

This competitiveness in the construction industry is

[Business](#), [Industries](#)



This report has been compiled by Suheyla Mohamed for the HR Director to present to the Board of Director at NBCC.

Introduction In this report I will be writing as an assistant in the HR department of Nugent and Barton Construction Company and will contain key information, analysis and recommendations that will allow the business to take actions to improve upon its current situation. The report will seek to identify the main human resources issues, and what human resource planning involves and its importance to NBCC, also make clear recommendations about the key issues to be considered by NBCC to maintain its competitiveness and continuing success. Construction is one of the largest sectors in the UK economy. It has over 280,000 businesses with approximately 2.9 million employees, there has been a growing demand for construction services. The UK construction has been a key driver of economic growth, however it can face changes in the external environment. In 2008 the recession had a huge impact on the sector with its contribution to the UK's value of goods and services produced falling from 8.9% in 2007 to 6.7% in 2011. The construction industry in the UK is the largest in Europe. The UK has a good international reputation for construction services. If the construction industry in the UK stays in the leading position it must be ready for emerging challenges and, at the same time maintain its competitiveness. Competitiveness in the construction industry is very high which means that a company should have good skills and flexibility in a workforce. The most people in the construction sector holding the higher level qualifications continues to increase.

Analysis and Human resources issues Nugent and Baron Construction

Company is general construction company based in the west midlands. It works in the contracting sub-sector means they specialise in the construction of buildings and civil engineering. NBCC is an award winning company that has won the best medium sized house builder of the year award three times. NBCC needs to continue to be successful. It needs to focus on maintaining a skilled and flexible work force.

This means having an effective human resource planning system which will help NBCC anticipate labour needs which will improve demands of the company to customers. Looking at table 1 - UK construction industry productivity change and profitability it shows that the significant data for the productivity change in the industry is a stable rating at 0.5 - 0.5 there is also a stable probability data as a whole. Managing human resources efficiently is essential to the success of any organisation. NBCC need to ensure they recruit the right people to meet the needs of the business plan.

NBCC can forecast labour demand in the UK commission for employment and skills these consider employment forecasts by industry profession qualification and employment position managers will use these data for future employee skills needed. They need to make sure they are making the correct labour market analysis meaning to help them make the right employment decision for the business. Managers should analyse labour trends at an international level. NBCC can anticipate labour need with the sources of data. They can also develop future staff by monitoring, monitoring the labour market in different countries such as the west midlands they can also monitor

the percentage of different ages that are involved in the industry the most. Looking at table 2 - age distribution of NBCC staff it shows that there is a higher percentage of staff at 38% that are 26-40 this shows that this company have older age people working as they may be more skilled and more qualified than young people.

However this company want to invest in training for more Younger employees. NBCC has a young workforce and a much lower turnover of staff than average within the contracting sub-sector. There are also no apprenticeships in the construction industry. Many young people that join these apprenticeships tend to not finish them with means people are not getting qualified this is why NBCC have self-employed workers, however Self-employed workers don't receive sufficient training as they can go through a full course of training and then possibly leave the company at the end. The construction industry is a competitive market there are lots of firms because the industry is growing. In table 3 - The UK construction industry staff turnover rates shows that the staff turnover of 4.

9 in NBCC is nearly half of the sub-sector. Since 2012 staff turnover has increased 2%. They can use Lean manufacturing aiming to improve profit reduced levels turnover rates. NBCC need to maintain a flexible workforce they need to aim to provide the company with an adjustable support to its use of employees at busy times employees within a multi-skilled and adaptable workforce can be moved to handle critical job tasks that are under pressure. NBCC need to focus on team working skills and staff that

should be getting along because as a company they all have one business objective and this can speed up the process.

NBCC management need to start organising and arranging relationships between human resources and other resources in order to accomplish business goals. The workers need to start controlling the workforce and ensuring that all of the activities happening are to meet the goals. HR need to hire a supportive leader that is envisioning and are able to create an image of the future and develop a strategy to achieve it. They need to communicate to others and convince them to buy in and bring them into the vision of NBCC to continue to being a successful construction company. Also energising the individuals.

A good leader will make people feel much more able to achieve targets. This is about mobilising and focusing on the construction activity within the contracting sub-sector. NBCC have always invested in staff by providing training and development opportunities to employees at all levels from younger employees to senior. The training seeks to identify existing skills and skills gaps in the NBCC work force and is used to determine training requirements. It may be used to identify the level of ability.

The NBCC development program is about helping individuals to achieve their full potential regardless if it's related to their current job. Table 4 - NBCC data shows the company has a net income of £3.24 million they would possibly need to spend some money on training needs as this may be expensive to cater for all staff. 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 other staff are not motivated enough to do so.

Conclusions and recommendations The key recommendations based on the current position of business are as follows there is a need for appraisals in the business. One person needs to take on this role.

The manager must organise an appraisal system and the leaders need to inspire the staff. They must set the way forward and provide vision for the employees. They must influence all employees and they will then pull the business together. One system that they can use is a self-assessment appraisal method this is where the employees should evaluate their own performance against individual this will help employees as they can teach each other to be multi skilled in the workforce and they can teach each other their different qualifications. The impact of appraisal is that for many employees a performance appraisal represents one of the only opportunities to have a focused conversation with one of their colleagues, supervisor or manager this is also the same for the business, they may get an opportunity to actually engage with staff.

The managers can use a standard 360 appraisal which involves a face to face feedback session where the staff can ask their own questions and listen to feedback. NBCC can do group targets and appraisal for each employee and agree with set of individual group targets which they are expected to achieve over the course of the next work period before the next appraisal. Motivation of employees in NBCC need to be long lasting as it is related to high performance and productivity. HR planning involves creating a place where

employees have a positive attitude to work and feel commitment to the organisation through personal development incentives and pleasant working environment as a construction site could be a dangerous place to work, employees want to feel safe at work. This is where the Quality standard kite mark should be the goal to achieve this is an award to companies to the organisations that lead support to improve people's capabilities to achieve high performance and good working environments. In conclusion if NBCC can include these things into the business it will be able to maintain its competitiveness and continuing success.