



Fire & Rescue Services ITO

STRATEGIC PLAN 2003 - 2007

VISION

To develop quality industry training standards and facilitate the provision of industry training leading to highly valued National qualifications.

Introduction

The Fire and Rescue Services Industry Training Organisation traces its origins back to 1994. 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. Support for industry to access the Framework was available through the Education and Training Support Agency (subsequently Skill New Zealand and now Tertiary Education Commission - TEC) to recognised Industry Training Organizations, and it was agreed that the Fire and Rescue Services Industry would establish an ITO. The ITO, which is representative of all key players in the industry, including employer and union groups, was recognised by the Education and Training Support Agency on 19 June 1995.

The first Strategic Plan was prepared in 1996 when the ITO was still in its establishment phase, and had no registered trainees. By 1999 that plan had outlived its usefulness, as a majority of the goals had been achieved.

In 1999 the FRSITO Board considered future planning with Board members seeking direction from their nominating organizations, and the Strategic Plan for the 2000 – 2003 period was developed. The current Board reviewed that Plan late in 2002 and confirmed that most of its objectives had been met and the ITO had successfully moved from establishment to regular operations but needed to plan for future growth and consolidation. Statistics showed considerable growth from 1999 to **2002**:

- 92 - **132** Unit standards and 6 - **16** National Certificates NQF registered,
- 412 - **1339** trainees in training agreements,
- 11 - **31** structured training programmes,
- 200 - **348** Registered workplace assessors,
- 20 - **52** providers accredited in FRSITO units, and
- fully operational Quality Management Systems.

The Board has now developed a new strategic plan to carry FRSITO through the next few years and onto the next stages of implementation. The review of the Industry Training Act in 2002 requires the ITO to undertake additional roles e.g. leadership in skills needs forecasting and developing. This document is the considered result of that planning process. However, planning must be on going as we continue to deal with an ever-changing political, industrial and educational environment. Consequently, the opinions of the Fire and Rescue Services ITO members, trainees and stakeholders are welcomed. Your comments on FRSITO's planned direction can be forwarded to the National Manager, Fire and Rescue Services ITO, Box 11-988 Wellington.

David Guard
Chairperson June 2003

BACKGROUND

The Fire & Rescue Services Industry Training Organisation, established in 1995, is:

- Recognised by the Tertiary Education Commission as the official ITO for the Fire & Rescue Services Industry in the following areas: Fire Fighting, Vegetation Fire Safety, Structural and Industrial Fire Safety, Airports Fire Safety Levels 1 - 8.
- Recognised by the New Zealand Qualifications Authority (NZQA) as the body that sets standards and develops qualifications for the Fire & Rescue Services Industry.

FRSITO Coverage

The Fire and Rescue Services Industry consists of 3 major types of fire and rescue activities:

- professional, full time brigades such as Fire Service, Airports, Defence Force;
- 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 industry, conservation, local government; and
- 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.

Stakeholder Groups

The FRSITO is a registered as a corporate body operating as an Incorporated Society with "Charitable Organisation" status, with Founding Membership of the following groups:

Rural Fire Authority
NZ Fire Service
Local Government Association
Department of Conservation
NZ Defence Force
NZ Forest Owners Association
Airport Fire Rescue Services
United Fire Brigades Association

The Board consists of representatives from the above groups and others representing

Employees
Maori and under represented groups
NZ Fire Protection Association

Other stakeholders include:

- Industrial Fire Brigades
- Tertiary Education Commission
- New Zealand Qualifications Authority
- Individual employers and employees involved in firefighting or fire safety

Number of Employers and Employees/ Volunteers in the industry covered by the ITO

Employers	No of Employers	No of Employees/Volunteers engaged on Fire & Rescue activities
New Zealand Fire Service & National Rural Fire Authority	1	2,000 fulltime 10,000 part time
NZ Forest Owners' Association	22	7,000 part time
Local Government	74	800 part time
Department of Conservation	1	800 part time
NZ Defence Force	1	120 full time 40 part time
Airport Fire Rescue	19	120 full time
Private employer fire staff / others	10	100 part time
	128	20,900 Fire and Rescue Employees & Volunteers

Of this 20,900 it is approximated that: 10,980 would be employees and, 9,920 would be volunteers.

It should be noted that although the New Zealand Fire Service is counted as one employer they have 900 individual fire brigades spread throughout New Zealand and the Department of Conservation has fire forces in its' 14 conservancy areas.

Statement of Purpose

The FRSITO's principal responsibility is to set skill standards, to develop qualifications, monitor the delivery of training and assessment of trainees, and provide leadership on skills and training needs, to meet the priority requirements of the fire and rescue industry.

Legislative Responsibilities of the FRSITO

Operating as a formally recognised Industry Training Organisation, the FRSITO is charged with addressing the following key obligations as its prime responsibilities.

- To set standards and qualifications for the Fire and Rescue Services Industry;
- To develop arrangements for the delivery of training;
- To develop arrangements for monitoring the training and assessing of trainees;
- To provide leadership within industry on matters relating to skills and training needs by:
 - i. identifying current and future skills needs
 - ii. developing a strategic training plan to assist the industry to meet those needs
 - iii. promoting training that will meet those needs for employers and employees.

In the achievement of the full range of our statutory functions, FRSITO will build linkages to the Tertiary Education Strategy and Statement of Tertiary Education Priorities.

Our Intent is to:

- Provide the Fire and Rescue and Workplace Emergency Response & Management Industry with a comprehensive range of competency standards, learning resources, structured training programmes and qualifications that meet their training needs.
- Provide learning pathways for employees from recruitment to senior management levels.
- Encourage industry employers and employees to develop and maintain a positive training and learning culture.
- Meeting responsibilities to Maori and Pacific people as key stakeholders.
- Provide industry leadership on matters relating to skills and training needs.
- Support the delivery of on and off job training through suitable systems, assessment materials, and resources.
- Maintain systems that ensure the quality of Fire and Rescue Services and Emergency Management Industry qualifications.
- Develop and foster working relationships with other Emergency Services Organisations in New Zealand, Australia and other countries.
- Implement communications and marketing policies, procedures and products that meet the needs of all industry sectors.
- Develop and refine efficient and effective administrative and financial systems to enable FRSITO to function as a high performance ITO.

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MISSION STATEMENT:

FRSITO will create valuable products for all our stakeholders by producing quality training standards and qualifications.....

.... This means we will:

- Deliver good returns to stakeholders and invest wisely in industry training and qualifications
- Help our customers meet their business goals through having well trained competent staff and volunteers
- Enable the workforce, both paid and volunteer, realize their potential in the fire and rescue services industry
- Invest in the wider emergency management sector to encourage and promote safety and readiness
- Recognise achievement through qualifications

STATEMENT OF VALUES:

The Fire and Rescue Services Industry Training Organisation is committed to:

1. Providing opportunities for all people to succeed, at all levels within the Fire and Rescue Services Industry ...

.... This means:

- FRSITO will develop products so they are easily understood and usable by all industry employees/volunteers and employers,
- FRSITO will make sure that products are widely available to all,
- FRSITO will make sure the training process is actively managed within the agreed Structured Training Programmes,
- FRSITO will subsidise Structured Training Programmes.
- FRSITO will not discriminate on the basis of ethnic background, gender, or disabilities

2. Achieving our vision and mission with integrity and professionalism...

.... This means FRSITO will work in a way that is:

- dependable
- trustworthy
- honest
- financially sound
- equitable.

3. Respecting the differences and needs of member organisations, stakeholders and their employees/volunteers...

.... This means:

- Seeking the input of stakeholders and staff for:
 - Planning
 - Product development
 - Service delivery
 - Continuous development.

4. Providing an environment that enhances self esteem for trainees and FRSITO staff...

.... This means:

- FRSITO will aim to build self-esteem by helping trainees to successfully complete their Structured Training Programmes
- FRSITO will provide a challenging and rewarding environment for its staff and contractors (assessors, moderators, trainers)

SPECIFIC 3-YEAR GOALS TO DECEMBER 2006

1. CUSTOMER SATISFACTION
2. PRODUCTS & SERVICE DELIVERY
3. QUALIFICATION PERFORMANCE
4. ORGANISATIONAL MANAGEMENT

1. CUSTOMER SATISFACTION

- 85% of trainee's satisfied with structured training programmes, assessment processes, and learning materials by December 2006.
- 85% of employer's satisfied with unit standards, qualifications, structured training programmes, assessment management, and learning materials by December 2006.
- 95% of Assessors and Moderators satisfied with assessment quality systems, assessment products and tools by December 2006.
- 95% of providers (PTEs, GTEs & Polytechnics) satisfied with accreditation policies and processes, moderation policies and processes by December 2006.

* These % are benchmarked against the November 2002 Customer Satisfaction Research Report.

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2. PRODUCTS & SERVICE DELIVERY

- 100% of unit standards meet NZQA review criteria.
- 100% of qualifications meet NZQA review criteria.
- 100% of customer's new product requirements met within approved project plans. (new products could include, but are not limited to: unit standards, qualifications, STP's, training resource kits)
- 100% of member organisations and accredited providers are regularly supplied with current and up to date information about FRSITO products.
- Implement a process to identify current and future training needs within the fire and rescue services industry.

3. QUALIFICATION PERFORMANCE

- 10 - 12% of all fire and rescue personnel will be engaged on Structured Training Programmes (STP's).
- The Demographic make up of Trainees on STP's directly reflects the demographic make up of industry personnel in regards to ethnicity and gender.
- 85% of trainees successfully complete their Structured Training Programmes

Note: There are no goals set for the attainment of ad-hoc unit standard, and although there will be administrative support for this, FRSITO will focus on structured workplace training through STP's for all training outcomes.

4. ORGANISATIONAL MANAGEMENT

- 100% of mandatory reports to Tertiary Education Commission (TEC) demonstrate that FRSITO meets TEC's performance criteria.
- 100% of mandatory reports to New Zealand Qualification Authority (NZQA) demonstrate that FRSITO meets NZQA performance criteria.
- Finances are managed in accordance with best practice financial procedures and FRSITO Policies.
- Business is conducted in accordance with best practice business procedures and FRSITO Policies.
- That FRSITO is fully aligned with the Governments tertiary education strategy.

STRATEGIES

1. **Embedding strategy and values throughout the Organisation**

Actions:

- Review and align as necessary existing and new documents such as Policies, procedures, employment contracts, job descriptions, performance agreements, business plans, and STP's, with the stated values.

2. **Managing and overseeing the 'Training Process'**

Actions:

- Regularly inform trainees and employers of progress and success
- Develop, implement and monitor field support training and output targets
- Actively assist trainees and employers to complete structured training programmes.
- Facilitate the 'Excellence in Training' Awards

3. **Facilitating the payment of subsidies for employers with trainees on STP's**

Actions:

- Review and implement any identified changes to the subsidy payment system.
- Arrange the purchase and delivery of subsidised training and assessment.

4. **Developing communications plans to improve understanding and uptake of products and services**

Actions:

- Facilitate the approved Marketing and Communication Plan.
- Develop new marketing and information systems and materials.
- Maintain visibility of FRSITO in the market by contacts and visits.
- Attendance and participation at relevant industry conferences.
- Promoting the value and benefits of education and training.

5. **Providing products and services that meet industry requirements**

Actions:

- Identifying current and future employment and training needs in the industry.
- Provide Industry liaison through facilitation of industry advisory groups.
- Identify existing/develop new training resource kits linked to unit standard outcomes.
- Continue to facilitate Industry Certification and Card systems and develop new areas as agreed with industry.

- Actively assist employers to implement in-house structured training programmes.
 - Foster and encourage industry related off job training providers.
 - Evaluate, review and amend current unit standards, qualifications and STP's as requested by the industry.
 - Maintain best practice in assessment, moderation and accreditation systems
 - Identify new business prospects and develop new products
- 6. Monitoring organizational performance including products and services**
- Actions:
- Customer satisfaction surveys completed
 - Strategies implemented to deal with issues identified
 - Conduct Internal Operations Systems Review(s)
 - Skill New Zealand (TEC) requirements developed and implemented
- 7. Planning and Budgeting process to achieve strategic plan goals**
- Actions:
- Quarterly reporting on performance to the Board
 - Annual reporting on performance to the Industry
 - Regular review of FRSITO strategic, business, and financial plans
- 8. Ensuring a Policy Framework is in place**
- Actions:
- Have a robust policy framework in place
 - Review of FRSITO current Policies
- 9. Providing 'Equity' in training opportunities, services and products**
- Actions:
- Continue to implement the Training Responsiveness Plan "Equity in Training".
 - Ensure Assessment and Learning Materials comply with our Equity Policy
- 10. Ensuring there are sufficient assessors and moderators to deliver suitable and satisfactory services**
- Actions:
- Monitor, train, and register workplace Assessors and Moderators.
 - Maintain RCC systems for experienced employees/trainees.
- 11. Achieving 'best practice' ITO status**
- Actions:
- Define best practice ITO status
 - Develop benchmarks
 - Monitor achievement against benchmarks

12. Working with others in the wider Emergency Management sector, both locally and Internationally

Actions:

- Continue to enhance links with other emergency services e.g., Ambulance, LGITO (Civil Defence), PSITO (Police) and our Australian and international counterparts (PSITAB, AFAC, IFE etc).
- Facilitate the working group to carry out the alignment of our unit standards and qualifications with Australia and USA.

ALIGNING GOALS, STRATEGIES AND VALUES

Goal	Strategy Number	Values Met
1. Customer Satisfaction	1, 6, 11	✓
2. Products & Services	2, 3, 4, 5, 10, 11	✓
3. Qualification Performance	2, 3, 9	✓
4. Organisational Management	6, 7, 8, 10, 11, 12	✓

If you wish to comment on any aspect of this FRSITO Strategic Plan, please address these to:

The Chairperson,
 FRSITO Board,
 Fire and Rescue Services Industry Training Organisation,
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 OR
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