

AN INTRODUCTION TO INDUSTRY TRAINING

Industry training means employees can develop skills and knowledge while they work, training towards national qualifications on the job. It involves meeting the skill needs of industry, helping people develop their careers, and assisting workplaces to be more productive.

Industry Training Organisations (ITOs) work with industry partners to develop nationally recognised qualifications and coordinate workplace training. They help attract people into industries, provide skills development within these industries, and help retain valuable, skilled workers.

ABOUT ATTO

ATTO is the industry training organisation for the Aviation, Tourism, Travel and Museums industries in New Zealand.

The role of ATTO is to:

- provide leadership on behalf of our industries on skill and training needs
- set national skill standards and develop qualifications for our industries
- develop arrangements for the delivery of training
- arrange for the assessment of trainees, and monitor education and training quality.

ATTO provides industry leadership by:

- identifying current and future skill needs
- developing strategic training plans to help the industry to meet those needs
- promoting training to employers and employees, which will meet current and future needs.

VISION

World class industry qualifications and customer service delivery

MISSION

- We provide national leadership.
- We understand our markets, provide skills strategies and develop and register national qualifications.
- Our qualifications help expand the technical, safety, customer service and management capabilities of the New Zealand workforce.
- We are responsive and quality focused; our products and services support work-based learning, assessment and moderation, and are regarded as high quality and fit for purpose by our stakeholders.

VALUES

- Customer focus
- Communication
- Teamwork
- Quality
- Integrity
- Innovation

ATTO
www.atto.org.nz

GOVERNANCE

The ATTO Board is the governing body of ATTO, and is currently made up of eight members. The Board members bring a high level of industry experience and independent external perspectives to the strategic leadership of the organisation.



THE ATTO BOARD (AS AT DECEMBER 2007)

STANDING →→ LEFT TO RIGHT

Mr. Strachan Crang

NZ AMALGAMATED →→ EPMU UNION REPRESENTATIVE

Dr Rodney Wilson

INDEPENDENT DIRECTOR →→ MUSEUMS AND ART GALLERIES REPRESENTATIVE

Mr. James Langton

GLOBAL TRAVEL MANAGEMENT →→ TRAVEL REPRESENTATIVE

Mr. John Barrett

INDEPENDENT DIRECTOR →→ MAORI REPRESENTATIVE / TOURISM

SEATED →→ LEFT TO RIGHT

Mr. Graeme McCardle

AUCKLAND INTERNATIONAL AIRPORT LTD →→ DEPUTY CHAIR AVIATION REPRESENTATIVE

Mrs. Jill Hatchwell

INDEPENDENT DIRECTOR →→ AVIATION REPRESENTATIVE

Mr. Rick Bettle

INDEPENDENT DIRECTOR →→ CHAIRMAN

Ms Fiona Luhrs

TOURISM INDUSTRY ASSOCIATION →→ TOURISM REPRESENTATIVE

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ATTO

OVERVIEW

STRATEGIC PLAN

2008 →→ 2012

ATTO → SETTING NATIONAL STANDARDS FOR TRAINING AND EDUCATION IN AVIATION, TOURISM, TRAVEL, MUSEUMS AND ART GALLERIES

FOREWORD

Welcome to an overview of ATTO's Strategic Plan 2008 – 2012. At a high level, it explains who we are, the activities we are planning for the next four years, and how we intend to achieve our goals. It builds on the current strengths of our organisation, and establishes solid foundations for our future success.

The ATTO team has experienced both change and growth in the past year, and have developed fresh approaches to the way we do business. Through collaboration and significantly improved systems we are now in a stronger position to deliver world-class industry qualifications and customer service than ever before. Customers and our stakeholders can expect improvements to our services, products and delivery to gain momentum and continue.

The Aviation, Tourism, Travel and Museums sectors are rapidly evolving, as are the environments within which they operate. In the coming four years we'll be working hard to keep our customers informed, respond to industry developments, and ensure our processes make it easy and enjoyable for stakeholders to do business with us.

It is my hope that this overview of our plan helps you see who does what, and indicates our commitment to continual improvement, total quality, and to 'raising the bar' in every aspect of our business.

We look forward to embracing the challenges and opportunities ahead, and strengthening our commitment to our most important stakeholder, the customer.

Elizabeth Valentine

CHIEF EXECUTIVE

ATTO
AVIATION

ATTO
TOURISM

ATTO
TRAVEL

ATTO
MUSEUMS

FROM VISION TO ACTION

Supporting the ATTO vision are our key goals and performance indicators. These goals specify what we want to achieve by 2012, and what we need to do to achieve them.

To ensure we support the provision of the right type and number of people, at the right time with the right skills we:

- 1 BUILD BUSINESS REACH
 - Provide national qualifications; set and quality assure national standards for the Aviation, Tourism, Travel and Museums industries as signed off by industry
 - Expand and deepen our services to a wider range of customers
- 2 PROVIDE STRATEGIC LEADERSHIP
 - Provide and implement training and skills strategies

To ensure we have the systems and processes that enable great service we:

- 3 DELIVER OPERATIONAL EXCELLENCE
 - Provide robust quality systems and assurance
 - Develop and implement targeted, dynamic marketing/communications
 - Build organisational capability

To ensure we bring the voice of the customer into ATTO we:

- 4 ACHIEVE RESULTS THROUGH COLLABORATIVE RELATIONSHIPS
 - Engage purposefully with our customers
 - Build and maintain excellent relationships with other stakeholders

To ensure we can add value to our customers and other stakeholders we:

- 5 BUILD FINANCIAL STRENGTH
 - Maintain a financially strong and vibrant organisation
 - Reinvest back into our industries in valued ways

ATTO has a close association with the Tertiary Education Commission (TEC) and the New Zealand Qualification Authority (NZQA), as well as other ITOs.

- **TEC** is the Government Agency responsible for recognising ITOs. It is also responsible for allocating Government funding to assist the implementation of industry training programmes.
- **NZQA** is responsible for developing and maintaining a comprehensive, accessible and flexible National Qualifications Framework (NQF). The NQF is designed to provide nationally recognised standards and qualifications, and recognition and credit for a wide range of knowledge and skills.
- **SITA** is the Services Industry Training Alliance. Launched at Parliament in 2007, this group of five like-minded ITOs includes the ATTO, Sports Fitness and Recreation ITO, the Hairdressing ITO, the Hospitality ITO and the Retail ITO. This important alliance has attracted over \$1,000,000 in additional Government funding for projects during the 2008 – 2011 period, including the ATTO-led Career Maps and Pathways project, an alliance between ATTO and HSI.

OUR ACTIVITIES

CORPORATE SERVICES

The General Manager, Corporate Services leads the team responsible for providing business support to the wider organisation. Corporate Services is also the home of the 'Hub', the team dedicated to delivering quality service and support to all ATTO customers.



"The goal of my team is to deliver world-class service to customers, and add value to each and every business interaction."

Kathy Wolfe
GENERAL MANAGER

2008 →→ 2012 KEY ACTIVITIES

- Ensure that ATTO complies and operates in accordance with statutory and legal provisions and supports the Board of Directors
- Maintain a financially strong and vibrant organisation
- Develop, grow and maintain excellent working relationships with key stakeholders
- Build and develop a highly effective customer service centre to improve service delivery and customer support
- Quality review and continuously improve all internal operating systems
- Provide the people and performance systems, policies and processes that support the development of a world-class business
- Research opportunities to expand ATTO services and support to meet the anticipated needs of current and potential industries

WORKFORCE DEVELOPMENT

The General Manager, Workforce Development is responsible for developing skills leadership and recruitment strategies, resource development and review, and liaison with schools. This team also works to raise the profile of ATTO, industry training, and sector career opportunities through marketing and communications.



"My vision is to raise the profile of careers in our sectors through high quality skill and training strategies, and ensure our customers receive world-class training products."

Bob Feasey
GENERAL MANAGER

2008 →→ 2012 KEY ACTIVITIES

- Provide market research relating to the workforce and sector development needs
- Implement an integrated workplace literacy strategy and schools strategy
- Deliver recruitment and development plans for each of ATTO's sectors
- Lead the successful completion of the Career Maps and Paths project
- Promote careers to attract good people into the industries covered by ATTO
- Implement marketing and communications strategies designed to raise the profile of ATTO and keep customers well informed about our work
- Provide quality and fit for purpose resource packages

SERVICE DELIVERY

The Service Delivery team is the customer face of ATTO. The team works closely with employers in our sectors to understand their business goals, learning and training needs, and supports the delivery of training in an effort to increase both trainee and completion numbers.



"The aim of my team is to support our business customers and their trainees in achieving relevant and successful learning outcomes."

Brenda Christie
GENERAL MANAGER

2008 →→ 2012 KEY ACTIVITIES

- Continue to manage and improve the delivery of industry training
- Increase industry trainees and Modern Apprentice numbers, including meeting targets for under 25 year olds, Maori, and Pacific People
- Ensure the appropriate business models are in place for each sector to deliver the right mix of training and services, whether on-the-job or through providers
- Increase the options for best quality provider delivered training
- Provide a coherent service to customers in collaboration with other Service Industry Training Organisations

QUALITY SYSTEMS AND QUALIFICATIONS

The General Manager, Quality Systems and Qualifications is responsible for the policy, processes and practice of quality systems and leading and managing ATTO's qualification portfolios.



"My aim for my team is to deliver 'fit for purpose' qualifications in collaboration with our industries, supported by robust quality systems and assessments, which ensure industry standards are maintained."

Linda Cox
GENERAL MANAGER

2008 →→ 2012 KEY ACTIVITIES

- Provide relevant, fit-for purpose national qualifications for delivery in a range of settings across the tertiary education sector
- Continue to collaborate with industry partners to ensure qualifications meet the requirements of the industry, both today and in the future
- Review all current national qualifications and related processes to ensure we meet consistently high standards
- Provide an improved, organisation-wide and robust Quality Management System
- Continue moderation, assessment & accreditation programmes to meet New Zealand Qualifications Authority (NZQA) standards

CULTURAL AWARENESS AND DEVELOPMENT

The National Manager, Cultural Awareness and Development is responsible for implementing the initiatives of the cultural strategy, which encourages the participation of Maori and Pacific peoples in education and business.



"Our vision is to work to create education and employment opportunities with Maori and Pacific peoples that support the nation-wide growth and value of tourism and our knowledge and experience of Aotearoa, New Zealand's culture and heritage."

Doris Kaua
NATIONAL MANAGER

2008 →→ 2012 KEY ACTIVITIES

- Develop a cultural strategy for all sectors with an emphasis on Maori and Pacific people
- Ensure the strategy facilitates the recruitment and training of Maori and Pacific peoples into employment opportunities within our industries
- Work with industry and other key stakeholders to develop plans for increasing participation and skill levels within Maori and Pacific businesses
- Ensure that a comprehensive Tourism Maori Strategy is developed and that the Pasifika Strategy is reviewed and promoted
- Build cultural awareness within ATTO

ATTO AND INDUSTRY

ATTO works closely with sector representatives to ensure that the voice of our customers is represented.

- **Industry Associations** are the peak bodies from whom we take our main strategic focus. As national member associations with the widest representation of operators, ATTO seeks at all times to ensure their strategies, policies and regulations are at the heart of how we work. Key associations include those for the Tourism Industry, Aviation (including Civil Aviation), Airports, Travel Agents and Museums Aotearoa.
- **Sector Training Councils** are made up of workplace and association representatives. They articulate the skills, education and training needs of their sectors in the short and longer term, advise on associated training standards required, and look after sector specific licensing/qualifications.
- **Industry Advisory Groups** are made up of people with the high level of technical knowledge and skills required to build the content of a qualification. They are responsible for qualification and programme development and review, and industry consultation sign-off.