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# Our Purpose

To build a highly qualified workforce in the sport, fitness, community recreation, outdoor recreation, diving and snowsport industries, leading to productive and sustainable organisations that provide quality services to New Zealand.



## **Our Vision**

**Our Industries’  
first choice as a  
partner for workforce  
development.**



## **Our Approach**

We will be leaders and role models of bi-culturalism, service excellence and continuous improvement.

Our actions will be driven by our core values of Tika, Pono and Aroha.

# Strategic Outcomes

1. Skills Active is seen as the one-stop-shop for planning, developing and supporting careers in our industries
2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders
3. Skills Active leads and innovates workforce development in our industries
4. Skills Active workforce solutions are developed that are led and endorsed by industry

UNITING  
INNOVATING  
LEADING  
PRODUCING  
STRENGTHENING  
SIMPLIFYING

# Strategic Outcomes

## 1. Skills Active is seen as the one-stop-shop for planning, developing and supporting careers in our industries

- Opportunities are communicated, driven and implemented to develop on-job career pathways from school to employment, including on-going professional development
- Roles, skill sets and career opportunities are understood and identified within our industries, including the connections between and to other industries
- International recognition is achieved for qualifications to improve portability for our workforce.

## 2. Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders

- Skilled Board and Shareholders are industry representative and committed to our vision
- Skilled management team with the attributes to deliver on expectations
- Skilled staff who are highly motivated, committed to our vision and valued
- Organisation has the necessary tools and resources to meet its outcomes
- Financially strong and viable, including having diversified revenue streams
- Consolidation of our business within current scope and opportunities explored to extend into areas where there is synergy
- Robust industry partnerships are in place where there is mutual recognition of roles
- Strong and effective relationships are maintained with key government partners.

## 3. Skills Active leads and innovates workforce development in our industries

- Workforce development needs analysis tools are developed and implemented
- Tools implemented in innovative ways that meet industries needs
- Return on investment research conducted to measure the effectiveness of our workforce development initiatives
- Government's workforce development priorities are met.

## 4. Skills Active workforce solutions are developed that are led and endorsed by industry

- Industry qualifications, programmes, standards and resources are seen as relevant and credible to our industries
- Robust and resilient quality assurance processes are in place that are endorsed by industry and stakeholders
- Service delivery and application is client focused.

# Strategic Themes

Our strategic outcomes will be achieved through our actions targeting the following themes:

- Innovating
- Leading
- Uniting
- Producing
- Strengthening
- Simplifying

Innovating	Leading	Uniting	Producing	Strengthening	Simplify
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### Skills Active is seen as the one stop shop for planning and developing and supporting careers in our industries

Opportunities are communicated, driven and implemented to develop on-job career pathways from school to employment, including on-going professional development	●	●	●	●	●
Roles, skill sets and career opportunities are understood and identified within our industries, including the connections between and to other industries	●	●	●	●	●
International recognition is achieved for qualifications to improve portability for our workforce	●	●	●	●	●

### Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders

Skilled Board and Shareholders are industry representative and committed to our vision	●	●	●	●	●
Skilled management team with the attributes to deliver on expectations	●	●	●	●	●
Skilled staff who are highly motivated, committed to our vision and valued	●	●	●	●	●
Organisation has the necessary tools and resources to meet its outcomes	●	●	●	●	●
Financially strong and viable, including having diversified revenue streams	●	●	●	●	●
Consolidation of our business within current scope and opportunities explore to extend into areas where there is synergy	●	●	●	●	●
Robust industry partnerships are in place where there is mutual recognition of roles	●	●	●	●	●
Strong and effective relationships are maintained with key government partners	●	●	●	●	●

### Skills Active leads and motivates workforce development in our industries

Workforce development needs analysis tools are developed and implemented	●	●	●	●	●
Tools implemented in innovative ways that meet industry needs	●	●	●	●	●
Return on investment research conducted to measure the effectiveness of our workforce development initiatives	●	●	●	●	●
Government's workforce development priorities are met	●	●	●	●	●

### Skills Active workforce solutions are developed that are led and endorsed by industry

Industry qualifications, programmes, standards and resources are seen as relevant and credible to our industries	●	●	●	●	●
Robust and resilient quality assurance processes are in place that are endorsed by industry and stakeholders	●	●	●	●	●
Service delivery and application is client focused	●	●	●	●	●

# Skills Active Business Plan 2015

Senior Management <b>SMT</b>	GM Business Support <b>BS</b>	GM Learning Solutions <b>LS</b>	GM Industry Engagement <b>IE</b>
Chief Executive <b>CE</b>	GM Trainee Support <b>TS</b>	Kaihautū <b>K</b>	OutdoorsMark <b>OM</b>

## Strategic Outcome 1

Skills Active is seen as the one-stop-shop for planning, developing and supporting careers in our industries

Goal	Who	Key Milestones / Measure
<b>Opportunities are communicated, driven and implemented to develop on-job career pathways from school to employment, including on-going professional development</b>		
Promote and provide access to pathways for school students through the identification, development and promotion of school awards	IE/LS	<ul style="list-style-type: none"> <li>Develop and implement a consultation plan to engage with schools nationally to identify priority for School Awards by end March</li> <li>Identify 3 Awards with agreed learning outcomes and business case for school awards developed and launched by end April</li> <li>3 school awards/programmes by end July</li> <li>Work with MOE to align awards with curriculum requirements</li> <li>Communication and promotion strategy developed and implemented by end April</li> </ul>
Appropriate standards/awards are included in the vocational pathways	LS	<ul style="list-style-type: none"> <li>Develop and review unit standards as part of TRoQ to include in vocational pathways as per the unit standard review plan</li> <li>Participate in the MOE review of vocational pathways to ensure appropriate standards are included</li> </ul>
ActiveCV promotes workplaces offering transition opportunities to school leavers and vice versa	BS	<ul style="list-style-type: none"> <li>ActiveCV developed to provide facility for workplaces to offer student placements and students to promote their availability by August</li> </ul>
Resourcing appropriate to service schools as this market grows	SMT	<ul style="list-style-type: none"> <li>Resource requirements presented in business case and contracted by June</li> </ul>
CPD opportunities are available to our industries.	IE	<ul style="list-style-type: none"> <li>Identify opportunities for CPD in each industry and prioritise development, ensuring user pays by September</li> </ul>
Promote vocational careers and pathways to those interested in our industries and for trainees	LS	<ul style="list-style-type: none"> <li>Identify key communication stages during a trainee lifecycle by February</li> <li>Put in place strategy to ensure each key stage is appropriately communicated by March</li> </ul>
ActiveCV and NZRRP developed to be relevant for our industries	CE & BS	<ul style="list-style-type: none"> <li>Establish an internal project team by April to prioritise and manage ongoing development of ActiveCV and NZRRP in conjunction with peak industry bodies</li> </ul>

<b>Roles, skill sets and career opportunities are understood and identified within our industries, including the connections between and to other industries</b>		
A web-based career pathway mapping tool gives information to those seeking careers in our industries about skill requirements	CE & BS	<ul style="list-style-type: none"> <li>Profiles established for all key occupational roles in our sectors which provides key information for each of those roles by May</li> <li>Steering group (to include NZRA and Sport NZ) established that provides plan for best way to present information to our stakeholders by June</li> <li>Appropriate tool and timeline determined by steering group and managed accordingly</li> </ul>
Utilise or conduct research that will enhance understanding of our industries and the value of training and qualifications	IE/K	<ul style="list-style-type: none"> <li>Carry out environmental scans of each industry and develop profiles, including present and future skill sets, including identifying international needs by July</li> </ul>
<b>International recognition is achieved for qualifications to improve portability for our workforce</b>		
Work with international partnerships to increase international portability of qualifications	CE & LS	<ul style="list-style-type: none"> <li>Maintain and develop key relationships with Service Skills Australia, Skills Active UK and other identified international partners as required</li> <li>Include promotion of international recognition in marketing collateral and communications as they are reviewed/developed</li> </ul>
Explore international application of OutdoorsMark	OM	<ul style="list-style-type: none"> <li>Ongoing as required/identified</li> </ul>

## Strategic Outcome 2

Skills Active continues to grow as a strong organisation; relevant and valued by our industries and supported by all our stakeholders

Goal	Who	Key Milestones / Measure
<b>Skilled Board and Shareholders are industry representative and committed to our vision</b>		
	Board	<ul style="list-style-type: none"> <li>Board to develop a strategy by June to ensure shareholders are knowledgeable and committed to the ITO and its vision</li> <li>Māori strategy to be reviewed/updated/refreshed and presented to shareholder hui in December</li> </ul>
<b>Skilled management team with the attributes to deliver on expectations</b>		
Contract external consultant to analyse each SMT member's strengths and improvements and put in place intervention to grow.	CE	<ul style="list-style-type: none"> <li>Consultant has met with each SMT member to analyse strengths and weaknesses and intervention plan by April</li> <li>Intervention plan to enhance performance in place and monitored July and December</li> </ul>

<b>Skilled staff who are highly motivated, committed to our vision and valued</b>		
Skills Active has a culture aligned to our values that has staff who are engaged in their work, contributing to a healthy and fun work environment, believing in the difference it makes and celebrates achievement	SMT	<ul style="list-style-type: none"> <li>• Appoint Organisation Wellness Team (OWT) for 2015 that has cross organisational representation</li> <li>• Measure increase of staff satisfaction through BWP survey in August</li> <li>• Continue and enhance a recognition and rewards programme within Skills Active <ul style="list-style-type: none"> <li>◦ Celebrate anniversaries of staff members' arrival at Skills Active</li> <li>◦ Publicise achievements and exceptional results through the internal newsletter</li> <li>◦ SMT to have budget to recognise individual staff and team efforts</li> <li>◦ Continue with staff award ceremony but further publicise the process to show that the system is objective</li> <li>◦ Celebrate organisational success at the staff conference</li> </ul> </li> </ul>
Skills Active ensures a bi-cultural approach through the development of staff	K	<ul style="list-style-type: none"> <li>• Appoint and run Te Reo Tautoko team for 2015 that has cross organisational representation</li> <li>• Te Reo Tautoko team develops and implements a plan by April for strategies to assist with embedding a bi-cultural approach across the organisation</li> </ul>
Invest in our people by paying market rates while ensuring work conditions and training and development options are motivating	SMT	<ul style="list-style-type: none"> <li>• Structured PDPs and training calendar for all staff in place by April. These developed collaboratively with individual staff to prepare them for further roles within the organisation and other career opportunities</li> <li>• SMT members to produce training plan for each staff member which include 'shadow' days where this is appropriate, by end April</li> <li>• Organisation training built into training calendar, with focus area identified in February</li> <li>• Ensure all Skills Active staff are trained so that they can engage appropriately with Māori trainees and workplaces</li> <li>• Job descriptions (including skills matrices) and performance measures reflect job roles required through process of constant review</li> </ul>
<b>Organisation has the necessary tools and resources to meet its outcomes</b>		
Embed the 'Lean' approach to enable continuous improvement across the whole organisation	SMT	<ul style="list-style-type: none"> <li>• Continue KITT team initiatives to embed continuous improvement approaches across the organisation</li> <li>• Develop a LEAN plan for 2015 by end March</li> <li>• Maintain and enhance visual display boards</li> <li>• Utilise x-matrix tool for reporting in each team</li> </ul>
ICT solution and associated workflow processes ensure effective management and engagement of workplaces, trainees and stakeholders	BS	<ul style="list-style-type: none"> <li>• IT development plan (IT road map) developed and launched in March</li> <li>• IT road map implemented as per plan</li> </ul>

Staff provided with tools and trained on use and communicating process	BS	<ul style="list-style-type: none"> <li>• Stocktake of business tools (hardware and software and cars) required within each functional role and consideration of regional location by end April</li> <li>• Decision made about what tools and resources should be deployed by end March</li> <li>• Develop and implement deployment plan including training of staff by end April</li> </ul>
Organisation wide communication systems provide open and pertinent messages that result in a cohesive culture and positive working relationships	SMT	<ul style="list-style-type: none"> <li>• In-house newsletter produced bi-monthly for internal communication and feedback that includes work updates from each team and project teams</li> <li>• Project Team approach in place with expressions of interest called for projects team members</li> <li>• Internal Calender of Events and use of What Happening Calender</li> <li>• Six weekly update meetings for all staff held by video conference</li> <li>• Staff conferences held three times per year to share information and ideas</li> <li>• Staff report good communication of regular updates from SMT and Board</li> <li>• Team meetings to be scheduled at least monthly, with joint meetings between teams to be programmed</li> </ul>
Further develop the QMS to encompass 'How to guides' for roles and processes	SMT	<ul style="list-style-type: none"> <li>• Each department to identify the priority tasks for their roles by end March</li> <li>• Develop internal client friendly resources outlining the priority tasks by end June</li> </ul>
OutdoorsMark operations are integrated into Skills Active	OM	<ul style="list-style-type: none"> <li>• OutdoorsMark QMS is completed and meets JASANZ accreditation by March</li> <li>• All OutdoorsMark files are transferred to 365 by March</li> <li>• All QMS documents are available through the QMS site by March</li> <li>• A strategy for integration of the OutdoorsMark CRM (Sugar) in Xero and NZRRP is developed by March</li> <li>• Value added mechanism is developed to enhance the brand and is in use by June</li> </ul>

Financially strong and viable, including having diversified revenue streams		
Operate within budget, return a surplus and maintain reserves of \$3M	SMT	<ul style="list-style-type: none"> <li>Regular monitoring and forecasting done throughout the year</li> <li>Monthly reports available for management team by 10th working day of the next month</li> <li>Quarterly financial reports (including forecasts from June) presented to the Board in a timely manner</li> <li>Manage reserves to ensure the best return on investment (at least a minimum of 3% return per annum)</li> <li>Maintain cash reserves during 2015 at a minimum of \$1.25M</li> <li>Budget for 2016: draft tabled for Board consideration in October, final presented for approval in December 2015 small surplus</li> </ul>
Maintain funding levels with TEC	SMT	<ul style="list-style-type: none"> <li>Meet organisation targets of: <ul style="list-style-type: none"> <li>Maintain stock of 2,500 trainees per month, increasing to 3,200 trainees per month during ski season</li> <li>70% credit completion rate</li> <li>70% qualification completion rate</li> <li>80% active trainees (10 credits)</li> <li>30% industry cash contribution</li> <li>1,400 STMs</li> <li>58 New Zealand Apprentices STMs</li> </ul> </li> <li>Maximise STM funding from effective management of ITR data, without sacrificing EPI achievement</li> <li>Review all workplace arrangements to ensure any volunteers meet TEC eligibility requirements by end March</li> <li>Develop strategies to meet 2016 – 2017 investment plan requirements, including: <ul style="list-style-type: none"> <li>Establish career pathways with workplaces/ trainee to increase progression rates into higher qualifications by 10%</li> <li>Determine profile of LSA/LDA roles by August to achieve required outcomes</li> <li>Implement TRoQ outcomes that align to TEC requirements (see TRoQ KPIs later in plan)</li> </ul> </li> </ul>
Diversified income streams established	BS	<ul style="list-style-type: none"> <li>Investigate true cost of industry training and develop delivery and costing models for user pays implementation by end February</li> <li>ActiveCV generates income for participation and re-certification by end 2015</li> </ul>

Consolidation of our business within current scope and opportunities explored to extend into areas where there is synergy		
Maintain and/or grow business within current scope	TS/IE/K	<ul style="list-style-type: none"> <li>Maintain existing Sector Engagement Plans for 2015 and develop new plans by February, with specific focus on Adventure Tourism, Out of School Care, Parks, Sport and Outdoor Recreation to increase our profile and participation.</li> <li>Establish sector targets to maintain stock of 2,500 trainees per month, increasing to 3,200 trainees per month during ski season</li> </ul>
Gain industry coverage for the Arts/ Culture industries	LS/IE/K	<ul style="list-style-type: none"> <li>TEC recognition gained for the Arts/Cultural sector by end 2015</li> <li>Performance Technology and Instruction qualifications and standards developed and registered with NZQA by end 2015</li> <li>STM funding confirmed for projected trainees in 2016</li> <li>Consideration given to link with Toi Māori</li> </ul>
Consolidate OutdoorsMark and explore market for educational audits	OM	<ul style="list-style-type: none"> <li>OM Adventure Activity Audits and Document Review Audits are meeting targets by end 2015 <ul style="list-style-type: none"> <li>200 annual declarations</li> <li>20 new Adventure Activity audits</li> <li>20 new Document Reviews</li> </ul> </li> <li>Key Stakeholders are consulted regarding the demand and criteria for education audits by end February</li> <li>An education audit programme is developed and implemented by June if the demand justifies it</li> <li>Develop and implement a communications and marketing strategy to promote OutdoorsMark, including the launch of an OutdoorsMark website by end of March</li> <li>Ensure emergency response plans are in place to respond to a major incident by April</li> </ul>
Explore other opportunities to expand scope into other industries that have synergy with Skills Active	SMT	<ul style="list-style-type: none"> <li>Ongoing as required/identified</li> </ul>
Robust industry partnerships are in place where there is mutual recognition of roles		
Renew and initiate partnership agreements (inc sponsorship arrangements) with all major industry stakeholders on terms that reflect mutual recognition and benefit	CE	<ul style="list-style-type: none"> <li>All partnership agreements renewed by May</li> </ul>
Remain open to other partnerships with industry stakeholders that are mutually beneficial	CE	<ul style="list-style-type: none"> <li>Ongoing as required/identified</li> </ul>
Attendance, presentations and promotions at key industry events and establish a measure of value/ outcomes for each event	IE and LS	<ul style="list-style-type: none"> <li>Develop partner/industry conference schedule by end January and manage conference attendance to ensure mutual benefits are gained through our support</li> <li>Develop an evaluation template to be completed on each conference attended by end February</li> </ul>

A communications plan is in place for each of our stakeholder groups and implemented	LS	<ul style="list-style-type: none"> <li>Develop and implement a marketing and communications plan by end February that will utilise social media, email and website to provide regular and dynamic communications with Skills Active customers and stakeholders. Also to include continued development of the Skills Active brand through appropriate photography and collateral.</li> <li>Trainee Comms strategy in place and trainees communicated with at least once a month (outside of LSA)</li> <li>Feedback from stakeholders (trainees, workplaces, assessors etc) indicate quality communication (includes all comms from website, newsletter, facebook, collateral, videos etc) from Skills Active</li> </ul>
<b>Strong and effective relationships are maintained with key government partners</b>		
Meet all of the agencies requirements	SMT	<ul style="list-style-type: none"> <li>Meet TEC requirements (see elsewhere in this plan)</li> <li>Meet NZQA requirements (see elsewhere in this plan)</li> <li>OutdoorsMark JASANZ accreditation achieved and maintained</li> <li>OutdoorsMark WorkSafe requirements are met</li> </ul>
Work collaboratively with the ITF and other ITO where mutually agreeable	SMT	<ul style="list-style-type: none"> <li>Continue membership with ITF, if it is cost effective, and participate in any advisory groups and focus groups created to promote VET pathways</li> <li>Respond to any positioning papers, policy directives and TES changes to promote VET pathways</li> </ul>

<b>Strategic Outcome 3</b>		
<b>Skills Active leads and innovates workforce development in our industries</b>		
Goal	Who	Key Milestones / Measure
<b>Workforce development needs analysis tools are developed and implemented</b>		
Explore and recommend Workforce Development Needs Analysis tools	IE/K	<ul style="list-style-type: none"> <li>Workforce Development Needs Analysis tools are developed by end of June to include current and future learning requirements, servicing models, implementation/development plan, and an Evaluation model (ROI) of the outcome</li> </ul>
Train Workforce Development Team in the use of tool	IE/TS/K	<ul style="list-style-type: none"> <li>Workforce Development Needs Analysis tools training completed by end of July</li> </ul>
Tools implemented in innovative ways that meet industries needs	IE/TS/K	<ul style="list-style-type: none"> <li>Identify key workplaces and implement plans identified in Workforce Development Needs Analysis tool as required</li> </ul>
Other training opportunities identified and promoted where appropriate	IE/K	<ul style="list-style-type: none"> <li>Workplaces report via the customer satisfaction survey that Skills Active is adding value outside of provision of qualifications</li> </ul>

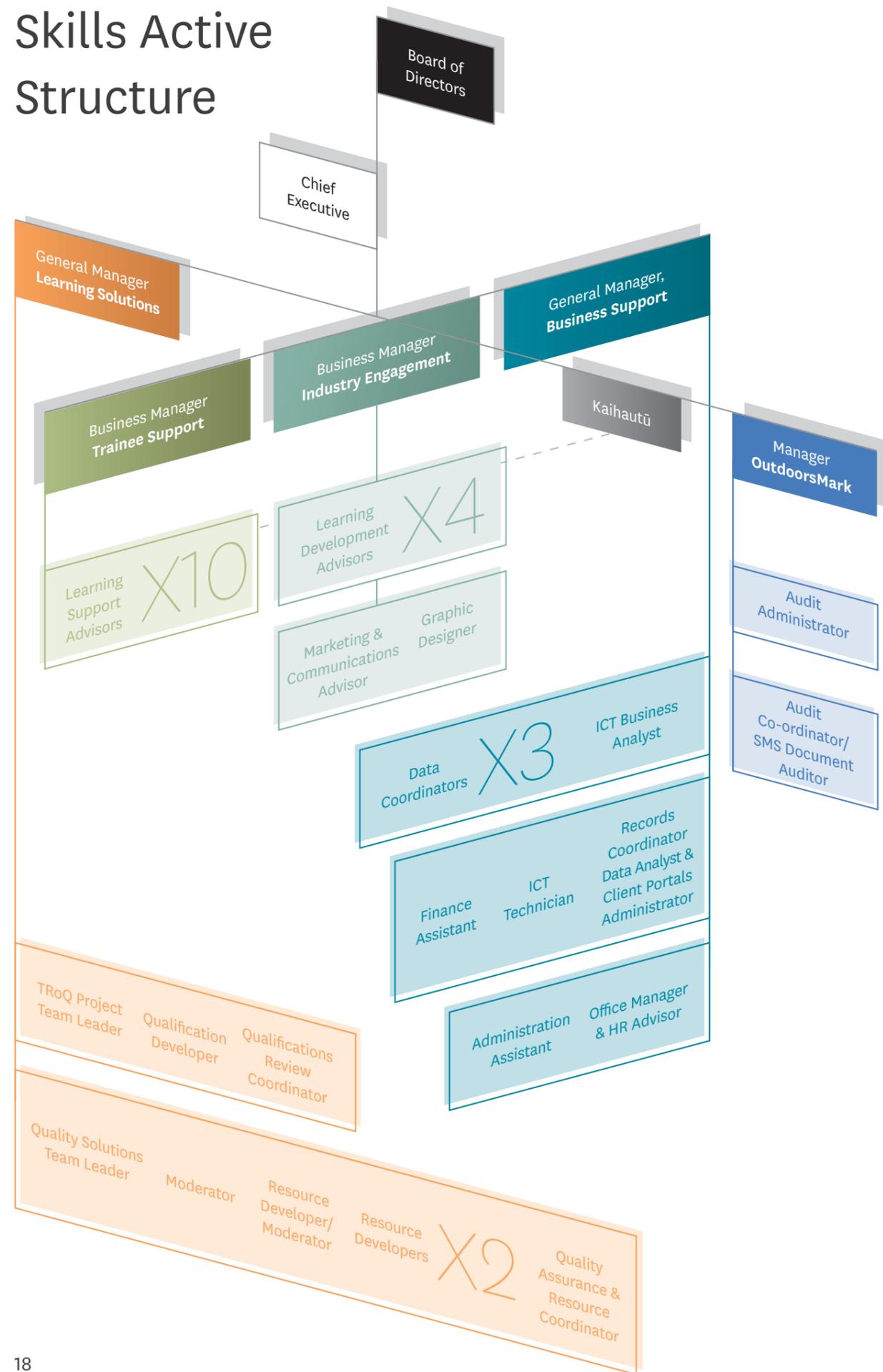
<b>Return on investment research conducted to measure the effectiveness of our workforce development initiatives</b>		
Scope the best way to measure 'Return on Investment' (ROI) at a workplace level in each of our industries		<ul style="list-style-type: none"> <li>ROI tools developed and implemented for each industry to scope ROI benefits for Workplace and Individuals by end of June</li> <li>Review ROI with key client to determine effectiveness of partnership with Skills Active as appropriate</li> </ul>
<b>Government's workforce development priorities are met</b>		
Meet 2015 government priorities	SMT	<ul style="list-style-type: none"> <li>EPIs and STMs as per plan commitments (see above)</li> </ul>
Develop strategy for recruiting and achieving high performance for Pasifika	K	<ul style="list-style-type: none"> <li>Meet organisation EPI targets for Pasifika</li> </ul>
Maintain Māori trainee levels from existing workplaces with high Māori staffing levels	K	<ul style="list-style-type: none"> <li>Meet organisation EPI targets for Māori</li> </ul>

<b>Strategic Outcome 4</b>		
<b>Skills Active workforce solutions are developed that are led and endorsed by industry</b>		
Goal	Who	Key Milestones / Measure
<b>Industry qualifications, programmes, standards and resources are seen as relevant and credible to our industries</b>		
Complete TRoQ process to ensure a suite of qualifications are in place that meets the needs (current and future) of industry and learners	LS	<ul style="list-style-type: none"> <li>Develop and manage a TRoQ plan to achieve 'Approval to List' for all qualifications (45 qualifications submitted for listing and 17 qualifications approved for listing) with particular priority on: <ul style="list-style-type: none"> <li>Outdoor Leader and Instructor with strands in Bush, Rock, Abseil, Sea Kayak, Kayak and High Ropes, Core Skills Level 3 (with a suitable name), Snowsport Operations Level 3 (replacement for Tourism L3), Snowsport Instruction, Snowsport Equipment, Takaro Level 3</li> </ul> </li> <li>Performing Arts qualifications submitted to NZQA and approved for listing. Project managed effectively without major impact on other core business and TRoQ developments</li> <li>Continue development/review of standards to align to new qualifications as per standards review plan to align to qualification development priorities</li> <li>Programmes developed and submitted by end 2015 for: <ul style="list-style-type: none"> <li>Outdoor Experiences Level 3 and 4</li> <li>Outdoor Leader and Instructor</li> <li>Core Skills Level 3</li> <li>Recreation Safety Auditing Level 6 (tbc)</li> </ul> </li> <li>Participate and contribute to NZQA/ITF forums and networks to understand and inform best practice with regards to qualification and standard development</li> </ul>

Review and develop qualifications to ensure they meet the needs of Māori	K/LS	<ul style="list-style-type: none"> <li>Use the TRoQ process as an opportunity to ensure Māori needs are considered and recognised in the suite of existing and new qualifications where appropriate and in areas not currently covered in existing qualifications</li> </ul>
Identify, develop and implement appropriate learning and assessment tools to assist industry to successfully train and assess their staff	LS	<ul style="list-style-type: none"> <li>Continue to progress the development of the e-learning platform to support a further four qualifications by end 2015</li> <li>Produce and publish a resource development and review plan by February</li> <li>Customer satisfaction survey results for resource questions are maintained at over 80%</li> </ul>
Ensure appropriate kaupapa Māori training and assessment methodologies are embedded	K/LS	<ul style="list-style-type: none"> <li>Ensure appropriate kaupapa methodologies are embedded into learning and assessment resources - ongoing</li> <li>Where identified/appropriate implement partnerships with Maori providers for delivery of training and assessment</li> </ul>
<b>Robust and resilient quality assurance processes are in place that are endorsed by industry and stakeholders</b>		
Develop Skills Active Assessors and Senior Assessor Mentors (SAMs) to ensure ongoing quality of assessment	LS, IE & TS	<ul style="list-style-type: none"> <li>Develop and implement an action plan by end February to ensure 2015 NZQA moderation requirements are met which includes ensuring assessors, SAMs and assessment processes are rigorous and credible to industry sectors</li> <li>Work with the Workforce Development Team to ensure qualifications have accessible assessment pathways, including adequate numbers of assessors</li> </ul>
Moderation processes that support and add value to industry are in place to ensure our qualifications are credible	LS	<ul style="list-style-type: none"> <li>Develop and publish internal moderation plan by February. Ensure plan includes appropriate moderation methods per sector</li> <li>Ensure 80% of Skills Active Assessors successfully complete 2015 moderation requirements</li> <li>Develop and publish external moderation plan by March. Ensure moderation methods are appropriate and align and support new national consistency arrangements managed by NZQA</li> </ul>
Consistency arrangements to support New Zealand qualifications are robust and appropriate to meet industry needs	LS	<ul style="list-style-type: none"> <li>Liaise with NZQA to ensure consistency events reflect best practice and meet industry needs as required</li> <li>Develop processes and establish fees for reviewing provider programme applications for New Zealand qualifications and publish on website by May</li> <li>Develop processes and communications to support the development and implementation of a 'Qualification condition Guideline' per qualification which is endorsed by NZQA and industry</li> </ul>
Manage Consent to Assess processes to ensure quality delivery and assessment of Skills Active unit standards	LS	<ul style="list-style-type: none"> <li>Review the Skills Active CMR and associated documentation/communications by end July to ensure it remains relevant and support robust delivery and assessment of Skills Active unit standards</li> </ul>

<b>Service delivery and application is client focused</b>		
Embed a service culture within Skills Active to ensure customer needs are met	SMT	<ul style="list-style-type: none"> <li>Results of customer satisfaction survey maintained over 80%</li> <li>Measure performance of all staff against the Customer Commitment and include in performance appraisals</li> </ul>
Where appropriate kaupapa Māori and Tikanga Māori are embedded in approaches with workplaces	K	<ul style="list-style-type: none"> <li>Develop an engagement plan and implement by end February, including identification of workplaces and key staff</li> </ul>
A strong workplace and trainee support programme focused on helping trainees, workplace training co-ordinators and assessors to achieve learning outcomes within programme duration	TS/K	<ul style="list-style-type: none"> <li>Each LSA has conducted 2014 review meetings with each of their workplaces to determine if a 2015 WRA is implemented (based on performance requirements and any value added) by end February</li> <li>2015 WRAs signed by end March on completion of 2014 review, including identified areas for improvement if required</li> <li>Continue templated approach to supporting workplaces to train and assess their staff</li> <li>Six monthly audit of trainees indicates trainees are being regularly supported and EPI results reinforce this</li> <li>Meet organisation EPI targets as outlined above</li> </ul>

# Skills Active Structure



# Board Directory

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