

Training Management Plan

Project Details

Project Name: Barangaroo Cutaway

Project Number: 200290

Project Location: 1 Merriman St, Barangaroo NSW 2000

Client: Infrastructure NSW

Name of principal contractor: FDC Construction (NSW) PTY Limited

Company address: 22-24 Junction St, Forest Lodge NSW 2037

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Project Director

Revision Date	REVISION DESCRIPTION	PM's INITIALS (revision approval)
08/02/2024	Training Management Plan – Rev A	PC
06/03/2024	Training Management Plan – Rev B	HP
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1 Overview

1.1 Training Management Plan

- a) This Training Management Plan describes the specific training management commitment, responsibilities, planning, implementation, and management strategies that will be applied to this project. This plan shall be read and implemented in accordance with the Project Management Plan

1.2 Training Management Policy

- a) The Training Management Policy, approved by the Managing Director, defines training management requirements, objectives and targets is found in Appendix 1 of this plan.

2 Commitment and Management Responsibility

2.1 Responsibility

- a) The Senior Project Manager is responsible for the development and implementation of this plan and the management of training on this project.
- b) Divisional HSEQ will assist the Senior Project Manager with the recording of data and reporting and with arranging training as requested by the Senior Project Manager in accordance with the Project Training Management Plan.
- c) Senior Project Manager will prepare company level reports for management, consolidating the information relating to each project.

2.2 Contract Clause (Delete if not applicable)

- a) This training management plan has been developed in accordance with clause 15

2.3 Objectives and Targets

- a) FDC's objectives are as follows:
 - i. To have 20% of the total project workforce participating in structured training by the end of the 1st quarter of the project.
 - ii. To maintain this level until the project is 90% complete.
- b) 20% of the trade work involved in the project is to be undertaken by apprentices in accordance with the contract. The number of apprentices shall be included in the training management target.
- c) The project training target shall be calculated at 20% of the average total workforce over the duration of the project.
- d) The Senior Project Manager shall assess the average project workforce for the duration of the project. A percentage of the expected maximum workforce may be used as a basis for arriving at the average workforce.
- e) This project has estimated numbers using an approximation of a maximum workforce of 160 workers at any one time in peak periods to arrive at the minimum project training target. This will change regularly and significantly over the course of the project as each stage starts and completes.
- f) FDC will use the same calculation using the actual worker numbers onsite each report to arrive at the minimum target, number of persons onsite, number of tradespersons onsite and the monthly report will include and explain the calculations and be kept current to suit the workforce onsite.

g) For this project:

FDC to identify the minimum compliant training targets required for this project:

A: Minimum compliant Project Training Target (average project workforce x 20%)	32
B: Minimum compliant Apprentice Target (average no. of tradespersons x 20%)	32

**Project Training Management Targets:
Building or Engineering Projects**

To calculate the Project Training Target:

Calculate the average project workforce $\times 0.2 =$ Project Training Target

To calculate the Apprentice Target:

Calculate the number of tradespersons for the project $\times 0.2 =$ Apprentice Target

To calculate the Training Target:

Training Target = Project Training Target - Apprentice Target

For example a 36 week building project with an average workforce of 30 (of whom 13 are tradespersons) will have the following targets

Project Training Target = 6 people
[average workforce of 30 X 0.2]

Apprentice Target = 3 apprentices
[13 tradespeople x 0.2]

Training Target = 3
[Project Training Target of 6 – Apprentice Target of 3]

This means that by week 9 of the project (that is 25% into the project), the Project Training Target of 6 persons in structured training must have been achieved. This target is to be maintained until the project is 90% complete

2.4 Project Milestones

- a) The project milestone of 25% into the overall project duration is currently anticipated at [8 February 2024](#), this may however change as the project progresses due to changes in design, changes in workflow and disruption notices are reviewed and approved by [Infrastructure NSW](#).

2.5 Communication

- a) Communication of training management issues will be carried out as follows:
 - i. *FDC Project team* – Communication will be via internal memos/email
 - ii. *Subcontractors* – Communication via the Contract Administrators

2.6 Subcontractors

- a) Tender documents issued to subcontractors shall require the subcontractor to indicate their commitment to training as part of their t
- b) ender, it will form part of the selection criteria with tenderers that exceed this requirement scored more favourably.
- c) Prospective subcontractors shall be required to outline their training schedule, the number of their personnel to be involved with the project, and the training programme for these personnel.
- d) Subcontractors are required to report every month. The Report shall contain details about training planned and the verification of training actually received by their personnel in each 3-monthly period.
- e) Subcontractor reports shall be collated by the Senior Project Manager and an overall project report produced, which summaries the training undertaken by FDC and subcontractor employees.

3 Planning

3.1 Skills Needed

- a) The Senior Project Mnger shall consider the skills requirements of the project and discuss at the Project Handover meeting. The Training and Experience Register (F024) shall be used to assist the team determine what additional skills may be required for proposed FDC team.
- b) Gaps in training shall be identified, recorded, and arrangements made to have the appropriate training provided to respective team members.

3.2 Training Priorities

- a) The training priorities will be determined by the Senior Project Manager in accordance with the Training and Experience Register, gaps recorded, and arrangements made to have the appropriate training provided to respective team members.

3.3 Training Methods

- a) The Senior Project Manager shall determine the methods or types of training required including:
 - i. On-the-job training
 - ii. Off-the-job training
 - iii. Combined on/off the job training
 - iv. Integrated programs
 - v. Distance and individualised learning

3.4 Workforce Participation Plan

- a) The above decisions shall be recorded during the project as the training plan.

Implementation

3.5 Resources

- a) The Senior Project Manager shall determine the resources required to carry out the training that is scheduled.

3.6 Accountability & Responsibility

- a) The Senior Project Manager shall be responsible for assessing project resource requirements against the Training and Experience Register, recording gaps and making arrangements to have the appropriate resources available.
- b) The Senior Project Manager shall be responsible for the regular monitoring of training and ensuring that the 3 monthly subcontractor reports are received.

3.7 Subcontractors

- a) The Senior Project Manager shall consider the training management requirements as part of the subcontractor tender evaluation process.
- b) Subcontractors with training management programs in place will assist in meeting the targets set above. Subcontractors who currently have no training management program in place will need to agree to instigate such a program prior to being accepted for the project.

4 Measurement, Evaluation and Review

4.1 Internal Review

- a) The Senior Project Manager shall review the workplace participation plan from the project to monitor the effectiveness of training management and report to senior management in the monthly project report.

4.2 Training Management Records

- a) The Training & Experience Register is used to identify training and skill needs as well as recording FDC training.
- b) The training undertaken by staff of subcontractors on our projects is recorded on the monthly reports.
- c) Training records generated by this plan shall be filed with project records.
- d) Each month the training ISLP training register will be issued each month in the PCG report in line with Section 4.3 Preliminaries.

5 Appendices

1	FDC Training Management Policy
2	Infrastructure Skills Legacy Program Targets



Training Management Policy

FDC believes that the skills of its people are the major significant factor in the growth and success of the company. Our belief that our people are our most important asset is reinforced by our mission statement of "the more we contribute to your success, the more we contribute to our own".

We expect that in order to achieve our business goals, we must invest in the skills development and training of our staff. As a result of our staff being better skilled than the staff of our competitors, we will have a significant advantage.

We see the following benefits to our company in planning and managing the development of the skills of our staff:

- Enhanced job satisfaction;
- Increased commitment to the task through better ability;
- Improved employee retention;
- Continuous improvement and innovation in construction methods;
- Increased pool of skilled resources within the company, and therefore a more competent workforce;
- Reduced defects and re-work;
- Added value for our clients;
- Improved safety; and ultimately
- Increased volume of work as a result of our reputation for excellence.

To achieve these goals we have structured training programmes which provide for all staff to participate in training specific to their area of work, as well as general skills development.

The training programme will be reviewed quarterly at divisional management meetings. The meetings shall (1) review the training achievements of the previous courses attended, (2) set the agenda for training for future staff development, and (3) establish a list of training objectives for the applicable division.



Bentley Cottle
Managing Director

5.2 Infrastructure Skills Legacy Program Targets

- Apply the relevant Aboriginal Procurement Policy*: Applies to contract value \$7.5m to over \$100m
- 20% of the Trades Workforce to be apprentices: Applies to contract value \$10m to over \$100m
- 2% of the Trades Workforce to be women: Applies to contract value over \$100m
- Report % of Women in Non-Traditional roles
- 20% of the Project Workforce to be learning workers: Applies to contract value over \$100m
- 8% of the Project Workforce to be young people: Applies to contract value over \$100m
- Report Local Employment Outcomes: Applies to contract value over \$100m.

Apprenticeship Target

Complete the table below by inserting the Tenderer's commitments to the engagement of apprentices to carry out the work under the Contract.

Requirement	Minimum targets for the Contract as a whole (in terms of time worked)	Tenderer's Commitment
Apprentices to be engaged to carry out work under the Contract	20% of the trades workforce20..... %

Infrastructure Skills Legacy Program Targets

Complete the table below by inserting the Tenderer's commitments to the targets set out in the Infrastructure Skills Legacy Program

Requirement	Minimum targets for the Contract as a whole	Tenderer's Commitment
'Learning Workers' * to be engaged	20% of the total <i>Project</i> workforce20..... %
Women to be engaged to carry out work under the Contract	2% of the trades workforce4..... %
Persons aged less than 25 years old engaged to carry out work under the Contract	8% of the total <i>Project</i> workforce8..... %
Persons from the 'local region' # employed and trained	Contractor encouraged to provide local jobs for local people.	Report on outcomes #
Optional Targets		
People with a disability		
Long-term unemployed people		
Refugees and Asylum Seekers		
Returned service men and women		

Other disadvantaged and under-represented groups		
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*'Learning Workers' includes trainees, apprentices and workers who need to update their qualifications to meet the needs of the project.

'local region' is the region within 100km radius of the project. Persons from the 'local region' are those who have a permanent residential address within this region. The outcomes report is to detail the proportion of the total workforce that is from the local region and the employment and training outcomes achieved.

