



THE POWER OF PEOPLE

IN CONTACT CENTRES

ACTION

Putting this into action for the Contact Centre services

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

	Māori succeeding as Māori	Attracting and retaining the future workforce
Actions Where we would like to be	▲ Māori business and workforces have opportunities to connect. ▲ The Service sector and vocational education system understands and acts on Māori views of success. ▲ The vocational education system is shaped by a Mātauranga Māori lens.	▲ Improve the availability and use of high-quality information about the Service sector ▲ Increase participation of Māori, Pacific People, Tāngata Whaikaha, and other groups. ▲ Ensure the industry is visible and promoted to a wide range of potential ākonga and kaimahi. Organisations with a role in workforce development work collaboratively and have well understood roles.
Initiatives What we can do to get there Service sector initiatives	▲ Establish and grow the Māori Service Sector Forum. (Joint Ringa Hora and industry) ▲ Ohu Ahumahi collaboration (Rōpū Kaitakawaenga) to build relationships with iwi and hapū to better understand Māori aspirations. (Ringa Hora) ▲ Utilise Te Kāhui Mātauranga Māori to a Mātauranga Māori lens to Ringa Hora product design and quality assurance approaches. (Joint Ringa Hora and industry)	▲ Undertake the Future Workforce project that aims to understand work, skills and training in New Zealand in 2040. (Ringa Hora) ▲ Amplify work that aims to grow participation of particular groups such as Pasifika Navigators of Tomorrow or Jobs for Mums. (Industry) ▲ Promote the use of Te Mata Raraunga, a collection of vocational education and workforce data. (Ringa Hora)
Contact Centre Specific initiatives	1. Industry and WDC's to showcase successful Māori businesses and role models in the industry to further attract Māori to the industry. (Joint Ringa Hora and Industry) 2. Businesses to improve access to Te Ao Māori training (Industry)	3. Create targeted events, information, and services to increase exposure for different people and places, such as careers expo's and events (Industry) 4. Develop content about a range of jobs for the TEC Careers Services to use in its products such as the current careers.govt.nz website and the planned successor, Tahatū (Industry) 5. Encourage employers in the Inspiring the Futures programme with local schools (Industry) 6. Promote Contact Centre awards as an opportunity to recognise innovative work being done in the sector. (Industry)

Developing broad skills for the future	Creating mana-uplifting jobs and opportunities
▲ Vocational education and training is flexible and adaptable to industry needs. ▲ Workforces and businesses are well prepared to adapt and innovate. ▲ Investment decisions are transparent and based on high quality advice.	▲ Workplaces are accessible and attractive to the current and future workforce. ▲ The workforce is recognised, valued, and safe. ▲ The range of roles is articulated and available. ▲ Learning and skills development supports upwards and lateral progression.
▲ Create a package of short, sharp, stackable credentials through Waihangatia te Āmua Ao Shaping the Future of Service Skills project. (Ringa Hora) ▲ Amplify work that supports people to learn about broad skills for the Service sector, such as MBIE's Digital Boost initiative. (Joint Ringa Hora and industry)	▲ Develop an 'employer hub' that shares resources, information, and case studies of Service sector excellence – Targeted at SMEs. (Ringa Hora) ▲ Amplify approaches that improve diversity, equity and inclusion, such as Diversity Works, Living Wage, and Rainbow Tick. (Industry)
7. Collaborative work between industry, government agencies, and Ringa Hora to a. improve the transparency about vocational education and training funding a. ensure high quality information is available to inform Government policy and investment decisions. (Joint RInga Hora and Industry) 8. Increase provision of digital literacy training for workforce (Joint Ringa Hora and industry) 9. Businesses work to gain recognition of quality in-house training specific to the needs of the business. (Industry).	10. Businesses work to ensure they employ good leaders in the sector, encourage professional development and career progression, and provide pastoral care. (Industry). 11. Improve transparency of pathways by mapping job roles to education and other relevant requirements (Joint Ringa Hora and Industry).

PROGRESS

To support progress with these actions, we have monitored what has been achieved in the last 12 months and what more will be delivered in the future.

Contact Centres Workforce Action Plan	Industry Goals	What has been delivered in 2025	More information
Māori succeeding as Māori	Industry and WDC's to showcase successful Māori businesses and role models in the industry to further attract Māori to the sector	The contact centre industry in Aotearoa is increasingly recognising and showcasing Māori leadership and success to attract more Māori into the sector. Ringa Hora has profiled the contact centre sector in our Hidden Gems project, which highlights lesser-known but high-potential industries, particularly through interviews with Josephes Sipaia from Te Taiwhenua o Heretaunga and Cassey Cooper from BNZ, both of whom are Māori professionals thriving in contact centre roles. Their stories provide visible role models and affirm the sector's value and opportunities for Māori. While specific Māori-owned contact centre businesses are not widely profiled, broader industry efforts—such as those led by the Financial Services Council (FSC)—are helping build cultural competency and inclusive pathways. For example, FSC's 2024 webinar on Māori engagement featured leaders like Sam Kellar (Whai Rawa) and Precious Clark (Maurea), who are driving Māori-led financial education and strategy. These initiatives are helping to reshape perceptions of the contact centre industry and encourage Māori participation by showcasing success, cultural alignment, and career potential.	Hidden gems - Ringa Hora If this is something you are interested in exploring further, please contact the new Services Industry Skills Board.
	Businesses to improve access to Te Ao Māori training	Businesses across Aotearoa are continuing their Te Reo Māori journey, with many implementing Kaupapa Māori practices that extend into contact centre operations. This reflects a growing recognition of the need for culturally responsive approaches that honour Te Ao Māori values in everyday business interactions. However, several barriers remain. Many providers and businesses lack the internal capability or confidence to deliver Māori content authentically. There is also no consistent framework across the sector for integrating Kaupapa Māori practices into training or operations, and smaller businesses often face resource constraints that limit their ability to prioritise cultural training without dedicated support.	
Attracting and retaining the future workforce	Create targeted events, information, and services to increase exposure for different people and places, such as careers expo's/ events	There are several initiatives and events aimed at increasing exposure to the contact centre industry in Aotearoa, helping attract people from diverse backgrounds and regions: Contact Centre Network New Zealand (CCNNZ) hosts regular webinars and in-person events focused on industry trends, technology, and workforce development. Recent topics include AI in contact centres, omnichannel strategies, and workforce management. CCNNZ National Awards and Future Contact Centre Summit are key annual events that celebrate excellence and innovation, providing visibility into career pathways and sector opportunities Tahatū Career Navigator by the Tertiary Education Commission (TEC) is a new careers planning website designed to connect school subjects, qualifications, and career pathways. It profiles over 800 career ideas and is especially focused on improving access for Māori, Pacific peoples, disabled people, and women	Please contact the individual organisations for more informaiton about their programmes.

Attracting and retaining the future workforce	Develop content about a range of jobs for the TEC Careers Services to use in its products such as the current careers.govt.nz website and the planned successor, Tahatū
	Employers participate in the Inspiring the Futures programme with local schools
	Promote Contact Centre awards as an opportunity to recognise innovative work being done in the sector.
Developing broad skills for the future	Collaborative work between industry, providers, government agencies, and Ringa Hora to 1. improve the transparency about vocational education and training funding b. ensure high quality information is available to inform Government policy and investment decisions. c. Increase provision of digital literacy training for workforce
	Increase provision of digital literacy training for workforce
	Businesses work to gain recognition of quality in-house training specific to the needs of the business.

Tahatū Career Navigator by the Tertiary Education Commission (TEC) is a new careers planning website designed to connect school subjects, qualifications, and career pathways. It profiles over 800 career ideas and is especially focused on improving access for Māori, Pacific peoples, disabled people, and women. The tool is designed to improve access to quality careers information, particularly for Māori, Pacific peoples, disabled people, and women—groups traditionally disadvantaged in the workforce. This is not solely contact centre focussed but does include opportunities for those within the sector and their career pathways. Following a successful pilot with 62 secondary schools and kura kaupapa Māori in 2024, the platform was officially rolled out to all secondary schools and kura in March 2025, supported by onboarding sessions and resources for educators. It will soon be available to all New Zealanders, replacing the careers.govt.nz website late in 2025.	Tahatū Career Navigator Tertiary Education Commission
The Inspiring the Future programme, led by the Tertiary Education Commission (TEC), continues to grow in 2025 as a key initiative to broaden career awareness and aspirations among young people across Aotearoa. It connects students with volunteer role models from various industries, helping challenge stereotypes and showcase diverse career pathways. The programme presents a valuable opportunity for the contact centre sector to increase visibility and attract new talent, especially from underrepresented communities. Contact centre roles offer accessible entry points into the workforce, with pathways into customer experience, digital services, and leadership.	Inspiring the Future Tertiary Education Commission
CCNNZ National Awards and Future Contact Centre Summit are key annual events that celebrate excellence and innovation, providing visibility into career pathways and sector opportunities. CCNNZ continue to actively promote their annual contact centre awards through newsletters and social media. There are Seven categories that recognises and celebrates excellence.	Please contact the individual organisations for more information about these events.
Ringa Hora has collaboratively worked with industry and providers across a range of work to gather data, insights, industry skills needs, and provider feedback to shape and inform investment funding advice for qualifications to the Tertiary Education Commission. This also includes advise on how this training can be made more accessible to learners, whether by online delivery, flexible hours or more language options. The next round of advice is due November 2025 for the funding year 2027.	Ringa Hora 2025 Investment Advice - Ringa Hora
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Whilst most industry training remains internally led by each organisation's Learning & Development (L&D) teams, tailored to each specific business's needs, there has been no progress in 2025 towards recognising these formally. Initiatives like Learning Planet's training modules have been explored for credentialisation in collaboration with Ringa Hora, but no formal NZQA recognition has been granted yet. Similarly, the NZQA/MSD contact centre learner programme is under review but will not be credentialised; CCNNZ has endorsed it as an internal qualification.	Please contact CCNNZ and Learning Planet if you would like to know more about these projects.

Creating mana-uplifting jobs and opportunities	Improve transparency of pathways by mapping job roles to education and other relevant requirements
	Increase mentoring opportunities, especially for priority groups. Ensure that mentoring opportunities are culturally appropriate.
	Identify and investigate cross sector industry pathways from contact centres (such as banking, aviation and airports, accommodation)

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Within the contact centre industry there is limited visibility of formal mentoring programmes tailored to priority groups. Vocational education sector reforms and recent structural changes have made it harder to track and coordinate mentoring initiatives, especially those embedded within workplace training. Organisations may lack the resources or cultural capability to design and sustain mentoring programmes that are inclusive and effective for Māori, Pacific peoples, and Tangata Whaikaha. This presents a clear opportunity for peak bodies like CCNNZ and large employers to lead the development of culturally appropriate mentoring pathways aligned with workforce development goals.	If this is something you are interested in exploring further, please contact the new Services Industry Skills Board.
Contact centre roles in Aotearoa offer strong cross-sector career pathways into industries like banking, aviation, and accommodation. These entry-level positions build transferable skills in communication, digital systems, and customer service, which can lead to progression within organisations or transitions into other sectors. For example, contact centre staff in banks often move into financial services roles and may pursue the NZ Certificate in Financial Services (Level 5), eventually becoming financial advisers or joining financial advisory providers. To support career planning and advancement, resources like the Tahatū Career Navigator help individuals explore qualifications and job opportunities across industries. Other tools, such as the NZ Certificate in Contact Centres (Level 3) and sector insights from ServiceIQ, provide formal recognition and guidance for those looking to grow within or beyond the contact centre industry.	If this is something you are interested in exploring further, please contact the new Services Industry Skills Board.





RINGA HORA
Services
Workforce Development Council

