

Report of External Evaluation and Review

Industry Training Works Limited

Confident in educational performance

Confident in capability in self-assessment

Date of report: 2 April 2015

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Final Report

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 Works Limited
Type:	Private training establishment (PTE)
Location:	Old Fire Station, Carter Holt Harvey Pulp & Paper Mill, Kinleith, Tokoroa
Delivery sites:	Courses are delivered primarily from the main Kinleith site, but are also conducted from various other sites to suit central North Island clients, particularly for First Aid courses.
First registered:	28 August 2009
Courses currently delivered:	Confined Space (and refresher); Area Wardens; Fire Extinguisher; Working at Heights; First Aid (and refresher); Gas Testing; Breathing Apparatus (and refresher); Permit to Work; Health and Safety; Working in Extreme Temperatures
Code of Practice signatory:	NA
Number of students:	Over 1,800 students in 2014 (including Māori, 24 per cent, and Pasifika, 2 per cent)
Number of staff:	Three full-time equivalents and 10 part-time trainers
Scope of active accreditation:	Twenty-four Domains ranging from Adult Education and Training, Occupational Health and Safety, to Work and Study Skills, but most in safety-related areas. Additional consents to assess for standards pertaining to similar areas of education and training.

<http://www.nzqa.govt.nz/providers/nqf-accreditations.do?providerId=790907001>

Distinctive characteristics: Industry Training Works is a small PTE, owned by Emergency Management Solutions, which engages in health, safety and emergency consultancy and works closely with the major wood processing site at Kinleith. Industry Training Works, as a holder of consent to assess first aid unit standards, has engaged the Taupo-based Plateau Health Services through an NZQA-approved subcontractor agreement to deliver First Aid courses.

Recent significant changes: A training manager was appointed in 2014 as part of a redeployment of key responsibilities within Emergency Management Solutions.

Previous quality assurance history: The previous NZQA external evaluation and review (EER) in December 2012 was Confident in the educational performance of Industry Training Works, and Not Yet Confident in their capability in self-assessment. The three focus area ratings were:

- Governance, management and strategy rated Good/Adequate for educational performance and self-assessment respectively
- Courses based on the delivery of unit standard-based material was rated Good/Adequate
- Assessment and Moderation was rated Adequate/Adequate

There were four recommendations made in the report. These related to internal moderation practices, systematic gathering of stakeholder feedback, analysis of the trainee database material, and formalising monitoring of teaching practice.

In August 2014, NZQA expressed some concerns to Industry Training Works following external moderation of assessment. Six unit standards had been externally moderated (Adult Education and First Aid). This comprised 18 learner samples, of

which 10 were approved as at 'national standard'. All First Aid assessments were approved, but 4098 (*Use standards to assess candidate performance*) required modification – and also had 'authenticity issues' requiring a response letter from the PTE. The overall pattern from 2011 to 2014 was of improving performance in NZQA external moderation.

The most recent external moderation by two related industry training organisations (ITOs) were as follows:

- Competenz (2013) post-moderation of assessment records for one unit standard was deemed to be at the national standard, and no modifications required
- The Skills Organisation (2014) post-moderation of assessment records for five unit standards was deemed to be at the national standard, but requiring some modification before re-use. Evidence of the PTE's responses to moderator feedback was provided to the external evaluators during the EER.

Other:

Emergency Management Solutions is a registered Industrial Fire Brigade (through the Fire Services Act 1975). The company owns and operates fire engines, an oxygen cylinder refill station and related rescue equipment. Emergency Management Solutions is also a registered security company, and currently manages security across the Kinleith site.

2. Scope of external evaluation and review

Focus areas and rationale		
1.	Governance, management and strategy	This is a mandatory focus area.
2.	Emergency and Safety Training Short Courses	This focus area covers the primary aim and highest volume of training of the PTE. As such it covers all of the trainees who are formally assessed. First Aid was considered more specifically as part of investigating compliance with the training requirements for quality provision of unit standard-based First Aid training.

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-eer/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.

Scoping of the EER was undertaken by email and phone contact. The focus areas were agreed and a draft agenda for the visit by two evaluators was also mutually agreed.

The on-site enquiry phase took place over 27 and 28 January 2015. Two evaluators visited Industry Training Works at Kinleith for one and a half days. Evaluative conversations were held with one of the directors, the training manager, development manager and administrator. The manager of a contracting company was interviewed by the evaluators. Trainees and external stakeholders were also contacted as part of the evaluation.

The evaluators also reviewed documentation deemed relevant to illustrating self-assessment processes, curriculum and training delivery, moderation, planning and monitoring, as well as trainees' achievement records and end-of-course feedback.

Summary of Results

Statement of confidence on educational performance

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

Reasons for this confidence can be summarised as follows:

- Industry Training Works provides timely, well-planned and competently delivered short course training which meets the needs of learners and industry clients.
- High completion rates of the requisite unit standards link directly to client company and trainee needs. Examples include encouraging safe work practices; providing skills to respond to emergencies; allowing entry to specific worksites and the ability to undertake particular tasks; meeting policy and legislative compliance requirements. In many cases, certification of staff is required before site work can commence.
- Course content has inherent value: the skills and knowledge have been identified as important by industry and are directly applicable to industrial workplaces. The PTE has some evidence, albeit limited, of impacts and improved safety practices in the workplace as a result.
- All trainers have the relevant qualifications and experience to effectively teach course content. Many have intimate knowledge of the hazards and risks of Kinleith and other industrial sites, and have experience in emergency situations.
- PTE managers have good oversight of teaching quality and deploy the required resources. They are responding to the changing training environment and are implementing a suitably staffed and monitored strategy to increase the range of sites and companies served, while maintaining quality.
- The PTE would do well to gather more systematic information on the impacts and effectiveness of the training, and should develop strategies around strengthening capability to respond to the literacy needs of trainees, which the PTE has identified are significant for many.

Statement of confidence on capability in self-assessment

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

Industry Training Works has reasonably effective and well-embedded self-assessment:

- Knowledge of trainee achievement and particular course pass rates is very strong. Industry Training Works' knowledge of post-training impacts and value, although less convincing, is good.
- High met needs by client companies underpins the value of the training outcomes (see Findings 1.2 and 1.3).
- A useful range of tools and processes to monitor and improve teaching, assessment and related administration are being used, leading to updating of materials and other incremental improvements.
- Self-assessment processes for developing the training and maintaining quality and matched needs are sound, as evidenced by repeat business, improved moderation outcomes and strong trainee satisfaction ratings.
- Needs assessment of technical skill and training requirements, and risk management for particular sites is strong. But some educational aspects – such as gathering and utilising learner prior knowledge, embedding literacy/numeracy strategies into training, and gauging transfer of learning to the workplace – were less convincing.
- Management and administrative aspects of the PTE's self-assessment are appropriate, have improved since the previous EER, and clearly support the continued relevance and quality of the training. However, what is still developing is a comprehensive and integrated self-assessment approach which – in particular – may strengthen knowledge of achievement and valued outcomes beyond unit standard completion rates, and ensure in-depth review of all aspects of the PTE's operation on a cyclical basis.

Findings¹

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**.

Across all short courses delivered in 2014, trainee completion was recorded as 99 per cent. This high completion rate relates to all of the emergency and safety training short courses, most of which are formally assessed against New Zealand Qualification Framework unit standards. The bulk of the training was in the First Aid and [working in a] Confined Space courses. According to the PTE's own data, sighted by the evaluators, this extremely high annual pass rate has been consistent since the last EER in 2012. The PTE's understanding of achievement is informed by several factors: monitoring completion rates and investigating reasons for non-completion; trainee satisfaction as expressed by end-of-course survey responses; and informal feedback from trainers and client companies on their satisfaction with the training.

Almost all of the PTE's training is short duration occupational health and safety-related content, and is provided to staff of client companies; successful completion is required in order to comply with company policies or related safety legislation. Class sizes are small, with high tutor contact, and the subject matter is also highly relevant to staff from industrial workplaces that contain significant risks and hazards. Where trainees struggle with content, additional intervention and learning support is provided in class. A significant proportion of training is 'refresher' courses for those with significant prior learning. Based on all these factors, the very high pass rates are credible.

Although the PTE has had some challenges – and expressed some frustrations – in meeting moderation requirements for First Aid, external moderation by the related ITOs, and the overall pattern of improving performance in NZQA external moderation, gives assurance that assessment and the subsequent results are valid.

Responding to a recommendation in the previous EER, Industry Training Works now seeks demographic information from trainees on gender and ethnicity. However, over 36 per cent of trainees elect not to voluntarily provide this demographic information when they enrol. The PTE argues that pass rates are consistently high across all groups, and non-achievement is a relatively rare exception. No comparison is currently made of the quality of the training between sites or between trainers. The PTE could do more to understand achievement, more specifically the value and impact of the training in the workplace.

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

The current approach to storing and maintaining achievement data is accurate and fit for purpose. The full implementation of new student management system software will provide staff with enhanced reporting options to support enhanced self-assessment.

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 **Good**.

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

Industry Training Works has on-site arrangements with major companies operating at the Kinleith site. Staff employed as part-time trainers by Industry Training Works are most commonly also workers on this site, many having extensive experience of the operating conditions and materials that pertain to the training (including extremes of heat, heavy plant, heights and confined spaces, and risks of fire and explosion). The evaluators were provided with some evidence that this important contextual knowledge informs the training, and potentially leads to enhanced transfer of knowledge and skills onto the site. Currently, course value is perceived to be around safety compliance rather than verifiable impacts.

For some trainees, completion of their course is required to gain access to specific work sites and engage in particular occupations – both for staff employed at the Kinleith site and for contractors employed during short maintenance ‘shuts’. In addition, trainees and trainers interviewed asserted that the training contributes to a ‘strengthened culture of safety’, for example ‘normalising’ the use of personal protective equipment. The unit standards completed also credit towards national certificates for some Kinleith staff, although the PTE was unable to provide specific details on this. Informal and anecdotal feedback gained by Industry Training Works due to proximity to the Kinleith site, if formalised, would enhance the PTE’s knowledge of training value.

Richer knowledge of the impacts and outcome value of the training would also potentially enhance Industry Training Works’ evaluation rating for both educational performance and self-assessment. However, there is solid enough evidence of valued outcomes for learners and stakeholders – based on the usefulness of content and the meeting of policy and legislative safety requirements – to support a rating of ‘good’ on both scales.

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**.

The programmes and activities provided by Industry Training Works (and particularly when viewed as the training arm of the larger Emergency Management Solutions entity) are directly linked to meeting the occupational health and safety, and security and compliance needs of the principal Kinleith operators. Industry Training Works has been successfully meeting these operational needs for over five years, responding to changing requirements by tailoring their schedule and course offerings and sustaining high achievement rates over that time. The match of provision with the needs of both trainees and other stakeholders is excellent.

As outlined in Findings 1.1, the bulk of the training has been delivered to industry employees, although this is changing with the new subcontracting arrangement for First Aid delivery at an increasing number of venues. Industry Training Works promotes itself as deploying trainers who are 'highly experienced industry practitioners'. Based on trainer CVs, interviews with trainers, and trainee survey feedback, the evaluators confirmed that the trainers are current practitioners with extensive experience and multiple, relevant qualifications. They successfully bring this background into the training room to reinforce key concepts. Trainers engage in cross-training² and structured professional learning to maintain currency, and these factors also support matched training need.

Industry Training Works maintains appropriate and active links with the relevant quality assurance bodies. Examples include external moderation with The Skills Organisation and Competenz, and obtaining an NZQA-approved Training Scheme (Introductory Certificate in Confined Spaces Entry, approved November 2013). More recently, Industry Training Works obtained externally audited contractor pre-qualification certification³, obtaining a very high audit score in the process, reportedly indicating their 'commitment to safety and the quality of their business systems'.

Self-assessment processes for developing the business and maintaining quality and matched need are sound, as evidenced by repeat business, new delivery models and strong trainee satisfaction ratings. Systematised and/or documented feedback from client companies, and again linking this to impact and value as well as matched need, was not particularly evident to the evaluators.

² Trainers sit in and observe each other's training to support consistency of delivery, and may later commence teaching additional or new topics as a result.

³ <https://www.prequal.co.nz/home/site-content/about-us.aspx>

1.4 How effective is the teaching?

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**.

Teaching by Industry Training Works trainers is enhanced by the trainers' currency as industry practitioners (e.g. fire service, paramedics, security guards) with the skills, knowledge and responsibilities related to the course content. Illustrations and anecdotes drawn from this experience enhance the theoretical content of the courses. The PTE has made changes to segment practical activities into the training to allow practice and application and enrich learning. End-of-course surveys have a high response rate, and trainees' verbatim comments are aggregated and circulated among staff. The evaluators suggested a review of the survey format to ensure reliable and valid data is collected and that the most critical information is gathered; the PTE was receptive to this suggestion. Observation of trainers by peers and the training manager has become more regular, is systematically documented, and provides useful, timely feedback.

Industry Training Works deploys suitable resources to support effective delivery of the training, including workbooks and audio-visual material, and has a working fire station with training rooms suitable for many of the courses. Trainers state that 'many trainees are challenged by the written aspects of training and assessment'. This is managed by remedial approaches such as verbal assessment and individual coaching. Based on the high pass rates, this approach is working, but the PTE would do well to build staff capability in teaching strategies around embedding literacy and numeracy development into the resources and teaching methods.⁴ This would reflect best practice in adult education and further enrich the learning.

Industry Training Works has, since the last EER, made a concerted effort to strengthen moderation practices. This has resulted in the development of a more robust process and improved results in moderation. Internal moderation occurs frequently on a scheduled, sampling approach, and written feedback is provided to assessors. ITO external moderation results are consistently good. Overall, the course delivery model is well planned, and teaching is sound and includes suitable oversight and review mechanisms. Documentation reviewed by the evaluators indicated numerous examples of small modifications and enhancements being identified and implemented in order to maintain teaching quality.

⁴ Links with, for example, the Skills Highway: <http://www.skillshighway.govt.nz/> and the [National Centre of Literacy and Numeracy for Adults](#)

1.5 How well are learners guided and supported?

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**.

Industry Training Works engages solely in short course delivery of one or two days duration. As such, guidance and support activities are limited and occur mainly as 'in-course' mentoring, coaching and feedback in order to facilitate trainee success. Industry Training Works provides appropriate support in the context of these short courses. Where assessments are not completed, trainees are followed up directly by phone or in person to offer additional teaching or coaching.

For First Aid courses, trainees are provided with suitable pre-course reading, and the time allowances for training meet the NZQA published requirements. Pre-course enrolment includes a question about literacy and numeracy capability, but there was little evidence that this led to particular preparation or action at course delivery time (see Findings 1.4). Trainee needs assessment, such as it is, occurs as part of the initial group building and orientation at the course commencement. It is notable that a significant number of trainees are attending refresher courses, and trainers may have repeated contact with trainees, enhancing their knowledge of individuals' workplace experience and learning needs. Trainers indicated that this contact informs their teaching and guidance.

Although there were no particularly concerning gaps or weaknesses noted by the evaluators, neither the material sighted nor the evidence presented by the PTE lent itself to a rating of exemplary performance under this key evaluation question.

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

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**.

Industry Training Works is closely embedded within the parent company, Emergency Management Solutions, and both are significantly embedded into the large Kinleith pulp and paper operation. They also offer training at other sites across the North Island, mainly in First Aid. These links directly contribute to the high course pass rates and excellent match with the needs and requirements of trainees and key stakeholders. Organisational knowledge and the human resources and equipment within the company create a strong understanding of course scheduling requirements and training needs at the Kinleith site. This knowledge also supports the quality of course delivery at other sites.

Strategic planning by the directors, supported by business consultants, is evidently guiding the direction of the PTE, and recent developments such as the appointment of a full-time training manager and the implementation of a strategic relationship with a subcontracting partner provide evidence of clear direction and purpose.

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Investment in new student management system software, trainer professional development, and proposed investment in additional training equipment at the old fire station were also noted by the evaluators.

Engagement with external stakeholders through mechanisms such as the Targeted Review of Qualifications (fire protection) connects Industry Training Works with wider sector educational priorities and trends. Recent high-quality staff appointments, coupled with the review of the current trainer cohort and the intention to have more regular PTE course delivery by a smaller roster of trainers, also provide evidence that the PTE has matured and reviewed both business strategy and educational performance since the last EER. Other instances of changes and developments have been referenced throughout this report.

As well as specific tools and processes for self-assessment recorded under the key evaluation questions, the Industry Training Works quality manual provides a sound framework for maintaining quality, and there was evidence that it is being used as intended. The challenge for the PTE is to further develop and embed a review cycle to ensure that self-assessment becomes a more systematic and data-driven process. This should involve all staff and cover all areas of operation, courses and sites. As noted, more attention to capturing and understanding information regarding impacts and the outcome value of the training would significantly enhance Industry Training Works' self-assessment.

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 **Good**.

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

2.2 Focus area: Emergency and Safety Training Short Courses

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

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.

Appendix

Regulatory basis for external evaluation and review

External evaluation and review is conducted according to the External Evaluation and Review (EER) Rules 2013, which are made by NZQA under section 253 of the Education Act 1989 and approved by the NZQA Board and the Minister for Tertiary Education, Skills and Employment.

Self-assessment and participation in external evaluation and review are requirements for maintaining accreditation to provide an approved programme for all TEOs other than universities. The requirements are set through the NZQF Programme Approval and Accreditation Rules 2013, which are also made by NZQA under section 253 of the Education Act 1989 and approved by the NZQA Board and the Minister for Tertiary Education, Skills and Employment.

In addition, the Private Training Establishment Registration Rules 2013 require registered private training establishments to undertake self-assessment and participate in external evaluation and review, in accordance with the External Evaluation and Review Rules (EER) 2013, as a condition of maintaining registration. The Private Training Establishment Registration Rules 2013 are also made by NZQA under section 253 of the Education Act 1989 and approved by the NZQA Board and the Minister for Tertiary Education, Skills and Employment.

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 External Evaluation and Review (EER) Rules 2013.

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).

The External Evaluation and Review (EER) Rules 2013 are available at <http://www.nzqa.govt.nz/assets/About-us/Our-role/Rules/EER-Rules.pdf>, while information about the conduct and methodology for external evaluation and review can be found at <http://www.nzqa.govt.nz/providers-partners/external-evaluation-and-review/policy-and-guidelines-eer/introduction/>.

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