



CULTURE IN CONSTRUCTION

Time for Life. Wellbeing. Diversity.

15 October 2021

Culture Maturity Scorecard – Consultation Paper

Introduction to the Culture Standard

The Culture Standard for the Construction Industry provides a framework for clients and contractors to work together to address significant challenges facing the construction industry.

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About the Construction Industry Culture Taskforce

The Construction Industry Culture Taskforce (CICT) is a collaboration between the NSW and Victorian public sectors, the Australian Constructors Association and leaders from industry and academia. It was established in August 2018 and arose from the outputs of the Construction Industry Leadership Forum (CILF).

We have been working to develop a Culture Standard for the construction industry to lift productivity and performance and address the major issues impacting our industry and its workforce, including excessive work hours and fatigue, poor mental health, and the failure to attract and retain a diverse workforce.

This Culture Standard seeks to support a construction industry where:

- everyone has a place and feels valued,
- wellbeing is prioritised across all job roles, and
- everyone has access to flexible work options and caps on working hours, so they have time for life.

Introduction

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The Culture Maturity Scorecard (Scorecard) forms part of the reporting requirements envisaged by the Culture Standard.

Defining Culture

There are many layers of culture which exist within the Australian construction industry. The culture of the industry, the organisation or a team, site or work group within an organisation can all be different and have a significant impact on the:

- experience of individuals,
- performance of teams or organisations, and
- productivity and sustainability of the industry as a whole.

The Scorecard is **focused on the culture that exists within an organisation**. Organisational culture concerns the overall character of a business and includes considerations such as an organisation's beliefs, behaviours, values, attitudes, priorities, goals, and work practices.

The Scorecard is designed to understand the culture that exists within an organisation and drive improvement on projects being tendered where the Culture Standard is being implemented.

The Requirement

The Culture Standard includes the goal that *'the Construction Industry Provides an Inclusive Work Environment'*.

Inclusive work environments ensure that people feel valued and supported to pursue productive and lengthy careers. Providing inclusive workplaces will improve the attraction, retention, and diversity of the industry, assisting in addressing capability and capacity constraints.

This goal will also contribute to improved mental and physical health outcomes for people working in the construction industry as well as providing opportunities for greater collaboration and innovation.

The Culture Standard aims to ensure the construction industry provides an inclusive workplace that supports the participation of people from all ages, genders, cultures, sexual orientations, and heritages, including Indigenous and First Nations People.

Diversity and *inclusion* encompass a broad range of considerations for people working in the construction industry. The initial focus of the Culture Standard on diversity and inclusion is gender. Failure to attract and retain female workers narrows the pool of talent, reduces innovation, and limits the capacity of the industry to deliver projects. Improving the attraction and retention of women into the construction industry will support cultural change, improve productivity, and address workforce skill gaps at a time of unprecedented construction activity within Australia. Contractors should specifically consider gender as part of their response to the requirements of the Culture Standard.

The Standard (3.1) requires:

Organisations will provide workplaces that enable inclusive participation by the workforce through self-assessing their current practices on the *culture maturity scorecard* and developing a plan for achieving improvement on the project.

To meet their obligations under this element of the Culture Standard, contractors tendering for work on a project where the Culture Standard is being implemented will be required to:

1. Undertake a self-assessment of their current performance against the Scorecard.
2. Compile evidence to support their results.
3. Report their current ranking and supporting evidence to the client during the tender stage.

4. Develop a plan to improve their rank on the Scorecard on this project and provide this to the client for consideration as part of the tender.
5. Report to the client on their progress against this plan during the delivery stage of the project and at project handover.

Scorecard Assessments

Introduction to the Scorecard

The Scorecard includes 20 elements grouped into the following eight categories:

- Leadership
- Organisational Goals
- Environment and Support
- Communication
- Accountability
- Reporting Systems and Processes
- Innovation and Learning
- Engagement

The Scorecard enables organisations to understand their current performance against these traits and identify opportunities for improvement on the project being tendered for. Contractors are required to rate their organisation's performance from 1 (learning) to 7 (leading) against each of these elements.

Conducting an Assessment

In assessing the results of an organisation against the Scorecard, it is important to acknowledge that the views of one individual may not align with others within an organisation.

Given this, it is recommended that when assessing a complex organisation using this Scorecard, input and information is required from a variety of sources within an organisation. This approach will provide a more comprehensive and accurate picture of the maturity of an organisation and enable the identification of opportunities for improvement that can have a real impact on the culture of the organisation.

Sources for input should include people from different levels in the organisation and ensure participation from a diverse range of people (e.g. include views from different genders, ages, cultures, sexual orientations and heritages).

Rating Against the Scale

The Scorecard requires a contractor to rate the current performance of their organisation against each category on a 7-point scale. Guidance for these ranking is provided in the below table:

Rating	Description
1 – 2	Meeting Minimum Requirements Your organisation is aware of requirements and undertakes actions to comply with these expectations.
3 – 4	Actively Pursuing Change Your organisation is driving improvement through identifying and implementing actions which target change.
5 – 6	Strategically Invested Your organisation has had a strategy in place for some time that incorporates this trait as a priority. Implementation progress is tracked, formally reviewed and ongoing improvements made
7	Leading Practice Your organisation has a consistent track record of leading practice in inclusion with strategies and policies well communicated and ranking at the highest levels in benchmarking tools. There is clear evidence of the strategies adopted positively impacting diversity and inclusion.

Building an Evidence Base

When determining the rating of the organisation against each of the traits, it is important to ensure that evidence is compiled in support of the result. For example, if an organisation rates itself a 7 against element 9: *'Communication about culture matters is regular and effective and reaches all workers'*, evidence of this rating might include:

- Communications programs and initiatives,
- Information regarding platforms and usage data (e.g. email, social media, toolbox talks),
- Engagement levels with the communications (e.g. read rates for emails or clicks on hyperlinks),
- Results from engagement surveys.

Results against each of the 20 elements should be captured and included in the reporting required under the Culture Standard.

Scorecard Reporting

The Culture Standard requires that a contractor provide a report to the client at the time of tendering that:

1. Identifies the self-assessed rankings of their current performance against the Scorecard, and
2. Outlines the evidence for these rankings with examples where necessary, and
3. Presents the contractor's plan to improve their rank on this project.

See Culture Standard 3.1 : The Construction Industry Provides an Inclusive Work Environment.

A contractor's response to the Culture Standard will form part of the tender documentation submitted to the client. It will form part of the information the client uses to determine the successful tenderer.

Given this, contractors should assume they are competing on their responses to this element of the Culture Standard. Note that clients will focus on the proposed outcomes for the project in their assessment.

This report should be included in the contractor's overall response to the Culture Standard as outlined in the Culture Standard preamble.

Organisations who have reported their results against the Culture Maturity Scorecard may rely on that report for subsequent tenders up to 12-months from the date of the original report. Organisations utilising previous reports in this manner must update the report to include project specific activities relevant to the tender under point 3 above.

Culture Maturity Scorecard								
Category	Element		Learning				Leading	
			1	2	3	4	5	6
Leadership <i>The prioritisation of gender diversity, inclusion, and other culture matters by leaders at all levels of the organisation and their ability to promote positive change through engagement and actions.</i>	1	Leaders are concerned with, monitor, and actively promote a diverse, inclusive, and positive culture within their organisation.						
	2	Leaders demonstrate genuine concern for the people within their organisation and respond effectively and efficiently to issues raised.						
	3	Leaders encourage open dialogue regarding diversity and other cultural matters within their organisation and support learning and improvement based on information shared.						
Organisational Goals <i>Organisational focus and investment on culture and support for its workforce.</i>	4	The culture within the organisation is viewed and treated as a critical contributor to sustainability and profitability.						
	5	Organisational strategies are values-based and decision-making processes consider impacts on culture.						
Environment and Support <i>Organisational structures and supports for diversity, inclusion, and culture matters within all levels of its operation.</i>	6	Work conditions and processes are designed to promote inclusion and positive cultural outcomes, with consideration of factors including health, safety, wellbeing, diversity, and work/life balance.						
	7	Teams across the key functions of the organisation work together to drive inclusion and positive culture outcomes.						
Communication <i>Processes in place within an organisation to engage on culture matters.</i>	8	The organisation actively and openly shares information and engages with the workforce on inclusion and other culture matters.						
	9	Communication about inclusion and culture matters is regular and effective, reaches all workers and provides the opportunity for feedback.						
Accountability <i>How organisations and workers view their responsibilities regarding culture.</i>	10	All workers take responsibility for the culture of the organisation, understand their role in making positive change and are empowered to contribute positively to drive improvement.						
	11	The board or governing entity of the organisation regularly includes diversity, culture and inclusion on its agenda and has a method in place for monitoring this.						
	12	The culture of an organisation is actively measured and tracked utilising lead and lag indicators.						

Reporting Systems and Processes <i>Trust in the processes in place in the organisation to raise, consult, resolve and learn from issues relating to culture.</i>	13	The organisation actively encourages reporting of issues surrounding diversity and other culture matters and provides a variety of channels to enable this in a way that supports the worker.							
	14	The organisation has resolution mechanisms in place when concerns regarding culture are reported which drive ongoing improvement.							
	15	Investigations are rigorous and focused on uncovering systemic causes of issues and preventing reoccurrence.							
	16	All workers feel safe to raise inclusion and culture concerns through the organisation's reporting channels and have trust in the resolution process in place.							
Innovation and Learning <i>The impacts arising from culture learnings including actions organisations take to support a positive culture.</i>	17	Relevant and engaging training opportunities are provided to all workers to equip them with skills and understanding to support the cultural objectives of the organisation.							
	18	The organisation invests in innovations and solutions aimed at improving culture and the work experiences of its workforce.							
Engagement <i>The level of engagement between an organisation and its workforce on culture matters.</i>	19	All workforce participants can influence activities and decision-making about culture within their organisation.							
	20	Worker participation in culture matters within the organisation is the norm and considered a part of general business activities.							