

Foreword from Kevin Whittaker



At CALA we recognise the need for strong, focused leadership so we can continue to grow our position in the marketplace. As such, we constantly strive to support our existing and future leaders to get the best out of themselves.

Construction is a vital part of what we do, and the industry is changing rapidly. The Construction Academy of Excellence ensures our Construction leaders are equipped with the relevant knowledge and skills to improve their performance to the required standards, enabling CALA to compete with the best in Britain.

Constructing Leaders Programme (CLP) - Introduction

The Construction Academy of Excellence is a bespoke, industry-recognised training programme that has been designed in partnership with CALA construction teams and is delivered in line with CALA's own standards, processes and procedures - The CALA Way. The core training programme, and the (optional) formal qualifications on offer, are designed to ensure that everyone is working consistently to agreed standards.

The Academy provides a clear learning and development pathway for our construction teams. There are several pathways available and, with the support of your line manager, you can choose which route is best suited to your personal career aspirations. Each pathway has been designed with the needs of employees with different levels of skills, experience and qualifications in mind.

CORE TRAINING PROGRAMME

Everyone taking part in the Academy completes the Core Training Programme, which has been designed to target the technical, leadership and management competencies associated with site management professionals. Participants will graduate equipped with the knowledge, skills and behaviours required to perform the duties of their role to the high standards specified in The CALA Way.

FORMAL QUALIFICATIONS (optional)

All members of the construction team are encouraged, but not obliged, to complete a formal ILM (Institute of Leadership & Management) Level 3 qualification. Achievement of a formal vocational and/or academic qualification provides eligibility to apply for the appropriate level of CSCS card.

CHARTERSHIP (optional)

Once eligible, The Academy will also provide support towards achieving Chartered Construction Manager status. We want to encourage our people to take an active role in making things happen and carrying out their work to the highest standards. We believe CALA's Construction Academy of Excellence will provide our valued construction teams with the platform to deliver this, while supporting you in your own personal development and achieving your career aspirations.

Module 1 – Leadership and People Management

Overview

This module aims to develop core leadership and management, coaching, influencing, motivational, quality, productivity and people skills needed to drive forward projects and programmes of work in-line with the CALA Way. It enables learners to develop and gain a thorough understanding of highly practical leadership and management skills and principles to effectively lead, supervise and manage colleagues.

Duration: Either 3 days face-to-face or 5 x half day sessions

ILM units

To drive consistency in site performance across all regions, irrespective of whether learners choose to participate in the formal qualification and assignments, we have aligned the learning in this module to the ILM standard.

It comprises of two ILM units (below) blended into one delivered module:

- Leadership & Management Practice in the Construction and Built Environment Sector
- Achieving Performance Through People

ILM Assessment (optional)

For delegates doing their ILM qualification, this module is assessed via questions and answers in the Assignment 1 Workbook.

Module Objectives

By the end of this module, learners will have a clear understanding and knowledge of:

- The roles and responsibilities of a Site Supervisor/Team Leader
- The differences between leadership and management (and the relationship between the two)
- The role of quality management in site management
- The importance of quality management with the workplace
- How personal leadership style affects the performance of others
- How to establish and maintain an effective team, and motivate them to improve productivity
- The importance of communication to team and site performance
- The importance of feedback to individual and team performance
- Coaching techniques to develop and improve the performance of team members
- How to persuade and influence others to achieve objectives

Leadership & People Management - Module detail

The roles and responsibilities of a Site Supervisor / Team Leader in ensuring:

- Safety on site
- Quality requirements are met
- Productivity targets are achieved
- Behavioural standards on site are appropriate and contribute to the achievement of project and work plans
- Organisational procedures relating to poor performance or behaviour are understood and followed

The difference between leadership and management (and the relationship between the two)

- Why a site supervisor or team leader needs to be both a manager and a leader
- The site supervisor's or team leader's role as a manager in achieving team objectives and outcomes
- How you apply a range of leadership styles
- How you set direction and communicate this to others
- How you motivate and empower your team
- Identifying and prioritising areas for personal development to improve own ability to lead

The role of quality management in site management

- What is meant by the 'cost of quality'
- Quality standards for internal and external customers
- The record-keeping process for maintaining quality

How personal leadership style affects the performance of others

- The factors that will influence the choice of leadership styles or behaviours on site
- Appropriate actions to enhance own leadership behaviour in the context of a leadership model
- How to establish and maintain an effective team, and motivate them to improve productivity
- The benefits of developing and maintaining an effective team
- The stages of an established model of team formation
- Appropriate actions to enhance the effectiveness of own team
- Motivational theories and techniques that can be used to improve performance of own site

The importance of communication to team and site performance

- The key stages in the communication cycle
- Possible barriers to communication on site
- Why it is important to overcome barriers to communication on site
- Improving the effectiveness of own communication skills on site in order to improve team and site performance

The importance of feedback to individual and team performance

- How to give effective feedback
- How two different types of feedback can be used to improve both individual and team performance

Coaching techniques to develop and improve the performance of team members

- How to manage a coaching process by agreeing goals and following a simple coaching model
- Tools and techniques that can be used to support effective coaching
- Barriers to effective coaching and strategies to overcome these barriers

How to persuade and influence others to achieve objectives

- The difference between persuading and influencing
- Skills required in order to persuade effectively
- Techniques for influencing others to achieve objectives

Module 2 – Difficult Conversations

Overview

This module enables learners to effectively manage difficult situations regarding performance, discipline, conflict, stress and diversity on site.

- This module is not mapped to an ILM unit.
- For ILM learners, this module does *not* have an assignment workbook and is *not* assessed.

Duration: Either 1 day face-to-face or 1 day virtually

Module Objectives

By the end of this module, learners will have a clear understanding and knowledge of:

- How to use assessment, active listening and feedback to manage individual performance on site
- Managing poor performance and discipline of team members on site
- How to effectively manage conflict on site
- How to identify and manage work-related stress
- How to manage a diverse workforce

Module detail

How to use assessment, active listening and feedback to manage individual performance on site

- The role of the supervisor in performance management
- The value of formal and informal assessment of performance on site
- How to ensure fair and objective formal assessment
- The importance of active listening and feedback in improving performance
- How to give effective feedback on performance

Managing poor performance and discipline of team members on site

- The importance of correctly identifying the root cause of poor performance in order to manage it effectively
- The difference between disciplinary procedures and procedures for dealing with poor performance
- CALA's employment policies and procedures that support in dealing with disciplinary issues
- When to seek assistance from a line manager or HR when dealing with the management of poor performance
- How to prepare for a meeting regarding probable poor performance

How to effectively manage conflict on site

- How conflict can affect individual and team performance
- Techniques for resolving conflict
- How to promote a positive atmosphere in order to minimise the adverse effects of conflict

How to identify and manage work related stress

- What is meant by work-related stress and how it can develop
- Your responsibilities in ensuring the risks from work related stress are effectively managed and controlled

Managing a diverse workforce

- The benefits of an inclusive working environment to the organisation
- The role and responsibilities of line management in promoting equality and diversity
- Inappropriate behaviour in relation to equality and diversity and how it should be addressed by line management

Module 3 – Programming and Site Operations

Overview

This module develops delegates' knowledge and understanding of managing site plans and programme requirements that meet quality and health and safety standards in order to achieve plan and programme milestones. It also develops their ability to plan and put team members to work on site to improve quality and team performance.

Duration: Either 3 days face-to-face or 5 x half days virtually.

ILM units

To drive consistency in site performance across all regions, irrespective of whether learners choose to participate in the formal qualification and assignments, we have aligned the learning in this module to the ILM standard.

It comprises of two ILM units (below) blended into one delivered module:

- Reading and Executing a Short-Term Programme
- Site Operations and Logistics

ILM Assessment (optional)

For delegates doing their ILM qualification, this module is assessed via questions and answers in the Assignment 2 Workbook.

Module Objectives

By the end of this module, learners will have a clear understanding and knowledge of:

- Site planning and programme requirements to effectively lead and manage people and activities
- The impact of managing resources, time and materials on the plan and programme
- Different work methods and their impact on quality, health and safety (H&S) and the achievement of plans
- How to leverage leadership and management skills to achieve both plan and programme milestones
- How to plan work on site
- How to effectively put team members to work
- How to improve the performance of a team in delivering to plan
- The importance of quality management within the workplace

Programming & Site Operations – Module detail

Site planning and programme requirements in order to lead and manage people and activities

- Difference between a site plan and a site programme
- Roles & responsibilities of the site supervisor and team leader in the planning process
- The importance of the critical path and the sequencing of tasks on a programme
- How to ensure the programmed activities achieve the short-term goals to comply with the budget to build

The impact of managing resources, time and materials on the plan and programme

- How to identify resource requirements from a plan
- The processes involved in monitoring resource, time and material
- The role of standard industry outputs to inform the achievement of the plan / programme
- How to identify and record waste by theoretical versus actual comparisons
- What is meant by the budget to build
- How the budget to build is used to compare actual spend on a weekly basis

Different work methods and their impact on quality, H&S and the achievement of plans

- Commonly used work methods
- How the choice of work method is influenced by its impact upon quality, H&S and the achievement of plans
- How to prepare a simple method statement

How to leverage leadership and management skills to achieve both plan and programme milestones

- The importance of maintaining accurate records of plant, materials and labour used on site
- The supervisor's responsibilities for the ordering, receipt and storage of materials
- The importance of liaising with stakeholders on a regular basis to manage interface and coordination issues
- Situations when work can be halted to ensure achievement of plan

How to plan work on site

- Identify organisational targets relevant to the team
- How to set SMART objectives for the team to achieve the targets
- Planning techniques to achieve the objectives
- How to monitor and control a planned activity
- The importance of the supply chain in delivering results and meeting customer requirements
- How environmental issues impact upon the planning of site operations and logistics
- Supervisor actions to enable the organisation to fulfil its environmental responsibilities

How to put team members to work

- Identify resources required to complete a planned activity
- How to allocate work to team members
- How individual performance can be improved through a clear allocation of responsibilities
- How to assess and support individual and team performance in achieving objectives

How to improve the performance of a team in delivering to plan

- Possible causes of variance from a planned activity
- Actions to overcome causes of variance
- How to recognise and rectify poor performance
- How to involve team members in identifying ways to improve performance to meet objectives

The importance of quality management within the workplace

- Why quality is important to internal and external customers
- The quality system used on site
- How a supervisor will locate and interpret the appropriate quality specifications
- How quality is monitored, documented and recorded on site
- The importance of method statements in achieving the required quality standards
- How the supervisor can take practical and positive steps to improve quality on site