



# People

- Our single greatest asset?
- Has the economic climate influenced our view on people?
- What influence has procurement had on our people?
- Tim Ford – General Manager

## Period Pre 2008

- The pre GFC period was influenced by our economy
- Market was sustainable with work opportunity
- Style of contract – 3910 more hard nosed
- Partnering was starting to become vogue
- Concept of traditional Alliance contracts was being promoted
- Residential and Commercial development buoyant

## Period Pre 2008

- For FH 2000 – 2008 turnover compounded 10% annually
- Constantly challenged with demand for labour
- Voluntary Staff Turnover > 25%
- Deliberately carried surplus labour resource
- Union negotiations were often challenging
- Offshore recruiting to UK, South Africa and Canada
- Employed additional resources including HR and Recruitment.

## Period Pre 2008

- Staff Training
  - Compliance training
  - Skills training
  - Industry workshops
  - Leadership training
  - Culture training
- Training overdose !!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!
- Health & Safety managers increased tenfold.
- In 2007 / 2008 our company and people world changed almost overnight.

## Period 2008 - 2013

- GFC changed our business overnight
- Revenue streams were reduced overnight
  - Private sector
  - NZTA
  - Local Authorities
  - Developers
- Two distinct markets Auckland/Canterbury and provincial NZ
- Australian mining influence – full circle

## Period 2008 - 2013

- FH was very quick to react
- Recruitment retention strategy a thing of the past
- Reduced staff numbers in the order of 10%
- Pulled the cost lever, all surplus labour removed
- VSTO reduced to single digit numbers <10%
- Redundancy necessary in some locations (very much against our culture)
- Staff training budgets reduced

## Period 2008 - 2013

- Challenging and changing period for our staff
- Operating in a very demanding competitive market
- Learning how to manage difficult HR issues
- Managing contracts with reduced budgets
- Getting closer to our customers
- New initiatives introduced “LEAN”
- Innovative solutions
- Understanding new form of contracts



# Post 2013

- Economy is starting to show signs of recovery
- Market is reacting quickly in Auckland/Canterbury, rest of NZ will follow?
- When is it time to hit the “GO” button?
- Develop robust recruitment strategy
- Industry labour shortage
- Necessary to reflect on the lessons learnt 2008 – 2013
- VSTO already starting to rise >10%

# Post 2013

- Business capability to tender and deliver resource hungry contracts
  - NZTA OMC Contracts
  - PPP
  - Competitive Alliance
- Customised training required to deliver requirements of new style contracts
- Influence of Pike River Enquiry and subsequent Task Force recommendations

# Post 2013

- Training requirements / investment
  - Complex project management
  - Collaboration coaching
  - Behavioural based training
  - Risk management
  - Sustainability
  - Financial
- Technology investment
  - I pad, Twitter, Facebook