



Fire & Rescue Services ITO

INVESTMENT PLAN 2008 - 2010

Edumis number 8148

VISION

As the standard setting body we will facilitate and lead the development of quality National Qualifications in emergency management that meet industry needs.

MISSION STATEMENT:

Through consultation, we facilitate a culture of learning and continual improvement that will set best practice in emergency management, enhancing capabilities of individuals and organisations in their role of protecting communities and assets.

PLAN CONTEXT

Overview

The Fire and Rescue Services Industry Training Organisation (FRSITO) was set up in 1994 to serve the industry. At that time representatives of various interest groups within the sector could see the advantages of increasing the skill levels of employees and management in the Fire and Rescue Services Industry by embracing the opportunities that were provided by the National Qualifications Framework.

The Fire and Rescue Services Industry consists of 5 major groupings of fire and rescue activities:

- career brigades such as New Zealand Fire Service (NZFS), Airports, New Zealand Defence Force (NZDF);
- trained part time fire fighters either volunteers or employed in industries where there is a high fire danger and where employers maintain a trained and qualified number of employees to respond to fires. This sector includes employers in the forest and petro-chemical industries, Department of Conservation (DoC), and local government;
- rescue workers such as those working in urban search and rescue (USAR) or for the Royal NZ Coastguard (RNZC);
- workplace personnel who deal with prevention as a first response to 'minor' fire and other emergencies in their place of work e.g., floor wardens etc.; and
- Composite brigades that have a combination of the above

Statement of Needs

During 2006 FRSITO consulted with all major stakeholder groups to ensure informed decision making on industry skill need and the capability to meet these needs for the next five years. While in some instances these are as a high level overview they do provide the basis to establish on-going priorities and to determine the further research required.

The needs and priorities identified by our stakeholders for training students in our industry are:

- an increasing need for management and leadership training
- a need for consistency across the industry of the standards required of training and the requirements for operational readiness
- a need to continue development of qualifications, assessment and training materials as a 'bundled' service approach. Development of qualifications and training material must be cognisant of the breadth of knowledge base and learning ability across the industry and the amount of time able to be committed by personnel within the different sectors of the industry. Academic qualifications held by students in our industry are

lower than the average across all industries but trainees demonstrate a strong performance in practical skills. Any development must also take account of specific requirements of the various sectors where they are involved in fire and rescue activities that have not been within the historic domain that led to the development of FRSITO

- a need for qualifications that assist succession planning, particularly in line with the NZFS Training and Progression System (TAPS)
- meeting the industry challenge for the provision of training in industry sectors that have relatively few numbers and high levels of specialisation. There are limited numbers of personnel in the industry accredited to assess at the higher levels and competition among providers, such as polytechnics, to offer training and assessment at these levels utilising the current industry expertise. The discrepancy between subsidy and the offering of polytechnic certificates is negatively impacting on developing arrangements for the delivery of training as required under the provision of the Industry Training Act 1992
- meeting the need of the on-going numbers of trainees who will require supplementary credit programmes as new techniques and specialisation are introduced
- the need for FRSITO to play an increasing role in the coordination and facilitation of training both nationally and regionally due to the small and diverse nature of the industry sectors
- the need for FRSITO to work with the industry and providers to develop training initiatives that are realistic, accessible and cost effective given the limited number of opportunities for assessment to take place under real fire conditions
- the need to provide for the large numbers within the industry not yet trained to minimum acceptable standards and to lift the industry to the national average of those who hold a skilled vocational qualification
- the need to rationalise resources within communities requires a broader focus on the overall provision of emergency services training for volunteers and FRSITO must be able to respond to this changing market demand. FRSITO will need to continue to develop its partnerships with other standard setting bodies, principally the Local Government Industry Training Organisation and the Learning State.

Fire Legislation Review

There are a number of external factors that have impacted on the setting of this plan. The first of these is the Fire Legislation Review. The Minister in charge of both Fire and Civil Defence is confident that new legislation will be passed next year, coming into effect early in 2009. This will combine all fire and rescue

services and will require a broader cross-sectional approach to training. For example, all rural fire fighters are currently trained only for the fighting of vegetation fires. Under the new legislation there will be a requirement for training to respond to structural fires and various emergencies such as motor vehicle crash rescue and urban search and rescue. This will involve a significantly greater commitment to new and ongoing training from the industry and FRSITO will adopt its leadership role by ensuring comprehensive qualifications are in place and that we are “supporting employers and business to continuously upskill the workforce”¹.

Volunteerism

The majority of fire and rescue “employees” are volunteers. This ITO will need to take a greater leadership role in researching the demographics and motivation of volunteers and in understanding and advocating for manageable amounts of training. This leadership work will be done in partnership with other ITOs that are also affected by volunteerism in emergency management, particularly LGITO who develops standards for Civil Defence volunteers. It is appropriate that FRSITO take the lead in this as the majority of fire fighters and all Coastguard operational personnel are volunteers. The NZFS, for example, currently has 1686 career fire fighters and a further 7468 volunteer fire fighters. Of the 443 brigades in New Zealand, 364 are entirely volunteer brigades. In other words 75% of all fire services in New Zealand are provided by volunteers. This work will contribute to achieving the TES areas of “success for all New Zealanders through lifelong learning”. As volunteers play an important role in the economy of their communities, the project will also contribute by making strong connections between ITOs and the communities they serve to support economic transformation. Recent research has shown that “both the dollar value of the voluntary value added and the number of FTEs reveal that the contribution of the voluntary sector is a large element of the economic value created in New Zealand each year”.² Volunteers account for 5% of NZ Gross Domestic Product annually.

There is a strong culture of training in NZ fire and rescue services. NZFS has recently implemented a new Training and Progression System (TAPS) in which all fire fighters progress through different qualification levels to ensure promotion to different ranks. The National Rural Fire Authority (NRFA) has set minimum role competency standards which are aligned to FRSITO unit standards and qualifications. Both of these systems progressively “staircase” trainees through the system. The difficulty though is that standards for volunteers are structured to meet minimum response standards, while also meeting safety requirements at an incident while under the direct supervision of trained personnel. This is the basic level which is designed to allow volunteer trainees to achieve the same competencies but may be accomplished over a longer timeframe than for paid employees. The quantity of training can frequently result in achieving unit standards at a rate below 20 credits in a year.

¹ Tertiary Education Strategy 2007-12, p.23

² “Counting for Something. Value added by Voluntary Agencies. The VAVA Project.” *Price Waterhouse Coopers 2004*, p.28,

This ITO would like to be able to sign these volunteers up for Limited Credit Programmes at less than 20 credits or to be able to take longer to achieve this outcome. Failure to be able to recognise the achievement of volunteer trainees under the present system may be acting as a deterrent to training. We need to determine whether this is the case and, if so, be able to address this.

Removing barriers to learning will ensure strong connections between this organisation and the communities it serves, particularly in “supporting the development of knowledge and skills needed to manage and protect the natural environment³” as well as community and business assets.

Career Firefighters

Career firefighters are employed by NZFS, Defence, airports and with petrochemical and other industrial brigades. The new NZFS TAPS programme will be compulsory for new recruits and employees up to and including the rank of Qualified Firefighter. Although progression beyond that will be voluntary there will be incentives to engagement (eg. Salary and promotion to higher ranks) that we are confident will see increasing numbers remain engaged. Historically the majority of firefighters have trained to reach at least the Senior Firefighter level.

RPL processes and revision of qualifications to make them more relevant to industry has ensured a higher level of ongoing engagement from Defence firefighters and those employed by the airport companies. There is also work underway to gain a commitment to training from the Royal New Zealand Navy (RNZN) in line with the training commitment from their Army and Airforce counterparts in Defence.

International Benchmarks

Fire and Rescue is an international industry. Fire fighters from New Zealand are regularly deployed to Australia and the United States. International fire organisations set competency frameworks across jurisdictional boundaries. As part of its leadership role FRSITO will be working with overseas agencies to ensure compatibility of qualifications, as many jurisdictions have stringent fitness and competency requirements that must be met by NZ firefighters prior to deployment. This includes qualifications at the higher levels in incident management and command. The development of higher level management skills was identified as a major need in the review that led to the 2006 FRSITO Strategic Training Plan. The need is even greater now that TAPS requires all career fire fighters to undergo leadership and management training before progression to the rank of Station Officer or higher.

³ Tertiary Education Strategy 2007-12, p.27

Embedded Learning Pilot Expansion

Initial work undertaken by this ITO as part of the TEC Embedded Learning pilot has highlighted the literacy problem that exists within our rural fire forces. Word of the work we are doing in embedded learning has spread to the NZFS and there would be considerable benefit in including the NZFS, both paid and volunteer in this project. A recent “Stocktake report of Region Training” undertaken by the NZFS commented that its training “materials are in need of a re-write generally. Anecdotally, there appear to be greater numbers of personnel with low literacy in the NZFS than on average in the general population, and while training teams are aware of this the materials are not targeted accordingly”. As part of FRSITO’s leadership role and to achieve the STEP priority outcome of “increasing literacy, numeracy and language levels for the workforce” we see it as imperative that the scope of the embedded learning pilot be extended.

THREE-YEAR OUTLOOK

At the end of 2010 we will have ensured that the fire and rescue industry, and indeed the wider emergency management industry, is well served with a comprehensive range of competency standards, learning resources, Structured Training Programmes and qualifications that are acknowledged as best practice in industry training.

Key initiatives

In order to achieve the objective of providing leadership and service to the emergency management industry, the following key initiatives will be undertaken:

1. Increase trainee numbers in line with industry changes that are outlined in plan context and in greater detail below.
2. Work with Bay of Plenty Polytechnic and industry stakeholders to develop two new national qualifications for maritime rescue services, particularly RNZC. In addition we will develop a collaborative arrangement with Tai Poutini Polytechnic and the NZFS GTE to develop higher level qualifications for national emergency/disaster control under the Coordinated Incident Management System (CIMS). Although CIMS is a whole of government concern under the control of a pan-sector steering committee, FRSITO has traditionally taken the lead in CIMS qualification development (in the same way that Local Govt. ITO takes the lead in Civil Defence qualification development. This initiative is explained in more detail in the following paragraphs and both initiatives 1 and 2 are explained more fully in our request for additional STM funding (Appendix 1).
3. Take a sector leadership role in the area of volunteerism. In particular lead a project for a cluster of emergency management ITOs that will research the demographics and motivation of volunteers and will determine best practice in industry training for volunteer "employees". The explanation of and objectives for this initiative are outlined in greater detail in our request for sector leadership funding (Appendix 2).
4. Expand our involvement in embedded literacy and increase the scope of the embedded literacy pilot project. FRSITO will be applying for funding assistance from the embedded literacy fund to develop a new initiative for urban volunteers.
5. Fire and rescue industry personnel are predominantly European males. Some sectors are putting in place initiatives aimed at increasing the diversity of personnel. FRSITO will assist in these initiatives and will take a lead role in some sectors to ensure there are no barriers to the recruitment of women, Maori and other ethnic minorities.

Growth

The three years 2008-2010 will be years of steady growth in STMs. In 2006 FRSITO delivered 140% of the STMs it was contracted for. This was a slightly artificial result caused by the large-scale RPL process put in place for

experienced NZFS firefighters to prepare them for the new TAPS process. The result for 2007 will exceed that contracted but will be lower. In 2008 we will achieve a similar figure to that for 2006 and in 2009-2010 we will surpass that, achieving 640 STMs in 2010. The reasons for the growth are:

- The development and uptake of national qualifications for RNZC volunteers. This is an industry area within our gazetted coverage for which we have not arranged for the delivery of training to date.
- The NZFS TAPS programme makes structured training programmes compulsory for all new NZFS volunteer and career firefighters. There are approximately 700 new volunteer and at least 50 new career recruits each year. This will provide higher penetration into existing industry areas and will see experienced fire fighters progressing through to higher level qualifications with an emphasis on line management and incident control. In addition FRSITO will achieve higher penetration into rural fire training as more fire fighters seek to achieve the competency standards and qualifications required for international deployment.
- The rolling RPL process for DoC employees will encourage more into structured training programmes.
- The introduction in 2009 of new legislation that will require additional training in urban fire fighting and motor vehicle crash rescue for those fire fighters who currently train to fight vegetation fires only.
- The greater involvement of rural volunteers in industry training funded structured training programmes as Polytechnics become more reluctant to run rural fire courses funded from their Student Achievement Component (SAC).

Sector Leadership

As part of this ITO's strategic leadership role we will be working in clusters with other ITOs to provide skills leadership. We will work closely with LGITO, ETITO and Learning State to provide skills leadership for the wider emergency management industry. We will take a lead in this cluster further researching "volunteerism" and in advocating for and developing appropriate training frameworks for emergency services' volunteers.

FRSITO will continue to build its capability by working with industry and other TEOs in the conversion of local qualifications to national qualifications and in the development and promotion of higher level qualifications. Examples of this are working with the inter-agency steering committee responsible for the Coordinated Incident Management System (CIMS) and the major providers in the development of higher level qualifications for CIMS command roles, working with the NZFS GTE in the development of level five and six qualifications in leadership and incident management and working with RNZC (and other maritime rescue services such as RNZN) and Bay of Plenty Polytechnic to turn two Coastguard local qualifications into national certificates at level 3 and 4. We will also support and assist Learning State in their development of a leadership Diploma relevant to the State Sector.

FRSITO will continue to build and strengthen industry representation and provider representation on FRSITO advisory groups, particularly the Training and Quality Management advisory groups. Conversely we will continue to exert industry skills leadership through our membership of NZFS national training advisory group, NRFA training steering committee, the inter-agency CIMS steering committee, provider advisory groups of our major providers and the Training and Development committee of the Australasian Fire Authorities Council (AFAC). We will also build strong networks with international emergency management organizations particularly in the United States, Canada and the United Kingdom.

We will continue our strong association with the Industry Training Federation (ITF) and its members. Within this group we will continue our involvement in quality management, marketing and literacy groups to ensure the development and dissemination of best practice.

National Qualification and Resource Development

In 2009 it is likely that the new fire legislation will come into effect. This is likely to be a progressive introduction but it will create a tremendous amount of work and will require that all qualifications and associated training materials be reviewed and revised in order to facilitate the cross-sector training and re-training that will eventuate from this. Prior to this date we intend to put considerable effort into the embedded learning and literacy area to ensure that none of the materials provided nor any of the training methods used in fire and rescue training are creating barriers to learning progression or preventing the appropriate development of TAPS. The revision and redevelopment of qualifications and learning resources will be spread over the two years 2009-2010. Initially the concentration will be on basic level fire and rescue workers as the need here is more immediate. The emphasis will shift to higher level positions and qualifications as the new legislation is gradually introduced and TAPS is embedded into the organizational culture.

Educational Opportunity for all New Zealanders

Currently NZFS and NRFA are looking at barriers to the recruitment of women, Maori and other ethnic minorities into both career and volunteer positions in the industry. FRSITO is involved in this work and will take a lead in exploring the organisational culture and learning barriers to volunteerism among these groups as part of the embedded learning pilot. The proportion of minority group employees in the fire and rescue services involved in training exceeds their overall representation. Nevertheless more can and will be done to facilitate entry into the industry and into industry training by people from minority groups without compromising entry standards or safety.

FRSIT has a regionally based team of Training Coordinators who meet regularly with employers, trainees and training providers (TEOs), Regional provision means FRSITO is well placed to respond to increasing needs in it is our intention to increase this capacity through increased contact hours.

APPENDIX 1: Additional STM Proposal

FRSITO seeks additional STM funds for 2008-10

Key Shift: Lift the quality and performance of industry training in line with the improvements in quality required of other parts of the tertiary sector (and in the context of the ongoing increases in investment in industry training).

Continue to respond to industry skills needs by managing the delivery of industry training.

STEP priority: Increase the achievement of advanced trade, technical and professional qualifications to meet regional and national industry needs.

Proposal:

New Zealand's fire and rescue industry, while not directly contributing to economic growth, is vital to the protection of the nation's assets. With climate change, vegetation fires are predicted to become more frequent and more intense. A major forest fire could have a devastating impact on both the forestry and tourism industries and could permanently destroy parts of the nation's heritage. Fire and rescue services train regularly to meet this challenge.

Until recently, while training has been mandatory, training towards national qualifications has been optional. Recently industry has unanimously endorsed training towards national qualifications and has made it compulsory with the adoption of the NZFS TAPS programme and the NRFA minimum role competencies. TAPS is compulsory for all NZFS fire fighters up to the level of Qualified Firefighter. Training at Senior Firefighter level and above is still optional but the extensive RPL processes put in place by FRSITO with NZFS, DoC and Defence have ensured that a growing number of personnel in the industry are committed to extending their qualifications into more technical and leadership areas at levels above L4 on the Framework.

This commitment from the industry to FRSITO qualifications is exemplified in the NZFS information to new recruits. This states that "whatever progression you undertake TAPS will be part of it, offering clear, relevant and consistent training to meet your needs and those of the Fire Service"⁴.

These policy changes will create an increased demand from 2008. We know that the numbers of new recruits, both volunteer and career firefighters, is relatively stable each year and these numbers are reflected in the mix of provision spreadsheet that accompanies this plan. In addition, we know that there will be additional numbers of firefighters, both urban and rural, wanting to progress and train at higher levels on the framework. We will see a growth in level 4, 5 and 6 National Certificates and in the Level 5 and 6 National Diplomas although the numbers studying for the Level 6 Diploma will probably not increase until after 2010. Again the numbers are reflected in the mix of

⁴ Career Firefighters' Guide to TAPS. New Zealand Fire Service, June 2007. (p.10)

provision spreadsheet. We feel that these figures are very conservative. In the next few years up to 25% of current career fire fighters will retire. Many of those are in command positions. In order for current fire fighters to progress into command positions they must have acquired the relevant national qualification. In addition rural firefighters wishing to be deployed internationally will be required to meet stringent standards that equate to our higher level qualifications (particularly in the Coordinated Incident Management System). These numbers, too, are well known and reflected in the template.

During 2008 FRSITO will be working cooperatively with the Royal New Zealand Coastguard (RNZC) and the Bay of Plenty Polytechnic (BoPP) to develop national qualifications in maritime rescue. This is a sector of the rescue industry that we have not developed qualifications for before. Currently all RNSC training is conducted through BoPP towards local qualifications. Both RNZC and BoPP now have a need for national qualifications and it is intended that these will also be relevant to the RNZN. The qualifications will be on the framework in time for the 2009 academic year but will not, initially, result in a large growth in STMs. This is a key shift as it builds this ITO's capability to provide leadership. Estimated numbers are detailed in the new provision worksheet in the Mix of Provision template. This figure, too, is conservative and recognizes that much of the training delivery will be provided by Polytechnics and funded from SAC.

The largest factor for the increase in STMs from 2009 onwards is new legislation. The Minister for Fire & Rescue, the Hon Rick Barker, visited FRSITO and assured us that legislation will to be enacted in 2008 prior to the election and will come into force progressively from early 2009. The legislation discussion document states that "fire and rescue workers would be trained in the appropriate skills for the many kinds of incidents that they would need to attend. These might include fires in multi-storied buildings, domestic dwellings, forestry and areas of vegetation, and high angle rescues and motor vehicle extrication"⁵

As the new Fire and Rescue Service progressively takes responsibility for all fire fighting, personnel will be required to upskill and expand their training to include all aspects of the fire and rescue industry. The additional STM requirement this will involve is reflected in the growth detailed in the mix of provision template.

Key Performance Indicators (KPI):

The overall purpose of these two interventions is to lift the quality and performance of industry training in line with the improvements in quality required of other parts of the tertiary sector. This will be shown by the following KPIs that reflect the key shift:

- Increased progression rates of trainees moving from National Qualifications at levels 1 to 4 to advanced trades, technical and professional qualifications,

⁵ New Fire Legislation; a Proposal for Stakeholders. *Department of Internal Affairs*, April 2007 p.16

- Increase the proportion of industry trainees that achieve National Qualifications, and
- Ensure that the average time of training programme completion compares with the expected time of the training programme.

Funding Sought:

The additional cost of the STMs sought is detailed in the table below. The breakdown of STMs against specific qualification levels is detailed in the mix of provision spreadsheet.)

Year	STM Sought	Number above 2007 baseline	Additional Cost.
2007	452	0	\$0
2008	555	103	\$329,600
2009	605	153	\$489,600
2010	640	188	\$601,000

APPENDIX 2: FRSITO Sector Leadership Proposal.

Research Project into the Demographics and Learning Needs of Volunteer Employees in industry training

Overall outcome: The major focus of this project is to identify ways in which volunteer-related training can be improved to enhance the delivery of emergency services. Secondary objectives are to:

- Identify barriers which inhibit training participation or completions in relation to emergency management volunteers, and identify ways in which these barriers may be overcome
- Describe the profile and characteristics (demographic, occupation in paid employment, participation in more than one volunteer role, qualifications held, current engagement in training, willingness to undertake training etc) of emergency management volunteers in general and specifically in relation to fire and rescue services.

These outcomes will contribute to the key shift required during this plan of building industry training organisations' capability to provide skills leadership in new ways across all ITOs in the Emergency Management sector

STEP priority: Increasing the achievement of advanced trade, technical and professional qualifications to meet regional and national industry needs.

Proposal:

New Zealand's vital emergency services are heavily dependent upon volunteer "employees". There is some evidence to suggest that the emergency management industries are finding it increasingly more difficult to attract volunteers and there is anecdotal evidence to suggest that the increased pressure on volunteers to engage in industry training is one barrier to volunteerism. There is also some evidence that those who do volunteer are likely to be involved concurrently as volunteers for several industries. Getting accurate "labour market information is crucial for this priority"⁶.

This proposal seeks funds for a research project that will be lead by FRSITO in partnership with other emergency services ITOs (LGITO, Learning State, ETITO). Collaboratively we will engage in this ITO sector leadership project to gather data on volunteers involved in industry training and therefore provide the basis for better training outcomes in this area. This information is not currently being collected by any government agency including the Office for the Community and Voluntary Sector although some related research is being conducted in the Sport and Recreation area.

It is appropriate that FRSITO take the lead in this as the majority of fire fighters and all Coastguard operational personnel are volunteers. The NZFS, for example, currently has 1686 career fire fighters and a further 7468 volunteer fire fighters. Of the 443 brigades in New Zealand, 364 are entirely volunteer

⁶ Tertiary Education Strategy 2007-12, p.38

brigades. In other words 75% of all fire services in New Zealand are provided by volunteers. This work will contribute to achieving the TES areas of “success for all New Zealanders through lifelong learning”. As volunteers play an important role in the economy of their communities (volunteers account for 5% of NZ GDP), the project will also contribute by making strong connections between ITOs and the communities they serve to support economic transformation.

The Research would be outsourced and would include desk research to ensure we are not duplicating research already conducted elsewhere and stakeholder interviews. The interview questions would be defined following the desk research but would cover questions around areas such as:

- The management and other risks arising from the integral role of volunteers in the emergency management context. The role of training and other solutions in managing those risks.
- Complementarities (and differences) between training needs and outcomes for volunteers versus their paid counterparts.
- Relationship between industry training (and other training) for emergency services volunteers and the effectiveness of those volunteers. Minimum training requirements for volunteers to be effective in their role and the extent to which this is currently happening. Changes needed to make existing training provision more effective, including training of paid workforce to better support volunteers.
- Future skill and training needs for volunteers (eg changes needed following implementation of the forthcoming new fire legislation)
- Availability of existing information on profile and characteristics of volunteers, or feasibility of obtaining such information (eg. via a quantitative survey).

Key Performance Indicators (KPI):

The overall purpose of this intervention is to identify ways in which volunteer-related training can be improved to enhance the delivery of emergency services.

The following KPI will be applied to monitor the implementation and effectiveness of the intervention in relation to the STEP priority of increasing the achievement of advanced trade, technical and professional qualifications to meet regional and national industry needs.

- Completion by December 2008 of a report detailing ways in which volunteer-related training can be improved to enhance the delivery of emergency services.
- Completion by December 2009 of a “Strategic Training Plan” for volunteer employees in the emergency services.

The understanding of the breadth and need for training of volunteers will allow FRSITO and other Emergency Management sector ITOs to inform stakeholders of future training needs and effectiveness of delivery. These results are expected to impact nationally. The intervention will also contribute to a number of other KPIs (eg. Increased number of enrolments, average time of training).

Funding Sought:

Indicative expressions of interest from research agencies suggest the cost is at least \$120,000 (GST Incl.). FRSITO seeks that amount from the ITO Sector Leadership fund for 2008.

Appendix 3: TEC Funding Approved 2008-2010**STMs – Initial/Baseline plus TEC Investment**

Year	Baseline STM Allocation	Additional STMs	Total STMs and Funding (GST Excl)	
2008	452	40	492	\$1,399,467
2009	492	18	510	\$1,488,063
2010	510	18	528	\$1,577,797

Sector Leadership Component Funding

Project	2008	2009	2010	Total
Emergency Management Cluster: Research project into learning needs of volunteer employees.	\$106,667	0	0	\$106,667

Pan Sector (ITF)	2008	2009	2010	Total
Labour market Analysis	\$3,000	\$3,000	\$3,000	\$9,000
Communications	\$3,000	\$3,000	\$3,000	\$9,000
Quality Assurance	\$3,000	\$3,000	\$3,000	\$9,000
TOTAL	\$9,000	\$9,000	\$9,000	\$27,000