



BUILDING CONSENT AUTHORITY

**STAFF MANAGEMENT
(building consent authority function)**

1. Personnel Policies

All NPDC Human Resource Management Policies apply. This includes recruitment; retirement; exit; parental leave; part-time; casual etc.

These are contained in the **NPDC Human Resource Manual** which is available electronically on GLORIA.

<http://gloria/C1/Organisational%20Structure/Document%20Library/Employment%20Relations%20Guide%20-%20Introduction.doc>

2. Recruitment

All staff recruitment is to follow the NPDC recruitment process.

<http://gloria/C3/Recruitment/Document%20Library/Recruitment%20Process%20Form.doc>

Job Descriptions

- define qualifications, experience/ skills required define duty(s), responsibility(s), and authority(s)
- meet legislative requirements

For these documents please see 'Job Description' *Section* as labelled in this folder.

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3. Orientation and Induction of New Staff

New Staff Member

The requirements of NPDC Human Resource Management will be met.

For guidance on orientation please check Gloria.

4. Competencies

Red (S1) – typically a new starter with unproven competencies; a cadet or trainee. Supporting evidence may be related to trades qualification or other tertiary achievement that is relevant to the skill base required by the BCA. For inspections, on-site supervision is required, with an inspections officer who is competent in that category of work, buddying with direct oversight of the officer requiring supervision. Such work will be countersigned by the officer providing oversight. Approvals will be audited by the senior consents officer and the application will be countersigned by the senior officer.

Red (S2) tradesman without building controls learning, – typically a skilled builder or graduate who needs building controls training and experience. Supporting evidence may be related to advanced trades qualifications or other tertiary achievement that is relevant to the skill base required by the BCA. An inspection officer requires remote supervision by a competent officer (T5 or T6). Supervision and discussion of inspection notes of the work that has been undertaken will be carried out upon return to the office. Approvals will be audited by the senior consents officer. In both cases, the work will be countersigned by the supervising officer and he will record the results in the supervised officer’s training file.

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Orange (C3) competent and completed training – typically an experienced industry practitioner but still not very familiar with the details of building code regulations – a practitioner who has had most of the training for the role and some experience of building controls assessment or enforcement. Supporting evidence over relevant qualifications may include 12 months in the position and a moderate level of confidence in the performance of BCA functions.

Orange (C4) competent and experienced – typically an experienced industry practitioner who is familiar with the details of the building code regulations – a practitioner who has a higher level of training for the role and substantial experience in building controls assessment or enforcement. Supporting evidence over relevant qualifications may include two years in the position and a high level of confidence in the performance of BCA functions.

Green (T5) capable of training – typically an experienced practitioner with high level of confidence and track record supported by BCA employment history and membership of industry groups. An employee who is capable of offering on-site training to any of the orange or red classifications.

Green (T6) technical leadership – typically an experienced practitioner who demonstrates an expertise in any relevant field. A technical leader has a knowledge and skill level that can be deferred to when expert opinion is required. This practitioner will have a capable overview and be suitable for consultation and procedure design.

5. Maintenance of Competency for Scope of Practice

- Competency will be assessed and recorded annually.
- Records will be maintained in the individual staff members file.
- These files will be held centrally.

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- Competency will be assessed in an **ongoing basis** using staff members' exposure to and performance of building assessments
- This may be maintained and evaluated by cross reference to:
 - (i) ongoing monitoring of performance
 - (ii) specific evaluations by an authorised auditor

Staff Competency Review:

Determination guidance background competence reporting (T-17.3)

The competency assessment technical skills matrix is designed to provide a clear assessment of:

- The category of building classification that a particular employee is competent to undertake work on (Refer Q.11) – (Regulation 8).
- The competency levels of an individual employee to carry out each aspect of work related to building control (Refer T-17.3) – (Regulations 9 and 10).
- The training needs of each individual employee. (Refer T-17.3) – (Regulation 11).
- Technical leadership of individual aspects of the building code and building control related technical matters. (Refer T-17.3) – (Regulation 13).

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- The competency levels of contractors who are contracted to undertake “routine” building control functions on behalf of the BCA. (Refer T-17.3) – (Regulations 9 and 12).
- The individual knowledge, skills, understanding and application of the BCA’s policies, procedures, systems and communication skills. (Refer T-17.3).

Refer to narrative T-17.3 for how the competency assessment is undertaken utilising T-17.3.

T-17.3 is an individual matrix denoting the skills, knowledge and training levels of the individual building officer.

Accumulation of the individual matrices into a master matrix that is assessable to the Team Leader Building and allows a number of observations and decisions to be able to be made.

The master matrix will identify on the one page the individuals who meet the BCA requirements for competency to undertake the range of work required and restricts allocation of work to individuals competent in that area.

It will also identify areas of training needed for individuals or, a particular competency deficiency across the wider team that will require training for the whole or part of the whole team. This will ensure that the BCA has the required spread of competencies across the spectrum of work that is undertaken by the BCA.

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The technical skills matrix (T-17.3) is colour coded and numbered within the legend identifying the colours and their meaning.

T6	T6 = Technical Leadership
T5	T5 = Capable of training
C4	C4 = Competent and experienced
C3	C3 = Competent and completed training
S2	S2 = Tradesman learning without BC learning (remote supervision required)
S1	S1 = On-site supervision required
NC	NC = Not competent
n/a	n/a = Not applicable

The chart is also coded to identify the area of work that the competencies refer to:

Manager	=	M
Plan processing	=	P
Inspection	=	I
Administration	=	A
Contractor	=	C
Engineer	=	E
Cadet	=	Ca

The team leader upon receipt of the individual self assessment and certificate of competency signed off by the relevant senior officer, will enter the new data into the individual worksheet which will automatically populate the mater sheet.

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When allocating work to an employee or contractor, developing training plans for employees or, identifying technical leadership in any particular area, the technical skills matrix will be referred to.

The competency of an individual will be assessed and the appropriate action taken that ensures that work is allocated to individuals shown to be competent to do that work. Also training plans for an individual or the whole team can be formatted to meet the individuals and the BCA's requirements.

Technical leadership

The technical leadership matrix T-17.3 identifies individuals who are recognised as having superior skills in a particular area. They are shown as T-6 in a green square on the matrix for the areas that they are the technical leader

The technical leader (as opposed to the line manager or supervisor) has no management responsibility in this role. However, their technical skills and knowledge are shown to be such that when dealing with a technical matter it is their input that carries authority when a technical decision has to be made.

The technical leader will be allocated responsibilities that utilise his/her specialist competencies.

Building officers who are rated as something other than T6 (Technical Leadership) on the skills matrix are to consult with a designated Technical Leader T6 on matters that they require resolution on.

6. Training need assessment

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The Building Regulations 2006, Regulation 11, requires Building Consent Authorities (BCAs) to have a system for training its employees who perform the authority's building control functions.

The competency assessment system feeds into the skills matrix (T-17.3). For each skill required this matrix identifies individual staff members as being competent, requiring supervision or being able to train others to achieve competence in that particular skill (the matrix also identifies technical leadership).

The layout of the matrix with the combination of colour coding and numbers identifies skill areas where the organisation as a whole is deficient in competence in that particular skill:

The team leader building in consultation with the senior consents and inspections officers as appropriate will use the skills matrix (T17.3) to identify both individual and organisation skill deficiencies and develop training plans to address these matters.

Training that is intended to initiate or improve an employees skills relating to performing BCA functions needs to be professionally delivered and offer the learner career development.

Priority will be given to move building officers from requiring supervision to being competent. The team leader building will identify training programmes that are suitable, and will allocate budget and time for the individual or the organisation to undertake the required training.

6.7. Identifying and addressing (re)training requirements

Retraining

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- Where deficiencies or lack of confidence are identified, retraining to correct the deficiency or increased exposure to improve confidence is arranged.
- They may be identified by annual review, self referral, supervising colleagues or incident reports.
- All retraining is recorded on the Competency Action Log (on the reverse side of the competency review sheet) with sign-off by staff member and appropriate supervisor when confidence is regained and/or retraining completed, and competency (re)attained.

Other Training

To identify and/or access training requirements not identified by annual review, staff are encouraged to access the NPDC Performance Management protocol and forms.

Determining the effectiveness of training

All training and retraining will be monitored to determine its effectiveness.

After undertaking training or retraining a BCO will be assessed “on the job” by a BCO delegated by the Team Leader Building, who is shown on the skills matrix to be T5 or T6 for the category of work being assessed.

This assessment to be undertaken at the first opportunity, no less than 1 month after completion of the (re)training.

The assessing BCO will observe the upskilling BCO undertake the relevant activity and will question the reasons behind any decisions (s)he makes.

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This observation and discussion will be recorded, signed by both parties and forward to the Team Leader Building, or his delegate, for recording on the BCOs training record and adjustment of the competency matrix (T17.3) if needed.

If the training is shown not to have been effective the Team Leader Building will be advised and will discuss with the BCO and the training organisation ways to remedy the situation. Further observation will take place to determine if the intervention has been effective.

8. Ongoing Education and Development

Continuing Education and Professional Development (CPD)

- Opportunities to participate in service wide, NPDC or external education /professional development programs will be promoted, and provided for within resources in order of priority.
- All staff attending any educational/professional development event, sponsored by NPDC will provide a written report, as feedback for colleagues unable to attend and for their own development. Staff are strongly recommended to present to events they attend, where this is possible.

Continuing Education/professional Development should include but not be limited to:

- Membership of the appropriate professional association
- Attendance at conferences, seminars and other professional continuing education meetings
- Use of journals and other information sources
- Participation in professional audits / reviews

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- Networking with other Territorial Authorities
- Quality control and User Group meetings.
- Lectures by expert visitors e.g. Academics, Supplier Companies

9. Records

Individual Staff

An individual folder is maintained for each staff member, stored in a central location. The following information is maintained in this folder:

- Qualifications. (Registration, Annual Practising License).
- Orientation and Induction records
- Training records
 - (i) Training on procedures and equipment at commencement of employment
 - (ii) Instruction for new procedures or equipment introduced during employment

New staff Building Inspection	New Equipment Training
New staff Building Consent	Building Control Starter Pack
New staff Administration	Orientation and induction
All T-17.3	

- Competency Records (Annual Review and sign-off). This will show the assessed staff member's initials, assessor's initials, level of competency for specified tasks, and date of sign-off.

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Consents, Inspections, Administration, Engineers, Contractors, Health and Safety.
All T017.3

This will be initiated by distributing a competency review form to each staff member who will assess their level of competency and obtain sign-off through a `one on one` session with the team leader or another staff member authorised for competency sign off. This will be initiated via the Quality Review System.

Sign off for Team Leaders is by the Team Leader Building in consultation with the Manager Consents.

Annual sign off is required within 4 weeks of distribution of the form.

- Retraining and/or section specific logs.
- Continuing Education / Professional Development (CPD) records.

This will be recorded on the form designated for this purpose and record the event, date of attendance, and sign off. The information will be filed in *Q-Pulse*

This record is required to be updated within 14 days from completion of the event.

A written report of the event will be submitted within 2 weeks. This will be circulated around all relevant staff then filed centrally.

Technical sign off will require that a team leader may need to be assessed by an external provider who has proven competence in the areas under review.

Central Staff Records

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1. Current Staff

Central records will be maintained in a central location to demonstrate:

- Current Staff
- Signatory Status
- Signature & initials signature
- Computer Operator Code

2. Staff Co-ordination

A record of rosters to demonstrate rotation will be maintained and filed in a dedicated folder.

The primary function is staff resource management to meet daily, weekly and annual requirements.

3. Continuing Education / Professional Development Reports.

These will be submitted within two weeks of the event, circulated among relevant colleagues and filed in *Q-Pulse*

4. Previous Staff Records

Staff who are exiting employment have full access to their record sheets, to copy. Personnel staff records will be filed in a dedicated folder for ten years, after which they will be destroyed.

10. Resourcing staff education and training

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- Where needs are identified, these will be ranked in order of priority and addressed within available resources.
- The first priority will be to ensure there are sufficient qualified personnel with adequate documented training and experience to meet the needs of the building control service

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