

Report of External Evaluation and Review

Longlas Limited trading as Innovative Hospitality

Confident in educational performance

Confident in capability in self-assessment

Date of report: 9 May 2012

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Purpose of this Report

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

Introduction

1. TEO in context

Location:	11 Prouse Street, Levin
Type:	Private training establishment
First registered:	1 September 1996
Number of students:	Not applicable. All students are fee-paying.
Number of staff:	Eight staff including full-time, part-time and contracted assessors
Scope of active accreditation:	<ul style="list-style-type: none">• National Certificate in Hospitality (Cookery) (Level 4)• Licence Controller Qualification (LCQ)• Food safety training
Sites:	Levin
Distinctive characteristics:	<p>Longlas Limited trading as Innovative Hospitality focuses its core business on workplace assessment in the hospitality industry. It offers industry-related short courses based on NZQA and Hospitality Standards Institute (HSI) accreditations, and provides training to achieve either NZQA unit standards or the NZQA qualification. Trainees with Innovative Hospitality are private fee-paying clients.</p> <p>Innovative Hospitality is accredited to assess against unit standards for the National Certificate in Hospitality (Cookery) (Level 4) and currently holds accreditation for this qualification. Through contracted consultants, Innovative Hospitality also</p>

provides and approves assessment for the Licence Controller Qualification (LCQ) for bar managers. This qualification is part of the criteria for obtaining a General Manager's Certificate from the District Licensing Agency (DLA).

Although focusing almost exclusively in the provision of assessment, Innovative Hospitality offers some training combined with assessments for some of its short programmes such as food safety and Licence Controller Qualification.

Recent significant changes: Since 2006, Innovative Hospitality has scaled back its operations, for business and life-style reasons, from training and assessment to solely assessment, although they provide some direct training for the Safety and Liquor Licence unit based courses. As part of this change and in line with its current strategic plan, Innovative Hospitality has already started to decrease the employment of its course assessors and is assisting them to become self-employed consultants contracted back to Innovative Hospitality to deliver and assess its short course programmes such as the LCQ.

Previous quality assurance history: Innovative Hospitality was previously assured by NZQA in 2007 and met all requirements.

2. Scope of external evaluation and review

The scope of the external evaluation and review included the mandatory focus area of governance, management, and strategy. In addition, the following focus area was evaluated:

- National Certificate in Hospitality (Cookery) (Level 4).

The food safety and Licence Controller Qualification programmes were included as part of this focus area to enable a wider scope of inquiry into the organisation.

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 external evaluation and review was conducted over two days by two external lead evaluators at the Levin site. The evaluation involved engagement with:

- The two directors
- The operations manager
- Stakeholders of Innovative Hospitality including the DLA, HSI representatives, and chefs assessed by Innovative Hospitality.

Documents obtained and sighted during the EER included self-assessment, planning and strategy documents, NZQA moderation reports, and HSI moderation and ISO 9000 assessment reports.

Innovative Hospitality has had an opportunity to comment on the accuracy of this report, and any submissions received have been fully considered by NZQA before finalising the report.

Summary of Results

Statement of confidence on educational performance

NZQA is **Confident** in the educational performance of **Innovative Hospitality**.

Innovative Hospitality has high expectations of the learners enrolled in its programmes, expecting 90 per cent or higher completion and pass rates. In addition to achieving the qualification, learners are also able to better market themselves and improve their employment prospects. This not only includes chefs but also many of the successful LCQ applicants, who were able to obtain their General Manager's Certificate and present it to employers of bars and restaurants.

Innovative Hospitality provides programmes that ensure appropriate industry standards are being met, providing applicants with a realistic chance of achieving. Innovative Hospitality provides learning and resource material in other languages such as Hindi, Punjabi, Cantonese, and Mandarin to assist Asian and Indian applicants with limited English. All formal assessments towards qualifications are conducted in English.

Innovative Hospitality understands the importance of ensuring all people on the programmes acquire the appropriate skills and knowledge of the law regarding their industry, particularly with regard to the Sale of Liquor Act and food safety regulations and how they can apply these appropriately.

Employers commented on the value of having employees with the appropriate qualifications, making their premises not only industry-compliant¹ but also setting and maintaining approved standards within their establishments. Owners/chefs spoken to who had obtained a qualification from Innovative Hospitality were also requiring staff to attend programmes with Innovative Hospitality and become qualified. As an added incentive for applicants wanting the National Certificate in Hospitality (Cookery), the qualification also provides part of the criteria for new immigrant chefs applying for permanent residency status in New Zealand.

The strategic direction of Innovative Hospitality is actively implemented by the organisation. The decision to change its workforce from salaried to contracted advisors and focus on assessments with direct training taking place primarily in the short one-day courses has not been made lightly by the Innovative Hospitality directors. It illustrates a governance structure that is purposeful and has an emphasis on the future.

The Innovative Hospitality assessors for the National Certificate in Hospitality (Cookery) conduct all their assessments on site in a commercial kitchen. The advantage for Innovative Hospitality is that its assessors keep abreast of current

¹ This applies to the LCQ and food safety.

industry developments as well as receiving first-hand comments from chefs regarding the assessment process, providing additional client feedback.

The high completion rate of applicants assessed by Innovative Hospitality demonstrates an organisation that is sound, has good processes in place, and ensures its applicants have sufficient resources to achieve positive results. However, the evaluation team found limited information about the level of direct teaching and the value of outcomes and so could not be highly confident in the educational performance of Innovative Hospitality.

Statement of confidence on capability in self-assessment

NZQA is **Confident** in the capability in self-assessment of **Innovative Hospitality**.

The self-assessment processes employed by Innovative Hospitality are comprehensive and sufficient to ensure that the programmes on offer are achievable, relevant, and compliant with industry and legislative requirements. Innovative Hospitality makes use of all post-programme evaluations, moderation results, and external stakeholder feedback. Innovative Hospitality is a small organisation with a flat structure, enabling all staff to be involved in decisions resulting from self-assessment. Self-assessment is carried out formally through scheduled meetings and informally through staff discussions. Problems and issues are investigated, discussed with staff, and given approval and introduced reasonably quickly. Any changes affecting the self-employed assessors or issues identified through self-assessment are communicated either by newsletter, phone, or by email.

Because assessments are carried out in the workplace, this also enables assessors to speak with external stakeholders, in particular owners/chefs of bars and restaurants. This provides the assessors with the opportunity to gain immediate feedback on the relevance of programmes from stakeholders and to stay informed of new developments in the industry, including legislative changes.

TEO response

Longlas Limited trading as Innovative Hospitality's submission has been taken into account.

Findings²

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**.

Innovative Hospitality has high expectations of learners enrolled in its programmes, expecting at least a 90 per cent or higher completion and pass rate. The criteria for the assessment of the cookery qualification are developed for chefs with five or more years' experience and who are currently working in the industry, which gives rise to the high expectations for completion. Completion rates for the National Certificate in Hospitality (Cookery) in 2009 and 2010 were 99 per cent, and for the LCQ in 2009 and 2010 were 92 per cent and 90 per cent respectively.

Innovative Hospitality has provided written evidence to the EER team from immigrant chefs who have completed and gained the National Certificate in Hospitality qualification with Innovative Hospitality where the chefs acquired sufficient knowledge and skills to work within the hospitality industry in New Zealand, and gained professional recognition within the industry as well as complementing and adding value to their overseas qualifications. Chefs commented that, with the attainment of the qualification, they were empowered to seek further employment opportunities.³

Other stakeholders belonging to authorising agencies such as the DLA office said that the standard of training and assessment from Innovative Hospitality was of a high quality, and that they had every confidence in the ability of applicants assessed by Innovative Hospitality to comply with all liquor licensing legislative requirements.

Innovative Hospitality records, monitors, and fully analyses its learner data for achievement and completion. The organisation's self-assessment plan utilises learner end-of-course feedback, employer feedback⁴, stakeholder feedback formalised in writing⁵, audits, comparison with similar industry organisations, EER reports, and internal and external moderation reviews. This level of scrutiny is

² The findings in this report are derived using a standard process and are based on a targeted sample of the organisation's activities.

³ Innovations Hospitality staff informed the evaluation team that many chefs from overseas were confined to working for only one employer, typically a relative or associate who employed them on arrival and usually for minimal pay, because they did not have a New Zealand-recognised qualification.

⁴ Employer feedback is gathered and collated by assessors and the internal moderator.

⁵ Provided by the District Licensing Agency, local council, HSI, and immigration agents.

considered by the EER team to be sufficient for Innovative Hospitality to assess its programmes, respond to complaints or concerns from stakeholders and, where necessary, make appropriate programme changes or improvements.

Innovative Hospitality maintains an interest in the destinations of chefs who have been assessed and are working in the industry. They do this through informal networks, word-of-mouth, and through applicants who have been referred to Innovative Hospitality by their employer and who had previously been assessed. However, Innovative Hospitality acknowledges that personnel within the hospitality industry frequently change jobs. In these circumstances, maintaining an accurate, up-to-date register is not practical.

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**.

Many of the chefs that apply to be assessed for the National Certificate in Hospitality programme do so to gain a New Zealand-recognised qualification. Innovative Hospitality explained that some chefs already possess considerable experience in the cooking field, having worked overseas with internationally renowned chefs. However, most qualifications gained overseas are not recognised by the New Zealand industry.⁶ This qualification provides them with more opportunities to seek meaningful employment in the industry, with better income prospects.

Feedback from employers and agency stakeholders indicates that the value of having staff with qualifications recognised in New Zealand not only provides the organisation with high quality employees, but also meets relevant industry and local council compliance requirements. This is particularly so for licensed bars and restaurants requiring owners and managers to hold a current General Manager's Certificate.

The assessors for the National Certificate in Hospitality conduct all their assessments on site in a commercial kitchen, in line with HSI requirements for unit standards to be assessed in a "realistic work environment". This also enables the assessors to remain current with what is happening in the industry and to obtain first-hand comments from working chefs about the assessment process administered by Innovative Hospitality. These comments are fed back to the Innovative Hospitality main office and, if required, strategies are developed to address any issues raised.

⁶ Innovations Hospitality makes it clear in its programme documentation that the National Certificate in Hospitality is a criterion used by Immigration NZ to approve permanent residency. However, obtaining the qualification does not guarantee approval.

Innovative Hospitality maintains active communication with DLAs, HSI, NZQA, and people in the hospitality industry so that it can stay abreast of any new developments and legislative changes to ensure that it is meeting the needs of stakeholders. The local DLA officer told the evaluation team that she had a good relationship with Innovative Hospitality and that she had confidence that people were being assessed to the required standards.

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**.

Innovative Hospitality and stakeholders identified that through strong industry and community connections, and a close interest in the hospitality scene, Innovative Hospitality staff are able to maintain current understanding of compliance and labour market needs within the hospitality industry. Innovative Hospitality engages regularly and closely with stakeholders to ensure the relevance and currency of its programmes and methods of delivery. Examples demonstrating this engagement include:

- Conducting assessments on site, in a commercial kitchen where the learner is able to best produce their work for assessment.
- Adapting assessments to focus on ethnic specialities, enabling chefs from Asian countries to produce dishes from their culture to best demonstrate the chefs' skills.
- Consulting and seeking feedback from HSI to ensure the ongoing relevance of the material being delivered by Innovative Hospitality.
- Establishing short courses (one to two days), with the option for self-directed or classroom-based learning to cater for the different needs of learners.

Innovative Hospitality offers free, short bridging courses for bar and restaurant owners and their staff to keep them up to date with current legislation, particularly with regards to the Sale of Liquor Act.⁷ The courses are conducted on site and take up to one hour and are targeted primarily at frontline staff. The courses also enable Innovative Hospitality to promote its profile as an NZQA-accredited provider with these establishments for any future staff assessments.

Innovative Hospitality actively collects data from employers, client evaluation feedback reports, moderation reports, and analysis of completion data to ensure

⁷ These courses have been developed by Innovations Hospitality and are not part of the NZQA-approved programmes.

that it has a good sense of industry and stakeholder needs, including an understanding of the cultural diversity of clients seeking assessments with Innovative Hospitality.

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**.

As mentioned, Innovative Hospitality focuses primarily on assessment for the National Certificate in Hospitality.⁸ The learners preparing for the hospitality certificate assessment are provided with pre-assessment information booklets from Innovative Hospitality, where the learners are required to complete written work as part of their assessment. The practical part of the assessment is completed on site over three to four sessions. These include observation of the chef by the assessor in the workplace, which also involves the chef being recorded on video.

Because Innovative Hospitality has an increasing number of new immigrants on its programmes, who have limited English, the organisation has developed learning and training resources to assist these learners. An example of this occurs with the cookery programme. A cookery research project forms part of the assessment process. Chefs are able to complete this in their own time using whatever resources they wish. This project is one of the tools Innovative Hospitality uses to support the chefs' range of knowledge about cookery, and the project lists the requirements in both English and Cantonese. The Chinese translation of the project requirements is for clarification only in order to ensure there is no misunderstanding by the Chinese chefs over the requirements of the project. The chef is required to complete the project in English.

Within the one-day programmes, assessors use posters, group work, and open and closed-book sessions. They also simplify some of the language used, particularly legal words and phrases. Innovative Hospitality staff commented that their intention is to ensure that the learners being assessed by them are not disadvantaged by language barriers.

In relation to self-assessment, all assessors are given twice-yearly peer appraisals. It was explained during the EER that there is limited professional development available for assessors, which puts the onus back on Innovative Hospitality to ensure it is meeting industry standards. Innovative Hospitality is very active in staying in contact with industry sources and maintains close communication with all its authorising agencies such as HSI, DLA, and NZQA. Innovative Hospitality also utilises its learner feedback evaluations to ensure that issues raised are being

⁸ Innovative Hospitality does however; provide direct training through short, fee-paying courses.

addressed. Given the assessment focus by Innovative Hospitality, this level of review of the assessors is considered sufficient by the EER team.

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**.

The focus on providing comprehensive and relevant guidance and support is of primary importance to Innovative Hospitality. The organisation provides pre-programme support through resource packages and post-programme support and advice on request, free of charge to its graduates. A number of learners who have obtained their LCQ qualification regularly contact Innovative Hospitality to seek advice about issues in the workplace related to the Sale of Liquor Act. Innovative Hospitality said it tries to keep in contact with graduates to provide support. However, this is difficult to sustain given the transient nature of employment in the hospitality industry. Many people seek the qualification from Innovative Hospitality as part of their requirement for working in a bar or restaurant. If they leave that employment, it becomes harder for Innovative Hospitality to maintain contact.

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

The rating for performance in relation to this key evaluation question is **Excellent**.

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

Innovative Hospitality maintains effective relationships with all its stakeholders through regular communications. During the EER period, a stakeholder of Innovative Hospitality had raised a concern regarding the English proficiency of a learner who had completed a qualification with Innovative Hospitality. This is the third such issue to be raised requiring a response from Innovative Hospitality. The organisation has shown that it is prepared for open scrutiny and has sufficient processes in place that it believes can assist in working through concerns of this nature.

Innovative Hospitality is governed by its directors who also own the company. The directors have a clear and concise strategy which is currently being implemented and is enabling the organisation to successfully control its direction. Clear goals have been set, enabling Innovative Hospitality to actively pursue them and in most cases achieve them or set a path that provides sufficient confidence that the goals will be achieved. An example of this is the decision to remain small. To this end, Innovative Hospitality has identified a niche market where it can provide a service that is actively endorsed by its accrediting agencies. As part of this strategy, Innovative Hospitality has begun reducing the number of employed assessors and has supported them into self-employment. The contracted assessors will provide

their own training and assessment programmes under the accreditation held by Innovative Hospitality. This provides a source of income for both Innovative Hospitality and the assessors while freeing the directors from employer/employee responsibilities. Staff and stakeholders commented at interview that the directors also undertake assessment and moderation roles. The directors' skills complement each other and provide strong leadership for the organisation in terms of industry knowledge and the provision of clear and effective systems and policies.

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: National Certificate in Hospitality (Professional Cookery) (Level 4)

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

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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