



Service IQ

SMARTER PEOPLE FOR
SMARTER BUSINESSES



Investment Plan

2018–2019

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Service sector overview

The Service Sector industries in ServiceIQ's gazetted coverage collectively employ 668,100 people, or 28 per cent of New Zealand's workers, and contribute more than \$44 billion, or 20 per cent, to New Zealand's GDP. The service sector is vital to the national economy, provides a job-rich environment and is an employment entry point for a significant number of New Zealanders and "new" New Zealanders. Ensuring the sector has the right skills and training is critical to ongoing growth in the sector, and to New Zealand as a whole.

ServiceIQ is the Industry Training Organisation (ITO) for the aviation, tourism, travel, museums, hospitality (accommodation; cafés, bars and restaurants; quick service restaurants; food services/ catering; and clubs), retail and retail supply chain sectors. We work with industry associations, government, advisory groups, education and training providers, businesses – from large national chains to small and medium-sized enterprises (SMEs) throughout New Zealand- across all our sectors of the service industry.

In 2016, 21,894 Trainees and Apprentices engaged in ServiceIQ credentialed training across the ServiceIQ sectors. The majority were in the retail and retail supply chain sector, quick service restaurants (hospitality) and aviation sectors.

Service sector in growth

Recent research conducted by BERL Economics on behalf of ServiceIQ, Careerforce, Skills Active Aotearoa and the Hair and Beauty ITO (HITO) – collectively 'At Your Service Aotearoa' (AYSA) – revealed that the wider service sector accounts for 29% of New Zealand employment. It contributes \$47.8 billion to GDP, nearly a quarter of the country's goods and services, and the sector is growing rapidly.

The purpose of the At Your Service Aotearoa collaboration is to promote a plan of action to meet the growing demand for trained and qualified workers. This will be done by optimising the links between the supply of people ready and available to work, and employment opportunities, and by raising awareness of service sector jobs and on-job training as an excellent option for New Zealand workers.

By the year 2020, it is estimated that the sector will produce 200,000 + job openings as people leave their employment and new jobs are created. The total job openings for ServiceIQ sectors is 182,309, of which 56,138 are new jobs (see table below).

Year	Total ServiceIQ Employment	New job openings	Replacement job openings	Total job openings
2017	690,349	22,271	30,115	52,386
2018	706,559	16,210	31,215	47,425
2019	716,331	9,772	32,046	41,818
2020	724,216	7,885	32,795	40,680
		56,138	126,171	182,309

Other research such as for the tourism industry framework, Tourism 2025, further estimates that by 2025 the tourism industry will need as many as 36,000 additional full time equivalent (FTE) workers. That equates to around 3,600 additional people a year between 2015 and 2025. ServiceIQ is working in partnership with the Tourism Industry Association (TIA) and other industry peak bodies to meet this need.

Investment sought 2018-2019

To meet the industry growth as evidenced by ServiselQ's workforce development activity and supported in the AYSA 2017 report, ServiselQ has revised its industry pipeline for 2018-2019 and believes an increase of five (5) per cent investment for 2018 and a further six (6) per cent in 2019 is required to meet industry demand.

Rationale for investment sought

Our proposed investment for 2018-2019 is targeted at the progression of trainees through from Levels 2 and 3, particularly in retail, as well as spreading the current pipeline of retail trainees across a higher number of employers. Midway through 2018, there will also be a strong focus on the Level 4 and 5 end of the pathway, via targeted management and leadership level training with possible articulation options to university study.

We are forecasting five (5) per cent growth in 2018, with the majority of that coming from the additional support of key enterprise employers such as Progressive Enterprises and Mitre10, within the retail sector. The Warehouse Group, currently our biggest user of the Level 2 Retail Qualification, will have consolidated their brands and have their internal structure in place to begin to support the full training pathway. This will allow increased numbers of trainees to progress through the levels beyond the existing focus on Level 2 outcomes.

Additional resource in the Auckland market and a focus on South Auckland, the Ara initiative at Auckland Airport, and the Auckland Tourism, Events and Economic Development (ATEED), will all assist in raising the profile and achievement of trainee outcomes at various levels, particularly within Māori and Pasifika demographics in line with action plans developed with and for these communities.

The final outcome of Complex Apprenticeship arrangements is not yet known, and as such, the current level of apprenticeships will see a moderate increase. With further work on the profile of apprenticeships, primarily in the cookery space, we see apprenticeship numbers in 2018 and 2019 increasing at a rate slightly behind that of the bulk of the service sector, but increasing all the same.

In 2019, the focus is on achieving a further six (6) per cent growth, through the base platforms of the enterprise customers moving to a more progressive pathway of trainee outcomes, with a strong focus on regional initiatives through our Workforce Development Plan and Regional Roadmaps, linking real need in the communities to targeted investment in industry training.

New, targeted and specific roles at ServiselQ will be used to bring our National Workforce Development Plan and Regional Road Maps to life, which will lift our profile in the regions and assist engagement with the SME market. With further work completed and with the backing of industry, we expect positive growth as outlined for both trainees and apprentices in 2018 and increasingly in late 2019.

Building on success

ServiselQ's 2016 year-result, as published in the ServiselQ 2016 Annual Report, was:

- ▶ 80.5% trainees achieving at least 10 credits (2016 target 80%)
- ▶ 88.0% Credit Completion Rate (2016 target 70%)
- ▶ 70.8% Programme Completion Rate (2016 target 70%)

ServiselQ has managed the training progression for the majority of these trainees to increase their knowledge and complete their qualifications. In addition, while the total number of trainees was slightly down on 2015, more people in 2016 upskilled to a higher level, including supervisor and management qualifications across all sectors.

ServiselQ's organisational systems and processes have matured to a level where we are highly confident in our ability to accurately forecast industry demand, and then meet that demand and the associated key performance indicators, to ensure a positive return on government taxpayer investment.

Our ongoing focus on improvement is reflected in the stated commitment to lift EPIs through the plan period, focusing not only on growth but increased quality of educational outcomes.

Level 2 provision

Level 2 training for the retail industry remains vital to this sector given NCEA Level 2 does not translate well to NZ Certificate Level 2, as it is not contextualized to workplace learning.

Level 2 workplace learning skills are vital for a workforce whose demographic is frequently made up of second-chance learners and/or trainees with English as a second language. The Retail sector employers continue to demand Level 2 training programmes, seeing this as essential for trainees to learn the basics of retail skills.

Level 2 provision at ServicelQ is linked to skill demand from our major retail employers. As noted in the mix of provision rationale above, the investment for 2018-2019 is targeted at the progression of trainees through from Level 2 to Level 3, particularly in retail, as well as spreading the current pipeline of retail trainees across a higher number of employers. Midway through 2018 there will also be a strong focus on pathways and transitions of Level 2 and Level 3 trainees to Level 4 and Level 5 via progression to targeted management and leadership level training.

By 2018, the Warehouse Group, currently our biggest user of the Level 2 retail qualification, will have consolidated its brands and have the internal structure in place to begin to support the full training pathway. This will allow increased numbers of trainees to progress through the levels beyond the existing focus on Level 2 outcomes towards Level 4 and 5 management programmes.

The BERL “At Your Service Aotearoa – A well-qualified workforce in your community” report (April 2017) notes that the services sector generated \$47.8bn in GDP in 2016 (22 per cent of the total GDP), and contributed 29 per cent of employment in New Zealand in 2016. Of this, the Retail sector represents over \$30bn (13.7 per cent of the total GDP) and almost 17 per cent of the workforce in 2016. Therefore, the retail sector is a vital and important part of the New Zealand economy, and worthy of investment by TEC.

In 2016, 3.1 million tourists visited New Zealand. The BERL report cites MBIE figures estimating that international tourist numbers could reach 4.5 million by 2022. Each international tourist spends an estimated \$3,230, for a total spend of over \$10 billion for overall service sector spending. It will be essential that our services sector employees are well trained and offer high quality service to build and maintain New Zealand’s reputation as a great place to visit.

Level 2 and Level 3 qualification pathways

The ServicelQ retail and retail supply chain career map shows progression from sales/shop floor roles to trainee manager/senior sales to assistant manager, store manager and regional manager through to national retail operations. There is a clearly defined pathway through the retail qualifications and employment roles through to Level 8.

These retail positions often start at Level 2 and transition through to higher level training and employment. ServicelQ works with a number of large employers that encourage staff to progress from Level 2 retail training through to Level 4/5 training, such as Z Energy, Farmers, Mitre 10, Progressive Enterprises, Green Cross Health and Resene. ServicelQ is also working with The Warehouse Group, including Noel Leeming and Torpedo 7, to encourage further utilization of their progression framework.

For those employed in the Service Sector and for those entering the service sector workforce, the qualification pathways offered by ServicelQ provide both a valuable starting point and progression opportunities. Skills and qualifications gained at Level 2 in the service sector are, for many, the first formal qualification they have achieved.

In addition to vocational skills, training at Level 2 provides a strong platform for the development of foundation skills, such as customer service and team work, which can be transferred across roles in different

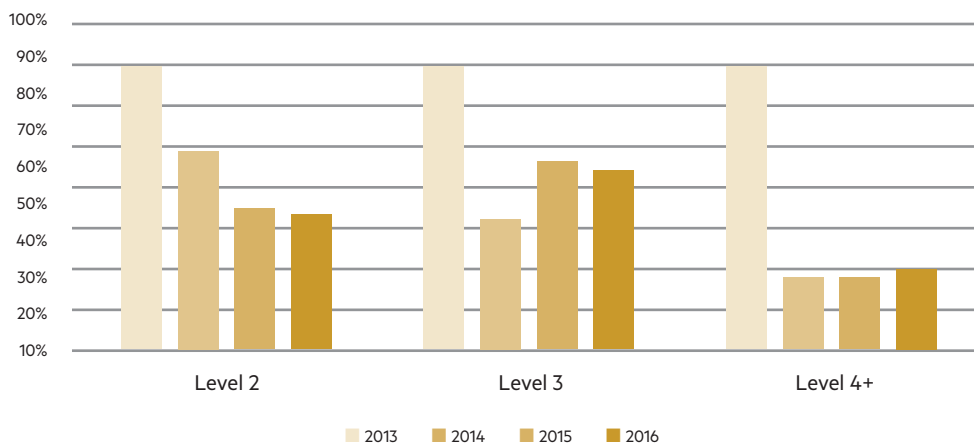
sectors. A significant number of roles in the Service Sector are aligned, appropriately, to qualifications on the framework at Level 3 and below.

A high percentage of those roles are sales assistants and sales representatives, the majority in retail. We believe it is vital that Government acknowledges the contribution of the service sector and invests in upskilling in the sector; particularly at Levels 2 to 3, which for many, provides an essential pathway towards a fulfilling career and productive life. This will become increasingly important as New Zealand's Tourism Industry grows significantly in the next ten years and beyond.

Trainee completions by level 2013-2016

The following graph shows trainee completions by level as a percentage of total, over 2013-2016, which reflects an overall reduction in Level 2 provision and increases in Level 3 and Level 4 provision.

Trainee completions by level as percentage of total



Workforce development

Part of ServiceIQ's success is a well-developed and innovative 'exemplar model' for skills leadership and workforce development. Some of the key elements of ServiceIQ's workforce development programme include:

- ▶ an industry endorsed national workforce development plan
- ▶ topic-based workforce development advisory groups for each workforce priority
- ▶ regional roadmaps aligned to MBIE regions
- ▶ regional profiles using Infometric's economic profiling
- ▶ regional business briefings
- ▶ learner focus groups covering issues impacting on learners and their training outcomes
- ▶ key employer workforce development plans
- ▶ sector-based industry advisory groups to validate workforce priorities, and provide strategic advice to the ServiceIQ Board.

Through our industry consultation process, we have identified the key priorities for skill development across the service sector, as detailed in our national workforce development plan. This plan will help to ensure that the service industry has workers with the skills needed to achieve business success and make New Zealand's service industry truly world-class.

For the service sector, the key workforce priorities endorsed by industry are to:

- ▶ attract and retain people with the right attitude and aptitude;
- ▶ increase the number of able school leavers transitioning into the sector;

- ▶ increase access to and engagement with training;
- ▶ develop and maintain high quality qualifications and programmes that meet the needs of industry;
- ▶ increase productivity by developing core skills;
- ▶ improve business and management capability.

Through strong workforce development planning and economic modelling, ServiceIQ can target areas of need, such as tourism and retail, with confidence that this is where public investment should be targeted and effective.

Regional focus

The ServiceIQ Workforce Development Plan highlighted the need for service sector workforce development at a regional level. The regional roadmaps provide a regional orientation and focus point for the six priorities and provide a means for creating concrete, detailed actions for realising the vision for the service sector. Following workshops with local employers, membership bodies, government, tertiary providers and business groups and others in the region, ServiceIQ records the status and future outlook of the service sector workforce.

The information is segmented for each of the sectors to create a document that outlines the challenges facing the service sector workforce; a vision of success for the sector; an action plan; and initiatives to be taken to achieve this vision. The roadmap is built around the framework of the Service Sector Workforce Development Plan and used as the basis for consultation in the region.

The ServiceIQ Workforce Development Team researches business, employment and demographics and hosts workshop meetings in the region. The workshop group identifies priority, people and skills issues across the region and explores solutions to support the future of the workforce. The research and outcomes from the workshop group are brought together to form the Regional Roadmap.

Schools engagement

Many of the potential future workers in the service sector will come from secondary schools, which is the reason we need to collectively ensure that school leavers do not become at-risk youth and dependent on the welfare system; rather, that they are supported to make easy and successful transitions to work and into a career.

ServiceIQ has a strong commitment to working with secondary schools (engaging with 357 currently) across New Zealand to ensure that all students can learn about and access pathways into the service sector, which for many, is a realistic and viable option.

We currently engage with 25,000 secondary school students, which gives ServiceIQ the largest presence in schools of any ITO. Credits gained at school contribute directly to the student's NCEA qualification and help to prepare for and pathway them to employment.

The work that we are doing with schools and secondary students is also strongly supports the Better Public Service targets for young people achieving NCEA Level 2 qualifications and Vocational Pathway Awards in Service Industries.

Our Gateway programmes are the largest in New Zealand, with increasing support and interest from industry, and we have plans to grow our Gateway offer, including more Māori Cultural Tourism Gateway camps. The camps are run in partnership with marae, tourism operators and schools, which provide an excellent opportunity for school students to explore what a career in cultural tourism might be like.

Industry engagement

Service sector businesses range from New Zealand's largest private sector employer (The Warehouse Group) with more than 18,000 employees, to thousands of micro businesses and owner-operators. ServiceIQ has developed engagement models to suit business size.

The service sector has a significant number of SMEs, which form the backbone of New Zealand business – 88% of businesses have less than 10 people, employing 32% of all workers; conversely, 0.6% of businesses employ 100+ people and account for 20% of workers. These businesses, especially SMEs, have very different capacity and capability to undertake training and skill development.

ServiceIQ has developed business models and support infrastructure to enable quality training to take place in any size organisation. A move to naturally occurring evidence and a concentration on ease of reporting has been a key part of this provision, as has been a significant concentration on building capability in the workplace by training and supporting workplace assessors and verifiers.

To aid in the real time capture of assessment evidence, ServiceIQ has also invested in the development of a digital environment that enables ease of reporting, using the tools provided or by integrating the customers' own digital environment with that of ServiceIQ.

With many industry training programmes being of short duration and with most of the reporting points late in the programme, a robust digital environment is a high priority to aid in more granular and real time tracking of trainee progression.

This environment commenced deployment in early 2015 with online enrolment, and then in mid-2015 with digital assessment capture. Through 2016 and 2017, digital assessment has become more widespread, which will be the key driver in allowing increased analytics-based, trainee-specific, targeted interventions, driving improved educational outcomes.

Digital transformation

In 2015, the digital architecture of ServiceIQ was completely redesigned via its Digital+ Programme. This was achieved by focusing on the customer first (trainees, apprentices, employers and others). Key to this was delivering a great online customer experience, enabling learners to take part in industry training anywhere anytime. It was no longer a focus on what an ITO needed in terms of trainee records alone.

Central to the new design was the desire to speed up the flow of data, information and ultimately decision-making. Faster information leads to faster interventions, learner progression and achievement. Central to and in keeping with this vision, a new Microsoft Customer Relationship Management (CRM) system was successfully delivered in April 2016. The CRM holds all central trainee data records to which all other newly introduced systems connect. To complement the CRM and support learner engagement, the following systems have been introduced:

- ▶ **Web Portals** – front-end access for learners to sign up to and engage in industry training as part of a three-way approval system, the other two approvals being the employer and ServiceIQ. The next stage of the portals being delivered provides an entry point for learners to access their progress activity in terms of credits and qualifications achieved.
- ▶ **Literacy and Numeracy Assessment / Application Programme Interface (API)** – an application being developed in association with the TEC and the NZ Council for Education Research (NZCER), along with two other industry training organisations. The application will provide the ability to complete literacy and numeracy assessments on sign-up with results flowing automatically to NZCER/TEC. The project is currently being led by ServiceIQ with JVAP funding approved by TEC. This functionality will be delivered in 2018.
- ▶ **ServiceIQ Connect App** – an app for mobile devices giving the learner personal views of progression, rewards on offer, notifications prompting achievement of sign-up and unit standard progress as well as digital certificates. The app will be available for wider use by industry from August 2017.

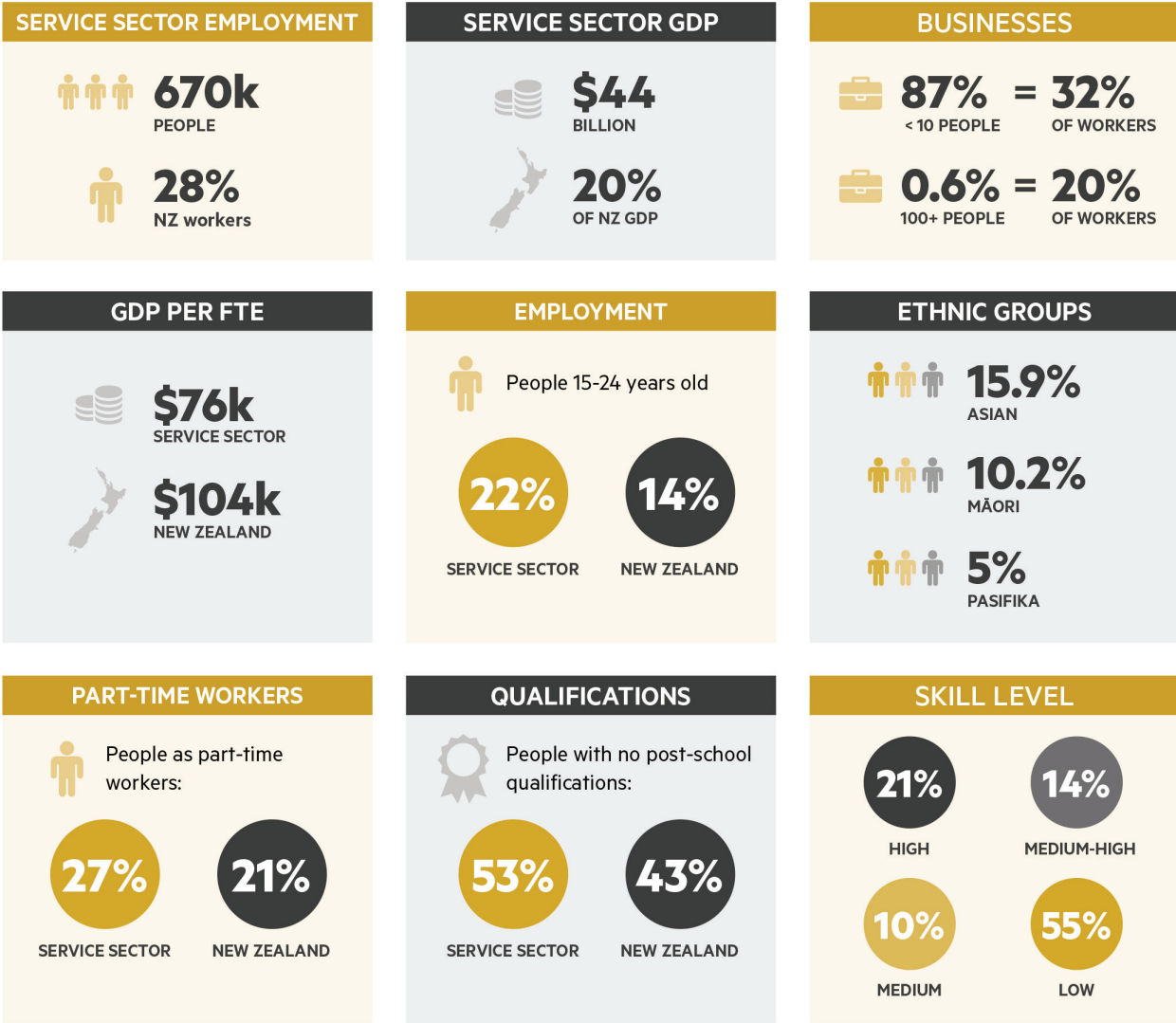
- ▶ **PowerBI** – a key reporting tool that uses smart analytics and clearly presented dashboards, which automatically refresh using trainee records in the ServiceIQ CRM to track learner, programme, qualification and employer activity. This comprehensive system is used from the frontline team right through to the back office to track and enhance learner performance. PowerBI also provides the data and reporting required to make key interventions at the all-organisational and cross-functional level, of the Trainee Achievement Group.
- ▶ **Assessment Management System/Learning Management Systems (AMS/LMS)** – two systems for online learning, fully connected to the CRM. The AMS caters for credentialised training (e.g. on the NZQA framework), and the LMS caters for uncredentialised training such as short courses.
 - ▶ The AMS provides a streamlined/real-time digital system to capture demonstrated skills and knowledge, reducing post-reporting needs and giving enhanced visibility of progress for trainees and workplace assessors.
- ▶ **Online Shop** – The shop facilitates a modern approach to the sale of key products such as resources and learning materials. Schools and providers are the largest customers for these.

The above covers the aspects that are closest to the positive gains we are seeing with learner achievement, as a direct result of a modern digital architecture making engagement and achievement easier and faster.

Credit reporting vs. credit achievement

As mentioned above, central to ServiceIQ's digital transformation was the desire to speed up the flow of data. One of the benefits has been to enable more timely reporting of credits, particularly when any perceived zero or low credit achievement has been linked to reporting of credits, rather than the earning of credits – which in reality only represents a very small portion of ServiceIQ's total trainee population size annually. That said, ServiceIQ will continue to work with key employers such as Quick Service Restaurants to ensure learners can progress as quickly as they possibly can within employment parameters. Systems like front-end Web Portals, the ServiceIQ Connect App and the Assessment Management System (AMS), will drive significant improvements in this area. In addition, ServiceIQ's new reporting tool PowerBI provides an excellent tool for enabling timely intervention and driving trainee progression.

Snapshot of the service sector 2016



The service sector demographic as detailed in the table above demonstrates a clear need for increased tertiary education focus, when considering the following characteristics (2013 Census):

- ▶ 53 per cent of people in the service sector have no post-school qualifications, compared to 43 per cent of all New Zealanders.
- ▶ 55 per cent of workers in the service sector are working in jobs where the optimal qualification levels are Level 3 or below on the New Zealand Qualifications Framework, compared to 39 per cent of all New Zealand workers.
- ▶ Of those employed in the service sector, 22 per cent are aged between 15-24 years old, compared to 14 per cent of all New Zealanders in that age group.
- ▶ The GDP per FTE for the service sector is only \$76K compared with \$104K for the rest of New Zealand.
- ▶ Feedback from industry is that a significant number of workers in the service sector have issues with Literacy, Language and Numeracy.

TEC registered-funded trainees and apprentices 2016

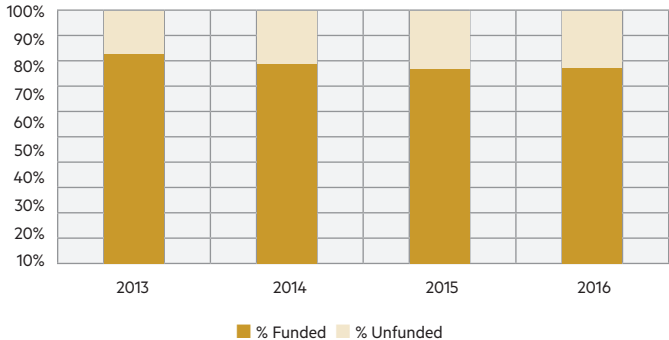
ITO sector and fund type

SECTOR	APPRENTICES	TRAINEES	GRAND TOTAL	%
Accommodation	64	943	1,007	5%
Aviation	357	2,256	2,613	12%
Cafés, Bars, Restaurants	214	645	859	4%
Clubs	10	28	38	0%
Food Services	244	574	818	4%
Museums	0	135	135	1%
Quick Service Restaurants	0	4,313	4,313	20%
Retail and Retail Supply Chain	26	10,697	10,723	49%
Tourism	25	765	790	4%
Travel	0	598	598	3%
Grand Total	940	20,954	21,894	100%

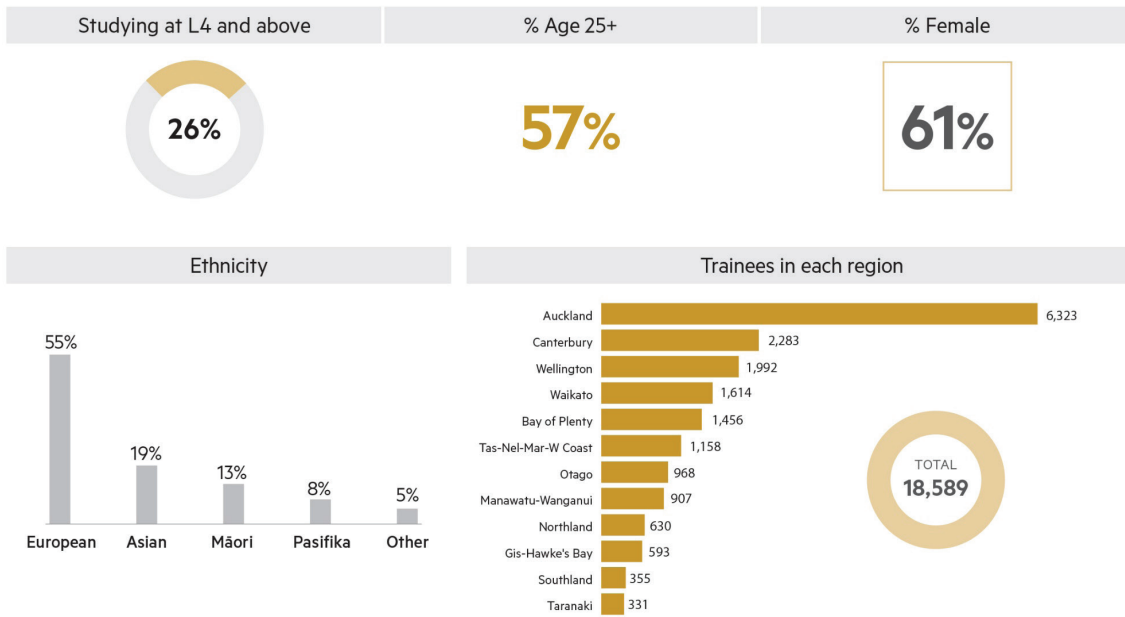
Source: ServiselQ CRM | *Percentages may not add up to 100% due to rounding

The graph immediately below illustrates ServiselQ’s ongoing and increasing commitment to workplace training for employees, as well as those in the early beginnings of vocational pathways. Over 20% of ServiselQ trainee levels relate to activity unfunded by TEC for trainees, such as those in part-time employment while still at school.

Funded-Unfunded ServiselQ 2013-2016



Trainee statistics



Source: TEC 2017 My Provision – ITR (Data as at 31 Dec 2016)

Vision, Purpose, Goals, Critical Success Factors

Our Vision

- ▶ A world class service industry through qualified people.

Our Purpose

- ▶ Growing smarter businesses with smarter people.

Our Strategic and Business Goal

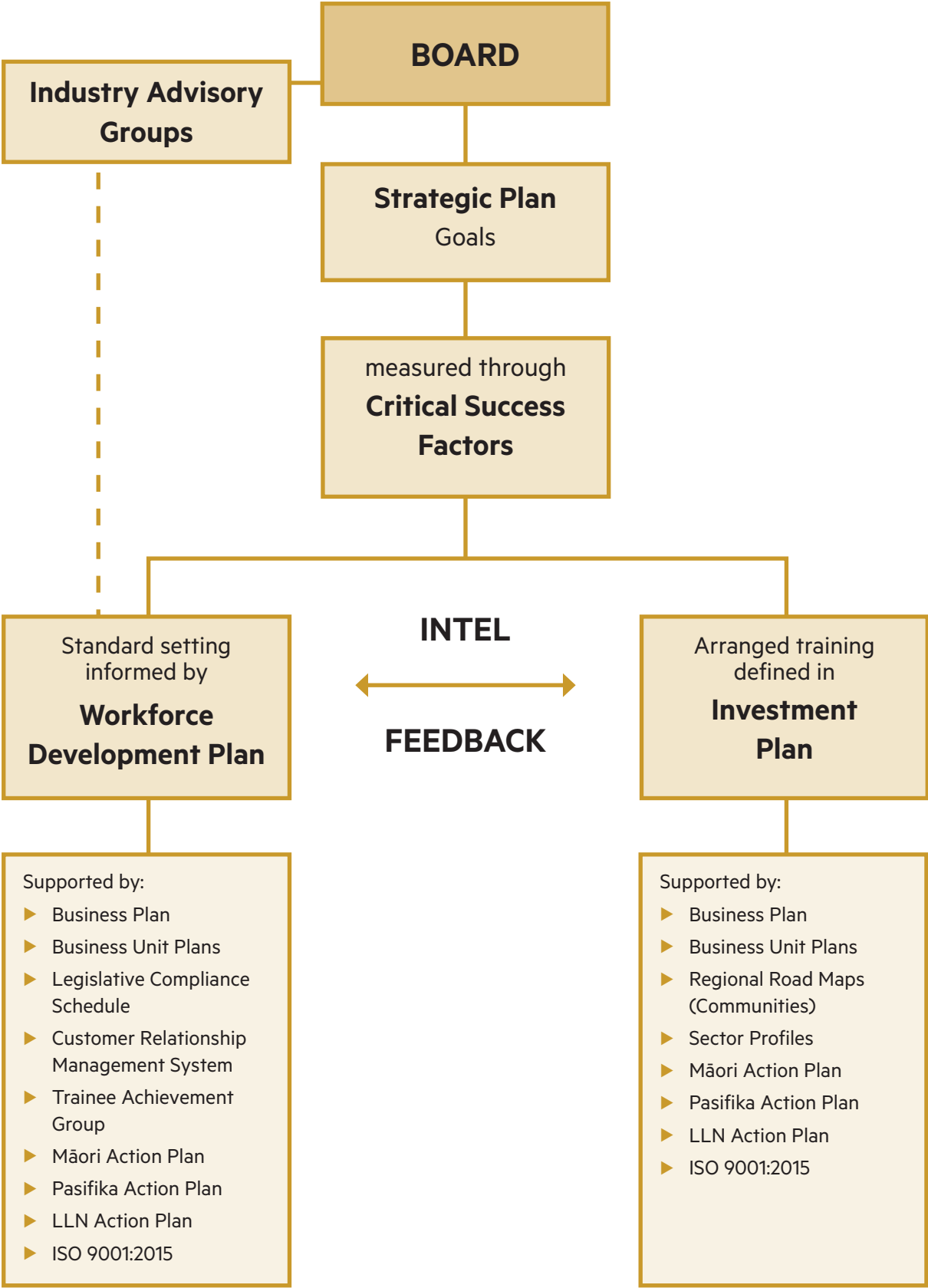
- ▶ Be the sector leader in skills leadership and workforce development.
- ▶ Engage industry in workplace training using a method aligned to the size and nature of the business.
- ▶ Aspire to be an employer of choice through the provision of an engaging workplace and a culture of professional development.
- ▶ Be innovative in the facilitation of training, keeping up with industry, educational, technological and political trends.
- ▶ Set employer and employee-focused standards aligned to current and evolving industry need established through comprehensive consultation.
- ▶ Maintain a sustainable business model, ensuring longevity for the organisation, its staff and the industry we serve.

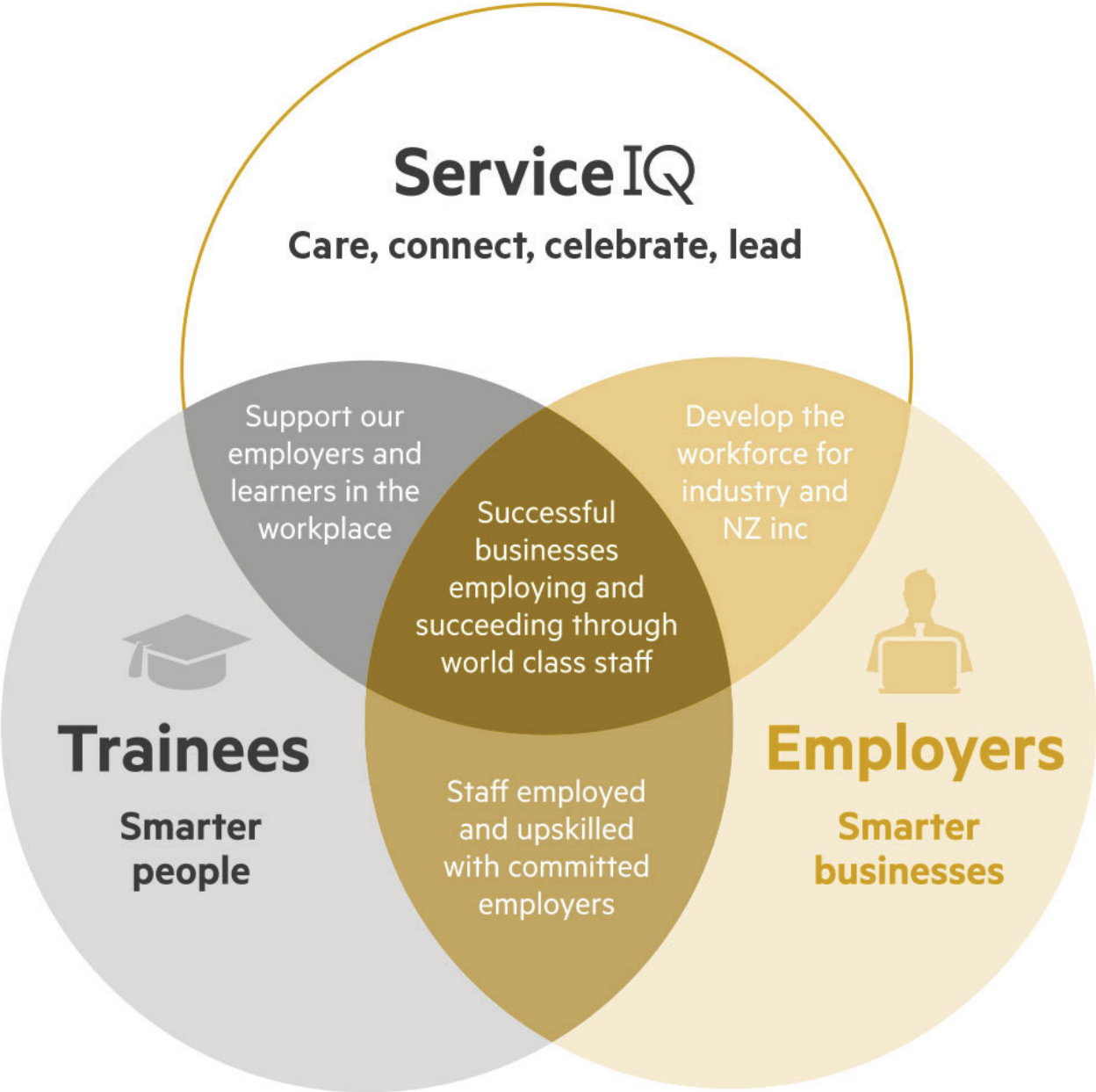
Our Critical Success Factors (CSFs)

ServiceIQ's Strategic Plan goals cascade into its annual Business Plan, with linked Critical Success Factors and measures; these are monitored and reported every month to the Executive Team where any variances against targets are addressed.

CSF	GOAL (Related to CSF)
Right Skills for Industry (Org CSF 1)	As an ITO and standards setting body first and foremost, we need to understand, in depth, the skill needs of industry both now and in the future. Workforce development that links the right qualifications, standards and training programmes with an optimum approach to arranging training with industry is essential to success.
Retain the right people, develop talent (Org CSF 2)	This has an internal and external focus. We need to attract and retain internal talent that is developed to best serve industry, equipped with the skills and knowledge to assist business develop talent in industry.
Powerful partnerships and effective engagement (Org CSF 3)	We work best when we partner powerfully with industry, by understanding and integrating with business needs as best we can, and by doing so we can achieve far more than we could as a transactional service provider. We also need effective engagement with all stakeholders, including government, suppliers, industry associations and influencers to broker the optimum skills and training needs for our industries.
Innovative and future focused (Org CSF 4)	We need to be an organisation with a vision while concurrently being a visionary organisation. Solutions that work today may be redundant tomorrow; as such we will remain future focused and embrace innovation.
Quality culture and leadership (Org CSF 5)	A quality culture must be part of the organisation's DNA and strongly brokered by the leadership team. By doing so, our industries are able to maintain confidence in the ITO's activity and qualifications/training outcomes. This may be further strengthened by benchmarking to international standards.
Financially responsible and sustainable (Org CSF 6)	As a registered charity, we need to be responsible with funds in our custody. We must also actively consider future economic climates to ensure capability and capacity can be sustained to serve industry into the future.

ServiceIQ Governance and Management Structure





Increasing workforce productivity and preventing skills shortages

TEC has identified the three challenges to increase workforce productivity and prevent skill shortages. The following section represents ServiceIQ's response to these challenges.

Challenge number 1: Raising basic skill levels

ServiceIQ is working with industry to increase the literacy and numeracy levels of lower skilled workers. The details of ServiceIQ commitment to boosting literacy, language and numeracy (LLN) skills are noted in the section on p.24.

ServiceIQ notes that the most effective approach to ensure widespread industry literacy and numeracy upskilling is by embedding LLN into resources, as such significant commitment has been and will continue to be made in this area.

Notwithstanding this ServiceIQ works with a large number of Level 2 trainees, primarily in retail training programmes. Of these trainees, approximately 90 per cent are working within 8 large retail companies, therefore, ServiceIQ has the capability to reach a large number of trainees that may be in need of LLN support through targeted work with a relatively small number of employers. ServiceIQ will work with these companies to educate the employer on alternative options for specific LLN funding, which will enable them to improve organisational LLN skills to their staff, plus develop sustainable embedded processes to raise basic skills levels. There are a number of excellent online options for learning and developing basic literacy and numeracy skills, such as Pathways Awarua that includes reading, writing and maths learning practice and consolidating skills.

ServiceIQ is fully engaged with the Application Programme Interface (API) that TEC is developing in consultation with ServiceIQ and NZCER. When it becomes available later in 2017 a key target group will be the large employers mentioned above.

Future plans for ServiceIQ include developing a national network of trained mentors and working more closely with (including screening for) trainees with dyslexia and other specific learning difficulties.

As part of its Workforce Development strategy, ServiceIQ has set six key workforce priorities that have been endorsed by industry. The details of this ongoing strategy are included on p.7. The fifth priority is to "increase productivity by developing core skills". ServiceIQ has been working on a number of actions to promote this priority such as identifying the core skills needed for each role in the service sector and gaps that workers have in these areas; providing opportunities for targeted support for individuals with considerable skills gaps; and establishing support structures in workplaces that encourage whole of business foundation skill development.

Feedback from the ServiceIQ Business Briefings series 2017, with 240 responses received from participants, indicated that 62 per cent of respondents agreed that increasing productivity by developing core skills remains a high or very high priority for their business.

Challenge number 2: Facilitating continuing vocational education and training

ServiceIQ considers that it has a significant skills leadership role for the service sector industries that are within its gazetted coverage. As such, ServiceIQ is both a skills broker and facilitator for employers and industry, and continually strives to make its programmes and qualifications relevant to the changes and developments to meet industry needs. The related Workforce Development priority for this area is to "Develop and maintain high quality qualifications and programmes that meet the needs of industry.

The actions that ServiceIQ is taking to meet this priority include: implementing qualifications and programmes that are flexible, targeted and relevant; improving engagement between industry and the education system; working with schools, tertiary providers and industry associations, to ensure programmes include the right mix of skills; and establishing core sets of skills and transferable standards. ServiceIQ

conducted 13 business briefings throughout the country in 2017 to receive feedback from industry about our workforce development priorities and also to ensure that our key priorities are still valued by our industry and key stakeholders.

Feedback from the ServiceIQ Business Briefings series 2017, as noted above, indicated that 76 per cent of respondents agreed that developing and maintaining high quality qualifications and programmes that meet the needs of industry, remains a high or very high priority for their businesses.

ServiceIQ has also responded to this challenge through the development of its regional roadmaps during 2016/17. ServiceIQ has been conducting a systematic review of all 16 MBIE regions through workshops with employers, membership organisations, government, tertiary providers and business groups to discuss the needs of those stakeholders in the region, which culminates in the publication of a regional roadmap document that lists concrete actions that will lead to successful workforce development initiatives in those areas. To date, ServiceIQ has published seven regional roadmaps with three more in progress to be completed by August 2017. The remaining roadmaps will be published between August and early 2018.

Challenge number 3: Fostering enterprise-level innovation

ServiceIQ has developed business models and a support infrastructure to enable quality training to take place, as noted on p. 6 of this Investment Plan. ServiceIQ has invested in the development of a digital environment that enables better reporting and integration of our stakeholder employers' own digital platform. ServiceIQ has detailed its digital transformation architecture on p. 6 of the Investment Plan, which includes: web portals for trainee and employer access to achievement progress; the LLN API as noted above; a ServiceIQ Connect Mobile App giving a personalised interaction experience for trainees and apprentices; management tracking tools such as Power BI; and a Learning, as well as, Assessment Management System. ServiceIQ is investing heavily to ensure our digital infrastructure will improve productivity and innovative partnerships with our key stakeholders.

ServiceIQ, in partnership with Creative HQ and our own IAGs, has undertaken to run up to 10 design sprints per year, based on a Google Ventures model, allowing new concepts to be prototyped and tested inside of one week. These concepts are proposed solutions to the "IAG challenge" statement which has been developed by industry to describe the key challenge facing the service sector in the coming five years. An innovation fund has been established to allow investment in resultant innovations identified in the design sprints if supported by a business case and approved by the ServiceIQ board.

Apprenticeship Training

ServiceIQ offers New Zealand Apprenticeships in aeronautical engineering cookery, catering services, and food & beverage.

In 2016, ServiceIQ had 940 apprentices, which was about 4% of ServiceIQ funded engagement.

ServiceIQ is committed to supporting people on our New Zealand Apprenticeship programmes, employing dedicated Sector Advisors so we have a direct role in supporting Apprentices and lifting engagement, credit and programme completion rates.

While the outcome of the (expiring) Complex Apprenticeship arrangements is not yet known, we do expect that the current level of apprenticeships will see a moderate increase in the coming years. We anticipate cookery and catering services apprenticeship numbers to increase slightly across 2018 and 2019. Although we have seen a slight decline in aviation apprenticeship sign ups in 2016 and 2017 (due to technology changes in aircraft resulting in reduced maintenance requirements), there is an increasing world-wide demand for skilled and experienced aviation employees, so we expect a lift in engagement going forward.

Promoting apprenticeship training generally

Industry has a strong desire to promote take up of apprenticeships, part of a growing strategy to define professional career pathways in the service industry. ServiceIQ works closely with industry associations and workplaces to promote the business benefits of apprenticeships to employers, the benefits and importance

of training and development and publicise case studies of employers already engaged in training. We actively look to identify opportunities to recognise and celebrate employers supporting apprentice training through our marketing activities, inclusive of social media.

Identifying prospective apprentices and potential employers

Our Sector Advisors work directly with employers to identify potential new engagement and encourage employers to upskill their current workforce. They also work alongside our Schools team, increasing awareness of apprenticeship pathways for students and assisting with introductions of prospective Apprentices to the relevant parties. Our partnership with NZDF continues to grow apprenticeships across the aviation and cookery sectors.

Arranging training or employment that may lead to apprenticeships

In a coordinated approach with our industry associations, we share knowledge of Industry contacts to assist students in government initiatives (e.g. Restaurant Association of NZ with their Pro-start programme) to gain work experience with a view to gaining employment leading to an Apprenticeship.

Helping prospective apprentices enter apprenticeships

Significant time has been invested into attending School Cluster Meetings as well as working directly with schools and students to increase the awareness of apprenticeships. This successful approach has resulted in prospective Apprentices being matched to potential employers.

Implementing individual training plans consistent with apprenticeship training agreements

Expectations and requirements of the programme, and responsibilities (i.e. work logs, theory component, development and progression of skills to meet assessment requirements) are discussed by the employer, Apprentice and ITO on signing the apprenticeship agreement. A training plan is formulated with timelines to ensure Apprentices are well prepared and working towards their scheduled milestones. These are captured in a training site visit document and signed by all three parties.

Monitoring Apprentices to ensure achievement and completion within reasonable timeframes

Through regular contact and determining the appropriate level of support at the regular reviews, ServiceIQ Sector Advisors check the Apprentice is on track to meet their agreed milestones, resulting in completion of the programme within reasonable timeframes. These reviews are an excellent opportunity to identify progression of learning, discuss the Apprentice's performance with their employer, provide guidance and feedback as to how the Apprentice is progressing, and if there are any issues or concerns to address.

Ensuring consistency with the Code of Good Practice for New Zealand Apprenticeships, and providing appropriate pastoral care and support for apprentices.

ServiceIQ ensures quality support by promoting the Code of Good Practice for New Zealand Apprenticeships. We set a minimum of four visits per year, particularly in the early stages of the programme (Year 1). The frequency of visits is determined by the needs of each Apprentice, with increased or fewer visits depending on the level of pastoral care and support required. The level of care required for each Apprentice is identified, reviewed and documented in the ServiceIQ CRM against the individual Apprentice's records.

Our Sector Advisors ensure the Apprentice and the employer are introduced to the Code of Good Practice, providing them with an electronic copy or website link.

Working to meet industry and government tertiary education strategy (TES) priorities

ServiceIQ's priorities are driven by the priorities of our industries and government. This ensures that employers, trainees and government all benefit from the work we do and the training we arrange. Our work strongly supports:

- ▶ The Tertiary Education Strategy – particularly around Delivering skills for industry; Getting at-risk young people into a career; Boosting achievement of Māori and Pasifika; and Improving adult literacy and numeracy.
- ▶ Better Public Service Targets – particularly around Boosting Skills and Employment.
- ▶ Business Growth Agenda – particularly around Skilled and Safe Workplaces.

In addition, the priorities we are focusing on over the coming years will have a considerable impact on skills and productivity, and have the potential to make a positive step change in the service industry. This section highlights how these priorities align with the focus areas set out in the Industry Training Plan Guidance from the TEC.

Responding to TES priorities

Arranging training that delivers skills for industry

ServiceIQ is fully committed to delivering skills that best meet industry needs. We are seen as an innovative leader by both our industry and the education sector more widely, for our industry consultation model and workforce development planning.

Strong industry consultation

At the heart of delivering skills for industry is ensuring ServiceIQ is driven by the voice of industry.

To capture this industry voice, we have a model for industry consultation with the following key parts:

- ▶ an industry endorsed national workforce development plan
- ▶ topic-based workforce development advisory groups for each workforce priority
- ▶ regional roadmaps aligned to MBIE regions
- ▶ regional profiles using Infometric's economic profiling
- ▶ regional business briefings
- ▶ learner focus groups covering issues impacting on learners and their training outcomes
- ▶ key employer workforce development plans
- ▶ sector-based industry advisory groups to validate workforce priorities, and provide strategic advice to the ServiceIQ Board.

Keeping qualifications and programmes relevant

One of the ways that ServiceIQ delivers skills for industry is through ensuring that our qualifications and programmes are fit for purpose and best meet the rapidly evolving skill needs of the service sector. ServiceIQ, through its robust workforce development and industry consultation, can constantly check in on industry, employers, trainees and providers to ensure our qualifications and programmes remain relevant to industry need.

Moving from a purchasing model to an investment approach

ServiceIQ's industry engagement approach has a strong focus on investing or co-investing in building workplace capability, particularly around workplace assessment. This forms greater partnerships with industry and has a positive impact on credit achievement, programme completion and trainee progression.

ServiceIQ uses labour market data, compiled by Infometrics, to assess labour market needs in all regions of New Zealand. This data informs ServiceIQ of where there are skill shortages so that investment may be directed to where it is needed most. The regional roadmap initiative for the regions detailed on p. 5 of the Investment Plan notes the specific skill shortages that are needed to match forecasted growth in both populations and projected workforce demands of those regions.

ServiceIQ supports an investment approach to funding for growth in the service sector workforce, improving efficiencies in the workplace, and also within ServiceIQ, to ensure that spending is targeted at filling skills gaps in the services sector, so that government investment in education and training through ServiceIQ in 2018/19 is money well invested.

Encouraging aspiration in trainees and employers

ServiceIQ encourages aspiration in our trainees, businesses, and sectors. Some of this is done by targeting groups who have traditionally not achieved their full potential in the education system including at-risk young people, Māori and Pasifika. We also encourage aspiration more widely through influencing positive perceptions around the service sector as a great place for a career, celebrating success and creating real and meaningful pathways from entry level to higher level training.

Getting at-risk young people into a career

One of the ways that ServiceIQ is encouraging aspiration, and targeting at-risk young people into a career, is by working with schools and secondary students to ensure successful transitions from school into further study and careers in the service sector.

We have a team of five full-time staff, and 20 contractors, who work directly with 357 schools across the country to support young people aged 15-18 to gain foundation skills and workplace training in the service industry. We currently engage with 25,000 secondary school students, which gives ServiceIQ the largest presence in schools of any ITO. Credits gained at school contribute directly to the student's NCEA qualification and help to prepare for and pathway them to employment.

The work that we are doing with schools and secondary students is crucial to ensuring young people make successful transitions from school to tertiary education and the workplace, and encourage at-risk young people into a career. It also strongly supports the Better Public Service targets for young people achieving NCEA Level 2 qualifications.

Raising perceptions about careers in the sector

The BERL report "At Your Service Aotearoa – A well-qualified workforce in your community" (April 2017) demonstrates the projected growth in the service sector and the need for more trained staff to fill skill shortages. The report notes that qualifications in the services sector set people up with the right experience, skills and knowledge throughout a person's working life. The report notes the value of the nationally recognised qualifications that ServiceIQ offers and how the industry-based training adds value and increases productivity and efficiencies.

The At Your Service Aotearoa collaboration between four service ITOs: ServiceIQ, Careerforce, HITO – the hair and beauty training organisation – and Skills Active Aotearoa, is raising awareness of service sector jobs and on-job training as an excellent option for New Zealand workers to fill the looming skills deficit that is needed to fill the forecast 200,000 job openings by 2020 as people leave positions and new jobs are created.

The New Zealand Productivity Commission report “New models of tertiary education” (March 2017) notes that tertiary education is an important source of skills for employers, and that on-job training is an important part of the tertiary education system. While the report notes some barriers to productivity gains, it praises the ITO sector for its close links with industry and notes that industry training is part-funded by industry.

ServiceIQ programmes, activities and outcomes

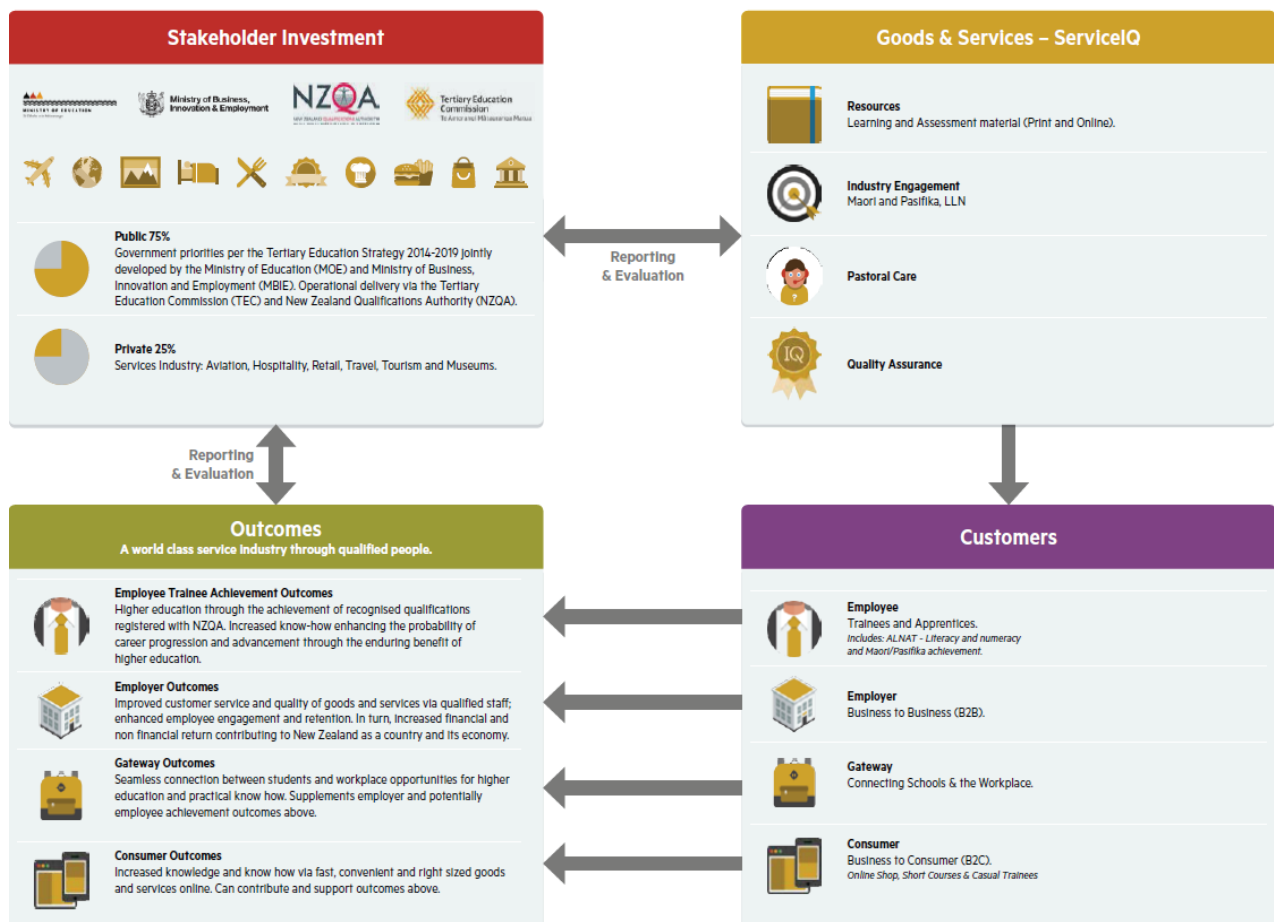
Programmes of Industry Training lead to qualifications listed on the New Zealand Qualifications Framework and a programme has the following features:

- ▶ It is for training for the purposes of the Industry Training Act 1992.
- ▶ It describes all of the structured learning events and arrangements for training required to achieve the outcomes of the qualification to which it leads.
- ▶ The assessments are carried out by or on behalf of the Industry Training Organisation.

Generally, one programme leads to a qualification, which may specify more than one option of how the trainee may complete the programme. This takes into account the needs of different learners and employers, as well as different strands of the qualification. The programmes contribute to trainees acquiring useful skills and knowledge, and developing their cognitive abilities and personal attributes; trainees complete programmes and gain qualifications; and graduates use the skills and knowledge gained effectively in their workplace and make a positive contribution to their place of work or industry.

ServiceIQ has 62 Programmes of Industry Training registered and approved by NZQA, across the following sectors: Aviation 25; Generic Business 6; Hospitality 13; Museums 2; Retail 8; Tourism 5; Travel 3. These programmes lead to 62 New Zealand Certificates and Diplomas, from Level 2 through to Level 6.

ServiceIQ: Investing in Service Industry Outcomes



Boosting achievement of Māori and Pasifika trainees

Māori Engagement

In 2015, ServiselQ employed a new Māori Engagement Advisor to work across all sectors and within its Workforce Development and Communities team to improve outcomes for Māori. ServiselQ is committed to improving outcomes for Māori trainees and employers.

ServiselQ has developed a strategic Māori Action Plan that was designed to specifically meet the needs of Māori and the businesses that they work in, or will work for. The Māori Action Plan was developed in consultation with ServiselQ through the Industry Workshop-Māori Engagement. The workshop included representatives from employers, and Auckland Tourism (ATEED) in addition to training providers and ServiselQ staff. A copy of the ServiselQ Māori Action Plan is included as an appendix to this document and is referred to below.

As part of its Investment Plan 2016-2017 commitments ServiselQ agreed targets for Māori credit and programme completion (Level 4+) at 70% in 2016, increasing to 72% in 2017. ServiselQ has exceeded credit completion targets for Māori trainees and apprentices at Level 4+ for the past two years. Both credit and programme completion ratios for Māori trainees and apprentices at Level 4+ are expected to exceed 72% before the end of 2017.

Māori Trainees and Apprentices

Māori make up just over 10% of the New Zealand service sector workforce (source: Infometrics 2013). ServiselQ had 2,597 trainees and apprentices who identified as Māori in 2016, 21% per cent of those trainees and apprentices were active at Level 4+ and 52% were under 25 years of age.

Māori Participation

The total overall participation for trainees and apprentices who identified as Māori over the years 2014 to 2016 has remained steady at just over 11% of ServiselQ's total engagement. Given Māori represent 10% of the sectors that ServiselQ is responsible for this is considered to be a solid representative proportion. The sectors where the greatest number of Māori trainees and apprentices work are Retail, and the Retail Supply Chain, followed by Quick Service Restaurants. 74% of the trainees and apprentices who identified as Māori were female, reflecting the overall skew towards female trainees in the Retail sector.

Māori Credit Completion

There has been a significant upward trend in credit completion Levels 1-3 for Māori trainees and apprentices from 2014 to 2016. ServiselQ's credit completion ratio for those trainees and apprentices went from 48% in 2014 to 77% in 2016. Māori trainees and apprentices at Level 4+ have also shown an excellent success rate between 2014 and 2016, peaking at 84% in 2015. There remains a gap in credit completion rates between Māori and non-Māori, but that gap is closing. ServiselQ is continuing to explore the reasons behind the gap with a view to improving outcomes for Māori trainees.

Māori Programme Completion

There has also been a significant upward trend in programme completion Levels 1-3 for Māori trainees and apprentices between 2014 and 2016. ServiselQ's ratio for those trainees and apprentices went from 41% in 2014 to 69% in 2016. Note that the programme completion formula was changed in 2017 to "cohort-based programme completion" which means year on year trends may not be directly comparable.

Positive outcomes for Māori Trainees and Apprentices

It is clear from the information above that Māori Educational Performance Indicators (EPIs) demonstrate a positive trend. ServiselQ sees Māori achievement not only as a key government strategy, but also fundamental to achieving better outcomes for industry as well as Māori trainees and apprentices. The service sector recognises that if it is to attract and retain people in the service sector with the right attitude and aptitude, it needs to better engage with Māori communities with regards to participation in workplace training, achievement and progression to higher levels of training.

As noted in the Māori Action Plan, there are several factors that impact on demand for, and supply of, Māori workers in the service sector. The growth of Iwi-owned businesses, including tourism-related businesses means that there will be more opportunities for Māori service sector workers within authentic Māori-specific small to medium sized businesses. The Māori Action Plan notes critical success factors for Māori including the fact that the demographics of the workforce are changing which will require developing partnerships with these communities. A range of data relating to Māori workplace training is detailed on pp.13-16 of the Māori Action Plan.

Pasifika Engagement

ServiceIQ employed a new Pasifika Engagement Advisor in 2015 to work across all sectors and within the Workforce Development and Communities team to improve outcomes for Pasifika. ServiceIQ is committed to improving outcomes for Pasifika trainees and employers.

ServiceIQ has a strategic Pasifika Action Plan, designed to meet the needs of Pasifika and the businesses that they work for, or will work in. The Pasifika Action Plan was developed by the Pasifika Advisory Group. In addition to training providers and ServiceIQ staff the Group includes representatives from employers such as Air New Zealand, Z Energy and the Samoan Tourism Authority. Additional networks were utilised to develop the Plan with assistance from Core Education, ACE Aotearoa and the Pasifika Education Centre. The outcome was the ServiceIQ Pasifika Action Plan and, which is referred to in the section below. A copy of the Pasifika Action Plan is included in the attachments to this document.

ServiceIQ, as part of its Investment Plan (2016-2017) commitments, agreed targets for Pasifika trainees and apprentices credit and programme completion (Level 4+) at 70% in 2016, increasing to 72% in 2017. ServiceIQ has exceeded credit completion targets for these trainees and apprentices at Level 4+ for the past two years. Both credit and programme completion ratios for Pasifika trainees and apprentices at Level 4+ are expected to exceed 72% before the end of 2017.

ServiceIQ Pasifika Trainees

Pasifika currently make up about 5% of the New Zealand service sector workforce (source: Infometrics 2013). At ServiceIQ had 1,737 trainees and apprentices who identified as Pasifika engaged in 2016. 17% per cent of those trainees and apprentices were active at Level 4+ and 55% were under 25 years of age.

Pasifika Participation

The total overall participation for trainees and apprentices who identified as Pasifika over the years 2014 to 2016 has remained steady at just over 7% of ServiceIQ's total engagement. The trend is positive across the board for Pasifika trainees. The sectors where the greatest number of Pasifika trainees and apprentices work are Retail, and the Retail Supply Chain, followed by Quick Service Restaurants. 70% of the trainees and apprentices who identified as Pasifika were female, reflecting the overall skew towards female employees in the Retail sector.

Pasifika Credit Completion

There has been a significant upward trend in credit completion Levels 1-3 for Pasifika trainees and apprentices from 2014 to 2016. ServiceIQ's credit completion ratio for those trainees and apprentices went from 53% in 2014 to 83% in 2016. Pasifika trainees and apprentices at Level 4+ have also shown a significant rate improvement between 2014 and 2016, achieving 81% in 2016.

Pasifika Programme Completion

There has also been a significant upward trend in programme completion Levels 1-3 for Pasifika trainees and apprentices between 2014 and 2016. ServiceIQ's ratio for those trainees and apprentices went from 51% in 2014 to 73% in 2016. Pasifika trainees Level 4+ have risen since 2014 but show a small decline between 2015 and 2016 (down 3.5%); however, the trend is looking more positive for 2017.

Positive outcomes for Pasifika trainees

Pasifika Educational Performance Indicators (EPIs) for both credit completion and programme completion show a clear trend upwards. ServiceIQ sees Pasifika achievement as a key government strategy and therefore a key focus of activities for ServiceIQ, particularly for higher Levels. The service sector recognises that if it is to attract and retain people in the service sector with the right attitude and aptitude, it needs to better engage with Pasifika communities with regards to participation in workplace training, achievement, and progression to higher Levels of training.

As noted in the Pasifika Action Plan, there are several factors that impact on demand for, and supply of, Pasifika workers in the service sector. Some of the factors that detract from attracting Pasifika workers into the services sectors include the perception that service sector jobs are an unattractive career destination. There is also a lack of awareness of the many opportunities and pathways that are available in the sector.

The Pasifika Action Plan notes the critical success factors for Pasifika, including the fact that Pasifika people are a diverse people made up of multiple ethnicities. A full range of Pasifika trends and patterns in the workplace training is listed on pp.13-16 of the Pasifika Action Plan.

Boosting Literacy, Language and Numeracy (LLN) skills

Overview

ServiceIQ has around 8-10,000 trainees engaged in training across 10 sectors, at any one time, with throughput around 20-22,000 trainees per year. Trainees will be signed up to a New Zealand Certificate at a level between Level 2 and 6. In May 2017, from the total number of trainees, 34% (2,809) were signed up to a Level 2 qualification across all sectors with 99% (2,769) of those at Level 2 in the retail and retail supply chain sector. In that sector, 90% (2,491) of the trainees are employees of eight large key companies.

ServiceIQ's approach to an employer to offer LLN assistance to their employees is based on the size and scale of the business, but in general may involve conducting a Literacy Job Profile for a key job role. From this, a document can be developed whereby a trainee can assess his/her own competencies to do a job.

We also provide opportunity to access the Adult Literacy and Numeracy Assessment Tool (ALNAT), individual results analysis for trainees, overall company group trend results and coordination of intervention and support for trainees, and businesses where required.

Actions

Since 2013 there has been ongoing LLN support for internal, external clients and workplaces, as requested. Between 2013 and 2015, 7,071 trainees were uploaded into the ALNAT database and given the opportunity to complete an online or paper-based diagnostic reading or numeracy assessment. These were mainly in the Food Services and QSR sectors. 1,429 trainees completed one or both assessments. There have been 15 specific employer initiatives and overall number of employers supported for LLN assistance for employees.

ServiceIQ frontline staff also seek support for individual trainees and for employers as requested. LLN support tools and guides have been developed for trainees and employers. The LLN Specialist at ServiceIQ works with resource developers and writers to develop ServiceIQ learning materials with embedded LLN, and arranges workshops for ServiceIQ staff on the benefits of working with employers and trainees to improve LLN capability.

Opportunity for further engagement

The ServiceIQ model of training (at Level 2) is on-job only and does not include off-job classroom-based components. That, along with the nature of the larger companies we deal with (e.g. parent company overseeing franchisees, high staff turn-over, 'just in time' training, transient or part time workforce, limited workplace access to computers, and very little allowance for off-the-floor activity), creates the environment whereby using the ALNAT is very challenging logistically. The original ServiceIQ approach during 2013/14 of sending ALNAT assessment codes straight to learners' personal email addresses, achieved a very low response rate of less than 20 per cent, which provided neither useful nor reliable data.

ServiceIQ set about to develop a long-term solution (with employers) to increase engagement with the ALNAT. As a result, ServiceIQ is leading the development of an Application Programme Interface (API) in association with the TEC and the NZ Council for Education Research (NZCER), along with two other industry training organisations. The API will allow for wide-sector uptake of the ALNAT and should be operable later in 2018.

ServiceIQ staff work with our major employers to address trainees' literacy and numeracy challenges. However, because the Assessment Tool currently is not a smooth fit for some of our key enterprises, it can be difficult to collect wide-scale useful information. The API tool will be a significant improvement for ServiceIQ to assist trainees with LLN challenges. It will enable us to gauge the depth of a LLN issue in a systematic way with good reliable statistical data through the ALNAT.

Future LLN direction

When the API becomes available later in 2018, a communications strategy will be implemented for employers. Because the Retail and Retail Supply Chain sector has large numbers of trainees at Level 2, we plan to pilot it with key employers from this sector. With the API, companies who use it will have the opportunity to understand, far better, the strengths and weaknesses of the core skills in their workforce. From this more comprehensive data, the employer, the ITO and individual trainees will have far better opportunity to detect and focus on areas that need to be improved. Because the API automatically connects systems, the purpose of the API is to link the ALNAT database through on-line sign-up, allowing engagement and completion of the online ALNAT assessments.



Appendix
2018–2019

Proposed Educational Performance Indicators (EPIs) 2018-2019

Type	Description	Age	Ethnicity	Level	2014 Actuals		2015 Actuals		2016 Actuals		2014 Commitments		2015 Commitments		2016 Commitments		2017 Commitments		2018 Commitments		2019 Commitments			
					Text	Percentage	Text	Percentage	Text	Percentage	Text	Percentage	Text	Percentage	Text	Percentage	Text	Percentage	Text	Percentage	Text	Percentage	Text	Percentage
Credit Achievement	Credit Achievement rate for all trainees and apprentices	All	All	All	62.0%	77.3%	881%	73.0%	74.0%	72.0%	72.0%	72.0%	72.0%	72.0%	72.0%	72.0%	72.0%	72.0%	72.0%	72.0%	72.0%	72.0%	72.0%	72.0%
Credit Achievement	Credit Achievement rate for Māori trainees and apprentices at level 4, and above	All	Māori	LO4 Plus Register Levels	84.0%	85.1%	79.2%	64.0%	83.0%	72.0%	72.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
Credit Achievement	Credit Achievement rate for Pasifika trainees and apprentices at level 4, and above	All	Pasifika	LO4 Plus Register Levels	58.0%	80.2%	81.4%	71.0%	81.0%	72.0%	72.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
Credit Achievement	Credit Achievement rate for trainees and apprentices aged under 25 at level 4, and above	Under 25	All	LO4 Plus Register Levels	74.0%	84.2%	78.8%	70.0%	74.0%	72.0%	72.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
Participation	Māori trainees and apprentices at level 4, and above as a proportion of all trainees and apprentices at level 4, and above	All	Māori	LO4 Plus Register Levels	10.0%	10.6%	11.2%	10.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%	11.0%
Participation	Pasifika trainees and apprentices at level 4, and above as a proportion of all trainees and apprentices at level 4, and above	All	Pasifika	LO4 Plus Register Levels	5.0%	5.2%	5.7%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Participation	Trainees and apprentices aged under 25 at level 4, and above as a proportion of all trainees and apprentices at level 4, and above	Under 25	All	LO4 Plus Register Levels	36.0%	33.1%	31.6%	24.0%	24.0%	27.0%	27.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%	30.0%
Programme Completion - Cohort-based	Programme completion rate for all trainees at levels 1 to 3	All	All	LO-L03 Register Levels			61.5%																	
Programme Completion - Cohort-based	Programme completion rate for Māori trainees at levels 1 to 3	All	Māori	LO-L03 Register Levels			62.8%																	
Programme Completion - Cohort-based	Programme completion rate for Pasifika trainees at levels 1 to 3	All	Pasifika	LO-L03 Register Levels			60.2%																	
Programme Completion - Cohort-based	Programme completion rate for trainees aged under 25 years at levels 1 to 3	Under 25	All	LO-L03 Register Levels			58.4%																	
Programme Completion - Cohort-based	Programme completion rate for all trainees at levels 4+	All	All	LO4 Plus Register Levels			74.2%																	
Programme Completion - Cohort-based	Programme completion rate for Māori trainees at levels 4+	All	Māori	LO4 Plus Register Levels			60.4%																	
Programme Completion - Cohort-based	Programme completion rate for Pasifika trainees at levels 4+	All	Pasifika	LO4 Plus Register Levels			50.0%																	
Programme Completion - Cohort-based	Programme completion rate for trainees aged under 25 years at levels 4+	Under 25	All	LO4 Plus Register Levels			65.1%																	
Programme Completion - Cohort-based	Programme completion rate for all apprentices	All	All	All																				
Programme Completion - Cohort-based	Programme completion rate for Māori apprentices	All	Māori	All																				
Programme Completion - Cohort-based	Programme completion rate for Pasifika apprentices	All	Pasifika	All																				
Programme Completion - Cohort-based	Programme completion rate for apprentices aged under 25 years	Under 25	All	All																				
Apprentice Retention	Apprentice retention rate for all apprentices	All	All	All			81.0%																	
Apprentice Retention	Apprentice retention rate for Māori apprentices	All	Māori	All			76.9%																	
Apprentice Retention	Apprentice retention rate for Pasifika apprentices	All	Pasifika	All			84.6%																	
Apprentice Retention	Apprentice retention rate for apprentices aged under 25 years	Under 25	All	All			82.7%																	

Service IQ

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SMARTER BUSINESSES

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