

Mission

“Building seafood businesses by growing the capability of people in the seafood industry”

The Seafood Industry Training Organisation contributes to the sustainability, profitability, health and safety of the seafood industry by:

- Building the capability of people to do the job now and in the future;
- Enhancing people’s individual capabilities through access to flexible learning pathways.

Special Character

The Seafood Industry Training Organisation (SITO) is gazetted as the industry training organisation (ITO) for the seafood industry.

SITO’s special character as an ITO is linked to the economic, social and cultural factors that affect the industry. These factors determine the operation, structure and philosophical approach of the ITO.

- Although some sectors of the industry are concentrated regionally, the industry exists nationally and the ITO operates as a single national organisation.
- Industry activities cover the full range of seafood harvesting and processing, marine, freshwater and land-based seafood farming and enhancement and seafood wholesaling, retailing and marketing.
- Maori are major stakeholders in the industry, with a direct interest in and ownership of commercial fishing activity, including substantial iwi-owned interests based in customary rights. Maori also have customary fishing rights described in fisheries legislation, which constitute a significant component of the industry.
- There are a few large vertically integrated companies and many small to medium sized enterprises, including owner-operated fishing vessels, retail outlets and other seafood businesses. The largest concentration of employment is in the seafood processing area.
- Around 90% of seafood product is exported. So the industry is directly affected by international events and trends and competes as a small producer (approximately 1% of total seafood production) in the global seafood market.
- The seafood industry operates in a rapidly changing environment, driven by technological innovation, international market trends and changing domestic regulation.

Under the Industry Training Act the Seafood ITO has a statutory function to:

- Develop skill standards and qualifications for the seafood industry and register these on the National Qualifications Framework (NQF);

- Facilitate and manage training arrangements so that seafood industry members can attain the skill standards and qualifications;
- Provide leadership within the seafood industry on skill and training matters.

By operating as an integral part of the industry the Seafood ITO is able to respond flexibly and quickly to changing international and domestic factors that impact on the industry in terms of skill and training requirements. In particular SITO has a role in:

- Enhancing economic, environmental and social sustainability within the operating environment of the industry;
- Supporting improvement in product quality, as the driving force of the industry;
- Building capacity in the workforce to meet new challenges and do business in new ways;
- Working with regulatory authorities to design fit-for-purpose qualifications and training pathways that are consistent with industry self-regulation.

Contribution to New Zealand's identity and economic, social and cultural development

The seafood industry is New Zealand's fourth highest export earner and is a vital economic component of regional New Zealand. Prior to the establishment of the ITO there was little or no formal training infrastructure nor recognition of the extensive technical skills required to drive the industry forward.

Now with the ITO established, around 20% of the seafood industry workforce is engaged in industry training. This level of training involvement contributes directly to the enhancement of the industry by increasing product quality, increasing the uptake of innovation and new technology, building the capacity of the workforce to undertake new roles and functions and by reducing accidents, increasing health and safety levels and improving regulatory compliance.

The allocation of fisheries settlement assets to iwi provides a significant economic opportunity to enhance Maori development through direct involvement in the seafood industry, with investment of the benefits back into Maori business. Many iwi trustees and iwi organisations established to manage fisheries assets are new to the commercial industry and require the development of human capacity in order to maximise the benefit of their fisheries assets. SITO works closely with iwi organisations, Te Ohu Kai Moana and Maori training providers to facilitate the development of this capacity and also to recognise and maintain Maori customary fishing and fisheries management knowledge and skills, which are an integral component of iwi fishing operations.

Seafood industry trainees are increasingly involved in workplace literacy initiatives and training to improve communication skills, team work and interpersonal skills. Such generic skills training contributes to New Zealand's social development through individuals' growth in capability and confidence. Around half the industry workforce

have little or no previous qualifications and they benefit from the provision of flexible learning pathways leading to national qualifications.

Contribution to the tertiary education system as a whole

SITO operates at the interface between the seafood industry, research organisations, government agencies, tertiary education providers and the tertiary education system as a whole. It identifies and articulates the education and training implications of new research, government policies and changing economic and environmental factors.

SITO actively researches the current and emerging skill needs of the industry and is developing an on-going strategic training plan. This will be the basis for formalising the ITO's role in providing skills leadership for the seafood industry, as set out in Section 6(c) of the Industry Training Act. This work will further strengthen the ITO's provision of information and advice to tertiary education providers about the education and training needs of the industry.

SITO contributes to the tertiary education system by:

- Developing and registering skills standards and qualifications on the NQF;
- Developing learning and assessment support resources for seafood and seafood Maori skills standards and qualifications;
- Moderating the assessment of unit standards in the sub-field Seafood and domain Seafood Maori;
- Training industry participants as workplace trainers and assessors to enhance workplace learning;
- Working with tertiary education providers to build their capacity to deliver seafood industry related training and education. This includes providing information about the industry, assistance in planning seafood-related programmes, helping to facilitate the exchange and development of industry and education sector research activity, building the capacity of tutors in training and assessment practice;
- Directly managing training arrangements for the 20% of the seafood industry workforce engaged in industry training, leading to qualifications at level 2-6 on the NQF;
- Working with secondary schools and modern apprentice coordinators to facilitate continuous learning pathways for young people entering the industry.

Approach to collaboration and co-operation with other tertiary education organisations

SITO aims to facilitate optimum training for the seafood industry. To this end SITO works with all tertiary education providers that provide education and training for the industry; and funding programmes for industry trainees provided by polytechnics and private training establishments (PTE). SITO also advises and supports tertiary education providers that provide pre-employment seafood training and pre-degree, graduate and post-graduate seafood-related programmes.

Seafood employers and employees are free to seek training from any NZQA accredited tertiary education provider and SITO works with these tertiary education providers to facilitate the training. Similarly, SITO actively recruits tertiary education providers to provide both technical seafood and generic training programmes for the industry. SITO works directly with Maori training providers to support and build their capacity to deliver training for Maori in the seafood industry. Similarly SITO assists any interested tertiary education providers to build capability to deliver for the industry.

Specifically:

- SITO has close working relationships and provides funding for programmes delivered through several seafood-specific PTEs including: Seafood Systems, Solutions in Seafood and Westport Deep Sea Fishing School
- Through the Nelson/Marlborough Seafood Cluster SITO is working closely with the Nelson Marlborough Institute of Technology and Canterbury and Otago Universities to develop a full range of education pathways to support the seafood industry.
- SITO is working with the Bay of Plenty Polytechnic and Auckland University of Technology to support and enhance their certificate, diploma, degree and post-graduate aquaculture, marine studies and maritime programmes.

Wherever possible SITO works in co-operation with other ITOs in developing and maintaining common industry training infrastructure, for example in the areas of crane and machinery operation, maritime and engineering, food hygiene and food processing regulatory compliance and management and communication skills.

SITO works closely with the Industry Training Federation regarding matters of general concern to the industry training sector and also has direct links with other tertiary education associations for example, the Maritime and Seafood Educators Association of Aotearoa.

Approach to fulfilling Treaty of Waitangi obligations

Maori make up about 20% of the seafood industry work force and Maori ownership and influence is estimated at 40-50% of the industry. Fisheries assets are an important component of the iwi economic base. SITO has a strong commitment to enhance the capability of Maori to optimise their opportunities within the seafood industry.

Specifically SITO has:

- A key partnership agreement with Te Ohu Kai Moana, in which the two organisations agree to combine their resources to maximise Maori capability to enter into the business of fishing;
- A Maori Caucus, which is an integral part of the governance and operational processes;
- Dedicated staff resources to work with Maori trainees across the industry and build networks with iwi and iwi fisheries asset companies;

- Programmes targeted specifically at Maori, including iwi capacity building for the management of fisheries assets, leadership enhancement for Maori and customary fisheries management qualifications;
- Seafood Maori unit standards, recognising customary fishing practices and cultural concepts, with assessment and moderation processes that involve iwi/hapu and protect their tikanga;
- Structured seafood qualifications so that they include Maori content;
- Developed unit standards with Maori content in general seafood domains;
- A commitment to and experience in delivering programmes on marae and other settings, as appropriate for Maori trainees.

Through the above SITO aims to build Maori involvement in the seafood industry, increase participation by Maori in training at level 4 and above of the NQF and enhance the recognition and teaching of customary Maori fisheries practices.

Approach to meeting the needs of Pacific peoples

Pacific peoples constitute about 6% of the seafood industry work force, working primarily in the seafood processing sector and generally being well represented in industry training, with around 10% of seafood industry trainees being Pacific people. These trainees are concentrated in level 2-3 qualification programmes, with 5% of the level 4 and above trainees being Pacific peoples.

SITO supports industry training for Pacific peoples by:

- Encouraging Pacific peoples into workplace trainers' and assessors' training;
- Providing support for workplace training and assessment in Pacific peoples own languages;
- Working with employers and union representatives to ensure Pacific peoples have access to industry training opportunities;
- Integrating workplace literacy training with seafood industry training;
- Re-designing learning resources so that they can be more easily accessed by trainees with a range of English literacy capability.

Over the next few years SITO will work with Pacific peoples in the industry to increase their representation in training programmes at and above level 4 on the NQF.

Approach to meeting the educational needs of learners

The majority of seafood industry trainees have no previous qualifications. They undertake training for technically skilled jobs and to develop their personal capabilities in a range of generic areas, including management, literacy and communications.

SITO facilitates this by:

- Developing qualifications to recognise the diverse range of skills learned by trainees on and off the job;
- Ensuring learner input into and representation on SITO's industry sector advisory groups;
- Working with the industry and the tertiary education sector to develop flexible learning and career pathways, which start at entry level and facilitate progress throughout the industry;
- Building relationships with tertiary education providers to provide a range of training programmes;
- Developing workplace-based infra-structure to facilitate effective workplace learning;
- Working closely with workplace representatives to manage the training arrangements for individual trainees;
- Tracking the achievement of trainees and providing support, as needed, to progress their training programmes;
- Continuously developing and improving unit standards, qualifications, assessment and learning materials and industry training information resources, to make them more accessible for individual learners;
- Providing direct access for learners to information about and advice on industry training, through the web site, written communication materials, working with union and work place representatives and encouraging direct contact with SITO staff.

Approach to ensuring that the organisation develops and supports a staff profile that reflects its mission and special character

SITO operates as a business unit of the Seafood Industry Council (SeaFIC) and the ITO staff are employed by SeaFIC. SITO maintains a small full-time core staff, who share the vision of service oriented, flexible and user-driven industry training. The full-time staff have a mix of skills and backgrounds, which provide a balance of industry experience, competence in te reo and tikanga Maori and expertise in the NQF, teaching, assessment and moderation processes and administration and management.

SITO employs a variety of contractors who bring a wealth of diversity and technical experience to the projects on which they are employed. Industry technical experts, learners, assessors and training providers are involved (often voluntarily) in projects to develop new training infrastructure and initiatives.

SeaFIC is a good employer with fair and reasonable employment practices. As a good employer SeaFIC undertakes to treat employees fairly and respectfully in all aspects of their employment. SeaFIC implements the following policies and processes:

- Recognition of the value of employees' skills knowledge and networks as key assets of the organisation;
- Equal employment opportunities (EEO) for all staff and freedom from discrimination and harassment in the work place;
- A family friendly, safe and comfortable working environment;

- Supporting on-going staff professional development to enhance individual and collective performance;
- Clear statements of staff accountabilities and appropriate performance appraisal and remuneration systems.

Governance and management structure and principles

SITO is owned, operated and governed directly by the seafood industry. The Seafood Industry Council is recognised under the Industry Training Act 1992 as ITO for the seafood industry. The Seafood ITO operates as a business unit within SeaFIC, with its own General Manager and dedicated staff and resources. SeaFIC is owned jointly by stakeholders of the seafood industry and is governed by an elected Board of Directors, representing these industry stakeholders.

SITO has five permanent advisory groups, which provide operational and governance input to the ITO for their sector of the industry (Seafood Processing Advisory Group, Vessel Operations Advisory Group, Maori Caucus, Wholesaling and Retailing Advisory Group and Aquaculture Advisory Group). Industry-wide strategic direction and governance is provided by the SITO Strategic Advisory Committee made up of representatives of the sector advisory groups and SeaFIC Board. Collective representation of employees is provided by union representation on the sector advisory groups and the SITO Strategic Advisory Committee.
(A chart summarising SITO governance structures is attached.)

Consultation undertaken in preparation of the charter

In the development of SITO's original Charter (approved 1 January 2004 and expiring 26 June 2004) SITO consulted with the seafood industry and other external stakeholders as well as internally with its staff and advisory groups. The comments and views of stakeholders were incorporated into the charter.

In discussing the Charter SITO presented this as a living document that can be amended to meet the changes that may occur in the seafood industry during the next 5 years. For the revision process, consultation has focussed on the SITO sector advisory groups, technical working groups, Strategic Advisory Committee and the SeaFIC Board, all of whom have endorsed the revised Charter.

The revised Charter is not significantly different to the original and is characterised mainly by clarification of the wording in some places to remove ambiguity. This revised Charter is available on the SITO web site and SITO will continue to seek comments on the revised Charter up until expiry of the current Charter.