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Report of External Evaluation and Review

Master Drive Services Limited

Highly Confident in educational performance

Confident in capability in self-assessment

Date of report: 29 September 2016

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.....	6
Summary of Results	7
Findings	9
Recommendations	15
Appendix	16

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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:	Master Drive Services Limited
Type:	Private training establishment (PTE)
First registered:	1 May 1993
Location:	Head Office: Level 1, 71-73 Port Rd, Seaview, Lower Hutt, Wellington
Delivery sites:	11 training sites: 781 Great South Rd, Penrose, Auckland 6668 Te Rapa Rd, Hamilton 8 Railway Road, Rotorua 82 Paraita Road, Bell Block, New Plymouth 522 Rangitikei Line, Palmerston North Unit 3, 90 Austin St, Napier Level 1, 71-73 Port Rd, Seaview, Lower Hutt 9 Orion Street, Nelson Renown Building, 68 Seymour Street, Blenheim 191 Main South Road, Sockburn, Christchurch 1 Thomas Burns St, Dunedin North
Courses currently delivered:	<ul style="list-style-type: none">• Heavy vehicle including driver assessment and safety

- Light vehicle fleets including road safety
- NZTA-approved driver licence and endorsement courses
- Forklifts including workplace health and safety and refresher courses
- Driving instructors and assessors including a range of licences
- Forestry/wood processing including machine and vehicle operating

Number of students: Domestic: 7,200-7,500 trainees per year (approx. 28 equivalent full-time students). For 2015, ethnicity data was: Māori 401 (13.4 per cent); Pasifika 147 (4.9 per cent); European 1,978 (66 per cent); Asian 113 (3.7 per cent); Other 359 (12 per cent)

International: all domestic

Number of staff: Full-time staff, 22; part-time staff, two

Scope of active accreditation: As above

Recent significant changes: In 2014, TR Group, through a subsidiary Metroliner Investments Ltd, purchased 66 per cent of the shareholding of Master Drive Services Limited. The remaining 34 per cent was transferred to MDRIVE Investments Ltd which is 100 per cent owned by the previous shareholders who are all employees of Master Drive Services. During 2015, one of the TR-appointed directors was appointed to the position of general manager, with the incumbent managing director moving to an executive director role.

During 2014 and 2015 the regional management structure of the company was strengthened and there are now four regional managers (previously one). The company now has the support of the TR Group information technology department as well as the finance department and other specialist areas.

There have been no significant changes to the

number of trainees over the last two to three years.

Previous quality assurance history:	Registered by the New Zealand Transport Authority for driver licence and licence endorsement courses. Registered with Competenz (industry training organisation) for delivery of Worksafe New Zealand-approved forklift courses. Registered with Worksafe New Zealand for delivery of Environmental Protection Authority-approved handler and filler training and certification. At the 2015 Connexis (industry training organisation) moderation visit, Master Drive Services met all the criteria for the wheels, rollers, tracks unit standards that Master Drive Services holds with Connexis. Master Drive Services also met Competenz moderation for assessment of forklift and other unit standards.
Other:	<p>Master Drive Services' business is predominantly workplace-related training. Master Drive Services provides education, training and assessment programmes for drivers, operators, instructors and assessors. Clients are normally industry, commercial businesses and corporates; plus to a lesser extent individuals who are looking for work-related certification and/or licences. Most courses are job-related and are often conducted in the workplace.</p> <p>Courses and assessments are normally short, with the majority being one hour to one day – although some courses are slightly longer. Master Drive Services does not receive any government funding.</p>

2. Scope of external evaluation and review

The focus areas selected were the mandatory focus area of governance, management and strategy, and the forklift and unit standard-based courses. The forklift course comprises most of the training offered and was in scope at the previous evaluation, providing a point of comparison. The unit standard-based courses cover a range of courses offered across all sites, providing a measure of consistency of delivery and assessment practices.

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.

A team of two evaluators was on site at head office in Lower Hutt for two days. The evaluators met with the Master Drive Services general manager, the quality assurance manager/senior training consultant, and an executive director. The latter was the managing director at Master Drive Services until April 2016, when he was replaced by a TR Group-appointed general manager of Master Drive Services. This person now acts as an adviser to Master Drive Services for the new general manager and provides continuity as the two organisations transition under a new shared governance structure. The evaluators also spoke with the four regional training managers, the Lower Hutt administration staff, the computing/information technology manager, a support analyst and a range of external stakeholders. Documentation sighted included: the self-assessment document, the Connexis external moderation visit report, the forklift operator training handbook, TR Group newsletters, the Master Drive Services internal moderation report, the 2016-2017 strategic plan, feedback from employers and employees, and evidence of ongoing self-assessment around course development, training resources, information technology systems and processes, internal and external moderation, financial reports and business plans. Master Drive Services consistently meets its own internal moderation and industry training organisation external moderation requirements, which form the vast majority of its delivery.

Summary of Results

Statements of confidence on educational performance and capability in self-assessment

NZQA is **Highly Confident** in the educational performance of **Master Drive Services Limited** for the following reasons:

- Learners successfully complete training courses. Learning environments are structured for the benefit of learners, with small classes and trainers who use their industry experience and adult teaching skills to keep training current and engaging. The mix of in-class theory plus practical application, undertaken either at trainees' worksites or at the Master Drive Services depot, ensures that learning is consolidated and assessed appropriately.
- Knowledge is disseminated. Learners are generally in employment and have been sent by their employer for specific job-related training/licensing (to maintain compliance with industry requirements) or are seeking a certification and/or driver licence-related qualification. Learner numbers have remained steady over the last few years, indicating that business levels are being well maintained in an industry with many competing training providers.
- The learning environment is inclusive and resources are allocated to support teaching and learning. Stakeholders (both employers and trainees) indicated that Master Drive Services has good training materials and trainers. Most training is short courses and course numbers are low, allowing for individual attention and support of trainees. Courses are never cancelled due to low numbers, and Master Drive Services responds to employer needs at short notice, indicating commitment to meeting employers' and trainees' needs.
- While moderation results for unit standards between 2013 and 2015 have yielded five out of six poor results, Master Drive Services have reported very few credits for learners of the two moderated standards. However, the outcomes from a schedule of regular internal moderation and external moderation with a number of industry training organisations, which comprise the greatest proportion of MDS' delivery, consistently meet requirements. This is especially important for a business with many sites where ensuring consistency of delivery can be difficult.

NZQA is **Confident** in the capability in self-assessment of **Master Drive Services Limited** for the following reasons:

- Leadership is effective. Master Drive Services shareholders ensured effective succession planning by accepting TR Group's offer of a major shareholding in Master Drive Services in 2015. This led to a strategic review and assessment of the company's structure and one of TR Group's directors becoming the Master Drive Services general manager. Respect for Master Drive Services staff and processes has been maintained by the previous general manager taking on a transition/advisory role as an executive director. This provides continuity for Master Drive Services staff.
- Staff are valued. The family focus of TR Group is a 'good fit' with Master Drive Services' values. Existing TR Group functions have also added value to Master Drive Services. These include human resources, information technology, financial reporting, and increased database functionality. Opportunities for staff from both organisations to interact have been positive, and team-building activities have been organised.
- TR Group chose to invest in Master Drive Services because of its nationwide coverage, stakeholder base and reputation in the transport and logistics sector. Both Master Drive Services and TR Group recognise the potential to grow both businesses by using each other's current industry contacts, respective expertise and strengths.
- Policies and practices are legal and ethical. In a highly regulated industry, keeping up to date with regulatory changes is critical. This has led to updates in the dangerous goods and forklift operators' handbooks and updates of course books following revision of unit standards.
- Purpose and direction is clear. The change of ownership of Master Drive Services has led to a period of adjustment informed by robust self-assessment. This transition has been well managed. It has added value to Master Drive Services through shared resources, increased staff efficiency, and potential future opportunities for growth in learner numbers. The short term outcomes from this self-assessment have led to changes and improvements at MDSL. However self-assessment processes are not yet fully embedded across all aspects of the organisation due to recent organisational changes therefore NZQA is only able to be confident in capability in self-assessment at this time.

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 **Good**.

Learners across all courses and programmes successfully complete the industry training short courses. Trainees are generally in employment and have been sent by their employer for specific job-related training/licensing. Trainees are enrolled within a few days of the course and often not until the actual day. Course numbers are normally between one and 10 trainees, allowing for individual support. Trainee numbers are similar to the last external evaluation and review with approximately 7000 trainees a year. Master Drive Services has maintained a consistently high standard of course delivery over this time.

Many of Master Drive Services courses are driver licence-related, and the method of delivery and resources are mandated by the New Zealand Transport Agency. This means that the PTE is unable to make any changes to content and delivery. Master Drive Services consistently meets its own internal moderation and industry training organisation external moderation requirements, which form the vast majority of its delivery.

A new centralised database and training calendar will enable easier administration of learner data and the ability to produce reports and more easily compare training outcomes over time. It will also generate reminders for employers when refresher training and licence renewals are pending for employees, and enable the online booking of training. These facilities are expected to free up administration and trainer time.

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**.

Learners gain useful skills and knowledge which ensure ongoing employment and contribute to safer work practices. Employers meet their legal requirements around, for example, health and safety. Regular surveys of trainees and feedback

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

from employers shows that, while most training is a requirement to maintain ongoing compliance for employment, both trainees and employers indicated that the training exceeds expectations.

While most employer feedback is informal and/or unsolicited, if any training did not meet trainee or employer expectations this would be reported to Master Drive Services, either verbally or in writing. Master Drive Services has clients who consistently return to Master Drive Services when there are a number of competitors in the field. Reasons for this include: they are very responsive and help out at short notice, they go to employers' workplaces, the trainers work hard to get everyone through the course, and learners have opportunities to apply their knowledge and skills in practical situations, at Master Drive facilities, which enhances the learning experience. There would be advantages in formalising employer feedback to gain more detailed information about valued outcomes and to track trends in training demands over time.

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**.

The learning environment is planned and structured to meet the needs of all stakeholders. Training has a mix of in-class theory plus practical application, depending on the course. Training may involve a trainer going to a workplace, reducing travel and time for trainees and costs for employers. It also enables the learning to occur in the workplace context, with workmates. Trainees can also attend the depot at Lower Hutt if required, where there is a comprehensive range of vehicles and resources. TR Group has invested in new training premises and new equipment for Master Drive Services.

Programme planning is informed by ongoing needs analysis such as changes to legislation, unit standard versions and technology. Master Drive Services is in the process of introducing the option of e-learning for the forklift course. The practical assessment will continue to be conducted in real workplace circumstances. However, learners will have the option of completing the theory online prior to the face-to-face assessment. This has the advantage of a learner being able to study in their own time. The online forklift programme is very well constructed, interactive and requires a learner to successfully complete each section prior to advancing. The course is also a pilot that will be evaluated and may be used for other programmes. Competenz has recently accredited delivery of this course to Master Drive Services.

Staff support is promoted by a regular newsletter that combines industry updates, company initiatives and personal stories about employees of both companies. Master Drive Services staff reported increased resourcing and opportunities for greater role flexibility with the new owners. They also noted that they appreciated being consulted about their knowledge and experience in their roles prior to any changes occurring.

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**.

Trainers are required to have a number of accreditations and qualifications including being authorised to conduct New Zealand Transport Agency-approved licence courses for light and heavy motor vehicles, dangerous goods, passenger vehicles, vehicle recovery, forklifts, and wheels, tracks and rollers. They also need to be registered workplace assessors with Competenz (national registrar for WorkSafe New Zealand) as forklift training instructors, registered with WorkSafe (Environmental Protection Authority) as test certifiers for HSNO Approved Handlers/Fillers and accredited by the Ministry of Transport to deliver SAFED (Safe and Fuel Efficient) training programmes for drivers and instructors. These qualifications and accreditations require regular updating, ensuring trainers' knowledge is current.

The learning environment is inclusive, resources are allocated to support teaching and learning, and trainers and learners relate effectively to one another. When stakeholder feedback identified a need for greater support for instructors and more contact with clients, four regional managers were appointed. Trainers now receive greater support as they are freed from administrative duties and enrolling trainees; and relationships with clients have been strengthened. A national trainer role has begun to provide increased capability around the coordination and consistency of the training and trainers. Master Drive Services consistently meets its own internal moderation and industry training organisation external moderation requirements, which form the vast majority of its delivery.

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**.

Guidance and support is appropriate for the nature of the short courses. The highly experienced administration staff are the first point of contact for learners. Their

patient, positive and helpful attitude (either by phone or in person) relaxes the potential trainee. Trainers engage quickly and effectively with trainees. They use humour, videos and incident reports to emphasise the need for safety. Experienced trainers are adept at picking up cues that a learner may have barriers to their learning, such as literacy issues or English as a second language. To accommodate this, the trainer tries to keep the pace of learning at a level where no-one is left behind, while ensuring that a learner 'falling behind' receives individual attention. Ongoing support is provided to assist learners to succeed. For example, learners are offered re-sits, and if this fails they are invited to attend the next course for free (provided that the trainer expects they will pass with extra time or tuition). Learner feedback consistently indicates that the knowledge of the trainers, high-quality training materials and friendly, approachable staff at Master Drive Services are key to their engagement and success.

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

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 purpose, direction and leadership of both Master Drive Services and TR Group is clear and effective. TR Group chose to invest in Master Drive Services because of its nationwide coverage, stakeholder base and reputation in the transport and logistics sector. Master Drive Services chose to allow TR Group to invest in them as it recognised that it would provide effective succession planning and access to resources, such as more developed information technology systems. Both Master Drive Services and TR Group recognise the potential to grow both businesses by using each other's current industry contacts and respective expertise and strengths. Both organisations are committed to a long-term relationship that supports educational achievement. The early signs of positive improvements include a newly developed Master Drive Services website in 2015, laptops for all the trainers, new phones for staff, and genuine opportunities for the staff of both organisations to 'get to know each other' both socially and in a business context. It is significant that no Master Drive Services staff have left or been made redundant as a result of the new ownership.

While Master Drive Services and TR Group now share governance and some other services, they will each continue to operate from their respective client bases, Master Drive Services as a nationwide trainer and TR Group as a large truck rental business. Both organisations have contributed to a solid shared foundation, facilitated by genuine regard for each other's business and their respective personnel, and motivated by potential business opportunities.

While governance and management have initiated effective self-assessment that has led to changes and improvements at MDSL these practices are not yet fully embedded across all aspects of the organisation due to the recent organisational changes. Therefore the effectiveness of governance and management in supporting educational achievement is unable to be fully assessed at this time.

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: Forklift 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**.

2.3 Focus area: Unit standard courses

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.

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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