

Report of External Evaluation and Review

New Zealand Red Cross

Highly Confident in educational performance

Highly Confident in capability in self-assessment

Date of report: 6 August 2015

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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

Name of TEO:	New Zealand Red Cross (Red Cross)
Type:	Private training establishment (PTE)
First registered:	1 March 1992
Location:	National Office: 69 Molesworth Street, Thorndon Wellington
Delivery sites:	32 site locations nationwide. Training delivery also occurs at client premises and workplaces.
Courses currently delivered:	Unit standard-based First Aid, Pre-hospital Emergency Care and Emergency Preparation courses and a range of non-unit standard first aid-related courses.
Number of students:	Domestic: 62,000 participants in 2014
Number of staff:	29 full-time and 68 part-time and casual staff plus some shared administration support staff
Scope of active accreditation:	Consent to assess: unit standards in First Aid 6400 series, 26551, 26552, 25459, 424; Pre-hospital Emergency Care, 25411, 25412, 14473; and Emergency Management, 528. Red Cross also has an NZQA-approved training scheme.
Distinctive characteristics:	Red Cross PTE is part of the New Zealand Red Cross organisation and worldwide International Federation of Red Cross and Red Crescent Societies (IFRC) which provide humanitarian aid nationally and internationally. Globally, Red Cross Federation is the world's largest first aid training

provider (source; IFRC, 2011, International first aid and resuscitation guidelines).

Recent significant changes: New Zealand Red Cross appointed a new secretary general in 2014. The subsequent organisational review and restructure retained the PTE structure and provided dedicated administration staff to further support the PTE in its functions.

In 2014 a new training manager and four training coordinators were appointed to existing positions. The training manager appointment was internal and the training coordinators were external appointments.

Previous quality assurance history: A first aid focused review was undertaken by NZQA in 2012. Red Cross met two of three required areas. The one area partly met (course delivery hours) has since been addressed and verified by NZQA.

NZQA national external moderation results reported in October 2014 indicated that for the years 2012, 2013 and 2014, all assessment materials met the national standard and all assessor judgments, bar one, were at the national standard.

Pre-assessment moderation undertaken with The Skills Organisation for new courses have met the national standard.

Red Cross's most recent external evaluation and review (EER) was conducted in June 2011, with the report published in September 2011. The 2011 EER statements of confidence were: Highly Confident in educational performance and Highly Confident in capability in self-assessment.

Other: Red Cross is an inaugural member of the Association of Emergency Care Training Providers with representation of two people on the Board, one currently in the role of secretary.

2. Scope of external evaluation and review

Following the receipt of Red Cross's self-assessment information, a scoping meeting was held in Wellington on 13 February 2015. Meeting participants included the NZQA lead evaluator, the Red Cross national education and training manager, and the education quality assurance manager.

The focus areas agreed included:

- Governance, management and strategy

This is a mandatory focus area.

- Comprehensive First Aid

This encompasses a number of courses, and together they make up a significant proportion of all training. Comprehensive First Aid alone has 35 per cent of all Red Cross participants. Comprehensive First Aid is also the basis of most other courses Red Cross delivers.

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.

The EER of Red Cross took place with a team of two evaluators over four days at the Wellington, Christchurch and Dunedin sites. The EER included interviews with the secretary general of New Zealand Red Cross, the general manager social enterprise, all members of the PTE's Education and Training Leadership Team, training coordinators, instructors, and participants in Comprehensive First Aid and revalidation courses. Clients were interviewed by phone.

A wide range of documentation was reviewed including analysed achievement and outcomes data (individual, instructor, regional, national); reports and meeting minutes (New Zealand Red Cross Board, management, Education and Training Leadership Team, training coordinators); training quality management system, RedNet (Red Cross intranet), XRM database, teaching and participant materials and resources; collated and analysed client and participant feedback (surveys and evaluations); organisational self-assessments (training coordinators, training managers and the Education and Training Leadership Team). Documents about academic processes included internal moderation, course reviews and evidence of certification of all instructors.

Summary of Results

Statement of confidence on educational performance

NZQA is **Highly Confident** in the educational performance of **New Zealand Red Cross**.

Key reasons for this include:

- Very high achievement of Red Cross First Aid courses, including unit standards and certificates, has been consistently evident for a decade. Māori and Pasifika rates of achievement are also understood. Success in external moderation and rigorous internal moderation of all instructors validate this rate of achievement.
- Red Cross identifies performance indicators which are monitored, reported and reviewed across the PTE and by the Board of New Zealand Red Cross. Results are used to inform decision-making, and they provide clear evidence of meeting stakeholders' needs regionally and nationally.
- Client and participant feedback is overwhelmingly positive and demonstrated through a range of comprehensive self-review processes which occur systematically. The positive results have been consistently very strong for several years.
- Developing and enhancing first aid skills and knowledge meets the personal and employment needs of participants who attain a current first aid certificate. Clients, who are mostly employers, meet their health and safety and good employer obligations.
- Instructors are competent, and all at least meet the trainer and qualifications requirements for first aid trainers. Instructors' teaching and assessing are comprehensively monitored. Ongoing competency and currency with first aid best practice is assured through compulsory and targeted professional development.
- Course and content is highly relevant and standardised. Ongoing changes reflect the review process, which is scheduled and aligned to best practice guidelines established by the New Zealand Resuscitation Council, the Association of Emergency Care Training Providers, and Red Cross. Systematic and targeted review changes are well researched and considered for the context of delivery and participant need.
- Engagement and strong industry links with the New Zealand Resuscitation Council, The Skills Organisation (recently given NZQF responsibility for the NZQA First Aid domain), NZQA, and the PTE's role in the establishment of, and active participation in, the Association of Emergency Care Training

Providers, ensure that an external lens is regularly put on the organisation and its practice as a first aid provider.

- Oversight of the strategic and operational direction of the PTE aligns it with the values, vision and mission of New Zealand Red Cross and globally with the IFRC.

Statement of confidence on capability in self-assessment

NZQA is **Highly Confident** in the capability in self-assessment of **New Zealand Red Cross**.

Red Cross has an organisation-wide approach to self-assessment which is well embedded in its ongoing processes and practices. High quality and authentic information is collected systematically with specific and targeted information-gathering occurring to further supplement or extend an area identified from review to develop or further explore.

Findings are used to implement changes, and Red Cross was able to demonstrate the impact and effectiveness of change throughout many aspects of the organisation, including instructor and staff training, course content, delivery methods, venues, administration and academic processes. Changes do not necessarily increase the already high level of achievement but focus on improving the quality of the learning experience, the competency of instructors and staff, and the currency of the content and relevance of training delivered.

The characteristics of effective self-assessment were clearly evident and convincingly demonstrated.

Findings¹

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**.

Very high achievement of the Comprehensive First Aid unit standards and certificate has been consistently evident for a decade. The past three years' participants (2012, 2013 and 2014) have completion rates of 98.98 per cent, 98.77 per cent and 98.86 per cent respectively. Success in external moderation and rigorous internal moderation of all instructors every three months validates this rate of achievement.

Non-achievement is tracked. Specifically, gender and ethnicity are singled out for further analysis to alert Red Cross to any possible disparity in achievement. Through the review of this data and reporting by training coordinators, Red Cross monitors non-achievement per instructor, per area and nationally. The result is reviewed monthly by the Education and Training Leadership Team and informs the PTE's education strategy and focus when reviewing courses and delivery.

Red Cross primarily uses two performance measures identified as important indicators in determining the positive outcomes of stakeholders: delivery of teaching hours and course participant trends. Both performance measures are reviewed and reported monthly at Education and Training Leadership Team meetings and at New Zealand Red Cross Board meetings. Internal parameters provide a guide to determine and review the level of performance, and several years of data is used for comparison. Red Cross's processes, authentic data collection and analysis allow any areas of interest or concern to be specifically identified. Detailed information can be accessed, isolating areas, such as region, instructor or course, for closer review, ensuring a targeted response where required.

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

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**.

Red Cross meets the community and national need for certified first aiders through the provision of quality first aid training. Red Cross clients are mostly employers who manage organisations where staff and public safety are valued. Having current first aiders among employees assists Red Cross clients to meet their obligations as a good employer and in some cases legislative requirements. Participants mostly require a current first aid certificate as a condition of employment or as part of a qualification. For a smaller number, gaining first aid skills and knowledge for their personal development is the primary motivator. The meeting of these needs resonates strongly with New Zealand Red Cross's mission to build resilience within communities. To ensure there is a high proportion of trained first aiders in communities, all Red Cross members and volunteers are offered free first aid training.

The Red Cross brand and reputation are important to New Zealand Red Cross because these factors encourage clients to select Red Cross for first aid training. Therefore, Red Cross wants to know about the impact of training for participants and clients, and is rigorous in the ongoing monitoring and review of the quality and relevance of training content, and the competency of instructors.

Ongoing monitoring of course outcomes, course completions, delivery of teaching hours and course participation trends show steady growth. Red Cross systematically gathers comprehensive stakeholder feedback nationally and has a number of robust processes that help to understand needs and how well Red Cross is meeting those needs.

All courses are evaluated on the day of training by participants, and any individual response below Red Cross's internal target is followed up. Key clients are contacted formally as per schedule via phone. Online surveys conducted twice a year encompass a significant proportion of clients for each region (all participants from over a three-month period). Targeted and specific additional surveys are undertaken, usually two a year, to provide further information that Red Cross wishes to explore. In 2013, 2014 and 2015, all participants who identified as Māori and Pasifika were specifically surveyed for their feedback. Online survey response rates vary between 15 and 50 per cent and, following Statistics New Zealand guidelines, Red Cross considers these response rates to be good and therefore the information gathered reliable for use. Processes and enquiry questions for stakeholders are relevant and planned, so the results are able to be used and compared regardless of medium used to gather the information, enhancing the utility and value of the data.

The collated findings from evaluations, surveys, key client follow-up and the unsolicited information that Red Cross and their staff receive, are considered and communicated to staff. Actions and changes as a result of review are reported and monitored by the Education and Training Leadership Team. Red Cross is able to convincingly demonstrate ongoing and continuous changes and improvements in a variety of areas across the organisation, for example course content, delivery, participant Emergency Care for First Aiders manual, learning activities and administration. Improvements in the quality of teaching, support and venues are evident, all with the intention to continue to meet stakeholder needs. Red Cross is able to demonstrate that the PTE itself contributes significantly to the New Zealand Red Cross reputation and brand through the quality of the first aid training delivered and the positive experiences of participants.

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**.

Red Cross delivers Comprehensive First Aid courses to a wide range of stakeholders including members of the public, large corporate clients, small businesses, charitable organisations, and prisons, schools, polytechnics and universities. Instructors and scenarios are matched to reflect relevant first aid situations for each group. A well-planned curriculum which is current and relevant supports strong teaching by instructors.

There is vigilant monitoring and oversight of course performance indicators and participant and client feedback, which is a key component of course review. For example, in response to NZQA's requirement to review achievement of Māori and Pasifika learners, surveys in 2013, 2014 and 2015 targeted all participants who identified as Māori and Pasifika to investigate how well Red Cross first aid courses were meeting their needs and expectations. The findings were shared with an external education consultant and internal Māori advisor who, in addition to their own review of Red Cross courses, made recommendations and suggestions for improvement, which the Education and Training Leadership Team is implementing and reviewing as part of an ongoing strategy to ensure course are accessible and match the needs of all participants.

Formal and informal opportunities for review are used to ensure the currency and quality of courses. Changes are aligned to best practice guidelines established by the New Zealand Resuscitation Council, Association of Emergency Care Training Providers, NZQA and unit standards requirements. Red Cross uses its own resources such as information available through the IFRC and from its own valued instructors. Suggested changes are well researched and considered. Following suggestions by Red Cross instructors and a thorough review process, two changes

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to course content have recently been implemented. The term 'Recovery Position' has been changed to 'Stable Side Position' to better reflect the purpose of the position. Red Cross has also assisted in the review of several guidelines for first aid treatment which has been taken on board by the New Zealand Resuscitation Council. With ongoing change and review, version changes to instructor and participant materials are tightly controlled.

Course delivery and content is standardised and ensures all aspects of the course are reliably covered, including sufficient time to have skills demonstrated by instructors and practised by participants. A benefit to participants is that those who do not complete the required hours, or leave the course early or do not return for the second day of training, have an opportunity to attend and complete at a later date. They are able to enter the course at the same stage of the training as they left and do not need to repeat the course in its entirety.

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 competency and professionalism of all instructors at Red Cross is assured through comprehensive and robust processes, which are systematically implemented and closely monitored. This is important because of the number of instructors engaged by Red Cross, most of whom deliver courses in isolation and are considered to be the 'face' of New Zealand Red Cross nationally.

Instructors undergo a thorough and detailed induction and observation process prior to independent delivery. A training programme orientation for new instructors designed by Red Cross provides specific and meaningful information on adult education and assessing best practice. A portion of the training programme is recognised and accepted by NZQA as equivalent to unit standard 4098 *Use standards to assess candidate performance*. All instructors at least meet the trainer and qualifications requirements for first aid trainers. Instructors' teaching and assessing of participants and their own demonstration of competency are monitored, as required by the New Zealand Resuscitation Council, NZQA, The Skills Organisation and Red Cross's own policies. Annual reassessment of competency includes observation of teaching, regular internal moderation of assessing and judgments, self-review (including review of participants' evaluations and client surveys), peer review, and participation with other instructors in a minimum of 12 hours professional development arranged by Red Cross. This includes revalidation of Red Cross's own certification, which is signed off by a certified New Zealand Resuscitation Council CORE Instructor, as equivalent to the required CPRL2 that all first aid instructors must renew annually. All of these aspects inform the instructors' performance appraisal and continued certification to instruct for Red Cross.

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Professionalism is monitored through participant, client and training coordinators' feedback. Red Cross is able to demonstrate through these processes that instructors who are not performing to the standard required are being identified. Supporting the instructor to meet the standard is a priority; retraining, further development and observation are used to rectify areas that require development. The effectiveness of the processes to both assure quality of the teaching and identify areas of concern is clearly demonstrated through the change in performance of the instructor.

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**.

Comprehensive support is provided primarily by instructors within the context of the Comprehensive First Aid courses. Instructors who are experienced in adult education and competent in first aid instruction are well qualified and resourced to provide guidance and support to participants. For any unique circumstances that might arise during training, instructors have access to advice and support through their direct line of management.

The standardised course and content provides instructors with a format, strategies and techniques to use throughout the course, and which help to identify any needs of participants such as literacy concerns or personal life experiences or incidents where participants may feel vulnerable at points in the course. Matching participants up to mentor and support each other, small group work, small and large group discussions, and one-to-one engagement with the instructor all provide opportunities for support.

Red Cross works with clients to ensure instructors engage effectively with interpreters, translators and signers, mostly for deaf participants and those with English as a second language. Through the work New Zealand Red Cross undertakes with refugee groups, first aid training is occasionally provided to these groups. Teaching and learning material is provided in advance, allowing translation of some of the learning material and the key terms and language used. The course hours are increased (not the cost), and the number of participants is reduced to minimise any barriers to learning.

Differing learning styles are accommodated with mixed delivery methods including multimedia clips and a pattern of theory, discussion, demonstration and practice. The participant manual is comprehensive, clearly laid out, with embedded literacy and attractively illustrated; feedback indicates that it is considered a useful resource. Participants and clients surveyed after training are asked directly about aspects of guidance and support, and feedback is very positive. The comments on surveys are used to good effect to demonstrate the quality of the course and

instructors. Based on course evaluations and survey results, Red Cross's own training rooms and regularly used hire venues are constantly monitored, and changes occur regularly as a result and ensure easy access and the comfort of participants.

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**.

Although the training arm of New Zealand Red Cross is a small division of the national organisation, it is recognised as important. The aid and community activities New Zealand Red Cross provides around New Zealand and internationally are supported in part by the revenue generated from the first aid training.

The obvious benefits for the PTE within New Zealand Red Cross include access to specialty business services such as finance, human resources and marketing. Advanced information technology systems assist the PTE to accurately measure performance organisation-wide and gather and analyse information efficiently. International research, activities and information from IFRC are accessible and available for use. For example, the PTE has released a first aid app which is free to download. The app provides emergency information in succinct and easy-to-use format as well as being a useful first aid learning tool.

Leadership of the PTE by the Education and Training Leadership Team is an important area of strength, with experienced staff, clear responsibilities, good communication and transparent reporting. Education and Training Leadership Team members have external links with key regulatory and industry organisations which they strongly engage with. Succession is proactively planned, and the Education and Training Leadership Team members have clear strategies for their replacement and develop all staff professionally, including part-time and casual staff.

The governance and management structure is effective. Governance retains oversight and ensures the PTE remains aligned to the New Zealand Red Cross mission and values. Management within the PTE has a large degree of autonomy to execute its functions and respond to stakeholders' needs nimbly. Examples include approval of the development of new courses requiring NZQA accreditation, and approval in response to client requests, and investment in the development and delivery of a blended learning option (online and classroom) for Comprehensive First Aid. Red Cross is well resourced to ensure the quality and quantity of resources to support learning and teaching.

Overall self-assessment is comprehensive, authentic and embedded. The ongoing changes and developments are resulting in improved processes, improved training

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and development of staff, and changes to first aid practice in New Zealand through Red Cross's contribution to the New Zealand Resuscitation Council.

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: Comprehensive First Aid

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

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

Appendix

Regulatory basis for external evaluation and review

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

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

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

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

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

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

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

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

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

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