

H I T O
S T R A T E G I C
P L A N
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Introduction

The HITO Board has developed the new strategic plan to focus on key areas for development which are described in the five aims:

1. Develop and strengthen quality standards and qualifications to meet business needs.
2. Actively engage employers and employees in training and qualifications.
3. Support and promote the development of a professional industry.
4. Attract and retain highly engaged and diverse members, stakeholders and staff.
5. Have a sustainable financial base, with growing income and robust infrastructure and resources.



HITO Constitution's Objectives

The objectives of HITO are to develop, promote and manage training and education of the industries for the protection and benefit of the New Zealand public and those involved in the industries in accordance with the Industry Training Act 1992, and in particular to:

- Set national skill standards for the industries.
- Develop arrangements for the delivery of training (both on and off-job training) for the industries, including, but not limited to, developing training packages for employers.
- Arrange the monitoring of training for the industries.
- Arrange for the assessment of those participating in training in the industries.

Provide leadership within the Industries on matters relating to skill and training needs by:

- Identifying current and future skill needs.
- Developing strategic training plans to assist the Industries to meet those needs.
- Promoting training that will meet those needs to employers and employees.
- Liaise with the TEC, NZOA, ITO Federation other Training Providers, and ITOs.



STRATEGIC AIM 1

Develop and strengthen quality standards and qualifications to meet business' needs

HITO will achieve the Strategic Aims by focussing on the associated Key Performance Indicators when the Business Plan for the year is developed.

1. Assist with the development of national robust, independently assessed and validated qualifications which fulfil the needs and preferences of our industries.
2. Meet international standards and best practice through a collaborative approach.
3. Facilitate engaged and informed moderation which: identifies gaps and their solutions; ensures a consistent interpretation and assessment of the standards across all training providers and channels.
4. Recognised as a strong leader for standard setting which gives the resultant industry expectation for practice and the expected level of performance for individuals.
5. Able to provide relevant research and application of the future trends and demographics of our sector.

HITO will know it has achieved its Objectives, Strategic Aims and KPIs through the following Critical Success factors:

- Meet apprenticeship targets who graduate in a timely manner and
- the industry demand is high.



Actively engage employers and employees in training and qualifications

HITO will achieve the Strategic Aims by focussing on the associated Key Performance Indicators when the Business Plan for the year is developed.

1. Deliver an increase in the number of TEC resourced trainees in core hairdressing, barbering and beauty apprenticeship programmes, including business management.
2. Achieving of better than agreed EPIs developed with TEC.
3. Be promoting industry based training options and pathways for employers and employees.
4. Develop and have a high level of acceptance and use in the market place for online learning, assessment and achievement recording tools.
5. Develop an international market for these tools.
6. Ensure training is delivered in a manner which reflects the changes in industry needs where different service levels and provision are taken into account.
7. Celebrate achievement of our trainees and trainers including participation on World Skills.

HITO will know it has achieved its Objectives, Strategic Aims and KPIs through the following Critical Success factors:

- Has sought after innovative training tools.



Support and promote the development of a professional industry

HITO will achieve the Strategic Aims by focussing on the associated Key Performance Indicators when the Business Plan for the year is developed.

1. Attract and retain high quality trainees who industry is keen to employ and give positive feedback on the level of skill attainment.
2. Achieve an increased awareness and understanding of HITO's role and the value of a career in hair and beauty - by the industry, general public, potential trainees and customers.
3. Recognised by our actions and results which demonstrate innovation and flexibility to assist our industries attract and retain apprenticeships and trainees as the preferred pathway into the sector.
4. Demonstrate strong alliance and support with the industry through the NZARH and Beauty NZ.
5. Partner with professional organisations which will add value to HITO.
6. Embrace other sectors that are aligned to our industries, work, and values.

HITO will know it has achieved its Objectives, Strategic Aims and KPIs through the following Critical Success factors:

- HITO's industries are growing in the NZ economy with wage rates and business revenues increasing.



Attract and retain highly engaged and diverse members, stakeholders and staff

HITO will achieve the Strategic Aims by focussing on the associated Key Performance Indicators when the Business Plan for the year is developed.

1. Be respected by and highly engaged with key Government agencies, Ministers and stakeholders, where HITO's views and initiatives are supported.
2. Have highly engaged industries with a growing employer membership, proactive two way communication and a sense of empowerment.
3. Have a culture that celebrates and rewards success and achievement of HITO and its team.
4. Ensure staff are engaged, appropriately resourced, rewarded and supported,
5. Have a strong leadership team where their aspirations are recognised and, where appropriate, supported.
6. Be aware of the need for succession planning.
7. Strong governance, with Directorships being sought after by leaders in the industry.

HITO will know it has achieved its Objectives, Strategic Aims and KPIs through the following Critical Success factors:

- Top achiever of TEC's Educational Performance Indicators.



Have a sustainable financial base, with growing income and robust infrastructure and resources

HITO will achieve the Strategic Aims by focussing on the associated Key Performance Indicators when the Business Plan for the year is developed.

1. Be recognised and funded by TEC as an independent ITO that is highly regarded for its quality of work and achievements.
2. Have the right infrastructure and tools in place, with strong stewardship of HITO assets and legacy.
3. Be less reliant on government funding, with a strong balance sheet, solid investment plan and strategy and increased industry contributions above and beyond that required by Government.
4. Have partnered with commercial organisations to deliver enhanced services and offerings.
5. Have secured ongoing recognition as a standalone ITO, where businesses are well served by an agile, responsive, low cost organisation investing for and to the benefit of the industries we represent.

HITO will know it has achieved its Objectives, Strategic Aims and KPIs through the following Critical Success factors:

- Long term financial sustainability achieved.
- Audit reports not qualified.
- Resources used to grow the organisation.

Notes

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