

# Report of External Evaluation and Review

M&O Pacific Limited

Highly Confident in educational performance

Confident in capability in self-assessment

Date of report: 11 July 2012

# Contents

Purpose of this Report.....	3
Introduction .....	3
1. TEO in context.....	3
2. Scope of external evaluation and review .....	4
3. Conduct of external evaluation and review.....	4
Summary of Results .....	5
Findings .....	6
Recommendations .....	13
Appendix .....	14

MoE Number: 8950  
NZQA Reference: C07335  
Dates of EER visit: 17 and 18 April 2012

# 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:	M&O Pacific Limited (M&O)
Location:	New Plymouth
Type:	Private training establishment (PTE)
First registered:	1993
Number of students:	Domestic: approximately 5,500 learners attend short courses annually
Number of staff:	15 full-time equivalents
Scope of active accreditation:	Health and safety training specialists. Accreditation includes: <ul style="list-style-type: none"><li>• Basic Offshore Safety Induction and Emergency Training (BOSIET)</li><li>• Further Offshore Emergency Training (FOET)</li><li>• Fire and rescue services</li><li>• First aid</li><li>• Pre-hospital emergency care</li><li>• Confined spaces</li><li>• Hazardous substances</li></ul>
Sites:	New Plymouth and Oaonui (fire safety and rescue services training)
Distinctive characteristics:	M&O predominantly provides training to the oil and gas industry. The organisation also delivers first

aid training for childcare workers, as well as occupational health and safety courses for people working in the aviation, electrotechnical, engineering, and marine industries.

Recent significant changes: None

Previous quality assurance history: In 2008, M&O met all but one requirement of the NZQA quality standard then in place. The unmet requirement related to the late submission of financial attestations.

## 2. Scope of external evaluation and review

The external evaluation and review focussed on short courses leading to the achievement of unit standards for hazardous substances, and a second focus on the Basic Offshore Safety and Induction Emergency Training (BOSIET) course for oil and gas workers, as well as the mandatory focus area of governance, management, and strategy. This scope provided a view of the majority of the training offered by M&O. The evaluation did not encompass the fire safety training and first aid courses.

## 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 external evaluation and review team consisted of two evaluators and was conducted at the organisation's head office over two days. The evaluation team spoke with several key stakeholders, including the health and safety advisor from Shell Todd Oil Services, the training coordinator at Powerco, the training manager NZ Extractive Industries Training Organisation (EXITO), and students attending the BOSIET and gas safety courses. M&O's annual report and business plan were reviewed as evidence of performance and self-assessment.

# Summary of Results

## Statement of confidence on educational performance

NZQA is **Highly Confident** in the educational performance of **M&O Pacific Limited**.

M&O is a global organisation and has very strong links with industry. This understanding of the industry helps it to develop training courses that clearly meet the needs of clients. M&O initially began training in the specialist area of health and safety for oil rig workers. The organisation gained OPITO accreditation for the BOSIET course which meets international safety standards for people working on off-shore oil rigs. The organisation has branched out in response to additional training needs of the oil and gas companies, with specific industry courses on gas testing, fire safety, and other health and safety matters.

Feedback from clients and students shows high satisfaction with the course content and training delivery. Tutors meet with the clients before the course is delivered to understand their training requirements, and feedback is used to make adjustments to meet clients' training objectives. Course outcomes show close to 100 per cent of students complete the course. However, for the quarter of courses that have an on-job assessment component, only about half of these students complete the assessments and fulfil the course requirements.

## Statement of confidence on capability in self-assessment

NZQA is **Confident** in the capability in self-assessment of **M&O Pacific Limited**.

The M&O management team and tutors constantly monitor course outcomes and feedback from clients and students and this shows that it is achieving clients' training requirements and the stakeholders are highly satisfied with the results. In addition, monthly reports to the managing director show that outcomes are aligned to the organisation's strategies for increasing training numbers and achieving the company's objectives.

Tutors have an annual meeting to review training content and assessments, as well as weekly training meetings to identify any issues with the training and to make the appropriate changes. This appears to work well, as indicated by the feedback the tutors receive from clients and students, which shows courses are current and meet latest industry requirements. The organisation has recently focussed on improving the completion rates for the small proportion of short courses that require on-job assessments in the workplace after the course. Initial strategies have included notifying students of due dates via email and working at providing more support in conjunction with clients. In addition, M&O is enhancing its database functions to develop reporting that will enable it to identify students' barriers to completion. Further analysis of student results is required before the organisation can demonstrate that these strategies have been effective.

# Findings<sup>1</sup>

## 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**.

Employers send their employees to M&O to gain specific workplace safety skills, such as working with hazardous materials, or to complete BOSIET to enable them to work on oil rigs. Most employers in the oil and gas industry also require their employees to attend refresher courses to maintain their safety awareness.

Monthly reports on completions as well as students' satisfaction are reviewed by the managing director and by the staff. An analysis of student satisfaction from June 2010 to June 2011 showed that 69 per cent of the students rated the training as very good and 29 per cent as good. A high number, over 3,538 students from the 3,554 attending courses between June 2010 and June 2011, successfully completed tests of knowledge and skills at the end of the course. However, the M&O annual management report shows that only 801 out of 1,856 students enrolled in courses with an on-job assessment component completed between 2010 and 2011.

The organisation is aware of reasons for non-completion from feedback from students and employers and is implementing strategies to address this. The reasons for non-completion include students not needing the unit standards to be assessed because they already have the required work experience or because the company only sent employees on courses to raise awareness and did not follow up on unit standard completion. In addition, some students do not have the opportunity in their job to complete on-job attestations. For example, the 'permit to work' attestation requires the students to complete ten permits to work, but another person in the company may be responsible for completing these. This problem also affects the small number of self-employed contractors that enrol individually in courses with M&O as they often do not have the same level of support and opportunities to complete the on-job course requirements.

One large employer is already working with M&O to provide better on-job support as they see the benefit of having employees' training formalised with assessments towards gaining unit standards. M&O trialled a new system to address the non-completions with a reminder email to attendees two weeks before the on-job assessment was due, but has noted that the system requires more work in order for it to be effective. In addition, the organisation is working with its new database to improve information gathered to identify age groups and employment information in

---

<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.

order to find ways to better support students to complete. Further analysis of course completion trends for different clients and courses could also help identify issues with non-completions of on-job assessments.

## 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 **Good**.

M&O offers a range of health and safety courses for people working in the oil and gas industry as well as in aviation, dairy, and childcare. Courses include the likes of fire safety and first aid courses. The satisfaction from clients and students noted in feedback was very high. The organisation monitors this feedback and analysis to understand the value of the training and where it may provide further training.

The BOSIET course delivered by M&O is highly valued by the oil and gas companies it serves because M&O is the only training organisation accredited to deliver the course in New Zealand. Contractors to oil and gas companies as well as full-time employees need the certificate to meet Asset Owner HSE requirements for workplace safety management, as well as OPITO regulatory requirements to work on oil rigs off-shore. The course was developed in Scotland to ensure that people working on off-shore oil rigs in the North Sea can manage safety and incidents, such as fires when helicoptering onto oil rigs. The certificate is internationally recognised so that people who have completed the course and attend refresher courses can also work on oil rigs overseas. Recently, M&O was also involved in training the Norwegian salvage crew to work on the Rena wreckage in the Bay of Plenty in 2011.

The organisation meets with its major clients regularly and has maintained a close relationship to ensure courses are helping them to raise the health and safety standards of their employees. In addition, M&O is meeting the compliance requirements of accrediting bodies, such as OPITO, and undertakes regular ISO audits. The organisation is also EXITO's preferred training provider, which is another indicator that the training is valued by the industry.

### 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**.

M&O has a very good understanding of the specialist areas of the industry through its consultation with large oil and gas companies. This enables it to tailor courses to meet the needs of students as well as the industry. M&O also has strong involvement in industry forums and health and safety committees as well as local business groups.

Course content is developed by tutors with the relevant specialist expertise. Feedback from clients and students is used to ensure they provide input into course content to ensure the courses continue to meet industry requirements. M&O provides refresher courses to meet ongoing compliance requirements for oil and gas companies, and the high amount of repeat training requested by clients is a factor in determining that the training is meeting this need. The high number of clients that return to M&O for training indicates that courses are meeting the needs of industry.

Any new courses are piloted and feedback from the client and students is closely monitored to make improvements to ensure the course is delivering to expectations. On-job assessments are the responsibility of the workplace supervisor or training coordinator. Shell Todd Oil Services is one company that has been working with M&O to increase its assessment completions towards unit standards with changes to the on-job support processes. Feedback from the Shell training coordinator the evaluation team spoke to was positive about the increasing number of completions of the on-job components. In some cases, M&O will provide additional tutor assistance to help with the on-job assessment component, as it did for Contact Energy employees.

The BOSIET course meets the training requirements of the international standard setting body, OPITO. The training activities include a helicopter model on site to simulate a crash, and closed life rafts, typical of the situations workers would have to deal with during an emergency on an oil rig platform. Other courses are also well resourced with equipment used by the industry and booklets to help students to relate the health and safety training as closely as possible to their work environment.

The organisation has implemented an annual one-day workshop involving all tutors for a full programme review. However, information from a wider analysis of those organisations wanting training would help ensure that overall assessment outcomes were only monitored for those that need and are able to complete the on-job components, or if the students only need to attend a course to gain the appropriate knowledge and skills.

## 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 **Good**.

M&O tutors all have specialist knowledge and industry experience, which they incorporate into the training to engage the students. Tutors adapt their teaching styles to suit the different learning needs of students, using a good balance of practical activities, real-life examples, and group discussions. Tutors reported that the positive student feedback and high course completions confirmed they were engaging well with their students. Assessment results show that nearly all students pass the end-of-course test. If they do not, they have an opportunity to revise and sit the test at a later date.

EXITO, the industry training standard-setting body for many of M&O's clients, moderates all the course assessment materials and on-job attestation forms. M&O has consistently met the national standards, demonstrating that it is assessing at the required level. Training and assessment materials are developed by the specialist tutor for a particular course. The teaching and assessment resources are then checked by other tutors before they are used, to ensure they are appropriate and valid. On-job evidence, signed off by workplace supervisors or training coordinators, is thoroughly verified by the tutors before a student is marked as competent. Results are recorded and a certificate is awarded. Students also receive a certificate of attendance for all short courses. Tutors can set aside one day a week to mark assessments and to revise the course materials. The organisation is currently reviewing some of its course materials and attestation forms to ensure they are clear and easy to understand.

Tutors attend industry seminars and courses as part of their professional development plans to maintain their expertise and skills. In addition, all tutors receive adult education unit standard assessment training. These activities are recorded in each tutor's 90-day performance plan and followed up by the training manager to ensure they are completed. The organisation is currently training two new tutors who are mentored by a more experienced tutor. They also sit in to watch how courses are delivered and to gain insight on differing teaching styles. The new tutors are expected to continue to develop their industry knowledge as well as teaching ability over the next four years before taking on full course delivery.

Along with weekly tutor meetings, the tutors' course results and student feedback are monitored weekly to identify issues and actions to take. This approach ensures that the tutors are responsive to any student needs. Overall, the evidence of course outcomes and feedback from students has shown the teaching to be effective in raising students' levels of health and safety awareness.

## 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 **Good**.

Students receive comprehensive individual support during the course from the learning resources and tutors' guidance. For example, students on the BOSIET course are gradually introduced to the helicopter rescue scenario to ensure they are comfortable in completing each practical exercise. The organisation has also used an interpreter for a Chinese-owned company to help students to understand the training and course requirements.

While employers have the responsibility for ensuring their employees complete the on-job assessments, M&O has some responsibility for supporting students to achieve, as course costs include assessments. M&O piloted an email reminder two weeks before the post-course assessment was due, but this needs to be revised to ensure the intervention is successful. Post-course follow-up and support would also help the students who are self-employed contractors as they do not have a workplace support. In addition, better identification of the course assessment requirements and the students' job descriptions could help identify those that require the unit standard assessments in their roles and those that do not.

Overall, the level of support is appropriate to short-course delivery. However, for the small number of courses that require workplace attestations of competency, the completions could be improved with better information for students on post-course assessment requirements, assessment of individual student needs at enrolment, and development of effective post-course support for courses with on-job assessment requirements.

## 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**.

M&O is a global company which provides training for oil and gas companies around the world. The general manager – based in New Plymouth – is responsible for ensuring that policies and procedures are carried out to meet compliance requirements as well as training objectives. The managing director – based in Singapore – has an active interest in training at all sites and receives monthly management reports and regular updates from the general manager to monitor course outcomes. Any issues are responded to, including the current issue of improving non-completions for courses with post-course assessments.

The organisation has built itself on a good foundation of specialist training globally with its BOSIET and safety courses to meet the training needs for the oil and gas industry. M&O employs tutors with specialist knowledge and expertise which

enables it to deliver specialist courses to meet the needs of the industry. Courses are well resourced with the latest industry equipment. The organisation has historically gathered student and client feedback on courses to analyse and respond to any issues. Further information on trends for completions for different courses and clients' needs would provide evidence that M&O is consistently achieving its educational goals.

## 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: Short courses

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

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

### 2.3 Focus area: Marine Training

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

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, other than those expressed or implied within the report.

# Appendix

## Regulatory basis for external evaluation and review

*Self-assessment and external evaluation and review are requirements of programme approval and accreditation (under sections 249 and 250 of the Education Act 1989) for all TEOs that are entitled to apply. The requirements are set through the Criteria for Approval and Accreditation of Programmes established by NZQA under section 253(1)(d) and (e) of the Act and published in the Gazette of 28 July 2011 at page 3207. These policies and criteria are deemed, by section 44 of the Education Amendment Act 2011, to be rules made under the new section 253.*

*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 programmes they own or provide. These criteria and policies are also deemed, by section 44 of the Education Amendment Act 2011, to be rules made under section 253. Section 233B(1) of the Act requires registered PTEs to comply with these rules.*

*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 EER process 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](http://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-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)