



## **ESITO CHARTER**

### **Mission**

ESITO will through industry leadership and innovation facilitate training and assessment that support individuals and organisations to achieve their skill development needs.

### **Special Character**

ESITO is a national, industry owned training organisation with coverage of the Electricity Supply Industry as recognised under the Industry Training Act 1992 (as amended).

Under the Act, the ITO has a particular statutory function to:

- Set standards and register qualifications on the National Qualifications Framework that meet the needs of the industry
- Manage training arrangements that enable employees in the industry to achieve these standards and qualifications
- Provide leadership to the industry on skill and training matters.

The Industry which employs around 7,000 employees:

- Provides and maintains the electricity infrastructure (generation, transmission, distribution and retailing of energy) throughout New Zealand
- Provides a reliable and secure supply of electricity to the country's consumers
- Is highly regulated and employees are relatively well educated and skilled compared to the New Zealand workforce. The increasing number of qualifications from formal educational institutions held by employees reflects the rising proportion of managerial, professional, associated professional and technical jobs for which formal educational qualifications are increasingly essential.
- Comprises ten large employers employing more than 250 employees, thirty having between 30 and 250 staff and the remainder having less than 30 staff, being often small contracting companies. The employers also include SOE's and international contracting companies.
- Operates mainly in a high voltage environment but individuals have the ability to work across the point of supply boundary into what is recognised as the low voltage commercial and domestic sectors.
- Operates and maintains telecommunications networks which may be used by the electricity supply to improve security, quality and safety of electricity.
- Operates and maintains other energy supplies that may be used in the generation of electricity such as gas, coal, oil, geothermal, renewables.
- Is male dominated with a significant representation of Maori and Pacific Peoples. Women are significantly under-represented in the industry and in training compared to the general workforce. The age profile of the electricity supply industry workforce is more mature than that of the general workforce and the retiring age is falling significantly compared to the general workforce.
- Is facing concerns with recruiting and retaining experienced employees due to ongoing industry and organisational changes and an international labour shortage within the electricity supply industry.
- Has difficulty in releasing groups of employees for off job training due to the significant downsizing of the workforce since deregulation.



- Is unattractive to school leavers in line with the national trend away from science and technology based industries.

The Electricity Supply Industry Training Organisation (ESITO):

- Performs an industry advocacy role on training and specific labour market issues including training and skill requirements and is supported by the industry through paid up membership of employers representing 99% of all employees;
- Takes a proactive role in developing initiatives to link schools to industry so as to improve the quality and quantity of the recruitment pool for the industry;
- Is an innovative organisation, continually researching and trialing activities to meet the needs of its stakeholders;
- Provides skills forecasting information to its members;
- Promotes and supports equity of access, opportunity for all learners and culturally safe learning environments;
- Is committed to the principles of the Treaty of Waitangi;
- Is customer and market focused with continuous improvement processes in place to improve products, services and all other processes and systems; and
- Recognises the importance of communication and the development of strategic relationships with its members, training providers, and other stakeholders.

### **Contribution to New Zealand's identity and economic, social and cultural development**

Operating and maintaining the electricity supply infrastructure is an essential service for New Zealand, and requires the right people in the right place at the right time. ESITO directly contributes to meeting this requirement by researching and understanding current and future skills needs for the industry and working with industry to develop strategic training plans that assist in meeting those needs. It also includes attracting quality new entrants and maintaining high quality standards and training arrangements to ensure a highly skilled and adaptable workforce. ESITO's training assistance model includes the skills forecasting research that has been undertaken by ESITO.

ESITO also contributes to New Zealand's social development by raising the education and skill levels of employees. In the period 1996-2001 the educational level of the industry's workforce has risen. With the trend toward flatter organisational structures in the industry there is an increasing requirement for higher skills at all levels although the real concern is the technical skill shortage within the industry. This is evident in the steady uptake of employees seeking further skill development in particular management qualifications.

One of ESITO's aims is to increase the percentage of women participating in industry training and at the same time achieve a higher percentage of women enrolled in qualifications at Level 4 or above.

ESITO recognises the value of developing community links in particular, strengthening the relationships among employer, provider, and community. The electricity supply industry has already established strong community links with community and interest groups and it is ESITO's aim to grow and complement them.

### **Contribution to the tertiary education system as a whole**

ESITO contributes to the tertiary education system as a whole by:

- Understanding the labour market dynamics as they apply to the Electricity Supply Industry;



- Informing employers and other industry stakeholders of future trends to encourage all parties to take appropriate steps to meet these requirements;
- Collaborating with tertiary providers to recruit and train appropriate numbers of students to closely meet the needs of industry;
- Reviewing, setting standards and registering qualifications on the NQF that meet the industry's changing needs;
- Managing a robust accreditation and moderation system to maintain quality and consistency of all training and assessment services;
- Managing training arrangements that enable employees in the industry to achieve National Certificates at levels 2-4 and National Diplomas at Levels 5-6 appropriate to their needs;
- Providing Modern Apprenticeship co-ordination services to facilitate the entry of young people into the skilled occupations in the industry;
- Providing a linked pathway for new entrants into the industry through four week 'Taster' courses, 'Gateway' initiatives, pre-trade courses, diploma, degree and scholarship programmes;
- Empowering learners to manage their own progress through 24 hour web access of their own training information and other products and services;
- Improving foundation skills through workplace literacy projects;
- Meeting learner needs identified through an annual customer satisfaction survey;
- Engaging with recognised providers to undertake research for the industry;
- Supporting a fully integrated e-Learning initiative being developed within the industry; and
- Encouraging and supporting employees to undertake under-graduate and graduate career development through a scholarship programme.

### **Approach to collaboration and cooperation with other tertiary education providers and organisations**

ESITO collaborates with many organisations and in particular has developed strategic relationships with training providers and other stakeholders. These relationships include:

- Collaboration with industry to establish industry owned specialist training centres utilising sections of in-service electricity supply networks. These facilities enable training and final assessment to simulate real live line situations and events. These facilities are available for all employers and training providers;
- Membership of the Industry Training Federation which provides an important inter-ITO mechanism for research, policy, advocacy, lobbying and promoting best practice;
- A negotiated Memorandum of Understanding with the Ministry of Economic Development to acknowledge the demarcation between the Electricity Supply Industry and the commercial and domestic sectors. The agreement enables the industry to operate seamlessly across legislative boundaries;
- Collaboration with a consortium of ITOs and a government department to share and maintain a common trainee management system;
- Strategic relationships with Christchurch Polytechnic Institute of Technology (CPIT), Waikato Institute of Technology (WINTEC) and The Open Polytechnic of New Zealand (TOPNZ). ESITO has also worked with WINTEC and local industry to establish a training facility on campus that is available for any training provider; and
- Collaboration with Waikato University on research projects to develop an accurate skills forecasting model.

ESITO is open to collaborating with new providers or contributors that support ESITO's mission.



### **Approach to fulfilling Treaty of Waitangi obligations**

ESITO actively supports a training culture that improves the position of Maori:

- Currently, around 17% of the trainees registered with ESITO are Maori as compared to around 10% of the Electricity Supply industry's workforce therefore Maori are accessing industry training in excess of their representation in the workforce;
- Maori are involved in training at the same level, Level 4 of the National Qualifications Framework as other ethnic groups;
- ESITO actively informs employers of Maori trainee participation rates in their own organisation compared to the industry as a whole;
- ESITO has ensured Maori stakeholder involvement at governance level to represent the interests of Maori;
- Over the next 5 years, ESITO intends to work with key stakeholders to identify, develop and implement strategies that recognise the unique position of Maori as Treaty partners and address issues related to capacity building for Maori; and
- ESITO has committed resources to ensure an appropriate mechanism, and structure is in place, to accommodate stakeholder interests for the future.

### **Approach to meeting the needs of Pacific Peoples**

ESITO has always had a proactive approach to the achievements of Pacific People. Pacific Peoples represent around 2% of the electricity supply industry's workforce although this is 2% less than the general workforce. Currently around 3% of the ESITO trainees have identified themselves as Pacific Peoples which indicates they are accessing industry training in excess of their representation in the industry's workforce. The educational level of Pacific People in the Electricity Supply Industry has risen over the period 1996-2001.

Over the next 5 years ESITO intends to improve connection with Pacific communities to address issues relating to Pacific People's capability needs and skill development.



### **Approach to meeting the educational needs of learners**

ESITO designs and promotes qualifications of high quality which meet the identified learning needs of employees with regard to work related education, which are portable and which as far as is practicable enhance the career aspirations of employees.

ESITO meets the educational needs of its learners through the active management of trainees conducted by a national network of trainee and Modern Apprenticeship coordinators. This includes:

- Developing individual training plans for trainees;
- Entering into strategic relationships with training providers to provide high quality training;
- Providing a web based 'profiling system' that gives trainees 24 hour access to unit standard achievement, progress towards qualifications and other training information;
- Continuous review and updating of qualifications and training to ensure that industry requirements are met;
- Offering Scholarships that are accessible by all employees to assist career development opportunities;
- Recognising achievement through an Annual awards evening;
- Improving foundation skills in the industry through literacy projects;
- Facilitating a literacy assessment and tutoring framework for learners requiring extra assistance to complete their qualifications;
- Providing effective training resources; and
- Mentoring and coaching trainees including career planning.

### **Approach to ensuring the organisation develops and supports a staff profile that reflects its mission and special character**

ESITO is committed to ensuring that its staff has the relevant skills, knowledge, attitudes and staff development opportunities to achieve its mission, and contribute to its special character. ESITO supports diversity in the workplace through the use of EEO principles and best practice and is a member of the EEO Trust. ESITO provides a learning environment for its own staff by ensuring that they all have the opportunity for personal development. It also provides tertiary students with opportunities to work with ESITO and bring their knowledge and experiences as students into the organisation. All staff members are encouraged to interact with employers and employees across all sectors of the industry.

### **Governance and management structure and principles**

ESITO is an incorporated society. The principal object for which the Society is established is to develop, promote and administer education and training within the Electricity Supply Industry so as to increase the general and specific competencies of employees within the industry.

Membership of the Board consists of 7 elected representatives - 2 each from the generation, network and contracting sectors and 1 representative elected by the utilisation and other sectors of the industry. An additional 3 directors can be appointed by the Board to further represent stakeholder interests, for example Maori, Pacific People, women, and employees.



The Board's key functions are to:

- Set policies for ESITO, taking into account the needs of industry sectors, employers, employees and those persons seeking to be employed in the ESI, and the requirements of the Industry Training Act 1992 and its amendments;
- Oversee preparation and implementation of strategic business plans; establish financial and funding policies; and
- Appoint and monitor the performance of the Chief Executive Officer.

The Board approves ESITO's strategic plan, annual business plan and budget. The Board receives regular reports of progress against the plans. Over the next 2 years, the Board will review all plans to ensure that they are well aligned with the Tertiary Education Strategy and the Statement of Tertiary Education Priorities.

ESITO employs a Chief Executive Officer, 3 senior managers (Sales & Marketing, Industry Standards & Development and Commercial) with a total of 25 full time equivalent staff. The National Office is located in Hamilton, with regional offices in Auckland and Christchurch.