

# ACTION

## Putting this into action for the Security industry

Transformational change in the Service sector workforce will take time, but to achieve that change, we need to start taking action now. The following plan outlines key areas of focus, medium-term actions, and short-term initiatives. These initiatives and actions can be viewed as individual threads that weave together to achieve workforce transformation.

	Māori succeeding as Māori	Attracting and retaining the future workforce
<b>Actions</b> Where we would like to be	<ul style="list-style-type: none"> <li>▲ Māori businesses and workforces have opportunities to connect.</li> <li>▲ The Service sector and vocational education system understand and act on Māori views of success.</li> <li>▲ The vocational education system is shaped by a Mātauranga Māori perspective.</li> </ul>	<ul style="list-style-type: none"> <li>▲ Improve the availability and use of high-quality information about the Service sector</li> <li>▲ Enhance participation of Māori, Pacific people, Tāngata Whaikaha, and other groups.</li> <li>▲ Increase the visibility and promotion of the industry to a wide range of potential ākongā and kaimahi.</li> <li>▲ Ensure organisations involved in workforce development work collaboratively with well-understood roles.</li> </ul>
<b>Initiatives</b> What we can do to get there  <b>Service sector initiatives</b>	<ul style="list-style-type: none"> <li>▲ Establish and grow the Māori Service Sector Forum (joint Ringa Hora and industry effort).</li> <li>▲ Foster Ohu Ahumahi collaboration (Rōpū Kaitakawaenga) to build relationships with iwi and hapū, aiming to better understand Māori aspirations (Ringa Hora).</li> <li>▲ Engage Te Kāhui Mātauranga Māori to provide a Mātauranga Māori perspective in Ringa Hora product design and quality assurance approaches (joint Ringa Hora and industry effort).</li> </ul>	<ul style="list-style-type: none"> <li>▲ Undertake the Future Workforce project to understand work, skills, and training needs in New Zealand for 2040 (Ringa Hora).</li> <li>▲ Amplify initiatives aimed at increasing participation of specific groups, such as Pasifika Navigators of Tomorrow or Jobs for Mums (Industry).</li> <li>▲ Promote the upskilling of customer service skills.</li> <li>▲ Promote the use of Te Mata Raraunga, a collection of vocational education and workforce data. (Ringa Hora).</li> </ul>
<b>Security</b> Specific initiatives	<p>1. Explore the value of connecting with community, whānau, and iwi to support the training and success of kaimahi in the Security sector (joint Ringa Hora and industry effort).</p>	<p>2. The NZSA Special Interest Group and Ringa Hora will work together to further define and address the issue of substandard sub-contractor assessment practices impacting the sector, which results in poorly trained and inducted kaimahi. This will address both Certificate of Approval (CoA) assessment processes and potentially other key skills assessments (joint Ringa Hora and industry effort).</p> <p>3. Raise the profile and perceptions of the sector to assist with engaging rangatahi and attracting new kaimahi. Possible initiatives might include:</p> <ul style="list-style-type: none"> <li>• Identifying and promoting role models within the sector.</li> <li>• Highlighting opportunities for all learners, including specific roles for Tāngata Whaikaha, and celebrating these roles.</li> <li>• Enhancing engagement with schools, such as inviting schools to key industry meetings and events to learn about the sector (industry effort).</li> </ul>

Developing broad skills for the future	Creating mana-uplifting jobs and opportunities
<ul style="list-style-type: none"> <li>▲ Vocational education and training is flexible and adaptable to industry needs.</li> <li>▲ Workforces and businesses are well prepared to adapt and innovate.</li> <li>▲ Investment decisions are transparent and based on high-quality advice.</li> </ul>	<ul style="list-style-type: none"> <li>▲ Workplaces are accessible and attractive to the current and future workforce.</li> <li>▲ The workforce is recognised, valued, and safe.</li> <li>▲ The range of roles is articulated and available.</li> <li>▲ Learning and skills development supports upward and lateral progression.</li> </ul>
<ul style="list-style-type: none"> <li>▲ Create a short, stackable credentials through the Waihangatia te Āmua Ao   Shaping the Future of Service Skills project. (Ringa Hora)</li> <li>▲ Amplify initiatives that support learning broad skills for the Service sector, such as MBIE’s Digital Boost initiative (joint Ringa Hora and industry effort).</li> </ul>	<ul style="list-style-type: none"> <li>▲ Develop an ‘employer hub’ that shares resources, information, and case studies of Service sector excellence, targeted at SMEs (Ringa Hora).</li> <li>▲ Amplify approaches that improve diversity, equity, and inclusion, such as Diversity Works, Living Wage, and Rainbow Tick (industry effort).</li> </ul>
<p>4. Ringa Hora will explore with industry a Mātauranga Māori approach to inform strategies for de-escalating potential conflict situations (joint Ringa Hora and industry effort).</p> <p>5. PSPLA (Private Security Personnel Licensing Authority) to collaborate with Ringa Hora, NZSA, and security training providers on solutions to support Certificate of Approval refresher training (joint Ringa Hora and providers effort).</p> <p>6. Industry, in conjunction with Ringa Hora, to further explore support for industry-specific Language, Literacy, and Numeracy initiatives (joint Ringa Hora and industry effort).</p>	<p>7. Identify entry pathways and career opportunities for Māori to progress in the Security sector (joint Ringa Hora and industry effort)</p>

# PROGRESS

To support progress with these actions, we have reviewed the achievements of the past 12 months and outlined future deliverables.

## Security Workforce Action Plan

## What has been delivered in the last 12 months

Explore the value of connecting with community, whānau, and iwi to support the training and success of kaimahi in Security (joint Ringa Hora and industry effort).

In February 2023, Ringa Hora collaborated with the industry to re-launch a marketing project called Service100. The objectives of the project are to:

- Highlight the industry’s future through storytelling
- Increase brand awareness to showcase what Ringa Hora offers to the industry
- Enhance engagement to channel sector voices into the vocational education system

The NZSA Special Interest Group and Ringa Hora will collaborate to further define and address issues related to sub-standard sub-contractor assessment practices that impact the sector by creating poorly trained or inducted kaimahi. This will involve examining both the Certificate of Approval (CoA) assessment processes and assessments for other key skills.

Ringa Hora and the identified working group—including NZSA members, employees, employers, and training providers—have been collaborating on the review of three unit standards in the Security Staff Services domain. These unit standards are proposed to expire in December 2026.

Ringa Hora and the identified working group—including NZSA members, employees, employers, and training providers—have been collaborating on the review of three unit standards in the Security Staff Services domain. These unit standards are proposed to expire in December 2026. A review panel has developed new skill standards to align with the Certificate of Approval, ensuring that the skills, knowledge, and capabilities reflected in the current unit standards are translated and developed into these new standards, confirming their relevance and usefulness to the sector.

Once approved, these skill standards will be listed on the NZQA Directory of Assessment and Skill Standards (DASS) and will form part of The New Zealand Certificate in Security (Foundation) (Level 3).

If you would like to contact Ringa Hora regarding the vabove project, or if you would like to be included in our email network for security standards development and reviews, please email [qualifications@ringahora.nz](mailto:qualifications@ringahora.nz).

Raising the profile and perceptions of the sector to assist with engaging rangatahi and attracting new kaimahi. Possible initiatives might include:

- ▲ Finding and promoting role models within the sector.
- ▲ Highlighting opportunities for all learners, including specific roles for Tāngata Whaikaha, to be promoted and celebrated.
- ▲ Improving engagement with schools, such as by inviting them to key industry meetings and events to learn about the sector.

Industry and Ringa Hora continue to support gateway programmes for 17+ year olds and career fairs that promote pathways into Security. This includes the Job Explore event in February 2024, which will be held across the motu, including Whangarei and Kaitaia.

Ringa Hora has also sponsored the 'Outstanding Security Training Initiative of the Year' at the NZSA Awards Ceremony to support training initiatives within the industry.

Additionally, Ringa Hora has supported updates to the Tertiary Education Commission (TEC) Tahatū interactive careers website, which includes information on security occupations. This website aims to provide a personalised experience to help individuals explore potential career paths and understand how to achieve their career goals. Tahatū was released as a pilot to a select group of secondary schools on 2 April 2024. For more details, visit the [Tahatū](#) pilot page.

## What will be delivered in the next 18 months

## Who is responsible?

Ringa Hora have published good stories and good practice in social media and will continue to highlight pathways into the industry and for existing kaimahi to grow within the industry.

Joint Ringa Hora and Industry

Ringa Hora and the identified working group, which includes NZSA members, employees, employers, and training providers, will continue their collaboration on unit standards. The review of these standards is scheduled for July and may address some of the issues outlined in this action plan. However, any necessary legislative amendments could affect the timeline.

Additionally, the upcoming CMR review may further support this work. During this review, Ringa Hora will evaluate whether to incorporate a course requirement or an alternative, such as a formalised credential requirement. Stakeholders will be invited to provide feedback once the review is underway.

In the meantime, organisations must ensure that staff are adequately trained in managing conflict situations and that their training remains current.

Joint industry and Ringa Hora

Joint Industry and Ringa Hora initiatives include the Tahatū pilot, which has commenced with 10 schools and will expand over the coming months. Tahatū aims to assist all New Zealanders in making informed career decisions. It is designed to help those who know their career path and offer guidance to those who need inspiration.

Tahatū connects NCEA school subjects, qualifications, and careers, and provides insights into common pathways others have taken to reach their career goals. For the first time, this comprehensive information is available in one place.

Joint industry and Ringa Hora

<p>Ringa Hora will collaborate with the industry to explore a mātauranga Māori approach for informing strategies to de-escalate potential conflict situations.</p>	<p>Ringa Hora and the industry continue to discuss cultural awareness and are considering the development of a micro-credential to address this gap and support diverse needs for de-escalation and conflict resolution.</p>
<p>Ringa Hora will collaborate with the industry to explore a mātauranga Māori approach for informing strategies to de-escalate potential conflict situations.</p>	<p>There have been ongoing discussions between Ringa Hora, NZSA, and training providers regarding potential changes to the Unit Standards for the Certificate of Approval (CoA). As a result, new skill standards have been developed through collaboration and feedback from the industry. These draft standards are currently under evaluation by NZQA. Once approved, regulations will be updated to include the new skill standards, which will replace the existing unit standards after 31 December 2026. At this stage, no micro-credential is being explored due to limited funding options.</p>
<p>The industry, in collaboration with Ringa Hora, will further explore support for industry-specific Language, Literacy, and Numeracy (LLN) initiatives.</p>	<p>Funding opportunities for literacy and numeracy programmes are currently limiting the industry's ability to upskill staff in these areas. Ringa Hora has advised TEC to increase funding for qualifications that enhance literacy and numeracy within the Security sector.</p>
<p>Identify entry pathways and career opportunities for Māori to advance within the Security sector.</p>	<p>NZSA and the careers site have produced a research piece detailing career pathways within the Security sector. The Māori warden space presents an opportunity to enhance accessibility and support Māori in their career progression and development.</p> <p>Additionally, the TEC Tahatū interactive careers website aims to assist individuals in exploring various career options and understanding how to achieve their goals. Tahatū was released as a pilot to a select group of secondary schools on 2 April 2024. For more details, visit the <a href="#">Tahatū</a> pilot page.</p>

	<p>Joint Ringa Hora and Industry</p>
<p>The CMR is currently being revised. The newly developed skill standards are designed to be more robust, enhancing the delivery of training. These standards have received endorsement from industry stakeholders, including providers, NZSA, and PSPLA.</p>	<p>Joint Ringa Hora and Industry</p>
<p>Ringa Hora will continue to advise TEC on increasing funding for qualifications that support literacy and numeracy in the Security sector.</p>	<p>Joint Ringa Hora and providers</p>
<p>The Tahatū pilot has commenced with 10 schools, and participation will gradually increase over the coming months. Tahatū is designed to assist all New Zealanders in making informed decisions about their career paths. It offers tools for those who are certain of their career goals as well as for those seeking inspiration.</p> <p>Tahatū connects NCEA school subjects, qualifications, and careers, and presents the most common pathways others have taken to achieve their career objectives. For the first time, this comprehensive information is consolidated in one place.</p>	<p>Joint Ringa Hora and Industry</p>