

Report of External Evaluation and Review

NZ Hairdressing Industry Training
Organisation Inc

Highly Confident in performance

Confident in capability in self-assessment

Date of report: 20 October 2011

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This report has been subject to checking by NZ Hairdressing Industry Training Organisation Inc for factual accuracy.

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

Location:	95 Thorndon Quay, Pipitea, Wellington
Type:	Industry Training Organisation (ITO)
First registered:	July 2007
Number of students:	Domestic: 1,573 full-time industry trainees
Number of staff:	20 staff (18 full-time equivalents)
Number of qualifications on the NZQF:	NZ Hairdressing Industry Training Organisation Inc (HITO) the organisation appointed by the Government to develop and implement industry qualifications for the hair and beauty sectors. HITO is responsible for 11 qualifications on the New Zealand Qualifications Framework. The organisation is currently taking part in the NZQA Targeted Review of Qualifications.
Number of unit standards registered in the NQF	112
Sites:	As above
Distinctive characteristics:	All assessment is conducted by private training establishments (PTEs) and institutes of technology and polytechnics (ITPs), apart from two hairdressing unit standards, 2757: <i>Apply hairdressing services under workplace conditions</i> and 2759: <i>Perform hairdressing services in a commercial salon</i> and one barbering unit standard 10650: <i>Perform barbering services in a commercial salon that are assessed in the workplace</i> . The two

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hairdressing unit standards must be assessed in the workplace by HITO-registered assessors because the content relates to trainees working at acceptable commercial speed and quality with a clientele of at least 25.

Recent significant changes: Responsibility for the setting of standards for beauty unit standards and qualifications was transferred to HITO in 2008, with a transition period extending into 2009.

Previous quality assurance history: Hairdressing qualification applications have generally been processed within a single cycle which indicates that HITO has robust processes in place to meet NZQA application requirements.

The most recent quality assurance of HITO by NZQA was an audit in 2007 and included the requirements of the Quality Assurance Standard - Industry Training Organisations (QAS-ITO), the standard in place at that time. HITO substantially met the elements of the requirements. The requirements not met related to the incomplete register of assessors.

2. Scope of external evaluation and review

The scope for the external evaluation and review consisted of the following three focus areas.

- Governance, management, and strategy

This focus area was chosen to evaluate how well HITO manages its statutory functions of leadership in the sector, the arrangement of training, standards setting, and the inclusion of employee input to the HITO Board as it applies to the hairdressing, barbering, and beauty industries.

- National Certificate in Hairdressing (Professional Stylist) (Level 4)

This programme is made up of 95 per cent of HITO trainees and is included in the current NZQA Targeted Review of Qualifications (TROQ).

- Beauty Training

The beauty unit standards and qualifications were transferred to HITO in 2008 with a transition period from NZQA which spanned into 2009. This focus area was

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selected by the evaluation team to see how well beauty training has been integrated into HITO policies and processes.

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 evaluation was conducted over three days by two NZQA lead evaluators assisted by an NZQA observer at HITO's head office in Wellington. The evaluation team spoke with the Chief Executive Officer, the National Quality Assurance Manager, National Sales and Liaison Manager, Administration Manager, Finance Manager, advisory group representatives, hairdressing and beauty employer representatives, moderators, apprentices, and the board chair and board representatives to gain information on the ITO's performance. The team also spoke to stakeholders by telephone.

A wide range of documentation was viewed both before and during the visit and included annual reports, business plans, board reports, risk management reports, advisory group meeting minutes, moderator meeting minutes, training arrangement tender documents, performance data, surveys, and feedback and resources for students, providers, and assessors.

HITO Inc has had an opportunity to comment on the accuracy of this report, and the submission received has been fully considered by NZQA before finalising the report.

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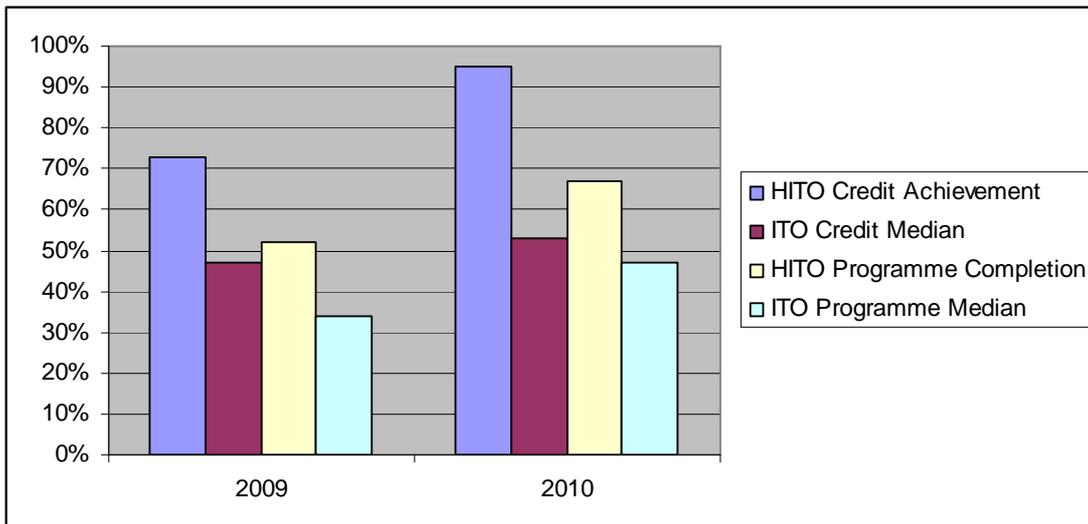
Summary of Results

Statement of confidence on ITO performance

NZQA is **Highly Confident** in the performance of the **NZ Hairdressing Industry Training Organisation Inc (HITO)**.

HITO is in the top quartile of ITOs for performance indicators for both credit achievement and programme completions, exceeding the ITO medians in 2009 and 2010. In 2009, of the 38 ITOs, HITO ranked second for credit achievement, achieving 73 per cent (ITO median 47 per cent) and ranked ninth for programme completions, achieving 52 per cent (ITO median 34 per cent). In 2010, HITO improved performance in both performance indicators, increasing its credit achievement to 95 per cent (ITO median 53 per cent) and programme completions to 67 per cent (ITO median 47 per cent), ranking fourth and seventh respectively.

HITO Performance – Credit Achievement and Programme Completions



HITO has a long-established knowledge of the hairdressing industry. It has a strong relationship with the New Zealand Association of Registered Hairdressers (NZARH) with a representative from NZARH on the HITO Board. HITO uses a number of mechanisms to gauge stakeholder needs, including industry surveys such as the NZIER 2009 survey noting 98 per cent stakeholder satisfaction.

HITO provides an acknowledged leadership role in the development and size of training in the hairdressing industry through its relationship with tertiary education organisations: private training establishments and institutes of technology and polytechnics. Apart from two unit standards assessed by HITO-registered assessors in the workplace, TEOs are responsible for hairdressing training and assessment. HITO has provided leadership in career progression by submitting additional qualifications to NZQA for approval, the most recent being advanced cutting, colouring, and management qualifications at levels higher than the National

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Certificate in Hairdressing. HITO receives 30 per cent funding from the industry, achieving the minimal industry financial contribution expected by the Tertiary Education Commission (TEC). This contribution and the positive stakeholder satisfaction endorse HITO's leadership.

HITO has further demonstrated leadership through participating in the formation of an international alliance called the International Professional Standards Network (IPSN) with four countries to benchmark skills and job profiles to ensure that the National Certificate in Hairdressing (Professional Stylist) (Level 4) is recognised in those countries in order to assist New Zealand hairdressers gain employment overseas. Qualified hairdressers with a minimum of one year's experience as a senior operator can apply for the IPSN International Certification.

HITO is responsible for maintaining quality standards for the industry. Moderation of assessment to ensure consistency with industry standards is managed by HITO through annual on-site moderation visits and reports. It has implemented a moderation Quality Mark to acknowledge those TEOs who consistently meet the standard by conducting moderation visits less frequently. However, HITO has found that these TEOs prefer to continue the annual visits because they provide opportunities for dialogue around assessment and moderation and other aspects of training. This demonstrates that these TEOs see value in HITO's moderation visits, to help maintain the high industry standards encouraged by HITO.

In setting skills standards for the industry, HITO has demonstrated that it has good engagement with stakeholders and this is supported by the average NZQA qualification approval cycle for Accreditation and Moderation Action Plans (AMAPs). Standards and qualifications were completed in no more than two cycles, with the majority completed after just one cycle. This shows that HITO submits applications of a good quality, has stakeholder support, and compares favourably with other standard-setting bodies' average cycle times.

HITO arranges training through robust tendering and monitoring processes. It provides leadership and mentoring support to TEOs. For those TEOs whose training or assessment quality is not to industry standard, HITO provides opportunities for improvement before taking steps to cancel training arrangement contracts. This shows that HITO is monitoring quality delivery and also providing opportunities to improve.

In 2009 the beauty unit standards and qualification were transferred from NZQA to HITO. The ITO is developing and strengthening its knowledge of the beauty industry. It is using successful processes from hairdressing to integrate the beauty industry, including seeking industry input through advisory groups and maintaining consistent standards through a robust moderation system. HITO submitted its first beauty qualification application (nail technician) to NZQA, which is currently in progress.

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Collectively, these practices reflect an organisation with a clear commitment to effective performance.

Statement of confidence on capability in self-assessment

NZQA is **Confident** in the capability in self-assessment of **NZ Hairdressing Industry Training Organisation Inc.**

HITO is a small organisation with very good communication processes. It has developed a number of mechanisms to source stakeholder input and advice through its board industry representatives, HITO's own surveys, and those contracted through NZIER with annual feedback to providers, annual workplace assessor training, and through sales and liaison managers' and national moderators' contact with salons. HITO provided numerous examples of change and improvement to trainee achievement following response to feedback by stakeholders, including embedded literacy and numeracy support, increased interaction with sales and liaison managers, increased monitoring of trainee progress to encourage credit achievement and programme completion, changes to the trainee progress requirements, implementation of an improved trainee data management system used by a number of ITOs, and improved trainee record books and employer and trainer manuals. These interventions supported the improved trainee achievement.

Stakeholders and HITO identified that literacy and numeracy ability affected trainee achievement. Specialist literacy advice was sought and implemented to embed literacy and numeracy support. An independent body annually reviews the HITO Board, and examples were provided of actions following these reviews, including training for board members from the Institute of Directors, such as personal development for individuals and governance training for the board and management.

These examples demonstrate HITO's reflective culture and responsiveness to stakeholder and specialist input. However, there are areas to improve and monitor.

The HITO Board is currently made up of regional hairdressing representatives as determined by the HITO constitution. A co-opted board member represents and provides the beauty industry perspective. HITO has presented an alternative board structure to the membership through a review of the constitutional process at two annual general meetings (2010 and 2011). However, the constitutional changes, including membership, have not yet been accepted. This raises questions as to whether HITO truly reflects all industries within its standard-setting coverage at the governance level. The full integration of the beauty industry has not progressed as quickly as envisaged and remains a challenge for HITO and its membership. HITO needs to move more quickly to complete the constitutional review to enable full integration of the beauty industry including full membership on the HITO Board, therefore enabling the ITO to be fully effective as a standard-setting body for this sector.

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HITO was one of 18 ITOs that had inconsistencies in its trainee numbers. HITO repaid \$78,000 to the TEC and has implemented a new trainee data management system and improved internal audit processes to more accurately monitor trainee data to ensure this does not recur. HITO will also link to the TEC through its industry training register computer software which will provide trainee progress reports in real time.

TEO response

HITO Inc has confirmed the factual accuracy of this report.

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Findings¹

1.1 How well does the ITO understand and meet the needs of industry, learners 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 **Good**.

HITO uses a number of mechanisms to gauge stakeholder needs, including industry surveys such as the NZIER 2009 survey which noted 98 per cent stakeholder satisfaction. In addition, HITO has conducted an annual “off-job” training survey with analysis that reflects TEO specific satisfaction data and comparisons nationally over the last five years. Notable improvements taken from this feedback include the embedding of literacy and numeracy practice and support and increased sales and liaison manager support for trainees and salons.

HITO has conducted a number of other surveys which provide useful feedback. In addition, HITO has implemented the HITO Forum, an online mechanism for sharing information and seeking feedback.

HITO Board members are representative of the hairdressing industry, with a co-opted member providing beauty industry input. The members provide feedback from their own networks as well as seeking input from the hairdressing and beauty advisory groups comprising expertise from TEOs and industry.

HITO is achieving well against the TEC performance indicators, as noted in the published performance results which are benchmarked by the TEC against other ITOs, as mentioned earlier. Apart from the issue of inconsistency relating to trainee numbers, now resolved, HITO is meeting Government expectations.

The National Certificate in Hairdressing (Professional Stylist) represents 95 per cent of the training arranged by HITO. Other training needs, including barbering, are met through the Gateway programme in schools, TEO training and assessment, and the post-level 4 qualifications of advanced colouring, cutting, and management. Thus, HITO arranges programmes from schools through to advanced qualifications in the workforce, providing a career pathway for trainees and employees.

The beauty industry unit standards and qualifications were transferred to HITO in 2009. There has been no history of a formal on-job training component in the beauty industry. HITO is consulting with its beauty advisory group, its co-opted board member, the quality assurance national moderator, and the industry before any implementation of training requirements. It is currently contracting a survey of

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

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all beauty salon owners nationwide to determine services available and training requirements which will inform whether there is a need to develop arrangements for on-job training.

As previously stated, the full integration of training within the beauty industry has provided ongoing challenges to HITO.

HITO qualifications are currently undergoing a review through the NZQA Targeted Review of Qualifications (TROQ). The final two unit standards to complete the National Certificate in Hairdressing (Professional Stylist) are assessed only by HITO industry assessors in the workplace. To date, HITO has supported the status quo. Some TEOs are keen to deliver and assess the full qualification at level 4 themselves. The TROQ review will provide a forum of all stakeholders to fully debate this matter.

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 **Good**.

The National Certificate in Hairdressing (Professional Stylist) is the hairdressing industry recognised qualification. Currently, it accounts for 95 per cent of the training arranged by HITO. Salon owners, employers, and trainees interviewed by the evaluation team endorsed the feedback gauged through the various surveys, advisory group, and HITO sales and liaison manager reports that the qualification is of high value to NZARH, employers, and trainees.

Employers and trainees appreciate the lift in standards that comes with staff gaining this qualification, which results in measurable improvements to salon profits. The 2009 NZIER employer satisfaction survey recorded that 98 per cent of respondents considered the qualification relevant to industry. Apprentices interviewed valued the training and skills provided.

HITO encourages and celebrates success and has instigated a number of awards (best salon owners, employers, and apprentices) to acknowledge this. The booklets *HITO Champions* and *Apprentice Journeys* celebrate the success of salon owners, employers, and trainees and provide testimony on the value of training and HITO apprenticeships. In addition, HITO has promoted a WorldSkills competition, culminating in the winner representing and showcasing New Zealand hairdressing at the International WorldSkills Final competition in October 2011.

The international benchmarking (IPSN) assures recognition of the qualification in four countries, which assists employment. Apprentices reported that the training and achievement of the National Certificate in Hairdressing (Professional Stylist) is valued as it helps hairdressers gain employment internationally because the

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qualification is required by some countries to meet insurance requirements for employment.

Salon owners report that because of the competitive nature of New Zealand's hairdressing industry, salons are reliant on qualified staff to maintain their good name and clientele. They also value the apprenticeship training provided by training providers through off-job training as it is time-saving for them as employers.

The public is assured through the salons employing qualified staff that health and safety practices are managed, especially safe practice using chemical products and appliances.

The beauty industry has valued the review of its qualifications through the transfer to HITO because discrepancies and gaps were identified in the qualifications. For example, anatomy and physiology unit standards are too advanced (level 5 within the level 3 qualification). A nail technician qualification is in the approval process, with NZQA as the first beauty qualification submitted under the auspices of HITO.

As previously reported, the beauty industry has yet to be fully integrated into HITO in order to realise the full potential and value of its training and to ensure that HITO truly reflects all the industries within its standard-setting coverage.

HITO's current assessment practice for the two final unit standards to complete the level 4 qualification has been a cause for debate amongst HITO stakeholders. The TROQ review will provide an opportunity for all parties to debate the practice in an independent forum.

1.3 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 **Excellent**.

Trainees achieve well and HITO is one of the higher achieving ITOs for both credit and programme completions. It is in the top quartile of ITOs for performance indicators for both credit achievement and programme completions, exceeding the ITO medians in 2009 and 2010. In 2009, of the 38 ITOs, HITO ranked second for credit achievement, achieving 73 per cent (ITO median 47 per cent) and ranked ninth for programme completions, achieving 52 per cent (ITO median 34 per cent). In 2010, HITO improved performance in both performance indicators, increasing its credit achievement to 95 per cent (ITO median 53 per cent) and programme completions to 67 per cent (ITO median 47 per cent), ranking fourth and seventh respectively. HITO set its own targets and exceeded its credit achievement target of 90 per cent (95 per cent achieved) and achieved close to its programme completion target of 70 per cent (67 per cent achieved). Ninety-five percent of

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HITO's arranged training is for the National Certificate in Hairdressing (Professional Stylist).

Currently, there are no beauty industry apprentices. A nail technician's qualification application is currently with NZQA for approval, and this may lead to establishing an apprenticeship model of training.

To support its goal to improve trainee achievement, HITO sought advice from its stakeholders and put in place a number of initiatives. It reviewed the progress requirements for trainees who now have to succeed at each level before progressing. Sales and liaison fieldwork staff are a key link between HITO and the employer. The staff visit trainees regularly to track progress but also to minimise barriers to training in order to assist trainees to achieve and complete their qualification. HITO increased its sales and liaison fieldwork staff and resourced them with laptops and printers to enable staff to leave reports with trainees to show what had been achieved since the last visit and to set goals for the next visit. These actions contributed to achievement and completions.

HITO found that varying abilities in literacy and numeracy skills affected achievement and sought support from a literacy specialist organisation to develop profiles of the literacy and numeracy demands of people working as hairdressing and beauty practitioners. HITO has embedded literacy and numeracy support in training materials and has produced an interactive literacy and numeracy DVD tool which trainees and employers can use in their own time to identify requirements for practical activities. Increased literacy and numeracy ability has provided added value to life-skills development for both employer and trainee sector groups.

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 National Certificate in Hairdressing (Professional Stylist) is the industry-recognised qualification delivered through a combination of on and off-job training. The final two unit standards are assessed by HITO registered assessors in the workplace. The off-job training and assessment components are delivered by TEOs. HITO has pathways in place below the level of national certificate qualifications via the Gateway programme offered by schools and beyond the national certificate qualifications with advanced qualifications offered in the workplace. The training arranged by HITO is supported by the industry and is effective because trainees complete qualifications quickly and salon owners have well-trained staff.

HITO arranges training through robust tendering and monitoring processes. It provides leadership and mentoring support to TEOs. HITO monitors the

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effectiveness and quality of training and, where issues are identified, for example with the quality of assessment, it supports the TEO before withdrawing the contract. This is an enabling practice as TEOs are then more likely to seek support when they identify problems.

HITO seeks feedback from board representatives, its hairdressing advisory group, regional advisory committees, and sales and liaison managers. A number of surveys provide feedback and inform improvements to the training arrangements and assessment practices.

Salon owners and employers interviewed commented positively on the opportunities to train apprentices on the job in commercial skills tailored to specific salon requirements. However, they also appreciate the training provided by TEOs in off-job theory and skills and techniques not taught in the salon. This saves employers' time in training apprentices.

Currently, there is no need for training to be arranged for beauty as there are no beauty industry apprentices. An industry survey has been commissioned with a survey team scheduled to visit every beauty salon to determine what beauty services are offered and what type or model of training is required. This will further inform HITO about beauty training requirements. HITO has the opportunity to develop a viable, nationally recognised, and industry-endorsed training system.

1.5 How is the quality of the assessment being undertaken towards industry standards?

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**.

HITO is responsible for maintaining the quality of national standards. It does this through monitoring quality assessment standards for its industry using robust moderation processes. Moderation of assessment ensures consistency with industry standards and is managed by HITO through annual on-site moderation visits and reports. The HITO national moderator (Hairdressing) works with a team to manage the visits and reports. The national moderator (Beauty) has established similar processes for current beauty delivery and assessment which will be ready when national qualifications are developed and training arrangements are in place.

For barbering and hairdressing HITO has implemented a three-tiered moderation Quality Mark to acknowledge those TEOs who demonstrate best practice, who consistently meet the national standard for assessment, and who have internal moderation practices that allow for consistent assessment. The Quality Mark also recognises consistency of staff and knowledge within the TEO. A quarter of the 38 TEOs moderated meet this standard.

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A second tier of approximately 20 TEOs is developing best practice, demonstrating that the majority of assessments meet the national standard. However, some resubmission or amendment work is required, although there is a generally low turnover of staff, and there is some evidence that internal moderation is working towards consistency of assessment.

The third tier requires moderation focus, as they may be affected by high staff turnover, are not meeting the national standard, or need to work on continuous improvement. This is an area where the national moderator works with the TEOs more closely to develop assessment understanding.

HITO moderation visits of TEOs holding the first tier Quality Mark for moderation can be less frequent. However, HITO has found that these TEOs prefer to continue the annual visits as they value opportunities for dialogue around assessment and moderation and other aspects of training. The national quality assurance manager works with those TEOs who have not met the industry national standard by monitoring agreed action plans.

To ensure the standard of training and assessment in the industry is maintained, HITO registers and provides annual training for industry assessors. Assessors must meet skill and qualification criteria set out in NZQA's AMAP 0020. HITO provides benchmarking and best practice guidance and exemplars. Only HITO-registered assessors using HITO common assessment tasks that are post-moderated by the national quality assurance manager can assess the last two unit standards that complete the national certificate. This also helps to maintain a consistent standard of performance of apprentices.

Feedback from the sector surveys note that moderation is working reasonably well, and they are largely satisfied. However, HITO is challenged around the two unit standards that currently must be assessed in the commercial workplace and not through a TEO. Some TEOs have voiced a preference to assess these two unit standards themselves. The TROQ review currently in progress using an independent facilitator will give the opportunity to debate and determine this.

The ITO hairdressing assessment processes were applied to beauty assessments in 2010 to assure a consistency of assessment standard. HITO concentrated on informing and supporting assessment practice away from the previous international examinations task-based system to a competency-based model.

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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 **Good**.

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

The elected HITO Board comprises employers and industry representatives who meet every two months. The chair of the New Zealand Association of Registered Hairdressers is also a HITO Board member linking these two organisations and there is a co-opted member representing the beauty industry. There is a clear vision and direction and the board tasks the chief executive officer (CEO) with implementing its strategic planning. Annual reports inform achievement of performance indicators against the strategic planning and acknowledge all successful apprentice graduates. Board members carry out a self-review annually and are also reviewed by an independent body. These reviews have informed the training of the directors by the Institute of Directors. Board members interviewed commented positively on the value of the training received, enabling them to be more effective in their governance role.

A recent constitutional review recognised some weaknesses which the board is responding to. Resulting actions include a review of board membership to add employee and beauty representation as of right. HITO proposed changes for the board to consider at the last two annual general meetings, but no resolution has been reached yet. This raises questions as to whether HITO truly reflects all industries within its standard-setting coverage at the governance level.

The board regularly engages with HITO members, industry, and stakeholders and receives reports from the CEO and HITO managers to keep informed about trainee achievements and other matters. The board makes funds available for research and regular surveys, providing a rich source of data to management to inform rates of satisfaction and areas for improvement.

The board agreed the implementation of ITOMIC – a trainee data management tool used by a number of ITOs to monitor trainee achievement. In addition to informing the board, the data is used by management to analyse achievement data and to reflect on trends and the effects of intended improvements.

There was evidence of strong leadership by the CEO as shown by the organisation leading a number of initiatives such as improving trainee achievement, the IPSN international collaboration, inclusion in the WorldSkills international hairdressing competition, and the literacy and numeracy interactive project which was recently presented to the Industry Training Forum conference.

HITO performs well within the hairdressing sector. This evaluation found that HITO has been slow to fully integrate beauty industry training. This matter continues to challenge HITO management as noted by the board chair and HITO CEO in the

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2010 annual report. The recently commissioned beauty industry survey to determine what beauty services are offered and what type or model of training is required will further inform HITO about beauty training needs. However, the review of the constitution is a most pressing issue.

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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 Hairdressing (Professional Stylist)

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

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

2.3 Focus area: Beauty Training

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

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

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Recommendations

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

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Appendix

Regulatory 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 non-university TEOs continue to comply with the policies and criteria after the initial granting of approval and accreditation of courses 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 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).

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-eeer/introduction/>

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