

Report of External Evaluation and Review

Agriculture Industry Training Organisation

Highly Confident in ITO performance

Highly Confident in capability in self-assessment

Date of report: 20 October 2011

Contents

Purpose of this Report.....	3
Introduction	3
1. AgITO in context.....	3
2. Scope of external evaluation and review	5
3. Conduct of external evaluation and review.....	6
Summary of Results	7
Findings	10
Recommendations	19
Appendix	20

MoE Number: 8105
NZQA Reference: C05421
Dates of EER visit: 23-25 August 2011

Purpose of this Report

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

Introduction

1. AglITO in context

Location:	Level 2, 180-188 Taranaki Street, Wellington
Gazette recognition date:	2014
Gazetted coverage:	Pursuant to section 5 of the Industry Training Act 1992, full recognition for the Agriculture Industry Training Organisation has been granted for a further period of five years, with effect from 22 June 2009 to 22 June 2014, to set standards at Levels 1 to 8 on the National Qualifications Framework for the agricultural, rural servicing and water industries, including the pastoral (except equine), arable, deer, goat, pork and poultry, apiculture, shearing, wool classing, wool handling, wool wholesaling, farm pest control, farm produce and supplies wholesaling, fencing, aerial agrichemical applications, rural health and safety; supply, treatment and disposal of water and wastewater including reticulation, small water systems, irrigation and water quality industries, the care, handling and nursing of companion, production and laboratory animals that includes technical veterinary support, para-veterinary, rural animal health technician and activity that is associated with the care, handling and nursing of animals (excluding enterprises whose core business is companion animal retailing).
Number of qualifications registered on NZQF:	67

Number of standards registered on NZQF: as at 15 July 2011

969

Number of trainees: as at 15 July 2011

	No. trainees	%	Standard Tertiary Measures (STM)
Female	1,486	20%	85
Male	5,818	80%	347
Total	7,304	100%	432
	No. trainees	%	STM
Maori	1,219	17%	68
Pasifika	99	1%	6
Other	5,986	82%	358
Total	7,304	100%	432

Number of staff: at 15 July 2011

122 full-time and part-time

Number of registered workplace assessors: at 15 July 2011

4048

Distinctive characteristics:

The Agriculture Industry Training Organisation (AgITO) covers 11 sectors: Dairy, Wool, Sheep, Beef Cattle, Water, Pest Management, Rural Servicing, Poultry, Pork, Apiculture, Animal Care, and Veterinary nursing. Trainees are located in farming areas throughout New Zealand, working in high-capital, low-labour enterprises and often isolated at remote locations.

Recent significant changes:

- Introduction of a new Training Information Management System
- Managing the introduction of the Industry Training Register
- Launching an industry-endorsed quality mark (AgExcel)

- NZQA Targeted Review of Qualifications
- Outcomes-focussed learning; focusing on assessment (evidence collection and integrated assessment); whole farm training plans
- Futures Research – Industry Leadership Project
- Harmonisation Project – Primary Sector Group – linking with other primary sector ITOs
- Development of Primary Industry Trade Academy
- Strategic relationships – formalisation with FoMA (Federation of Māori Authorities)
- Language, literacy and numeracy project
- Restructuring organisation 2009, 2010
- Implementing operational policy changes from the Tertiary Education Commission (TEC)

Previous quality assurance history:

AgITO was previously quality assured by audit in March 2009 and met all the requirements of the Quality Assurance Standard for ITOs then in place. Since then, AgITO took part in an external evaluation and review (EER) pilot in March 2010. The EER only looked at self-assessment.

Professional associations:

- Member: Industry Training Federation (ITF)
- Key Stakeholders: Dairy NZ, Beef + Lamb NZ, New Zealand Pork Industry Board, Poultry Industry Association of New Zealand, Department of Labour, Veterinary Council of New Zealand, Federated Farmers, Water New Zealand, Rural Women New Zealand, Agcarm, Ministry of Agriculture and Forestry, Landcorp, Ministry of Education, Federation of Māori Authorities, Department of Corrections

2. Scope of external evaluation and review

The scope for the external evaluation consisted of the following three focus areas:

- Strategic Business Development team
- National Certificate in Agriculture (Level 4)
- Policy and Quality including language, literacy and numeracy.

Strategic Business Development was chosen because this team's four roles of consultation, evaluation, research, and projects are key features of AgITO's work.

The level 4 certificate is the most recent programme reviewed and redeveloped by AgITO to enable trainees to understand a farm as a system and to have this understanding assessed.

AgITO's Policy and Quality team undertakes a substantial role in implementing the ITO's strategic functions. Policy and Quality administers the core ITO processes of moderation and has developed (in conjunction with industry), and has responsibility for, the AgExcel quality mark.

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 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-for-eer-ito/introduction/>

The evaluation was conducted over three days by an NZQA lead evaluator assisted by two external evaluators and an NZQA observer at AgITO's head office in Wellington. The evaluation team spoke to the chief executive, the senior leadership team, the quality assurance manager, moderators, and the board chair to gain information on the ITO's performance. A wide range of documentation was viewed both before and during the visit, including business plans, performance data, surveys and feedback, and resources for students, verifiers, providers, and assessors.

Summary of Results

Statement of confidence on ITO performance

NZQA is **Highly Confident** in the performance of **Agriculture Industry Training Organisation**.

AgITO exerts a very effective influence on training outcomes on behalf of its stakeholder industries, and those outcomes represent high quality and good value for employers, the industries, trainees, and the Government. The ITO has a comprehensive range of high quality information and data collected through self-assessment. There was evidence that all staff reflected on data and information and were proactive in setting up projects to collect information as a basis for informed decision-making leading to improvements in ITO performance.

One such improvement is the introduction of outcomes-focussed learning and assessment. Trainees are assessed on completing a project such as constructing and hanging a farm gate. The content of several unit standards may be embedded in such a project, and the assessment of such projects is more appropriately undertaken by farmer-assessors. Survey evidence confirmed that trainees and employers welcomed this form of assessment. This approach has been applied to higher-level learning using professional conversations as an assessment tool and has also been most successfully applied in AgITO's Milk Quality programme. Fonterra reports that farms whose staff have participated in this programme of workshops followed by assessment of trainees in their own farm dairy have significantly better and more consistent milk quality compared with farms where staff have not participated. Improvement in milk quality is important for the employer, the industry, and ultimately for the New Zealand economy.

AgITO collects and gathers high quality data and information to:

- Identify current and future skill needs
- Develop strategic plans to contribute to meeting those needs
- Measure the value of outcomes for trainees and their employers
- Monitor its own performance
- Develop relevant programmes and high quality training materials
- Support school-to-work transitions and school curriculum opportunities.

AgITO takes a leadership role in improving the competence of the people in the industries it serves and in contributing to an increase in the supply of competent people that the industries need to grow and succeed.

Statement of confidence on capability in self-assessment

NZQA is **Highly Confident** in the capability in self-assessment of **Agriculture Industry Training Organisation**.

Ag ITO has a strong culture of ongoing self-assessment, including:

- A commitment to “measuring what matters”
- Collecting high quality data and information to inform decision-making
- Involving all staff in these processes.

There is a strong commitment to research with the permanent establishment of the strategic business development team. This team has very effective internal and external communication which has contributed to all staff at the ITO embracing a systematic self-assessment approach to decision-making. Research papers sponsored include:

- The Futures Research project
- Investing in People – a capability strategy for New Zealand’s agriculture industry
- Annual environmental scans
- Brand study
- Climate change projects, including one focussing on the needs of Iwi/Māori.
- Harmonisation Project – linking with other primary sector ITOs.

Self assessment has led to the following innovations and improvements:

- Organisational restructuring in 2009 and 2010
- Establishment of the AgExcel quality mark
- Outcomes-focussed learning
- Learning diaries
- Farm training plans
- Development of the Primary Industries Trade Academy
- Processes for embedding learning, literacy and numeracy
- The Value Added Training (NCEA) project.

There is a strong commitment to gathering the data and information required to differentiate between improvements and mere change and to refine improvements to make them more effective.

ITO response

The Agriculture Industry Training Organisation has confirmed the factual accuracy of this report.

Findings¹

1.1 How well does the ITO understand and meet the needs of industry trainees and government?

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**.

AgITO supports and is valued by its industries. There are strong links with the industry peak bodies, Dairy NZ and Beef + Lamb NZ, and with other organisations. For example, AgITO has produced two annual reports of Futures Research where staff were assisted by representatives from AgResearch, Beef + Lamb NZ, Dairy NZ, NZ Trade and Enterprise, Ministry of Agriculture and Forestry, Ministry for the Environment, the Tertiary Education Commission, and research companies. This is a valuable industry leadership project and facilitating this broad consultation shows a commitment to self-assessment and providing value to industries and government agencies.

AgITO staff validate this support and value by very good analysis of trainee and employer satisfaction surveys. They operate a system where they concentrate on the perceptions and comments of the 15 per cent who respond most favourably and the 15 per cent who are most critical. This information is used to refine the courses and their delivery, and staff review the survey for additional useful information. This cycle of strategy, implementation, review, re-strategise drives improvement of the ITO's functions.

AgITO provides valid and effective advice to industry, employers, and trainees regarding skill development needs. There was clear evidence of ITO staff implementing a strategic plan of talking to industry, creating a logical model of skill and knowledge development, developing appropriate qualifications, and designing and implementing appropriate and practical moderation and assessment procedures. There was evidence from a recent brand study survey that trainees and their employers regard AgITO as proactive, forward thinking, and well run and they noted improvements such as better training and more relevant courses.

The ITO contributes to a sufficient and skilled workforce that meets the needs of industry. For example, AgITO is leading a jointly funded dairy industry project aimed at:

- Creating a learning culture, including formal and informal learning and education and extension studies
- Lifting training programme completion rates

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

- Developing quality learning solutions
- Contributing to the retention and progression of farm staff
- Delivering leadership for learning and development in the dairy industry
- Ensuring there are appropriate resources to meet demand efficiently.

AgITO has better engagement with Māori than many comparable organisations. The senior leadership team includes a strategic business manager with responsibility to engage directly with Māori farming entities and representative organisations to determine their needs and how AgITO can help them. There was clear evidence of good analysis of issues, ongoing consultation, successful targeted courses, and commitment to celebrating success through involvement with the Ahuwhenua Trophy and Māori Excellence in Farming Award. Having an effective Māori voice at senior management meetings maximises the opportunity for the ITO to meet Māori needs.

1.2 What is the value of the outcomes for employers and their 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**.

AgITO has been proactive in establishing research to measure the value of training to employers and trainees. A study² reported that in 2005 the ratio of value added to training costs for the dairy industry was 3.4:1; for the sheep and beef industry, 4.9:1; and for the combined dairy and sheep and beef industries, 3.8:1. A project has been set up to measure the value of training to trainees. Early focus groups have identified the development of less tangible values such as confidence and self-esteem, social values such as networking off the job with other trainees who want to learn, and projected or future values such as earning a higher salary or getting a better job.

Another study³ showed that trained employees are likely to reach a position (in the dairy industry) of “strategic farm management” – effectively making the sort of decisions made by a farm owner – seven years before a non-trained worker would. AgITO-sponsored studies are examples of excellent self-assessment in seeking to find answers to difficult questions that really matter, and they could help to grow learning cultures in AgITO’s sectors.

² *Reporting Value Added by Agricultural Training*. Phillip McLeish, Bo Gardner and Warwick Waters July 2007

³ Nimmo-Bell (2005). Commissioned by Dairy InSight and based on Federated Farmers wages and employment survey data.

Trainees are gaining credible industry unit standards and qualifications that meet their needs and those of their employers. AgITO consults with an extensive network of regional and industry committees which, coupled with the daily observations of training advisors and customer relationship advisors, give the ITO a broad range of data and information to reflect on to inform decision-making. The growth in the number of trainees is contributing evidence that trainees and employers see the industry unit standards and qualifications as credible and meeting their needs.

The industries served by AgITO retain and advance skills and capability. AgITO has developed a Value Added Training (NCEA) Project. This is an initiative that enables trainees to retrospectively gain NCEA qualifications using credits achieved through industry training coupled with literacy, language and numeracy (LLN) requirements. In the first five months (2011) of this initiative, 4,500 trainees in the water and agriculture industries were assisted to gain their NCEA qualifications. Many trainees reported that they are much more motivated when learning has a vocational context and more likely to achieve than they were in a school setting. Farm managers noted improvements in productivity from these trainees and positive changes in confidence and self-esteem. These positive shorter-term outcomes are likely to lead to trainees staying longer and going further with their careers, which AgITO has confirmed from Inland Revenue data which shows that trained people stay longer in the dairy industry. This is a good long-term outcome for an industry that currently suffers from a 30 per cent annual turnover in staff.

AgITO increases the perceived value of its industries by supporting key industry events. It contributes to the celebration of success through its own AgriAwards, Skills Days, New Zealand Dairy Industry Awards, Māori Excellence in Farming Award, Farming to Succeed programmes, and many shearing competitions. The AgTALK newsletter names all trainees who have completed qualifications. AgITO also supports field days and encourages staff to participate and review all these events with a view to increasing their value to the sector industries.

1.3 How well do the 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 **Excellent**.

Trainees acquire useful skills and knowledge and develop their cognitive abilities. Employers and trainees view achievement as making progress, increasing their skill and knowledge levels, becoming more productive individually, and adding value to farm operations. The value added training described above is an example of excellent achievement by trainees, as is the ITO's more general LLN programme. An LLN pilot programme is running in the South Island. Training staff have a toolkit developed by AgITO staff to embed LLN in all their interactions with providers, trainees, and employers. LLN training is embedded in AgITO training

materials, and the AgTALK information newsletter includes an “LLN Challenge”. Staff are also working with organisations such as Rural Women and the Dairy Women’s Network to redevelop rural mentoring support for trainees. This LLN development not only improves skills and productivity but has social benefits, including better health, housing, and community participation.

Learners complete formal qualifications. In 2010, there were 12,033 trainees trained by the ITO, 4,609 national certificates awarded, and 328,329 credits achieved. The 2010 TEC educational performance indicators show that 45 per cent of the credits that trainees were enrolled in were achieved by trainees and 34 per cent of the programmes that trainees were involved in were completed. Unlike with the building and construction industry, there is no regulatory requirement for agricultural training, and trainees are not selected. AgITO takes on anyone who needs training. Further, these indicators do not include Limited Credit Programmes (LCPs) such as the Milk Quality programme and the all terrain vehicle (ATV) licence programme. LCPs are favoured by employers and trainees as they are fit for purpose and achievable. Farming has an annual rhythm and trainees prefer “line of sight” programmes where they can see the goal and make annual progress. This also fits with the 12-month time horizon of the farm training plan. Including LCPs raises the programme completion rate to 45 per cent compared with the 34 per cent figure above and reflects the preference of the industry for “can do” training. The ITO works hard to manage this tension between the employers’ preference for LCPs and educational performance indicators that measure full course or qualification completions.

1.4 How effective is the training arranged by the ITO?

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**.

The ITO develops an appropriate mix of training to ensure that trainees acquire relevant skills for the workplace. AgITO has introduced the Farm Training Plan, a document that enables farm owners and managers working with a training advisor to assess the training needs of the business, identify skills gaps, and create individual training plans for the whole team, management, and staff. Current skill levels of all team members are rated, and individual and team training can then be mapped out to build capability over the next 12 months. Employers report that this document clarifies the value training adds to the farm by identifying the training needed to maximise the potential of the business. The farm training plan is an important innovation promoting relevant and effective training.

AgITO actively monitors the progress of trainees and supports them to succeed by operating a high-cost trainee contact model. It maintains a team of training advisors and customer relationship advisors distributed throughout the farming areas of New Zealand and has one full-time equivalent staff member for every 58

trainees in training. The recently installed comprehensive trainee information management system gives staff real-time information on trainee progress and enables them to identify trainees needing assistance and help them to succeed. This level of support contributes to trainees' success.

In another initiative to increase the effectiveness of the training, AgITO, with the support of Dairy NZ and Beef + Lamb NZ, launched in late 2010 AgExcel, a quality mark for trainers who deliver superior quality agricultural training. Criteria for the awarding of this quality mark include the quality of education systems and processes and the capability of tutors, including their participation in ongoing professional development. At the time of this review, four providers had been awarded the AgExcel mark and more were in the pipeline. These providers will be able to use the high quality training and assessment materials developed and produced by AgITO over the last four years. The AgExcel quality mark is a strong incentive to providers to improve their self-assessment and will enable trainees and employers to make more informed choices about which provider to train with.

AgITO is proactive and innovative in assessing needs and arranging effective training. Examples of effective training arrangements include:

- The development of milk quality training using workshops and assessments by roving assessors in the farm dairies. New Zealand's largest dairy company reports that, "farms that have had staff attend the Milk Quality programme courses have incurred \$700 less in (milk quality) demerits per season when compared with farms that haven't attended"
- The arrangement of special courses to enable Māori trainees to achieve qualifications
- Establishing in partnership with Horticulture ITO and the Forest Industry Training and Education Council the "Primary Industry Trade Academy" programme for secondary school students. This was one of the first of nine trade academies to be approved.

1.5 What is the quality of the assessment being undertaken towards industry standards and qualifications?

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**.

AgITO is innovative in promoting outcomes-based assessments that test performance of on-job industry requirements. Within the ITO this is known as the "farm gate" approach. An example is the assessment of trainees' skills and knowledge as they complete a project such as acquiring the materials and constructing and hanging a farm gate. The content of several unit standards may be embedded in such a project and the assessment of such projects is appropriate for farmer assessors and shows that the trainee "can do" the job, not just "know the

theory". This "clumping" of unit standards to promote outcomes-focussed learning makes learning much more relevant to the trainee and the farmer-trainer.

AgITO works to ensure that assessment in the workplace supports learning and provides evidence of achievement to the required standard. Typically, farmer-trainers are the teachers and primary assessors of trainee learning. An AgITO training advisor visits the farm when a trainee enrolls to assess the farmer's ability to tutor and commitment to training and may engage another farm staff member or neighbour as a farmer-trainer if necessary. AgITO has a "belt and braces" procedure for minimising the risk of faulty assessments. The training advisors visit again to collect the assessment evidence, and this can be triangulated with the trainees' learner diary. The trainee's performance in off-job training and workshops provides further checks on the trainee's skills and knowledge. If the Training Information Management System indicates any irregularities such as a lack of progress or a large number of unit standards being achieved in too short a time, the training advisor visits to investigate.

The training advisors and moderators continually benchmark assessments and report that for level 2 and 3 competencies, around 50 per cent of the farmer-trainers are excellent assessors, 30 per cent are good, and the remaining 20 per cent need closer supervision but tend to err on the side of being too hard and perhaps slow their trainees' rate of progress. Overall, this system of checks and balances supports the farmer-trainers and the trainees and provides valid, reliable, and transparent evidence that the required standards are being achieved.

The ITO's self-assessment of this assessor model has led to a detailed plan for moving from employer assessment to a mixture, retaining the good farmer-trainer assessors, especially those who are willing to develop their capabilities, adding training advisors as assessors, and introducing roving assessors. To be selected, roving assessors must understand assessment processes, have a comprehensive knowledge of the industry, and be good communicators. These skills are needed to cope with the nature of the increased amount of formative assessment included in the new level 4 National Certificate in Agriculture qualification. Assessors review evidence portfolios, have structured professional conversations with the trainees including a farm walk, and assess the trainee's farm report which brings all the learning together. This is a natural way of assessing genuine education. There ceases to be one right answer and assessors are empowered to use their wisdom to make valid, reliable assessments which are meaningful for the trainees.

AgITO has comprehensive moderation processes in place. Staff visit a sample of registered assessors and providers to ensure their assessments are fair, valid, and consistent with national standards. National moderation panels are conducted and regional cluster groups are supported. A moderation newsletter is sent to all providers and assessors. This reminds everyone of what moderation is about, informs providers and assessors of AgITO's intentions for the year and their responsibilities, gives contact details for cluster groups and ITO staff, and updates all on initiatives such as the AgExcel quality mark. AgITO is now engaging more proactively with NZQA's moderation processes. Like other ITOs, its profile is marred

when organisations, notably secondary schools, report credits in units that were not in their annual plan. AgITO has a strong commitment to ensuring good moderation.

1.6 How well does the ITO's governance and management support the ITO to meet its statutory functions?

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**.

AgITO has effective government and management systems and processes that enable it to articulate a clear purpose and direction. The organisation's vision is to be, "world class at developing people for our industries". This vision was recently tested as the board and management faced the implications of reduced funding due to changes in TEC policy introduced in June 2011. Should the ITO retrench to live within that funding or seek ways to expand? The changes were not unexpected. Board and management had already consulted with the major stakeholders on the possibilities, and staff had evaluated relevant data and information – "what if" scenarios. AgITO has chosen to stay with its vision and has increased efforts to develop the people in its industries. Early indications are that the actions taken since June 2011 have led to the order of increase in trainee numbers required by the new strategy. This response shows governance and management's ability to anticipate and respond to change.

Board and management are committed to good governance and comprehensive self-assessment. All board members have undergone training delivered by the Institute of Directors, and recently the board and its processes were evaluated by an outside consultant. All members, including the chairman, received comprehensive feedback. At all meetings the board has some "board-only" time without management when they can talk freely about management and staff. The chairman reports these sessions to the chief executive. This openness to feedback contributes to the efficiency and effectiveness of the organisation.

AgITO has effective leadership. There is clear evidence of staff collaborating well and not only being involved in decision-making but proactively researching areas where information could be gathered to inform decisions. The ITO's commitment to the Futures Research project probably provides the momentum for this. There is a pattern of good communication with staff, including monthly NewsBites (an email from the chief executive), and annual staff conferences which are evaluated. An outside auditor produces a balanced scorecard for AgITO, which includes people measures over the last five years such as the staff ranking the ITO as among the best places to work, the number of staff who feel engaged with AgITO, and a leadership score. This information is published in the annual report for all to reflect on.

AgITO undertakes activities consistent with its purpose and direction and aims to "stay ahead of the game". It is committed to building the primary sector group of

ITOs and is currently in discussions with Horticulture ITO. Board members maintain effective networks and meet regularly with government agencies, Government ministers, and industry representatives to ensure that board meetings are well informed. Information is also sourced from the 16 regional committees, five industry committees, and the board's own sub-committees. The ITO now has a formal strategic relationship with the Federation of Māori Authorities (FoMA). These high-level links contribute to shaping purpose and direction.

Focus Areas

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

2.1 Focus area: Strategic Business Development

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

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

2.2 Focus area: National Certificate in Agriculture (Level 4)

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

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

2.3 Focus area: Policy and Quality, including learning, literacy and numeracy

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

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

Recommendations

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

Appendix

Regulatory basis for external evaluation and review

In 2009 NZQA introduced the evaluative approach to quality assurance in the tertiary education sector, consisting of self-assessment and external evaluation and review. This is applied in the quality assurance of course approvals and accreditations under sections 258 and 259 of the Education Act 1989, as well as for PTE registration under Part 18 of that Act.

The NZQA Board also published policies and guidelines for the conduct of external evaluation and review of ITOs on 27 May 2010. NZQA relies on ITOs to build the self-assessment and external evaluation and review model into their infrastructure. ITOs will be evaluated on their infrastructure and use of the model in the following ways:

- *Advising Ministerial recognition of an ITO under the Industry Training Act, 1992*
- *Accepting arrangements for monitoring and assessing of industry training under section 10 of the Industry Training Act, 1992*
- *Registering standards on the Directory of Assessment Standards*
- *Awarding consents for ITOs (or their assessors) to assess against standards on the Directory of Assessment Standards under section 253(1)(c) of the Education Act, 1989*
- *Applying course approval criteria where ITOs are course owners.*

External evaluation and review is also used by NZQA as a monitoring and evaluation tool, with the outcomes of these processes informing Tertiary Education Commission decisions relating to re-recognition of an ITO. In addition, external evaluation and review reports are one contributing piece of information in determining future funding decisions in relation to an investment plan agreed between an ITO and the Tertiary Education Commission. The understandings and expectations for the implementation of ITO quality assurance are set out in a protocol to the Memorandum of Understanding between NZQA and the Tertiary Education Commission.

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 ITO's performance and capability in self-assessment.

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

*Information relevant to the external evaluation and review process is summarised in the publication *Policy and Guidelines for the Conduct of External Evaluation and Review*. Two other documents explain how the process is applied to ITOs: *EER Policy and Guidelines – ITO Supplement* and *Evaluation Indicators for Industry Training Organisations*. These documents are available at:
<http://www.nzqa.govt.nz/providers-partners/registration-and-accreditation/external-evaluation-and-review/policy-and-guidelines-for-eer-ito/introduction/>*

NZQA

Ph 0800 697 296

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

www.nzqa.govt.nz