

Appendix 3 - Kompetenz

Purpose of this document

This document focuses on the functions and areas that are defined as Qualifications Systems Functions (QSF). In no particular order of importance they are:

1. Develop, Set and Maintain Industry Qualifications and Skill Standards (primarily the 'maintain' component but there may also be urgent requirements to develop new standards identified by TITOs as part of the transition)
2. Moderation Activities
3. Endorse Programmes
4. Skills Leadership (primarily 'research and analysis')

It should be read in conjunction with the Workforce Development Council (WDC) transition summary document and the Kompetenz transition plan for arranging training and other functions.

Background

Kompetenz is located across 11 locations with its main office being based in Newmarket, Auckland. There are approximately 203 staff with up to 22 staff undertaking partially or solely QSF functions. These QSF activities will be transferring to four Workforce Development Councils:

1. Manufacturing, Engineering and Logistics
2. Primary and Related Industries (Forestry and Cellar Operations)
3. Cultural, Creative, Recreational and Technology (Journalism)
4. Construction and Infrastructure (Lift and Escalator [noting that this has no current QSF products but historic QSF products and future standard setting will transition to this WDC])

Timing

Unlike arranging training and other functions, QSF will be transferred from TITOs and NZQA at the same time – the execution is not staggered. This means that we will need to be aligned with other TITOs/NZQA in our activities.

There are a number of key dates that are relevant to the creation of WDCs:

1. Consultation with TITO/NZQA staff on organisational structure proposals will commence in late June 2021
2. Workforce Development Councils governance will be in place in early July 2021
3. WDC operational stand up will be on October 4, 2021 with staff in place and QSF transferred and expected to operate

As the WDC establishment activities, including design, are still in flight there is still the possibility of changes to the key dates outlined above. We will need to be proactive in engaging with the WDC Establishment Unit (EU) in order to mitigate the impacts of any date changes.

We expect that there will be a requirement for some of our staff to participate in activities, e.g. induction, before October 4.

Principles, Approach and Strategy

Competenz:

- intends to work collaboratively with the RoVE (Reform of Vocational Education) WDC Establishment Unit to minimise the impact of these changes on staff
- will carefully manage the delivery and transfer of existing work to minimise the impact on industry, employers and learners
- where possible, intends to support the minimisation of the cost of change on the vocational education system
- will meet its obligations of being a good employer, including treating staff fairly and transparently
- understands the need to be flexible, as the Workforce Development Councils are not in place and are still in the design process

Communications

Competenz will proactively communicate with industry, employers and staff about what the implementation of WDCs will mean. We will work with the RoVE/EU communications team to ensure that the information is accurate and timely. We will, where practicable, coordinate with other TITOs and NZQA.

Mapping of Qualifications, Standards and Credentials

The following table describes the allocation of Qualifications, Standards and Credentials to WDCs.

	Creative, Cultural, Recreation & Technology	Manufacturing, Engineering & Logistics	Primary Industries
Qualifications	8	109	17
Standards	34	2132	216

Notes:

- i. the above table captures only current qualifications and standards. Competenz will also be transitioning data and documents relating to historic qualifications and standards.
- ii. there are historic Qualifications and Standards for the Lift and Escalator sector that will transition to the Construction and Infrastructure WDC.

Managing the impact on Staff

The creation of WDCs will mean that Competenz is no longer required or able to undertake QSF functions as of the operational stand-up date (4 October 2021). As a result, there will need to be changes to the jobs that some staff undertake.

There are two main scenarios that impact our staff:

1. Competenz no longer needs the role, as all of the functions are to be undertaken by a WDC
2. Competenz no longer needs to perform some of the functions in a role, as they are WDC related but needs to continue to perform other functions

Under option 2, Competenz will consult staff on changes to its structure to enable it to continue deliver the retained functions through Te Pūkenga. This consultation will happen in parallel to the consultation on the proposed WDC organisational structures.

The legislation enables the transfer of staff without redundancy where a role in a WDC is substantially the same as their current role. We note, however, there is no requirement for a WDC to employ any Competenz staff.

As the WDC organisations are outside Competenz’s control, Competenz will not be able to control or conduct any selection process for staff in the WDCs. Nevertheless, Competenz intends to take all possible reasonable steps to:

1. Provide input into and expert guidance on QSF including the impact on job design, processes and other requirements
2. Seek to understand the WDC organisational structures and position descriptions
3. Determine, in conjunction with the WDC EU, the impact of these changes on Competenz staff
4. Clearly communicate the proposed and final changes for Competenz staff, including providing a clear proposal for change for Competenz staff as part of the staff consultation process
5. Support Competenz staff through any selection processes including provision of interview training and CV writing skills
6. As appropriate, support staff to participate in WDC induction activities

It is noted that staff whose roles are to be disestablished and who are not offered substantially similar roles within a WDC will be able to apply for vacant roles in all WDCs ahead of other candidates.

Transfer of QSF Work in Progress and Data

Competenz intends to stop all QSF work on September 4, 2021. This is to allow the necessary activities to take place to support the smooth transition of work in progress and the data that supports QSF. This includes historical data.

Specifically, Competenz will:

1. Identify all existing QSF work
2. Determine the status of that work (complete, in progress, to commence)
3. Determine what information or data is required to support that QSF
4. Work constructively with the WDC Establishment Unit to determine the best way to transfer the associated information and data, recognising that this approach must be reasonable within available technical and resourcing limitations and that the approach must be finalised sufficiently prior to the transition to enable resource planning and to secure any technical assistance from vendors that might be required.
5. Transfer the data in the manner and with the timing agreed with the WDC EU.

The EU data migration strategy has identified the following data types; Stakeholder Data, Qualification Data, Skills Standards Data, Moderation Data, Endorse Programme Data, Research and Analysis Data, Historical Data for supporting Business Process, Website Content Data, Files and Supporting Documents, Provider Data, Other data

Transfer of Assets and Intellectual Property to WDCs

Excluding data, no assets or intellectual property will be transferred to a WDC.

Locations

Competenz currently has the following office locations and leases that are used in part to support standard setting functions:

Location	Term	Sqm	Surplus space
Newmarket, Auckland	Final expiry 1/5/2024	1,828	650m ² or perhaps more

Competenz is currently actively seeking to minimise liability through a sublease of the above surplus space. Competenz welcomes opportunities to work with WDCs, Te Pūkenga, and other TITOs to optimise the efficiency of existing leases and has also retained leasing agents to explore external subletting opportunities.

There is a separate lease for car parking for 80 vehicles in Newmarket. A proportion of these may be available to WDCs through sublease or a new lease with Wilson parking.

There is no capacity to support WDC operations in other Competenz offices in Hamilton, Tauranga, Rotorua, Hastings, New Plymouth, Palmerston North, Wellington, Nelson, Christchurch, Dunedin and Invercargill.

Continuity of Industry engagement approaches

To successfully undertake QSF industry engagement is needed. Competenz uses the following mechanisms:

Please note that current engagement also informs continuous operational improvement to strengthen arranging training and attract new employers into formal training. We also gather insights from all stakeholders via regular Voice of the Customer Surveys with feedback inform qualification reviews.

Industry engagement is undertaken by multiple roles in Competenz. The following roles are referenced in the table:

CE – Chief Executive

GM- LD&I – General Manager – Learning Development and Innovation

Strategic Advisor

NM – National Manager, Sector Engagement

SM – Sector Manager (3 Roles)

PPM – Product Manager and Product Portfolio Manager (6 Roles)

SD – Standards Developer (4 Roles)

QSM – Quality Support Manager

In addition, internal and external post-moderation also inform unit standard reviews and occasional qualification reviews. We also leverage insight from consistency reviews to inform qualification review and development. Stakeholders engaged in consistency reviews include learners, employers, providers and assessors; other stakeholders (e.g. regulators) are included as needed).

Sector Advisory Groups are typically between 8-10 people, and technical advisory groups are between 4-5 people. Each sector may have 2-10 TAGs reporting to a SAG. It varies depending on the nature of the industry and the unit standards being reviewed. TAGs also support resource development with resource development staff often attending TAG meetings.

Sector	Stakeholder group	Cz personnel leading engagement	Nature of engagement
Engineering	Industry associations: <ul style="list-style-type: none"> Heavy Engineering Research Association (HERA) Maintenance Engineer Society of NZ (MESNZ) 	CE, GM LD&I, National Manager (NM) Sector Engagement, Sector Manager (SM). Also note: <ul style="list-style-type: none"> GM LD&I is Board 	Strategic – focussed on skills leadership

	<ul style="list-style-type: none"> • New Zealand Board for Engineering Diplomas (NZBED) • Engineering NZ (professional body with a focus on degree education; however, supports NZBED and key contact for regulators) • Irrigation New Zealand (niche sub-sector) • Metals New Zealand (niche sub-sector) • Milk and Pumping Trade Association (NZMPTA, niche sub-sector) <p>Large Employers, e.g., Fonterra, Navy, etc</p>	<p>member for NZBED</p> <ul style="list-style-type: none"> • SM member of MESNZ Council 	
	<p>Sector Advisory Group (SAG) – brought together for qualification reviews. Membership includes:</p> <ul style="list-style-type: none"> • Associations • Employers • Providers (MIT) 	SM and Product Portfolio Manager (PPM) (qualification developer)	Strategic – oversight of qualification suite and review
	<p>Technical Advisory Group (TAG) – technical subject matter experts to support unit standard review and development (also leveraged for resource development)</p>	PPM and Standards Developer (SD)	Technical
Locksmithing	<p>Industry Association</p> <ul style="list-style-type: none"> • Master Locksmithing Association of Australasia 	GM LD&I, SM	Strategic – focussed on skills leadership
	<p>SAG – formal group established for ongoing engagement and the sector has no other formal mechanism</p> <ul style="list-style-type: none"> • Association • Employers • No active providers in sector 	SM	
	<p>SAG – qualification review (same group as above, but different staff engage from Cz).</p> <p>Also forms TAG, with SMEs sourced from group to support unit standard and resource development.</p>	SM, PPM, SD	Oversight of qualification review and technical development

Lift and escalator servicing	Employers	SM	General engagement. No current standards and low/no demand for specific standards (leverage electrical standards outside of Cz coverage).
Mechanical Building Services AND Refrigeration and Air-conditioning	Industry Associations <ul style="list-style-type: none"> Institute of Refrigeration, Heating and Air-conditioning Engineering (IRHACE) Climate Control Companies Association of New Zealand (CCCANZ) Refrigerable Licence Board NZ (RLBNZ) 	CE, GM LD&I, National Manager (NM) Sector Engagement, Sector Manager (SM).	Strategic – focussed on skills leadership
	SAG – formal group established for ongoing engagement. Membership includes <ul style="list-style-type: none"> Associations Employers Provider (MIT) 	GM LD&I, SM	
	SAG – qualification review (same group as above, but different staff engage from Cz). Also forms TAG, with SMEs sourced from group to support unit standard and resource development.	SM, PPM, and SD	Oversight of qualification review and technical development
Fire Protection	Industry Association <ul style="list-style-type: none"> Fire Protection Association on NZ (FPANZ) 	CE, GM LD&I, Sector Manager (SM). Also note: <ul style="list-style-type: none"> GM LD&I is Board member for FPANZ SM is FPANZ Council Member 	Strategic – focussed on skills leadership
	FPANZ Council forms the SAG for qualification reviews	SM, PPM	Strategic oversight of qualification development and review
	TAGs/SMEs for technical input into unit standard review and development	SM, PPM, SD	Technical
Food and Beverage	Industry Associations <ul style="list-style-type: none"> Food and Grocery Council of New Zealand 	CE, GM LD&I, National Manager (NM) Sector Engagement, Sector Manager (SM).	Strategic – focussed on skills leadership

	<ul style="list-style-type: none"> • Beverage Council of New Zealand • Brewers Guild • NZ Pet Food Manufacturers Association of New Zealand 		
	SAG – brought together specifically for qualification reviews	NM Sector Engagement, SM, PPM	Strategic oversight of qualification development and review
	TAG – SME guidance for unit standard review and resource development	PPM, SD	Technical
Cellar Operations	Industry Association <ul style="list-style-type: none"> • NZ Wine Growers 	SM	Strategic
	SAG – brought together specifically for qualification reviews	SM, PPM	Strategic oversight of qualification development and review
	TAG – SME guidance for unit standard review and resource development	PPM, SD	Technical
Baking	Industry Association <ul style="list-style-type: none"> • Baking Industry Association of NZ (BIANZ) 	CE, GM LD&I, NM Stakeholder Engagement, SM	Strategic – focussed on skills leadership
	Large employers: Supermarkets	CE, Senior staff in arranging training	Strategic, but also informs skills leadership
	SAG – brought together specifically for qualification reviews	SM, PPM	Strategic oversight of qualification development and review
	TAG	PPM, SD	Technical
Rail	Employers (x2)	Senior staff involved in arranging training; SM	Strategic
		SM, PPM	Qualification review
Forestry	Industry Associations <ul style="list-style-type: none"> • Forest Industry Contractors Association (FICA) • Forest Owners Associations (FOA) • Forestry Industry Safety Council (FISC) • Farm Forestry Association (FFA) • Future Foresters 	CE, GM LD&I, SM	Strategic

	<p>Industry Advisory Groups that Cz is a member of:</p> <ul style="list-style-type: none"> • Forestry ROVE Advisory Group • FISC Operational Advisory Group • FOA Training and Careers Committee • MPI-led working groups • F&F Strategic Engagement Group • Forestry Ministerial Advisory Group • Wood Councils 		
	SAG – established specifically for qualification review	SM, PPM	Strategic oversight of qualification review
	TAGs – SME input into unit standard development and resource development	SM, PPM, SD	Technical
Maritime	<p>Industry Associations</p> <ul style="list-style-type: none"> • Maritime Transport Association • NZ Shipping Federation <p>Regulator: Maritime NZ</p>	Strategic Advisor, NM Sector Engagement, SM	Strategic skills leadership
	<p>SAG</p> <ul style="list-style-type: none"> • Industry Associations • Providers • Employers • Regulator 	Strategic Advisor, SM	Strategic oversight of qualification review and development
	TAGs – SMEs (including tutors at providers) to review unit standards	SM, PPM, SD	Technical
Wood Manufacturing	<p>Industry Association</p> <ul style="list-style-type: none"> • Wood Processers and Manufacturers Association • Timber Industry Association 	CE, GM LD&I, NM, SM	Strategic
	<p>SAG – formal group established for ongoing engagement. Membership includes</p> <ul style="list-style-type: none"> • Associations • Employers • Providers (Toi Ohomai, PTE) 	SM	
	SAG – qualification review	SM, PPM	Strategic oversight of qualification review
	TAGs – SME input into unit standard development and resource development	SM, PPM, SD	Technical

Furniture	Industry Association <ul style="list-style-type: none"> Furniture Association of New Zealand (FANZ) 	GM LD&I, Strategic Advisor, SM	Strategic skills leadership
	SAG – formal group established for ongoing engagement. Membership includes: <ul style="list-style-type: none"> Industry association Assessor Employers 	GM LD&I, SM and staff supporting arranging training	
	SAG – qualification review	SM, PPM	Strategic oversight of qualification review
	SME advice (Assessor) validated with SAG for unit standard reviews	PPM, SD	Technical
Manufacturing	Industry Associations <ul style="list-style-type: none"> The Manufacturers' Network Employer and Manufacturers Association (EMA) Prefab NZ 	CE, GM LD&I, NM, SM	Strategic skills leadership
	SAG – established only for qualification review. Membership includes: <ul style="list-style-type: none"> Associations Employers 	NM, SM, PPM	Strategic oversight of qualification review
	TAGs – SME input into unit standard review (including niche manufacturing sectors such as glass manufacturing and canmaking)	SM, PPM, SD	Technical
Plastics	Industry Association <ul style="list-style-type: none"> Plastics NZ Association for Rotational Moulders of Australasia 	CE, GM LD&I, NM, SM	Strategic skills leadership
	SAG – formal group established for ongoing engagement	NM, SM	
	SAG – qualification review	SM, PPM	Strategic oversight of qualification reviews
	TAGs – SME input into unit standard reviews	PPM, SD	Technical
Apparel	Industry Association <ul style="list-style-type: none"> Mindful Fashion Limited 	GM LD&I, NM, SM, PPM	Strategic and technical for qualification development
	SMEs for unit standard review and development	SM, PPM, SD	Technical
Journalism	SMEs and providers for qualification and unit standard reviews.	PPM, SD	Technical

	Industry Association: Journalism Education Association of New Zealand		
Print, Packaging and Signmaking	Industry Associations <ul style="list-style-type: none"> • Print NZ • New Zealand Sign and Display Association • Packaging Council of New Zealand 	CE, Strategic Advisor, GM LD&I, SM	Strategic skills leadership
	Industry advisory group that Cz is a member of: <ul style="list-style-type: none"> • Print NZ Management Advisory Group 	SM, PPM	Strategic skills leadership as well as oversight of qualification review
	TAG or individual SMEs as required given the niche nature of the sector	SM, PPM, SD	Technical
Laundry and Dry-cleaning	Industry Association <ul style="list-style-type: none"> • Drycleaning and Launderers Association of New Zealand 	NM, SM	Strategic skills leadership and leverage for qualification reviews.
Retail Meat	Industry Association <ul style="list-style-type: none"> • Retail Meat NZ 	CE, GM LD&I, NM, SM GM LD&I is member of the RMNZ Board	Strategic skills leadership
	SAG – established for qualification review. Includes: <ul style="list-style-type: none"> • Association • Employers • PTE (Skills for Work) 	SM, PPM	Strategic oversight of qualification review
	TAGs – SME input into unit standard reviews	PPM, SD	Technical
Forklift	Industry Association <ul style="list-style-type: none"> • NZ Forklift Association Regulator <ul style="list-style-type: none"> • WorkSafe 	GM LD&I, SM, Quality Support Manager (QSM)	Regulatory (and primarily supports arranging training function. However, the sector has unit standards that may be linked to regulations in the future)
	SMEs for unit standard reviews (no qualifications)	QSM, SD	Technical

We will work with industry and the WDC EU to continue (or replace) these industry engagement approaches.

Risks and Issues

This change is a complex and difficult one. There are a number of key risks that Competenz faces:

1. Little to no control over the creation of WDCs. This means we will need to proactively engage to influence the RoVE programme and the WDC EU.
2. Little to no control over the timing of when QSF is transferred. Given the track record of the RoVE programme in achieving critical dates for the creations of WDCs, we will need to remain flexible and create two-way communication channels with the WDC EU.
3. There is risk of current staff with roles that are split across standard setting and arranging training functions choosing not to seek or accept employment in WDCs due to uncertainty as to the operating environment and the Tier 1 and 2 leadership.
4. There is significant risk that good quality people will be lost to vocational education – due in part to change fatigue. The implementation of WDCs were originally scheduled for October 2020. We will continue to clearly communicate with our people with an emphasis on transparency and frequency.
5. Competenz may remain with some stranded assets, activities or costs. We will seek to identify and minimise any associated costs.