

# Beauty Services Draft Review Plan

*January 2013*

## **Introduction**

The Targeted Review of Qualifications (TRoQ) was introduced by the New Zealand Qualification Authority (NZQA) as a result of a review of the qualifications framework. The aim is to ensure the clarity and relevance of qualifications. The TRoQ covers all qualifications at Levels 1–6 inclusive on the New Zealand Qualifications Framework and these have been clustered into discipline groups.

The review of the beauty services cluster of qualifications will be triggered on 7 April 2013. This document outlines the review plan, based on the NZQA Guidelines for the review of qualifications at levels 1 to 6 on the New Zealand Qualifications Framework. The plan provides all stakeholders with information about the agreed process for this review, roles, responsibilities and timelines.

## **Objective**

The outcome of this review is the establishment of a coherent suite of qualifications for the beauty services sector that meets the needs of learners, employers and industry and provides clear pathways to employment and/or further study. It will include a process for qualification developers to monitor the consistency of delivery of programmes of study that lead to each of the approved qualifications.

## **Principles**

The principles guiding the review are to:

- focus on the best outcomes to meet the current needs of industry/sector/community as well as consideration of future needs
- establish collaborative relationships across the tertiary education sector for the development of beauty services qualifications
- conduct the review in a manner which ensures Māori needs are considered and recognised in the suite of qualifications where appropriate
- use a rigorous process that inspires confidence from the sector and results in consensus being reached
- develop a suite of qualifications that provide for flexibility in delivery and have clear pathways and outcomes

## **Scope**

There are an estimated 2,200 beauty therapists and 1,000 businesses employing staff. There are 72 qualifications (both national and local) in this review and 24 qualification owners. The cluster of qualifications covers beauty services, nail technology, makeup artistry, and special effects.

Refer to the full list of qualifications and current qualification developers in Appendix A.

## **Roles and Responsibilities**

### *Stakeholders*

Stakeholders who are invited to be involved in the review are:

- learners
- graduates
- employers
- industry
- product companies
- qualification developers (mandatory stakeholders)
- tertiary education providers (mandatory stakeholders)
- other education organisations as appropriate
- NZQA

Stakeholders will:

- participate in consultation opportunities and contribute to the needs identification
- inform and support the development of qualifications
- complete the attestation process

Mandatory stakeholders (in addition to above) will:

- consult with their sector to inform the development of the needs analysis, mapping, review plan, membership of Governance Group and working groups, graduate profiles and pathways for proposed new qualifications
- inform their stakeholders on the progress of the review and proposed outcomes
- complete the process for changing the status of current qualifications

### *Governance Group*

The Governance Group provides high-level strategic governance and consists of people who are representative, credible and have the authority to make decisions on behalf of their stakeholders.

The Governance Group will:

- establish the direction and tone of the review
- determine and establish a decision-making process (underpinned by effective consultation with stakeholders) and related timeframes
- confirm the stakeholder profile
- consult with and disseminate information to stakeholders throughout the review process
- establish working groups with a relevant representation of industry and providers
- consider the needs analysis and approve the needs analysis report
- oversee the mapping of the relationships between current roles/skill sets and qualifications within a sector
- ensure that the qualifications proposed are based on learner, employer, industry and community needs and interests

- endorse the submission of the proposed suite of qualifications to NZQA
- consider feedback and suggestions from stakeholder consultations and agree on amendments
- endorse the submission of the fully developed qualifications to NZQA
- approve the final report

### *Working Groups*

Groups representing each area within the review (Beauty Therapy, Nail Technology, Makeup Artistry, Special Effects and any other identified as required) provide technical input into the development of qualifications as guided by the Governance Group.

The working groups are responsible for:

- mapping qualifications against industry needs identified in the needs analysis
- identifying a draft suite of qualifications in their area that provides a defined pathway to further study and/or employment
- developing draft Strategic and Outcome Statements for each qualification
- reporting to the Governance Group
- making amendments as required by the Governance Group

### *HITO Project Team*

Following an email to providers to register support or objection, NZQA appointed HITO to lead the review.

Responsibilities of the lead role are to:

- ensure that the review follows the NZQA guidelines and is completed according to the allocated timeline
- undertake all communications on behalf of the Governance Group
- prepare draft documents for stakeholder consultation, for working groups and Governance Group meetings
- collate stakeholder feedback
- organise stakeholder meetings

Team members include:

- Erica Cumming – Interim Governance Group Chair
- Tania Berryman – National Quality Assurance representative
- Robyn Fitzgerald – NZQA-appointed advisor
- Sara Luey – Quality Assurance Administrator
- Rob McMaster – Web Administrator

## **Approach**

### *1. Phase one – Sector, industry and community workforce needs analysis*

To start the review process, the HITO project team will develop surveys to collect information from industry, employers, community organisations and providers on the knowledge, skills and attributes required of graduates for work in the beauty services sector. The surveys will be initially piloted with a small group of stakeholders from educational and industry

perspectives. Existing research and data will be scanned for workforce requirements and input to the needs analysis.

Usage data from NZQA (national qualifications) and TEC (provider qualifications) will be accessed to assess current demand. Duplication and proliferation of current qualifications listed in the NZQF will be considered in the analysis.

Starting with the list of providers accessed from NZQA, the stakeholder contact list will be built up to include key stakeholder bodies and other interested stakeholders. Initial communication will be by email and all responses logged on the database (Appendix B: Stakeholder list).

All providers and a number of industry people who represent all areas in the review, especially those with a national focus will be invited to a first consultation meeting. The purpose of the meeting is to inform and clarify for participants the background to TRoQ and the intended outcomes of the beauty services review. It is also an opportunity to discuss the formation of appropriate groups to progress the identification of further stakeholders and the needs analysis.

The collection of data will continue beyond this first phase, as members of the Working Groups in particular are expected to contribute further data relating to the sectors they represent.

### *2. Phase two – Establishment of the Governance Group and working groups*

Draft Terms of Reference will be developed for the Governance Group and for a Working Group by the Project Team. These (and nomination forms) will be made available at the initial consultation meeting, by email to all stakeholders and on the specially created website for the review. Stakeholders will be given the opportunity to comment on the draft Terms of Reference which include the process for selection of members.

Following the receipt of nominations, the Governance Group will be formed and the Terms of Reference for both groups formally approved and minuted (Appendix C: Governance Group Terms of Reference; Appendix D: Working Group Terms of Reference).

Working groups will be formed in the following areas:

- Beauty Therapy
- Nail Technology
- Makeup Artistry
- Special Effects

The review plan will be documented, approved by the Governance Group and submitted to NZQA by the end of June 2013.

### *3. Phase three – Mapping and initial development of qualifications*

Following the first meeting of the Governance Group and approval of the Terms of Reference, membership of the working groups will be finalised. Initial meetings will include discussion of data gathered for the needs analysis and identification of gaps in stakeholders

and in data that is available. Groups will produce a framework of qualifications that are needed in their area and a brief description of purpose, content and pathways.

After consideration by the Governance Group and aligning across working groups if required, the combined framework for beauty services will be sent out to all stakeholders by the Project Team for consultation. Feedback will be collected and considered by the working groups. A strategic purpose statement, graduate profile, employment and education pathways will be developed for each proposed qualification in the suite. These will be considered by the Governance Group, amended if required and sent out for full consultation by stakeholders. A further round of consultation may be required if feedback requires a major redevelopment of the suite of qualifications. The Governance Group will report to stakeholders a summary of the feedback and changes that were made as a result.

#### *4. Phase four – Submission of suite of qualifications*

Mandatory stakeholders will be requested to complete and send the stakeholder attestation (Form NZQF2) and the Change of Status of Qualifications (Form NZQF6). All other stakeholders will be encouraged to complete Form NZQF2 to be used as evidence of consultation in the review.

The Governance Group will submit to NZQA the proposed suite of qualifications with full descriptions as required in the Guidelines for Proposal to Develop Qualifications, together with collected stakeholder forms and a report documenting the review process, the needs analysis and summary of data. Proposed qualification developers will be identified if possible.

#### *5. Phase five – Qualification development and approval*

Following approval by NZQA, development of the qualifications within the suite will be completed by the appointed qualification developers, according to the NZQA Guidelines, in consultation with stakeholders listed in the report.

### **Timelines and Deliverables**

- Submission of review plan by *8 June 2013*.
- Industry needs analysis report *July 2013*.
- Proposed suite of qualifications, stakeholder forms and report for NZQA *August 2013*.
- Approval to develop suite of qualifications and allocation of qualification developers by NZQA
- Fully developed qualifications and proposed process for managing consistency of delivery to NZQA – *date negotiated with NZQA following their approval to develop the proposed qualifications*

<b>Activity</b>	<b>Date</b>
Request NZQA and TEC for qualification usage	
Providers contacted	Jan – Feb 2013
Contacts confirmed	Jan – Feb 2013
Website created	Feb 2013
Request for industry names	Feb – Mar 2013
Draft Terms of Reference for Governance Group and Working Groups	Jan - Feb 2013
First consultation meeting	7 April 2013
Review triggered by NZQA	8 April 2013
Nominations for Governance Group and Working Group sent out	7 April 2013
Governance Group formed	May
Draft Working Groups formed	May
Governance Group first meeting	June
Terms of Reference Governance Group and Working Groups approved	June
Working Groups finalised	June
Working Groups meetings	June
Review plan submitted to NZQA	June
Governance Group meeting	July
Needs analysis report	July
Working Groups meetings	July
Framework of qualifications consultation	July
Framework approved by Governance Group	July
Working Groups meetings	July
Qualification details consultation	July
Governance Group meeting to approve suite	August
Report to stakeholders summary feedback	August
Request for signed forms from stakeholders	August
Proposed suite of qualifications and report to NZQA	August
Approval to develop from NZQA	September
Qualification developers identified	September
Qualifications fully developed	September
Qualifications out for consultation	September
Governance Group approval	October
NZQA approval	31 October 2013

**Costs**

Members (or their organisation) of the Governance Group and working groups will pay for their own travel and accommodation if required and for their time preparing for and attending meetings. This is made clear in the Terms of Reference approved by the Governance Group. HITO will cover costs for Wellington meeting venues and catering and for the project team. Qualification developers as approved by NZQA will meet their own costs in developing the NZ qualifications in the approved suite.

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## Risk Management

The table below outlines the risks identified by the Governance Group (GG) and the strategies to be implemented to mitigate each risk.

Risk	Impact	Likelihood	Mitigation
Lack of stakeholder input/engagement	Moderate to high	Low	Approved communication plan – early engagement, clear purpose of review, requirement for input GG and working group members communicate with their respective stakeholders Identify cause, clarify misunderstanding, apply conflict resolution if required
Stakeholder unavailability	Medium	High	Communicate timelines so stakeholders can manage their workload Ensure that information is accessible through various channels, not just meetings Include in the contact database a wide cross-section of industry and employers
GG or working group member unavailable or under-performing	Moderate	Low	Approved Terms of Reference agreed by each member Approved process for replacement of members
Dispute or lack of consensus within GG or working group	Low to moderate	Low	Approved Terms of Reference agreed by each member Approved process for dispute resolution
Insufficient time to complete review	High	High	Timelines agreed by GG Inform stakeholders of tight timelines Ask for timely responses during consultation Keep NZQA informed of progress and of delays.
Confidentiality and privacy issues	High	Low	All interaction with media authorised by the Governance Group Emails sent to stakeholders by blind copy to protect their addresses Able to unsubscribe from Facebook alerts
One sector dominating	Moderate	Low	Clear and balanced governance structure with approved Terms of Reference Clear working group responsibilities with approved Terms of Reference Wide communication with clear outcomes
Suite of qualifications seen as not meeting industry needs	High	Low	Needs analysis available to stakeholders and approved by GG Working groups tasked with mapping qualifications to identified needs Clear feedback process Robust consultation
Funding issues related to suite of	Moderate	Moderate	Concentrate on meeting industry needs as directed by NZQA

qualifications			Collate issues and direct them to NZQA and TEC
Attestation incomplete	Moderate	Low	Inclusive consultation process Clear communication stating requirement GG members follow up stakeholders regarding attestations

### Communication

Integral to the success of the review is the communication plan and relationship managements with all stakeholders. Determining the best form of communication particularly with industry to ensure they are involved from the very start of this project.

Defining the stakeholder profile, developing a contact database and establishing a dedicated website for the links to information and a discussion board for feedback will provide a pathway of communication for this review.

Communications will be sent by email and all documents and notifications will be posted on the website and on Facebook.

Website: <http://beautytroq.com/>

Audiences	Key Messages	How	Frequency
Stakeholders including public	<ul style="list-style-type: none"> <li>General information on the TROQ Beauty Services.</li> <li>Open invitation to provide feedback on any draft documents (Needs Analysis, Qualifications Map, and Qualifications)</li> <li>Minutes from Governance Group meetings*</li> <li>Minutes from Working Group meetings*</li> <li>Central point of contact for project</li> <li>Purpose of Beauty Services TROQ</li> <li>Key milestones</li> </ul>	<ul style="list-style-type: none"> <li>Beauty Services webpage</li> <li>All relevant documents online for easy access</li> <li>Updates to the Facebook page</li> <li>Press release will be drafted and approved by the Governance Group</li> <li>Emails to stakeholders</li> <li>Facebook page alerting people to updates on the webpage</li> </ul>	<ul style="list-style-type: none"> <li>Webpage updated after each event with relevant documentation</li> <li>At consultation phases</li> </ul>
NZQA	<ul style="list-style-type: none"> <li>Review Plan and progress</li> <li>Milestones achieved</li> </ul>	<ul style="list-style-type: none"> <li>Project Manager email on review plan progress including risks</li> </ul>	<ul style="list-style-type: none"> <li>After each milestone</li> <li>As required</li> </ul>
Key stakeholder groups <ul style="list-style-type: none"> <li>Māori</li> <li>Industry</li> <li>Other ITOs</li> </ul>	<ul style="list-style-type: none"> <li>Where to find information on the NZQA Beauty Services Qualifications Review</li> </ul>	<ul style="list-style-type: none"> <li>Website and Facebook pages updated with minutes of all Governance and</li> </ul>	<ul style="list-style-type: none"> <li>Webpage updated after each Working Group, Governance</li> </ul>

<ul style="list-style-type: none"> <li>- Employers</li> <li>- Learners</li> <li>- ITP Ac Managers</li> <li>- Education providers (mandatory)</li> <li>- Working Groups</li> </ul>	<ul style="list-style-type: none"> <li>• Notification of administration team and how to contact them</li> </ul>	<p>Working Group meetings</p> <ul style="list-style-type: none"> <li>• Individual questions answered by email as required</li> <li>• Phone follow-ups</li> </ul>	<p>Group meeting</p> <ul style="list-style-type: none"> <li>• At consultation phases</li> <li>• After each milestone</li> </ul>
<p>Other relevant TROQ groups</p>	<ul style="list-style-type: none"> <li>• Review plan timeframes</li> <li>• Identification of overlapping qualifications</li> </ul>	<ul style="list-style-type: none"> <li>• Project Manager correspond as agreed by GG</li> <li>• Links to other TRoQ websites placed on PA website, include key stakeholders in email list</li> </ul>	<ul style="list-style-type: none"> <li>• As required</li> </ul>

## Appendices

*Note: The following documents are currently in draft and will be available upon approval by Governance Group and confirmation by stakeholders.*

A: Beauty Services Qualifications

B: Stakeholders

C: Governance Group Terms of Reference

D: Working Groups Terms of Reference