



THE POWER OF PEOPLE

IN SECURITY

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
Actions Where we would like to be	▲ Māori businesses and workforces have opportunities to connect. ▲ The Service sector and vocational education system understand and act on Māori views of success. ▲ The vocational education system is shaped by a Mātauranga Māori perspective.	▲ Improve the availability and use of high-quality information about the Service sector ▲ Enhance participation of Māori, Pacific people, Tāngata Whaikaha, and other groups. ▲ Increase the visibility and promotion of the industry to a wide range of potential ākonga and kaimahi. ▲ Ensure organisations involved in workforce development work collaboratively with 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 effort). ▲ Foster Ohu Ahumahi collaboration (Rōpū Kaitakawaenga) to build relationships with iwi and hapū, aiming to better understand Māori aspirations (Ringa Hora). ▲ 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).	▲ Undertake the Future Workforce project to understand work, skills, and training needs in New Zealand for 2040 (Ringa Hora). ▲ Amplify initiatives aimed at increasing participation of specific groups, such as Pasifika Navigators of Tomorrow or Jobs for Mums (Industry). ▲ Promote the upskilling of customer service skills. ▲ Promote the use of Te Mata Raraunga, a collection of vocational education and workforce data. (Ringa Hora).
Security Specific initiatives	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).	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). 3. Raise the profile and perceptions of the sector to assist with engaging rangatahi and attracting new kaimahi. Possible initiatives might include: • Identifying and promoting role models within the sector. • Highlighting opportunities for all learners, including specific roles for Tāngata Whaikaha, and celebrating these roles. • Enhancing engagement with schools, such as inviting schools to key industry meetings and events to learn about the sector (industry effort).

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 upward and lateral progression.
▲ Create a short, stackable credentials through the Waihangatia te Āmua Ao Shaping the Future of Service Skills project. (Ringa Hora) ▲ Amplify initiatives that support learning broad skills for the Service sector, such as MBIE’s Digital Boost initiative (joint Ringa Hora and industry effort).	▲ 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 effort).
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). 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). 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).	7. Identify entry pathways and career opportunities for Māori to progress in the Security sector (joint Ringa Hora and industry effort)

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	Industry Goals
Māori succeeding as Māori	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).
Attracting and retaining the future workforce	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.
	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.
	Ringa Hora to explore with industry a mātauranga Māori approach to inform strategies to deescalate potential conflict situations (Joint Ringa Hora and Industry)

What has been delivered in 2025	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.	<u>Hidden gems - Ringa Hora</u>
Ringa Hora has completed a detailed review of security training and assessment practices, with a particular focus on the Certificate of Approval (CoA) unit standards, which are critical for entry into the industry and form part of the New Zealand Certificate in Security (Foundation) (Level 3). This work involved engaging with 16 training providers, supporting improvements in assessment quality. Ringa Hora also contributed to the development of CoA skill standards and participated in regular hui with the NZSA Special Interest Group (SIG) to align efforts and gather sector insights. In collaboration with NZSA SIG, Ringa Hora is helping standardise CoA assessment materials and introducing an annual Self-Audit for Corporate and Accredited Corporate Members to promote compliance and better business practices. They are also supporting probationary applicants referred by the PSPLA to meet licensing conditions and raise professional standards. These initiatives aim to improve the quality of kaimahi entering the security sector, address gaps in subcontractor assessment practices, and shape future qualifications through ongoing work with Workforce Development Councils, including Waihanga Ara Rau.	<u>Quality Assurance Findings Security - Ringa Hora</u>
Ringa Hora's 2024 Security Industry Action Plan emphasizes the importance of showcasing the diversity and professionalism within the sector. It highlights the potential for security roles to be a first job or a career change, with transferable skills and specializations such as event security, cybersecurity, and risk assessment. The industry is also encouraged to identify and promote role models—especially those from underrepresented communities—to inspire rangatahi and demonstrate the breadth of opportunities available. While not yet widespread, there is growing recognition of the need for stronger engagement with schools. This includes: inviting school groups to industry events to learn about the sector firsthand, creating partnerships with educators to integrate security career awareness into school programs, and developing outreach materials that reflect the values of Te Ao Māori and resonate with young people.	<u>Security Industry Action Plan 2024 - Home - Ringa Hora</u>
Industry have highlighted the need for culturally sensitive training specifically designed for security personnel working in marae environments. The proposed training aims to equip kaimahi with the skills and understanding necessary to engage respectfully within these spaces, incorporating tikanga Māori and values such as manaakitanga, whanaungatanga, and kaitiakitanga. It also seeks to embed de-escalation strategies grounded in Māori worldviews, ensuring that security practices are not only effective but culturally appropriate. Looking ahead, potential actions include co-designing short, non-credentialised training modules in partnership with marae and Māori organisations, showcasing Māori role models in the security sector who embody culturally grounded practice, and developing practical resources to help businesses support kaimahi working in Māori environments. These efforts represent a meaningful step toward more inclusive and culturally responsive training across the security industry.	If this is something you are interested in exploring further, please contact the new Services Industry Skills Board.

Developing broad skills for the future	Ringa Hora will collaborate with the industry to explore a mātauranga Māori approach for informing strategies to de-escalate potential conflict situations.
	Ringa Hora will collaborate with the industry to explore a mātauranga Māori approach for informing strategies to de-escalate potential conflict situations.
	The industry, in collaboration with Ringa Hora, will further explore support for industry-specific Language, Literacy, and Numeracy (LLN) initiatives.
Creating mana-uplifting jobs and opportunities	Identify entry pathways and career opportunities for Māori to advance within the Security sector.

The PSPLA, in collaboration with Ringa Hora, NZSA, and security training providers, is exploring options for refresher training linked to the Certificate of Approval (CoA). This initiative responds to industry demand for ongoing professional development that keeps kaimahi current with best practices, addresses inconsistencies in assessment and induction standards, and supports workforce capability without introducing unnecessary regulatory complexity. It forms part of a broader sector-wide effort to enhance training quality and assessment consistency. At the same time, the New Zealand Security Association (NZSA) is developing a National Industry Qualification for Advanced Security Officers. This new, non-NZQA credentialised pathway is designed to equip experienced personnel with advanced skills—such as de-escalation and physical detention techniques—tailored for high-risk or complex environments. By avoiding the constraints of formal NZQA processes, the qualification allows for greater flexibility, faster responsiveness to emerging needs, and a strong focus on practical, job-ready capabilities.	<u>Training – NZ Security Association</u>
Ringa Hora actively supports the development of provider-led micro-credentials which are grounded in clear industry demand, align with regional workforce priorities, and offer targeted, flexible opportunities to upskill or reskill kaimahi. This approach enables more agile and responsive training solutions that can adapt quickly to the evolving needs of dynamic sectors like security. To assist providers, Ringa Hora offers a dedicated micro-credential registration support page, a streamlined application process with a 20-working-day review timeframe, and a letter of support for successful applications. This letter is submitted alongside the provider’s formal application to NZQA, helping ensure quality and alignment with sector needs.	<u>Micro-credential listing, approval, and accreditation - NZQA</u>
As outlined in the 2024 Security Workforce Development Action Plan, Ringa Hora and industry stakeholders have committed to exploring targeted literacy, language, and numeracy (LLN) support tailored to the specific needs of the security sector. This includes identifying gaps in foundational skills that affect job performance, safety, and career progression, and advocating for flexible, industry-aligned solutions that can be integrated into existing training and induction pathways. While this work is still in its exploratory phase, it reflects a shared understanding across the sector that LLN challenges are a significant barrier to workforce development and retention. The initiative signals a proactive approach to ensuring that kaimahi are equipped not only with technical skills but also with the foundational competencies needed to thrive in their roles.	<u>Security Industry Action Plan 2024 - Ringa Hora</u>
Several training providers across Aotearoa, working alongside Ringa Hora and industry stakeholders, are actively supporting Recognition of Current Competency (RCC) processes to formally acknowledge the skills of experienced security kaimahi. This ensures that those with substantial on-the-job experience—particularly those who have worked in the industry for two or more years—can have their competencies recognised without repeating training they’ve already mastered. Skills Active offers a structured RCC pathway aligned with NZQA unit standards to support this process. Additionally, the Recognition New Zealand platform, EarnLearn, is being used to streamline RCC across sectors, including security. This digital platform provides a centralised pathway for learners to track progress, submit evidence online, and enables assessors to efficiently manage and verify competency. Together, these efforts are helping to build a more inclusive and responsive training system that values existing expertise while maintaining high standards.	<u>Recognition New Zealand - EarnLearn</u>



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