



Report of External Evaluation and Review

Devereux-Blum Training and
Development Limited

Date of report: 1 June 2010

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Purpose of this Report

The purpose of this external evaluation and review report is to provide a public statement about the Tertiary Education Organisation's (TEO) educational performance and capability in self-assessment. It forms part of the accountability process required by Government to inform investors, the public, students, prospective students, communities, employers, and other interested parties. It is also intended to be used by the TEO itself for quality improvement purposes.

Brief description of TEO

Location: Head Office, Tawa, Wellington

Type: Private Training Establishment

Size: Small

Sites: Training on site at different sites mainly around New Zealand, otherwise in Wellington

Devereux-Blum Training and Development Limited (Devereux-Blum) delivers emergency management, general rescue and related training, consultancy, facilitation, coaching, and other services nationally and internationally. Training includes: floor warden and fire extinguisher; abseiling/team building/rope rescue skills; bomb threat; breathing apparatus; building warden, including fire evacuation; civil defence; confined space entry; developing a “we” safety culture; hazardous substances; health and safety in the workplace; heights safety; movement control; pandemic planning; pre-hospital emergency care; radio use; river safety; swiftwater rescue; urban search and rescue. Devereux-Blum delivers training through short courses of up to three to five days to hundreds of mainly government and corporate employees.

Executive Summary

Statement of confidence on educational performance

NZQA is **highly confident** in the educational performance of **Devereux-Blum**. Key reasons for this are:

- Courses meet the needs and requirements of each organisation and those who have general and specific responsibilities for emergency management and rescue. This was confirmed by evaluations completed by clients and participants and by conversations with key client contact people. Training is closely aligned to the needs and requirements of the sector, including the relevant industry training organisations.
- Ninety to 100 per cent of course participants successfully achieve the unit standards which assess emergency management and rescue knowledge and skills. This was confirmed at the visit by the data provided by the organisation and through conversations with clients.
- Training participants acquire specific knowledge and skills which are applicable to their employment but also the community and the home. Participant evaluations and conversations with clients also confirmed that the training brings new perspectives, new confidence, and a sense of achievement, which benefits the client organisation and the individuals.
- The trainers are well qualified and experienced and work closely with the sector. The teaching is highly effective as confirmed by a wide range of client, participant, and trainer evaluations, and by interviews conducted by the external evaluation and review team.
- All interested parties place a high value on the outcomes of the training and are confident that the programmes and activities meet the needs of client organisations and those who participate in the training.
- Organisations and their training participants are well guided and supported before, during, and after the training. Client key contact persons confirmed the organisation's practices including its follow-up of organisations and individual participants.
- Two highly skilled people are directly responsible for the governance, management, and teaching at Devereux-Blum. The organisation is very effective in supporting educational achievement based on the abilities and efficiencies of a small team. This was confirmed by the organisation's own self-assessment and the external evaluation team's conversations with the principals and client key contact persons.

Statement of confidence on capability in self-assessment

NZQA is **highly confident** in the capability in self-assessment of **Devereux-Blum**. Key reasons for this are:

- There is a substantial record of participant attendance and achievement, client and participant evaluations, employer and sector consultation, and detailed analysis and use of the data over several years. Devereux-Blum uses such information to make ongoing improvements.
- The participant completion rate of evaluations is very high. The trainers also complete a detailed self and peer evaluation of each course. All feedback is discussed by management and appropriate responses decided, recorded, actioned, and monitored.
- There is a large body of correspondence and other material recording the involvement of client organisations and expert advisers who critique, advise, and review performance.
- There is also a supplementary body of informal feedback from individuals, and oral or written appreciations including letters of thanks and commendations.

Basis for External Evaluation and Review

Self-assessment and external evaluation and review are requirements of course approval and accreditation (under sections 258 and 259 of the Education Act 1989) for all TEOs that are entitled to apply. The requirements are set through the course approval and accreditation criteria and policies established by NZQA under section 253(1)(d) and (e) of the Act.

In addition, for registered private training establishments, the criteria and policies for their registration require self-assessment and external evaluation and review at an organisational level in addition to the individual courses they own or provide. These criteria and policies are set by NZQA under section 253(1)(ca) of the Act.

NZQA is responsible for ensuring TEOs continue to comply with the policies and criteria after the initial granting of approval and accreditation of courses and/or registration. The Institutes of Technology and Polytechnics Quality (ITPQuality) is responsible, under delegated authority from NZQA, for compliance by the polytechnic sector, and the New Zealand Vice-Chancellors' Committee (NZVCC) has statutory responsibility for compliance by universities.

This report reflects the findings and conclusions of the external evaluation and review process, conducted according to the policies and criteria approved by the NZQA Board.

The report identifies strengths and areas for improvement in terms of the organisation's educational performance and capability in self-assessment.

External evaluation and review reports are one contributing piece of information in determining future funding decisions where the organisation is a funded TEO subject to an investment plan agreed with the Tertiary Education Commission.

External evaluation and review reports are public information and are available from the NZQA website (www.nzqa.govt.nz).

Findings

The conclusions in this report are derived using a standard process and are based on a targeted sample of the organisation's activities.

Information relevant to the external evaluation and review process, including the publication Policy and Guidelines for the Conduct of External Evaluation and Review, is available at: <http://www.nzqa.govt.nz/for-providers/keydocs/index.html>

Outline of scope

The following focus areas were agreed as the scope of the external evaluation and review:

- Co-ordinated Incident Management Systems (CIMS)
- General Rescue.

These are two popular and common training courses provided by Devereux-Blum. In accordance with NZQA policy, the scope also included the following mandatory focus area:

- Governance, management, and strategy.

Part 1: Answers to Key Evaluation Questions across the organisation

This section provides a picture of the TEO's performance in terms of the outcomes achieved and the key contributing processes. Performance judgements are based on the answers to key evaluation questions across the focus areas sampled. This section also provides a judgement about the extent to which the organisation uses self-assessment information to understand its own performance and bring about improvements, i.e. capability in self-assessment.

1.1 How well do learners achieve?

The rating for performance in relation to this key evaluation question is **Excellent**.

The rating for capability in self-assessment for this key evaluation question is **Excellent**.

Context

The participants who attend Devereux-Blum's CIMS and General Rescue training courses thereby ensure that their organisations are ready and able to manage any emergency situations which may arise and meet their organisational and any legislative requirements. Participants typically have a general or specific responsibility for emergency management in their organisations or report to people who have.

Explanation

The participants who attend Devereux-Blum's CIMS and General Rescue courses achieve 90-100 per cent completion rates, mainly unit standards based, at the training. If they are not assessed as competent during the training, they are assessed or reassessed after the training. Participant, tutor, employer, and client evaluations confirm overwhelmingly that the training is highly relevant and fully addresses the responsibilities of the client organisations and employee participants. Organisations typically reassign or unassign any participants who do not complete their assessments or who are not deemed competent.

The knowledge and skills acquired by participants on the courses also apply to the community and the home. The quality, content, and relevance of the learning from the training was also evaluated by participants as bringing new perspectives, new confidence, a sense of achievement, even a "life-changing experience". Client evaluations and interviews by the review team confirmed participants' improved confidence, focus, and attitude which benefitted their organisation and themselves.

1.2 What is the value of the outcomes for key stakeholders, including learners?

The rating for performance in relation to this key evaluation question is **Excellent**.

The rating for capability in self-assessment for this key evaluation question is **Excellent**.

Context

Devereux-Blum is actively involved in the emergency management and general rescue sector at all levels. Client, participants, and the trainers all complete evaluations during or after the training. In addition, Devereux-Blum regularly consults with its sector on the value of the training it delivers.

Explanation

Outcomes, both generic and specific, are discussed and negotiated with the client before the courses are set up. Training is tailored to the particular operating context of participants. Consistent with this, participating organisations contribute sites, resources, supplementary course material, feedback, and moderation and/or review of relevant courses. In addition, Devereux-Blum belongs to networks of organisations with a vital interest in specific areas of training, which provides an additional ongoing resource for course design, planning, delivery, moderation, and ongoing evaluation. The organisation works closely with the Fire and Rescue Services Industry Training Organisation (FRSITO) and the Local Government Industry Training Organisation (LGITO) which also contributes to the value of the training.

These factors help ensure that the outcomes are up to date, directly relevant, and of value to the client, the participants, and the sector. This enables all parties to meet legislative requirements and ensure they have suitably trained staff and procedures in place to manage emergencies.

Evaluations consistently show very high satisfaction with the value of the training. Those consulted during the external evaluation reported strong satisfaction and enthusiasm for the

excellence, direct relevance, completeness, and durability of the learning acquired. A number of participating organisations from different sectors have been continuously involved with Devereux-Blum since its inception 12 years ago.

1.3 How well do programmes and activities match the needs of learners and other stakeholders?

The rating for performance in relation to this key evaluation question is **Excellent**.

The rating for capability in self-assessment for this key evaluation question is **Excellent**.

Context

Devereux-Blum evaluates each course it delivers and regularly consults with the sector on how well its programmes and activities match the needs of participants, employers, and the emergency and general rescue sector.

Explanation

Training participants complete a personal health record prior to and during the training, which avoids unnecessary risk for the participant, other participants, and the trainers, and helps determine what supplementary help is required. Course materials and delivery are also adjusted according to the cultures of the client groups, different learning styles, emerging relationships during the courses, individual learning aims, and any learning difficulties. Individual aims and expectations and how well they are being met are recorded, monitored, and adjusted during the training, and their achievement is reviewed on and after completion.

Evaluations, which are required from every participant on every course, show almost 100 per cent satisfaction with how well programmes and activities meet participants' needs. At the time of the external evaluation and review, participation satisfaction was at 96 per cent which exceeds the organisation's 80 per cent target. Evaluations completed by employers confirmed high satisfaction. Client key liaison persons contacted during the external review affirmed this very high level of satisfaction and were also very impressed by the flexibility and range of skills demonstrated by the trainers.

1.4 How effective is the teaching?

The rating for performance in relation to this key evaluation question is **Excellent**.

The rating for capability in self-assessment for this key evaluation question is **Excellent**.

Context

Two highly qualified and experienced trainers deliver most of the training Devereux-Blum conducts. When required, the services of other people with specialised knowledge and experience are contracted.

Explanation

One trainer currently takes part in emergency management and rescue operations and is also experienced and qualified in teaching and assessment. The co-trainer has extensive experience in education and training as well as hospital and emergency care training. Both trainers are qualified and current in CIMS, emergency care, urban search and rescue, pre-hospital emergency care, and educational and industrial training. Both trainers also undertake ongoing professional development which includes reading related research literature and attending conferences and training. This helps ensure training is current and highly credible. Because both trainers usually deliver courses together, participants are treated to two trainers who are passionate, committed to their work, and who have complementary and relevant experience and up-to-date knowledge and skills.

Planning for all courses is painstaking and detailed with regard to safety, sites, resources, materials, and learning styles. Workbooks and assessments are of high quality and Devereux-Blum accepted FRSITO's invitation to technically edit some of its resources. The learning is multi-dimensional and includes observation, practice, writing, discussion, video, and small and large group work. This not only provides variety and interest for participants but also demonstrates a range of strategies which the organisation uses to cater for different individual learning styles.

Training uses whole-brain learning techniques which include working with colour, stress balls, music, and personal survival kits. Learners complete ongoing self-assessment of their own learning during the training as well as informal and formal evaluations. Participants have plenty of opportunities to apply their newly acquired knowledge and skills in realistic and challenging scenarios and simulations.

Where different companies or government agencies undertake training together, the trainers make the most of the similar and different contexts participants work in and use them to enhance the effectiveness and value of the training for everyone. This avoids group-think and supports a whole-of-government approach to emergency management.

Assessment is conducted robustly, internally checked, and meets the requirements of FRSITO and the LGITO as well as NZQA. NZQA's Tertiary Assessment and Moderation business unit exempted Devereux-Blum from external moderation for the unit standards for which NZQA is the standard-setter because of its previous success in meeting the requirements.

Participants, employers, and client key liaison people complete evaluations after each course which show a very high level of satisfaction with the quality, relevance, and practicality of the learning and its presentation and facilitation. This endorsement included the materials, the scenarios, and the management of individual learning.

The two trainers evaluate themselves and each other, in detail, after every course. The results are collated, summarised, and the completion of all actions arising is recorded by the part-time administration management staff. This supports the effectiveness of the teaching. Participants who wish to obtain first aid unit standards are referred to Devereux-Blum's preferred provider which ensures the organisation is confident about the quality of the training for which it is responsible, both directly and indirectly.

The effectiveness of the teaching was verified by client, participant, and trainer evaluations, and by interviews conducted by the external evaluation team with participant and client key liaison person.

1.5 How well are learners guided and supported?

The rating for performance in relation to this key evaluation question is **Excellent**.

The rating for capability in self-assessment for this key evaluation question is **Excellent**.

Context

Detailed generic information about Devereux-Blum's training is provided on the organisation's website. Courses are tailor-made to meet the needs of clients and any legislative requirements. A programme and portfolio of course materials are given to all participants before and at the training. Devereux-Blum follows up all clients and participants after each course, particularly those who are not yet competent.

Explanation

The ratio of two trainers to each course, which typically numbers 12-24 participants, ensures individual attention is given to participants. The presentation and facilitation provide for different learning styles and needs during the course.

Trainers are always observing, talking with participants, gauging that participants are feeling supported and that they are learning, being extended, feeling safe, and enjoying themselves. Interactive guidance and advice is given to any struggling participants including using the most effective style of learning for them. Supporting workbooks and material which participants take away with them helps secure learning as does the organisation's website.

Participants are given time at the end of the training to complete evaluations. Evaluations and interviews by the external review team confirm that participants feel that the guidance and support provided, including information about the course before and at the training, exceeded their expectations.

Follow-up letters are sent to all participants. The occasional participant who might not have been competent or able to complete an evaluation at the end of the course is followed up individually. Those who have not completed assessments during or after the course are all followed up individually until they complete which encourages a high level of completion.

Ongoing learning is available to all participants and the public at large on the organisation's website which includes the latest information on recent local, national, and international emergencies, and the latest research on recent and relevant emergency management effectiveness.

A post-course record is kept of all learners which informs future course planning. Devereux-Blum maintains ongoing liaison with participants and client key liaison personnel.

For all these reasons, the participants in this organisation's training are guided and supported very effectively indeed, and much more than is usually the case with short courses. This was confirmed by the comprehensive range of evaluations completed by clients, participants, and the trainers, and by interviews conducted by the external evaluation team with participants and client key liaison persons.

1.6 How effective are governance and management in supporting educational achievement?

The rating for performance in relation to this key evaluation question is **Excellent**.

The rating for capability in self-assessment for this key evaluation question is **Excellent**.

Context

Devereux-Blum is a small organisation. The governing body is also the management and teaching staff. The governors, who are also the co-owners and directors, distinguish between working for the business as governors, managers, and tutors.

Explanation

The clear separation of governance, management, and teaching functions enables the organisation to support educational achievement effectively. The governors/managers/trainers have extensive informal networks and consult widely with experts in various fields. Devereux-Blum's owner-directors participate in multi-sector discussions on existing and potential risks, local, national, or international such as pandemics, tsunamis, earthquakes, storms, and climate change. The organisation's website, which is updated regularly, enables training participants to learn before as well as during and after training. The organisation monitors use of its website closely and ensures it is as effective as possible. In addition, Devereux-Blum provides online research, discussion, and a monthly electronic newsletter.

The organisation follows current research and discussion and contributes papers, conference presentations, and a wide range of articles which are published in a variety of magazines and journals. The governors/managers/trainers also regularly participate in related training situations with other organisations as trainees or contributors. Governance and management activities maintain the profile of the organisation. The information and discussion also contribute to maintaining Devereux-Blum's relevant knowledge and experience and the development of high quality and high relevance resources and training which directly benefit Devereux-Blum's clients and participants

Devereux-Blum provides course outlines and workbooks for every course. It consults with each organisation about resources, the site, the participant group, and special needs, and ensures that the delivery meets individual learning styles. All course evaluations are scanned into course records, with action statements and completion dates, and are monitored by the owner-directors through to completion. Comprehensive statistics are kept of attendance, completion, and non-completion. Any follow-up actions are addressed by the part-time administration/management staff.

Ongoing and in many cases frequent involvement with client organisations and experts in various fields has replaced the formal structure and format of a previous advisory group, although informal groups are often convened to discuss present and possible future issues and concerns about specific courses. All courses are externally moderated by informal networks of participating organisations and experts in the disciplines taught. Consultants, client key liaison people, and expert advisors in a range of community, public service, and commercial sectors are engaged, as appropriate, for every course delivery, to advise on contexts, content, sites and materials, learner requirements, and follow-up, and may contribute as experts to course construction and delivery.

Ongoing assessment of course material and delivery, if indicated in post-course moderation, leads to review, development, changes, and evaluations of the effectiveness of the changes. This was confirmed by evaluations, Devereux-Blum's own self-assessment, and the external evaluation team's conversations with the principals and staff and client key contact persons.

Part 2: Performance in focus areas

This section reports any significant findings in each focus area, not already covered in Part 1.

2.1 Focus area: CIMS (Co-ordinated Incident Management Systems)

The rating in this focus area for educational performance is **Excellent**.

The rating for capability in self-assessment for this focus area is **Excellent**.

Context

The New Zealand Co-ordinated Incident Management System (CIMS) has been used by leading emergency services since 1998. It can be used for all emergency incidents from the straightforward to the complex. Its focus is reducing or mitigating hazards (reduction); preparing personnel, plans, procedures, and equipment (readiness); responding to an event and recovery (response); and getting back to normal (recovery). The training is directed at corporates and emergency service responders who have direct responsibility for managing emergency responses.

Explanation

To meet the needs and any legislative requirements of each individual organisation, the course framework is based on CIMS 2, CIMS 4, or integrated CIMS courses. Each course provides training and support to integrate the CIMS structure into the client organisation. Training typically involves three days for response staff and, on an as-needs basis, a further two days consulting with those implementing the structure at a strategic level.

The course is carefully structured and typically includes:

- A one-day CIMS 2 course to learn about the CIMS structure and how it is used in New Zealand to manage emergencies.
- A two-day CIMS 4 course to develop an understanding of how the CIMS structure is applied to manage events which occur in any organisation and where staff have to deal with other responding agencies; pre-course work equates to four credits
- As required, two days working with those responsible for implementing the structure, integrating it into existing emergency plans.

Training can be a combination of in-house and public courses and is tailored to meet each organisation's specific needs and requirements.

Devereux-Blum delivers courses to a wide range of clients including many government agencies and corporates. The training covers the range of incident management roles up to and including response coordinators who provide strategic direction, support, and coordination for incident management teams in complex or multiple incidents. Incident management teams ensure that high-level decisions are coordinated during an emergency to manage the threat to life, property, and the environment during the response phase. The

effectiveness of training is based on realistic, credible, and challenging scenarios or simulations.

The effectiveness of Devereux-Blum in meeting the needs of its clients and employers and employee participants was affirmed by their evaluations and by the conversations the external evaluation and review team conducted with client key liaison people, some of whom were also individual participants in courses.

2.2 Focus area: General Rescue

The rating in this focus area for educational performance is **Excellent**.

The rating for capability in self-assessment for this focus area is **Excellent**.

Context

Devereux-Blum delivers general rescue training throughout New Zealand up to national level as general rescue trainers and assessors. Government agencies, emergency services, councils, and lifeline groups are required under the Civil Defence Emergency Management Act 2002 to ensure they are able to function to the fullest possible extent, albeit at a reduced level, during and after an emergency. It makes good sense for other businesses to prepare for emergencies to protect their assets, particularly their people.

Explanation

The training is both theoretical and practical, enabling course participants to develop the skills required to become effective members of a light rescue team for civil defence purposes and workplace emergencies.

Although the content and focus of the general courses are distinct from CIMS, the same attention to detail is evident for these courses as for the CIMS courses.

The general rescue courses follow a set generic curriculum but all details of delivery, choice of sites, activities and attention to individual learning styles and needs are tailor-made for each participant group. Individual attention is paid to each learner participant, with a requirement that learning and assessment are completed during the course or follow-up sessions.

Again, the effectiveness of Devereux-Blum in meeting the needs of its clients was affirmed by evaluations and conversations with client key liaison people, some of whom were also individual participants in courses.

2.3 Focus area: Governance, management, and strategy

The rating in this focus area for educational performance is **Excellent**.

The rating for capability in self-assessment for this focus area is **Excellent**.

Context

Governance, management, and training functions are initiated, carried out, and monitored by the two owner-directors with administration assistance. The governing body is also the management and teaching staff, so the size and structure of the organisation enable it to be responsive and flexible in any situation. The governors have ready access to human resources and financial and legal advice when required.

Explanation

Any potential confusion and overlap is avoided by a clear distinction, and interface, between governance and management and the two part-time administrators. The administrators manage all pre-course procedures, including compiling class rolls, preparing and printing resources, negotiating with client key liaison people about costs, and other practical issues such as arranging delivery sites and keeping records. The administrators also manage all post-course procedures such as recording fees, attendance, assessment completions and reporting results, the collation, summary and recording of actions arising from evaluations, and the gathering of statistics. In such matters the governing/teaching group makes itself accountable to the part-time administration staff, whose overall performance they also supervise.

Governance shows sound policies, procedures, and monitoring. Revenue from training and consultancy ensures that clients can be confident that Devereux-Blum will continue to provide quality training. This helps ensure that clients can have long-term relationships with an experienced trainer which understands their organisation, people, and needs. Devereux-Blum sees relationship management as the key to repeat business. It also uses NZQA's new registration regulations to check on its own governance and management.

Clients also appreciate that Devereux-Blum maintains a high degree of confidentiality around its clients including areas of vulnerability which the organisation helps to resolve. The organisation anticipates and responds to change, for example public floor warden courses are based on the number of staff that can be released at any one time and the recognition that building wardens require only one or two people to be trained.

The organisation's small size and structure enables it to respond quickly to feedback. It is also able to update its printed material quickly because workbooks are printed for one course at a time.

The quality of Devereux-Blum's performance and capability in self-assessment is very high. The organisation has policies and procedures around the Treaty of Waitangi designed to meet external requirements. It has contingency planning to address staff continuity or various threats to its business (currently addressed by it owning most of its own assets and insurance).

Actions Required and Recommendations

Actions required

The next external evaluation and review will take place in accordance with NZQA's regular scheduling policy and is likely to occur within four years of the date of this report.

Recommendations

There are no recommendations arising from the external evaluation and review.

NZQA

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