

Appendix 10 - Skills Active

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 Skills Active transition plan for arranging training and other functions.

Background

Skills Active is located across 2 locations with its main office being based in Wellington. There are approximately 50 staff with up to 12 staff undertaking partially or solely QSF functions. These QSF activities will be transferring to two Workforce Development Councils:

1. Creative, Cultural, Recreational and Technology
2. Health, Community and Social Services

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. The WDC Establishment Unit (EU) will need to be proactive in engaging with us in order to mitigate the impacts of any date changes.

If any of our staff decide to take on roles with the WDC, 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

Skills Active will work in collaboration with the EU to:

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

Communications

Skills Active 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	Health, Community & Social Services
Qualifications	96	1
Standards	631	0

Managing the impact on Staff

The creation of WDCs will mean that Skills Active 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. Skills Active no longer needs the role, as all of the functions are to be undertaken by a WDC
2. Skills Active 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, Skills Active will engage with staff on any changes to its structure and/or roles to enable it to continue deliver the retained functions through The TITO and ultimately any TEC board-approved provider(s). This engagement 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 Skills Active staff.

As the WDC organisations are outside Skills Active's control, Skills Active will not be able to control or conduct any selection process for staff in the WDCs. Nevertheless, Skills Active will continue to take all 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 Skills Active staff
4. Clearly communicate the proposed and final changes for Skills Active staff, including providing a clear proposal for change for Skills Active staff as part of the WDC TITO staff consultation process
5. Support Skills Active staff through any selection processes including provision of interview training and CV writing skills
6. As appropriate, support any relevant 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. [Under the legislation, staff in this category are still eligible for redundancy, but we intend to request the WDC to offer roles subject to redundancy entitlements being waived, as there will be ongoing employment]

Transfer of QSF Work in Progress and Data

Skills Active 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 certain historical data.

Specifically Skills Active 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, and any limitations (e.g. privacy) to accessing and sharing this data.
4. Work with the WDC Establishment Unit to determine the best way to transfer the associated information and data
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. Further work will need to be undertaken to identify the scope of data exchange, particularly historical data, ahead of the transfer of functions.

Transfer of Assets and Intellectual Property to WDCs

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

Locations

Skills Active currently has the following office locations and leases:

Location	Term	Sqm	Cost	Surplus space
14 Sages Lane, Te Aro Wellington	To 31 August 2021, with 2 x 1 year rights of renewal	902	9(2)(b)(ii)	Unlikely
Sub-lease from 9(2)(b)(ii) situated at 52 Langdons Road, Christchurch	To 1 December 2021, with a 1 year right of renewal	Space provided for 3 people	9(2)(b)(ii)	N/A

If, as a result of these changes, Skills Active has surplus office space, Skills Active will work with WDCs and TITOs and suitable leasing agents to explore subletting opportunities.

Continuity of Industry engagement approaches

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

Skills Active Contact	Industry Audience
Chief operating officer/CEO	<ul style="list-style-type: none">Engage with clients, key clients, providers, industry bodies, industry associations, government stakeholders, reference groups, iwi, Māori organisations. Particular focus on maintaining strategic relationships and Skills Leadership function
General Manager, Delivery	<ul style="list-style-type: none">Engage with clients, key clients, providers, Assessors, Senior Assessor Mentors. Particular focus on maintaining strategic relationships and Skills Leadership function.
General Manager, Industry Engagement	<ul style="list-style-type: none">Engage with clients, key clients, providers, Assessors, Senior Assessor Mentors, industry bodies, industry associations, government stakeholders, reference groups. Particular focus on maintaining strategic relationships and Skills Leadership function
Kaihautu	<ul style="list-style-type: none">Engage with clients, Key Clients, Providers, Assessors, Senior Assessor Mentors, Industry bodies, industry associations, government stakeholders, reference groups, iwi, Māori organisations. Particular focus on maintaining strategic relationships and Skills Leadership function

<p>General Manager, Learning Solutions</p>	<ul style="list-style-type: none"> Engage with a range of employers, workplace clients, schools and providers, assessors, senior assessor mentors, industry bodies, industry associations, Māori organisations, government stakeholders (NZQA, TEC, MOE, Worksafe, Sport NZ etc), technical advisory groups, whakaruruhau, sector reference groups, programme advisory groups, other TITOs and standard setting bodies, for the purposes of standard, qualification, programme development and review and quality assurance functions.
<p>Manager, Qualifications Qualifications Advisor</p>	<ul style="list-style-type: none"> Engage with a range of employers, schools and providers, assessors, subject matter experts, industry bodies, industry associations, Māori organisations, government stakeholders (NZQA, TEC, MOE, Worksafe, Sport NZ etc), for the purposes of standard setting, including: <ul style="list-style-type: none"> Establishing project based technical advisory groups, whakaruruhau, sector reference groups, and/or programme advisory groups to support development, review and maintenance of standards, qualifications and programme guidance documentation. Evaluating provider programme support approval applications. Engaging with other government agencies, TITOs and standard setting bodies to share information and align with contemporary practice.
<p>Manager, Quality Quality Advisor /Moderator/ Evaluator/ Assessor Liaison and Learning Solutions Coordinator</p>	<ul style="list-style-type: none"> Engage with client workplaces and industry associations to select, train, register, support, manage and moderate internal workplace assessors and senior assessor mentors (incl monitoring compliance) Engage with client workplaces, employers, and trainers to gather evaluative feedback for consistency reviews and programme evaluation. Engage with industry groups to develop and review CMR and assessor specific requirements. Engage with NZQA and other ITOs re: external moderation of their standards. Engage with education organisations (ie schools and providers) to process consent to assess applications, resource sales, school programme development. Engage with education organisations and industry to carry out pre- and post-assessment moderation (postal, some industry forums for Raft, Pool Lifeguard, E&E Tech, Cycle Skills).

	<ul style="list-style-type: none"> Engage with key clients to develop and review benchmarking arrangements.
Industry Development Advisors	<ul style="list-style-type: none"> National Industry lead and subject matter experts in the activities that qualifications and standards cover. Engage with stakeholders, professional associations, key clients, national organisations and significant workplaces. Also lead engagement with Senior Assessor Mentors and the process of setting assessor specific requirements.

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 Skills Active 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 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.
4. Skills Active may remain with some stranded assets, activities or costs. We will seek to identify and minimise any associated costs.