



Report of External Evaluation and Review

Macquarie Training Limited

Date of report: 29 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 in Tauranga

Type: Private training establishment

Size: 50-60 candidates enrolled at any one time

Sites: Training and assessment takes place predominantly in the candidates' workplaces

Macquarie Training Limited (Macquarie Training) was founded by its two current directors in 1999 and has been an NZQA-registered provider since 2001. Macquarie Training provides training and workplace development programmes for its client companies' employees throughout New Zealand.

The majority of training and assessment is in the field of business, although Macquarie Training has NZQA accreditation across a number of areas including call centre, adult education, and health and safety which are all registered on the National Qualifications Framework (NQF).

Macquarie Training also delivers customised training programmes that are not unit standard based. For example, it is currently delivering health and safety programmes for a large electrical company on a weekly basis.

The two directors, two employees, and a number of contractors are active trainers and assessors across the subjects they offer. Macquarie Training enrolls "candidates" into qualifications that suit one-to-one coaching in the workplace and "trainees" into qualifications where there is training delivered in three lots of two-day block courses over a six-month period.

Executive Summary

Statement of confidence on educational performance

NZQA is **Highly Confident** in the educational performance of **Macquarie Training Limited** because the majority of candidates and trainees that embark on the training achieve their own set goals of completing unit standards or full qualifications which have direct relevance and add value to their role in the workplace. Positive achievement is consistently high at Macquarie Training due to its thorough pre-enrolment process which ensures that candidates are enrolled on a programme of study that is relevant both in level and content and enhances their skills and knowledge for their role in the workplace.

Statement of confidence on capability in self-assessment

NZQA is **Confident** in the capability in self-assessment of **Macquarie Training Limited** because there is a whole-of-organisation culture of reflection that has been instilled from the outset. The current self-assessment process is appropriate for the size of the organisation, and findings result in purposeful changes that have led to improvements. Self-assessment is being actively developed. The validity of data gathered and its effective analysis is being reviewed to enable a comprehensive and full understanding of educational performance.

TEO response

Macquarie Training Limited has confirmed the factual accuracy of this report.

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 scope of the external evaluation and review of Macquarie Training Limited included the following focus area:

- National Certificate in Business First Line Management (Level 4).

The majority of candidates are enrolled in this qualification.

The mandatory focus area is:

- 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 **Good**.

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

Explanation

There was evidence of a high level of achievement at Macquarie Training as the majority of candidates and trainees complete the programme they enrol in. Very few do not achieve their goal, and failure to do so is generally attributed to work pressures and lack of time management.

The thorough self-assessment and evidence from the candidates and staff spoken with at the external evaluation and review reflected an obvious rise in confidence levels as the candidates are recognised and awarded a certificate for their level of ability and increased potential.

There is a very high achievement rate for participants on the short health and safety course. The majority of them pass the course and are then deemed competent by their supervisor once the learning has been demonstrated in the workplace. This certification is compulsory for the workers in this environment so it is imperative that they are competent in working safely.

Although the current formal and informal self-assessment provides comprehensive knowledge of achievement at an individual level, Macquarie Training has identified that analysis of aggregated achievement data may support an excellent rating and would be of value to the continuous improvement initiative process that has been embedded in the training culture since 2001.

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 **Good**.

Explanation

Stakeholders, including employers, industry training organisation, and candidates, strongly agreed that the skills acquired from the Macquarie Training programmes are directly relevant and add value to their role in the workplace.

Macquarie Training has developed a sound reputation in its field of delivery for quality training and assessment within customised programmes that meet the employers' and candidates' needs to be effective in their role.

Macquarie Training has worked with a number of companies for several years, which reflects the organisation's quality and flexibility in training and assessment developed to suit the ever-changing nature of industry.

Self-assessment has informed Macquarie Training that employers value the formal qualifications that staff attain. Employers with qualified staff are in a stronger position to tender for contracts because the qualifications are positively recognised by potential clients.

Although the predominantly informal self-assessment process is appropriate to the organisation's size, Macquarie Training recognises the potential for greater value in a more systematic and formal self-assessment process.

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 **Good**.

Explanation

Macquarie Training's strength is in "customer focused quality". The evaluation team heard evidence that Macquarie Training's reputation is based on its ability to know the customer's requirements well and on its high capability in developing tailor-made training and assessment programmes that individually match customers' needs.

Stakeholders expressed that the unique nature of Macquarie Training's training and assessment puts it within a small number of providers throughout New Zealand who have the capability, flexibility, and innovation to meet the needs of a diverse stakeholder group in an ever-changing work environment. An example of this is the thorough assessment of the candidates' skills. This process effectively ascertains the tasks the candidates undertake, their strengths and areas for development, and ensures that an appropriate programme of study is developed for them.

Candidates spoke positively about the programme they were enrolled in. The organisation's self assessment, including monthly meetings, monthly reports, and evaluation forms that monitor ongoing achievement, confirms that Macquarie Training is matching the candidates' needs.

There was clear evidence from staff and external stakeholders spoken with at the review that the depth of knowledge carried by the directors of Macquarie Training enables them to write training and assessment material directly relevant to the company and candidate with whom they are working.

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 **Good**.

Explanation

The relevant training and assessment programme developed for each candidate and the ongoing appropriate training and active support from the Macquarie Training staff are reflected in the self-assessment. Self-assessment demonstrates that the training is a positive experience and that there is full engagement of the candidates in their learning.

The trainers and assessors are well qualified and have a range of experience across the fields they train and assess within.

External stakeholders spoke unanimously of the excellent content and well-designed curriculum developed by Macquarie Training and supported by contextualised assessment materials and a level of quality that does not compromise standards.

Constructive stakeholder feedback is welcomed by management and, although there have been some challenges around gathering information formally, the close nature of the engagement with client companies enables Macquarie Training to receive and respond to informal feedback. An example of this is a change to the content of a particular training programme to make it more interactive and engaging.

Consistency within training and assessment is paramount for Macquarie Training. As such, the organisation has adopted peer observation of training and a comprehensive and robust internal moderation process across all programmes.

Constructive and useful feedback is sent to candidates on each assignment and a congratulatory email is well received by the candidate upon completion. Self-assessment showed that candidates knew which assessments they had completed and what was required to complete the next one.

Macquarie Training is investigating ways in which it can obtain information from a comprehensive self-assessment process that would strengthen the continuous improvement philosophy of the organisation.

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 **Good**.

Explanation

Macquarie Training staff spend time with client companies and the potential candidate prior to enrolment to ensure the programme developed is going to best meet their needs. This has the advantage of ensuring the programme is relevant and at the right level for the candidate. This process can result in the candidate being guided into a more appropriate level of training and assessment to which their skills and required tasks are more suited.

Candidates spoken with at the review said they were given clear guidelines prior to commencement that met their expectations of the programme. The organisation's self-assessment processes confirmed this view. Candidates felt well supported by the assessors who contacted them at least every two weeks by phone and email and visited them regularly for appropriate training and assessment throughout the programme. There was also evidence of guidance and support from the assessors when a higher level of qualification was appropriate and applicable to the candidate's future role.

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 **Good**.

Explanation

The two directors and founders of Macquarie Training have knowledge and skills that complement one another and are entrenched in the areas of work they engage in. While maintaining a clear purpose and direction for the organisation, the directors have a natural, open, and transparent leadership style that effectively encourages and receives input and innovation from staff.

The small team works collectively to achieve Macquarie Training's shared vision of: *"Providing essential business and trades training that builds on individuals' existing knowledge and skills which truly adds value to the organisation they work for"*.

There was strong evidence of robust systems and processes in place which enable Macquarie Training to be responsive to changes and to support innovation while maintaining quality in continuity. Staff spoken with at the review enjoyed working for Macquarie Training and felt valued by an organisation that supports, encourages, and sometimes facilitates their professional development. Macquarie Training has a positive approach to continuous improvement which is driven by the directors, and the organisation has been proactive in reviewing its ongoing self-assessment practices in line with the key evaluation questions.

Part 2: Performance in focus areas

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

2.1 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 **Good**.

2.2 Focus area: National Certificate in Business First Line Management (Level 4)

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

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

Actions Required and Recommendations

Further actions

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.

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