervisor or manger this is also the same for the business, theymay get an opportunity to actually engage will staff.

The mangers can use astandard 360 apprise which involves a face to face feedback session where thestaff can ask their own questions and listen to feedback. NBCC can do group targets andappraisal for each employee and agree with set of individual group targetswhich they are expected to achieve over the course of the next work periodbefore the next appraisal. Motivation of employees in NBCCneed to be long lasting as it is related to high performance and productivity. HR planning involves creating a place where employees have a positive attitudeto work and feel commitment to the organisation through personal developmentincentives and pleasant working environment as a construction site could be adangerous place to work, employees want to feel safe at work. This is where theQuality standard kite mark should be the goal to achieve this is an award tocompanies to the organisations that lead support to improve people’scapabilities to achieve high performance and good working environments. Inconclusion if NBCC can included there things into the business it will be ableto maintain its competitiveness and continuing success.