

# Report of External Evaluation and Review

Industry Training Solutions Limited

Highly Confident in educational performance

Confident in capability in self-assessment

Date of report: 17 October 2012

# Contents

Purpose of this Report.....	3
Introduction .....	3
1. TEO in context.....	3
2. Scope of external evaluation and review .....	4
3. Conduct of external evaluation and review.....	4
Summary of Results .....	5
Findings .....	7
Recommendations .....	13
Appendix .....	14

MoE Number: 7837  
NZQA Reference: C07674  
Date of EER visit: 1 August 2012

# 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.*

## Introduction

### 1. TEO in context

Name of TEO:	Industry Training Solutions Limited (ITS)
Type:	Private training establishment (PTE)
Location:	Head Office, 406 Ellison Road, Hastings
Delivery sites:	Various workplaces and community facilities
First registered:	29 May 2007
Courses currently delivered	Licence Controller Qualification (unit standards 4646 <i>Demonstrate knowledge of the Sale of Liquor Act 1989 and its implications for licensed premises</i> , and 16705 <i>Demonstrate knowledge of host responsibility requirements as a duty manager of licensed premises</i> ) and Food Safety courses (unit standards 167 <i>Practise food safety methods in a food business</i> , and 168 <i>Demonstrate knowledge of food contamination hazards, and control methods used in a food business</i> )
Number of students:	Domestic: 56 equivalent full-time students (EFTS)
Number of staff:	Two full-time directors, two employees, and a number of contract staff
Scope of active accreditation:	Health and Service Sector, Hospitality, Food and Beverage Service, Food Safety, Foundation Skills, and Customer Service domains
Distinctive characteristics:	Workplace-based training in the Licence Controller Qualification and Food Safety courses
Recent significant changes:	ITS was formed in 2007 in response to the Hospitality Standards Institute, the standard-

setting body, deciding to have only accredited providers offering the Licence Controller Qualification, prompting the directors to form a PTE. Each director has their own company, respectively Quality Service Training (QST) and Hospitality Training Professionals (HTP). Until recently, the directors have continued to trade under their own company name, with QST operating in the South Island and HTP operating in the North Island. Currently, they are in a transition period and working towards building ITS as the national brand.

Previous quality assurance history: ITS met all requirements at the last NZQA quality assurance visit, an audit in 2009.

## 2. Scope of external evaluation and review

The focus areas selected were the Licence Controller Qualification (unit standards 4646 and 16705) and Food Safety courses (unit standards 167 and 168) as they represent the majority of the training delivered by ITS. The mandatory focus area selected was governance and management.

## 3. Conduct of external evaluation and review

*All external evaluation and reviews are conducted in accordance with NZQA's published policies and procedures. The methodology used is described fully in the web document Policy and Guidelines for the Conduct of External Evaluation and Review available at: <http://www.nzqa.govt.nz/providers-partners/registration-and-accreditation/external-evaluation-and-review/policy-and-guidelines-eeer/introduction>. The TEO has an opportunity to comment on the accuracy of this report, and any submissions received are fully considered by NZQA before finalising the report.*

The evaluation took place over one day at the ITS head office in Hastings. The evaluation team consisted of two evaluators, who met on site with the two directors and an administration person. The evaluators spoke by phone to three employers and the Hospitality Standards Institute quality assurance advisor.

# Summary of Results

## Statement of confidence on educational performance

NZQA is **Highly Confident** in the educational performance of **Industry Training Solutions Limited**.

The directors have extensive experience and complementary strengths in the hospitality fields, with combined training expertise across both alcohol and food safety areas and in ownership and management roles in these sectors. They are passionate about host responsibility around alcohol and food, and about passing on this information to others. The directors each had successful businesses prior to working together and continue to train two to three classes each month, enabling them to keep in contact with trainees and up to date with current industry conditions. All ITS tutors have recent industry experience and are able to engage students with real-life examples and role-play opportunities which extend the learning beyond the core requirements of the unit standards.

Both the Licence Controller Qualification and Food Safety courses have completion rates of 99 per cent. These high rates of completion are a function of small classes of eight to ten students, where individuals who are experiencing difficulties are given one-to-one attention and the option of attending free catch-up classes, with the first re-sit being free of charge. Employers and trainees spoken to by the evaluation team, and written feedback from a range of providers, indicate that the training is highly valued and leads to behavioural changes post-training, such as increased confidence in dealing with difficult situations with clients.

## Statement of confidence on capability in self-assessment

NZQA is **Confident** in the capability in self-assessment of **Industry Training Solutions Limited**.

ITS is a long-term provider of alcohol and food safety training, with nationwide coverage, a clear strategy for developing market share, and planned development of existing and new areas of training. The directors have a business plan that includes clear processes for the formal amalgamation of the two companies into one training entity, ITS, and were in a transition phase at the time of the evaluation visit. The organisation's Business/Governance Action Plan is a needs analysis based on internal and external stakeholder feedback, market influences, and the organisation's competition. This analysis guides ITS's plans to expand and the directors' decision to move out of frontline training into governance and management roles, where they will have more time to strategise and develop market share.

The directors understand the importance of ongoing review and gave convincing examples of changes and improvements made as a result of their self-assessment to date. The directors have made a good start on self-assessment, and analysis of

future planned growth will be strengthened and validated by their understanding and commitment to self-assessment. However, it is too soon to be highly confident in ITS as there has not been sufficient time for actions resulting from the Business/Governance Action Plan to show improved outcomes.

# Findings<sup>1</sup>

## 1.1 How well do trainees 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 **Good**.

ITS trainees achieve 99 per cent completion rates across the two focus areas of the Licence Controller Qualification and Food Safety. This is attributable to small classes of eight to ten students, short one-day courses, one-to-one attention, and free catch-up classes. No fee is charged for the first re-sit. Students are encouraged by their employer to undertake the training, and employers contacted by the evaluation team confirmed that the quality of the training was excellent, with trainees consistently reporting positive feedback and that the learning was relevant and related to their day-to-day work.

The only tutors teaching the Food Safety courses are the two directors. Unlike the Licence Controller Qualification, which is controlled at a national level, food safety is a local government responsibility, with a grading system of A, B, C, or D. A grade businesses need to have trained employees, and most ITS trainees are working at A or B grade establishments.

ITS has an effective data management system and maintains accurate student records. After 12 weeks, any non-completions from training will be filed in a Not Yet Competent folder where they can be reactivated if the student wishes to complete the training later on. Only 12 of a total of 728 students have been NYC over the last two years, indicating that ITS is fostering effective learning environments. Surveys to gain trainee feedback are done every two months, with a minimum of four completed each year. The surveys are analysed for trends and discussed at the regular staff meetings.

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

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**.

ITS is passionate about host responsibility around alcohol and food, and about passing on this information to others. The directors have the ability and personnel available to provide national training coverage, with one director in Hastings and

---

<sup>1</sup> The findings in this report are derived using a standard process and are based on a targeted sample of the organisation's activities.

the other in Dunedin and contract staff around the country. This allows the organisation to meet training requests from throughout New Zealand. The directors view themselves as part of the communities they train in, with ITS providing free training and sponsorship to some groups, such as a blood bank and Supergrans (a Christchurch organisation dedicated to helping people develop home management skills). ITS has also worked with New Zealand Police to facilitate a more comprehensive approach to host responsibility around alcohol. One of the directors has been particularly active in rural communities and used to travel throughout the North Island to deliver training to small, isolated communities. While this does not happen as often nowadays, ITS is committed to providing training in remote areas.

Employers and trainees spoken to by the evaluation team, and written feedback from a range of providers, indicate that the training is highly valued and leads to behavioural changes post-training, such as increased confidence in dealing with difficult situations with clients. ITS is viewed by external stakeholders as an organisation that is actively engaged in the industry and committed to staying up to date with legislative changes and providing the best possible training product to meet the individual needs of the trainees and to increase capability within the sector.

### 1.3 How well do programmes and activities match the needs of trainees 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**.

ITS takes a proactive approach to learners. An example is the pre-course workbook that is sent out to all trainees and which they are expected to complete before the course begins. Also, all trainees are phoned pre-course to remind them about completing the workbook and encourage them to attend the course. Students are able to enrol online and any trainees who have literacy or numeracy requirements are provided with reader-writers. The small class sizes mean trainees who need extra time or input into their training can be accommodated, minimising barriers to learning.

The training ITS provides is compliance-driven, so there is, of necessity, a close match with liquor licensing legislation and food safety requirements, and the need to keep up to date with local and national government requirements. There is a clear, mandated process of training and interview with licence inspectors from district licensing agencies who are responsible for monitoring compliance. Managers must practice compliance. Any defects in training are picked up by the licence inspector at the interview.

ITS receives regular bulletins from the Liquor Licensing Authority containing industry updates. ITS is also part of an industry liaison group whose membership



includes licensees and district licensing agencies. ITS enjoys a lot of repeat business and there is anecdotal evidence suggesting that trainees are encouraged, in the first instance, to contact ITS for their training needs. This is validated by the data from the district licensing agency showing that the numbers seeking licences is declining while ITS enrolments are increasing, suggesting ITS is a provider of choice.

Tutors add value to the unit standards offered by sharing their own experiences within the industry and by encouraging role-play and fostering ways to discuss important attitudinal aspects of the industry, such as the interpersonal skills trainees require for managing conflict. Effective relationships and connections with external stakeholders allow ITS to keep up to date with the industry, offer input into industry forums, and lobby for changes in alcohol and food safety.

In a bid to balance innovation and continuity, ITS has been working in secondary schools in the Gateway and Secondary Tertiary Alignment Resource (STAR) programmes, where they have found that training can help students raise their self-esteem and give them skills, such as interview techniques, that assist them to gain part-time work.

#### 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**.

ITS employs staff who fit well with its culture, which is inclusive, responsive, trainee-focussed, and actively engaged with the industry. Since 2011 the organisation has employed tutors on contract and initiated regular training days. All trainers have unit standard 4098 *Use standards to assess candidate performance*, a teaching qualification, and relevant industry experience. The directors regularly sit in on training sessions and always observe new tutors before they undertake training unsupervised. In this way, the directors are able to monitor the quality of the training experience.

In 2011, all the staff undertook a professional development workshop where they looked at the Licence Controller Qualification training materials and legislation to deepen their understanding and further develop their ability to convey the information required for the qualification. Tutors are encouraged to take advantage of training opportunities and ITS assists by contributing up to 50 per cent of the costs involved in professional development.

ITS regularly collects feedback from trainees and employers and responds appropriately to this feedback. For example, directors systematically follow up student evaluations of trainers where the evaluations show that the trainer has fallen below an acceptable standard. However, overall, the evaluation team saw and heard consistent evidence indicating that ITS tutors are well prepared and engage effectively with trainees. The directors issue a monthly newsletter to tutors

containing training tips, legislative changes, and other relevant developments in the industry.

Pre-moderation of all resources and assessments occurs prior to delivery of a new course, and a random selection of 10 per cent of all assessments is internally moderated each month. External moderation occurs with the Hospitality Standards Institute, which confirmed that ITS is meeting the required standard. The results of moderation contribute to resource development and formation of the questions on the feedback forms that trainees complete.

With high turnover in the industry and a wide geographical spread of trainers and trainees, it is an ongoing challenge for ITS to maintain quality training. The impact that these factors and the greater use of contract trainers will have on the quality of the training requires a longer timeframe and greater data analysis.

### 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**.

ITS supports student learning in a number of important ways: by enabling students to enrol online; providing pre-course materials and phoning the learners a few days before the training to encourage them to attend; providing food at the training; assisting learners with reader-writers if required; using scenarios in training to engage learners and simulate real-life situations; allowing the first re-sit free of charge; and allowing trainees to join another class if they need extra time, at no cost to the trainee.

On completion of the Licence Controller Qualification course, trainees are provided with free signage (a legal requirement) and manager guide booklets to take back to their workplace. ITS has also developed resources in several languages to accommodate the variety of nationalities involved in the food industry. ITS has captured feedback from trainees and employers indicating that the supports described above contribute significantly to the positive trainee learning experience and successful completion rates achieved by ITS.

## 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**.

ITS is a joint partnership of two directors, with one director acting as the chief executive and the other taking responsibility for academic compliance. The ITS directors model an open and authentic approach, and all feedback, formal and informal, is analysed and discussed at regular staff meetings. The directors are well known within the industry, with more than 20 years experience between them. This has allowed them to develop good relationships with employers, liquor licensing authorities, and licensing inspectors. The Liquor Licensing Authority issues findings on its blog of breaches of the Sale of Liquor Act. ITS has very few breaches for ITS-trained people.

ITS keeps current with industry developments through formal channels, such as industry advisory groups. One director has been included on the interview panel for a licensing trust manager role – an acknowledgment of the director's experience, involvement, and ability to contribute to the industry. The training ITS offers is broader than the unit standards, incorporating attitudes to alcohol and the effects on the wider community. This passion for host responsibility is conveyed from management to trainers to trainees and adds value to the training experience.

The directors' individual business experiences with QST and HTP, and collectively as ITS, combined with a clear strategic direction, indicate that the company will grow in a planned way. As ITS expands, the owners are keen to move out of frontline training into governance and management roles where they will have more time to strategise and develop the organisation's market share. ITS has the industry experience, committed staff, organisational culture, key contributing processes, and self-assessment awareness to measure the effectiveness of its strategic goals. However, it is too soon to be highly confident in ITS as the strategy has not had sufficient time to lead to improved outcomes.

## 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: Licence Controller Qualification

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

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

### 2.3 Focus area: Food Safety courses

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

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

# Recommendations

There are no recommendations arising from the external evaluation and review, other than those expressed or implied within the report.

# Appendix

## Regulatory basis for external evaluation and review

*Self-assessment and external evaluation and review are requirements of programme approval and accreditation (under sections 249 and 250 of the Education Act 1989) for all TEOs that are entitled to apply. The requirements are set through the Criteria for Approval and Accreditation of Programmes established by NZQA under section 253(1)(d) and (e) of the Act and published in the Gazette of 28 July 2011 at page 3207. These policies and criteria are deemed, by section 44 of the Education Amendment Act 2011, to be rules made under the new section 253.*

*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 programmes they own or provide. These criteria and policies are also deemed, by section 44 of the Education Amendment Act 2011, to be rules made under section 253. Section 233B(1) of the Act requires registered PTEs to comply with these rules.*

*NZQA is responsible for ensuring non-university TEOs continue to comply with the rules after the initial granting of approval and accreditation of programmes and/or registration. 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 EER process 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](http://www.nzqa.govt.nz)).*

*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/providers-partners/registration-and-accreditation/external-evaluation-and-review/policy-and-guidelines-eer/introduction/>*

NZQA

Ph 0800 697 296

E [qaadmin@nzqa.govt.nz](mailto:qaadmin@nzqa.govt.nz)

[www.nzqa.govt.nz](http://www.nzqa.govt.nz)