

# Report of External Evaluation and Review

Agoge Training Limited

Highly Confident in educational performance

Highly Confident in capability in self-assessment

Date of report: 25 June 2015

# Contents

Purpose of this Report.....	3
Introduction .....	3
1. TEO in context.....	3
2. Scope of external evaluation and review .....	5
3. Conduct of external evaluation and review.....	5
Summary of Results .....	7
Findings .....	9
Recommendations .....	16
Appendix .....	17

MoE Number: 8408  
NZQA Reference: C18586  
Date of EER visit: 21 and 22 April 2015

*Final Report*

# Purpose of this Report

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

## Introduction

### 1. TEO in context

Name of TEO:	Agoge Training Limited
Type:	Private training establishment (PTE)
First registered:	1 February 1997
Location:	56 Church Road, Te Rapa, Hamilton
Delivery sites:	Hamilton: Unit 7, 9 Karewa Place, Te Rapa Auckland: Unit D, 80 Richard Pearse Drive, Airport Oaks Wellington: Pito-one Road, Petone Training also takes place at client company workplaces throughout New Zealand.
Courses currently delivered:	Training scheme for Class 2 Driver Licence and short courses for truck driver licensing (class 2, 4 and 5), forklift and other licence endorsements including dangerous goods, wheels, tracks and rollers.
Code of Practice signatory:	No
Number of students:	Domestic: no full-time students, an average of 70 trainees per week with a total of 4,427 trainees in 2014 – 17 per cent Māori, 10 per cent Pasifika, 59 per cent Pakeha, 14 per cent other ethnicities.

Number of staff:	Eight full-time equivalents
Scope of active accreditation	Refer: <a href="http://www.nzqa.govt.nz/providers/details.do?providerId=840826001&amp;site=6">http://www.nzqa.govt.nz/providers/details.do?providerId=840826001&amp;site=6</a>
Distinctive characteristics:	Training is focused on the transport and logistics industry. Training takes place at Agoge training centres as well as on site at client premises. The majority of the training uses mandated resources required by the New Zealand Transport Agency.
Recent significant changes:	<p>The remaining shareholding held by the previous owners, NC Wilkinsons Limited, was purchased by Agoge Holdings Limited and the PTE renamed Agoge Training Limited in 2012. A new strategic plan, quality management system, vision and values were developed resulting in a change of business focus to deliver specialised, short course training for the transport and logistics industry.</p> <p>Adult education and workplace assessor training is no longer delivered because of a strategic decision to focus on heavy traffic (truck) licensing, forklift training, and other driver licence endorsements, including dangerous goods, wheels, tracks and rollers.</p> <p>Agoge Training is providing training for Agoge Recruitment, compliance training, and refresher courses open to the public including secondary school students through the Gateway programme to meet industry needs.</p> <p>From time to time a Skills for Industry programme is offered to meet an identified demand through WINZ, and this is funded by the Ministry of Social Development.</p>
Previous quality assurance history:	<p>The previous NZQA external evaluation and review (EER) of Agoge Parkers Limited was conducted in September 2011. The summative statements of confidence were Confident in educational performance and Confident in capability in self-assessment.</p> <p>Agoge Training has met external moderation requirements over the past three years for NZQA</p>

and the industry training organisations, Competenz and the Motor Industry Training Organisation. Following regular audits and moderation, Agoge Training is meeting the New Zealand Transport Agency Statement of Approval conditions.

## 2. Scope of external evaluation and review

Following consultation with management at Agoge Training, the focus areas were chosen, and the scope of this EER included the following focus areas.

### **Governance, management and strategy**

This is a mandatory focus area because of its significance to all aspects of an organisation's performance.

### **Forklift and forklift refresher training**

This is the key growth area for Agoge Training as it is an integral skill area for the transport and logistics industry and is delivered at a number of sites nationally.

## 3. Conduct of external evaluation and review

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

Prior to the EER, the lead evaluator discussed the proposed site visit with the general manager of Agoge Training to finalise the scope and agenda. A self-assessment summary was supplied in advance of that visit. After the selection of focus areas and the decision to visit two delivery sites – Hamilton and Auckland – relevant key documents were supplied to the evaluation team to support the plan of enquiry.

The on-site visit was conducted by a team of two evaluators over two days at the head office in Hamilton and the training centres at both Hamilton and Auckland. Discussions were held with the founder/chief executive officer of Agoge Training, the general manager, the Hamilton branch training manager, business account manager, training coordinator, trainers and current trainees at both training centres. A number of external stakeholders were interviewed on site in Auckland and by telephone – including representatives from major client companies, the relevant industry training organisations and the New Zealand Transport Agency.

*Final Report*

The organisation provided a range of documents requested by the evaluators on site to support the evaluative conversations, and these were reviewed by the evaluation team.

# Summary of Results

## Statement of confidence on educational performance

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

Agoge Training Limited is achieving a high standard of educational performance.

- Learners acquire relevant, up-to-date skills and knowledge that are immediately applicable in the workplace. Agoge Training has a very good understanding of the compliance and regulatory requirements for its specialist training areas, and of employment trends in the transport and logistics industry. Most trainees are in employment and those who are seeking work are supported to engage with Agoge Recruitment to enhance employment opportunities and career prospects.
- Learner achievement has consistently exceeded the organisational target of 95 per cent for successful course completion over the past three years. Trainers are committed to providing an engaging and supportive learning environment blending theory and its application to practical situations to ensure trainees meet the required level of competency.
- Agoge Training is the preferred training provider for a number of large national client companies. These stakeholders highly value the organisation's commitment to a strong business-to-business relationship with each company, their responsiveness to meeting the training needs of these stakeholders, as well as their emphasis on creating safe and compliant workplaces.
- The organisation is effectively managed, with a clear organisational strategy and direction to be 'the best training organisation in our industries'. The values of the organisation are well understood by the highly committed staff who say they are living the values and that everyone in the organisation is working together to do so.

## Statement of confidence on capability in self-assessment

NZQA is **Highly Confident** in the capability in self-assessment of **Agoge Training Limited**.

- Self-assessment is comprehensive and systematic, and operates as a continuous cycle of improvement that underpins the culture of the organisation with a strong focus on providing quality training that meets the needs of trainees and stakeholders.
- Reflective practice and self-assessment are embedded within the organisation's operational systems and processes. Innovation and ideas are encouraged from staff and stakeholders to support consistency and high-quality performance.
- There is good evidence of purposeful and systematic feedback mechanisms in place for the training courses that lead to worthwhile improvements. Examples of ongoing changes resulting from this feedback include the development of an online enrolment process, improvements to course materials and the learning environment, and professional development for the inclusion of literacy and numeracy teaching strategies.
- The strength of the effective business relationships with key client companies is based on the evaluative strategies used by management and trainers to monitor and improve the understanding of the training needs of these businesses.

# Findings<sup>1</sup>

## 1.1 How well do learners 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**.

The overall measure of learner achievement is the successful completion of training courses focused on competency in workplace safety and compliance with regulations as they apply to the range of driver licence endorsements and refresher courses. The internal benchmark of 95 per cent has been exceeded over the past three years – 2012, 97 per cent; 2013, 98 per cent; 2014, 97 per cent. There has been a steady growth in the number of trainees over this period, from 3,758 in 2012 to 4,427 in 2014, and the high completion rates have been consistently maintained for all trainees including Māori (17 per cent) and Pasifika (10 per cent).

There is good evidence from trainees and employers that the skills, knowledge and competencies are immediately useful in the workplace, or enhance the likelihood of gaining employment in relevant workplaces.

The organisation places high priority on ensuring safe work practices in all aspects of the training and refresher courses to support the industry emphasis on safe workplaces. Agoge trainers and management monitor and review trainee achievement and workplace safety for all courses at monthly review meetings, and the data and performance evidence is used to improve the way learners are taught and supported.

## 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 **Excellent**.

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

Trainees value the outcomes of the training as a pathway to enhance employment by being able to use additional competencies such as forklift skills alongside other work skills which may lead to more variety in work roles, increased remuneration and, in some cases, opportunities for promotion. Gateway programme trainees

---

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

from secondary schools achieve unit standards which contribute to the credits required to achieve NCEA (National Certificate in Educational Achievement) qualifications.

External stakeholders – including client companies, employers and the Ministry of Social Development – value the way that Agoge Training builds strong business-to-business relationships with client organisations and provides high-quality, specialised training for upskilling the workforce. A recent survey on ‘what matters most’ to employers resulted in very strong feedback to Agoge Training that the two most important outcomes were being compliant with regulatory requirements and having a safe workplace with zero harm (no injury) record. These outcomes are highlighted within the training courses, and business support strategies are developed to reinforce these outcomes. Examples include providing free compliance checks and attending on-site toolbox meetings for client companies.

The strong relationship Agoge Training has built with employers was confirmed in the interviews conducted by the evaluators. One employer stated that ‘Agoge is an expert provider, they have helped us to get a better outcome and want to make a difference in our business – it is a partnership of collaboration and it’s real’. Another indicated that they choose Agoge Training as their preferred provider because of the positive feedback from their drivers who recognise the quality and relevance of the training provided.

There is good evidence that there is a strong link between Agoge Recruitment and Agoge Training to provide trained staff for the transport and logistics industry. Trainees seeking employment within the industry are referred to the recruitment company on completion of their training and obtain work in relevant client companies. The recruitment business refers potential trainees to Agoge Training for specific additional skills to improve their skills for particular workplaces.

### 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 **Excellent**.

As an integral part of the business-to-business relationship, management and trainers are in regular contact with key client companies to review their training needs, discuss current workplace issues, and respond quickly to requests for training. Post-training review and feedback processes are used to ensure that the changing needs of key client companies are well understood and met. This responsiveness includes flexibility to provide training at an Agoge Training centre or in the client company’s workplace, at a time to suit the employer and for the number of trainees required by the employer. An employer said that Agoge

*Final Report*

Training is the preferred training provider for their business because the forklift training course covered what a forklift driver needs to know to operate a forklift safely, not just the skills required for the F endorsement/licence.

Course materials and delivery strategies are adjusted to meet the needs of trainees. Additional time is given to trainees who need more practice to reach the required competency level with flexibility to 'not assess' until the trainee is ready to undertake final assessment. In response to trainer feedback on learner needs, a two-day course has been developed as an option for those trainees who need more time to fully understand both the theory and the practical application (especially for trainees whose English is not their first language).

To meet the needs and goals of the participants, individual goals are identified and listed at the beginning of each course. As the goals are achieved during the course, this is noted against each goal to ensure that each individual trainee's needs are met.

Training courses are customised to meet individual business needs to match the knowledge and skills to resources in use in a particular business, such as training courses aligned to industry requirements giving comprehensive coverage of skills and knowledge required to use a forklift competently. In response to an identified need, a new course in manual handling has recently been developed in collaboration with a client company with expert input from a physiotherapist to advise on correct lifting techniques. This course will be provided on site for that client company and will also be available to other businesses where a similar need is identified.

Where training is provided for an individual business, a systematic follow-up process is used to get feedback on how well training met the needs of that employer as part of the business-to-business relationship. For example, in one case negative feedback was escalated to management and followed up immediately. The direct communication resulted in retention of the client and customising training to meet the emphasis required by the employer.

#### 1.4 How effective is the teaching?

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

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

The training at this organisation is effective and characterised by trainers with a strong industry background who are passionate about the training and highly regarded by employers and trainees. There is a very strong focus on ensuring that the training and equipment are safe and comply with the relevant regulations to model safe and compliant workplace practices. The use of actual workplaces of

the client companies provides a relevant learning environment which enables a seamless integration of new learning and skills directly into the workplace.

All trainers are required to hold adult education unit standards. Regular collaborative workshops and training days are held for all trainers to share delivery strategies, ideas for improvement, current industry developments and changes to regulations, and to consider monthly training reports and provide peer feedback on improvements to course materials. There is good evidence that trainee evaluations are reviewed and inform improvements, while peer observations provide feedback on improved delivery strategies, and a strong culture of collaboration supports an engaging learning environment.

There is strong evidence that the quality of training is being effectively managed. Trainers feel valued and supported by management through a positive, engaging and evaluative performance review process which includes formalised learning, review conversations with peers, and regular opportunities for open communication with managers about trainee feedback, moderation outcomes and self-evaluation. Professional development is well supported and aligned to the outcomes of the performance review process. Training for embedding strategies to improve literacy and numeracy within courses was undertaken in response to the identification of a number of learners who needed additional literacy and/or numeracy support.

Assessments are reviewed and moderated following a robust internal moderation annual plan. All external moderation outcomes meet the relevant industry training organisation standards and comply with the New Zealand Transport Agency audit processes.

The learning centres are appropriately resourced with forklift and simulated loads, a truck, laptop and data projector to support delivery at the training centres or at individual workplaces. The course workbooks are clearly presented, engaging and provide a useful future reference for the trainees.

## 1.5 How well are learners guided and supported?

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

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

Agoge Training provides individual support and guidance that is appropriate to the courses being delivered. This can include additional time to check understanding of the theory components and the practical competency in use of equipment.

Intentionally small class sizes of a maximum of 12 trainees per course enables individualised support, relationship-building with the trainees and identification of any additional literacy and numeracy support.

Comprehensive course information is available on the organisation's website, and trainees confirmed that they were well informed prior to the course and that the trainers and training coordinator provided them with timely and appropriate support for the admission/booking process. As a result of feedback, online admissions/booking – an automated online enrolment/booking process – is being trialled to increase responsiveness and enable processes to be completed by trainees and employers in their own time.

There are effective strategies in place to support the variety of learners, using experienced forklift drivers (refresher course) to mentor and support new learners such as secondary school students, as well as additional time for learning and/or assessment, supporting trainees to develop confidence in their engagement with external agencies, and providing literacy and numeracy support for trainees.

## 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 **Excellent**.

The management team at Agoge Training is highly effective in supporting educational achievement. There is strong evidence that the core educational purpose, and intrinsic values and behaviours developed three years ago are embedded within the culture of the organisation and guide the decision-making and responsiveness to the needs of clients and trainees. The organisation has a robust framework for self-assessment based on a monthly self-assessment cycle, including training reports, training actions, self-assessment meetings and self-evaluation reports and annual staff days.

Agoge Training has a strong reputation for delivering high-quality, industry-relevant training within the transport and logistics industry, with key client companies focused on compliance with regulatory requirements and safe workplaces. The strong relationship with Agoge Recruitment provides unique pathways for trainees in the linking of career development and training.

Management has recruited high-quality, industry-experienced staff who understand the requirements of the specialised training. There is a strong culture of working together with opportunities for everyone to have input into organisational improvements. The staff interviewed feel valued as an important part of Agoge Training. They are encouraged to grow personally and professionally through a comprehensive, evaluative performance review process with an emphasis on professional development.

There is good evidence that the organisation understands its specialist training areas and is effective at managing change. There is a clear strategy for continuing to build relationships with key client companies in innovative and collaborative ways which are solution-focused and which support the high expectations of being ‘the best training organisation in our industries’.

## 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 **Excellent**.

### 2.2 Focus area: Forklift and Refresher Training

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

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

# Recommendations

NZQA recommends that Agoge Training Limited consider the timing of collection of data on ethnicity to support enrolment in the appropriate course.

# Appendix

## Regulatory basis for external evaluation and review

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

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

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

*NZQA is responsible for ensuring non-university TEOs continue to comply with the rules after the initial granting of approval and accreditation of programmes and/or registration. The New Zealand Vice-Chancellors' Committee (NZVCC) has statutory responsibility for compliance by universities.*

*This report reflects the findings and conclusions of the external evaluation and review process, conducted according to the External Evaluation and Review (EER) Rules 2013.*

*The report identifies strengths and areas for improvement in terms of the organisation's educational performance and capability in self-assessment.*

*External evaluation and review reports are one contributing piece of information in determining future funding decisions where the organisation is a funded TEO subject to an investment plan agreed with the Tertiary Education Commission.*

*External evaluation and review reports are public information and are available from the NZQA website ([www.nzqa.govt.nz](http://www.nzqa.govt.nz)).*

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

NZQA

Ph 0800 697 296

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

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

*Final Report*