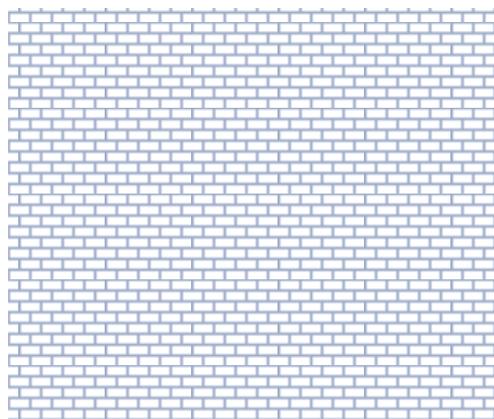
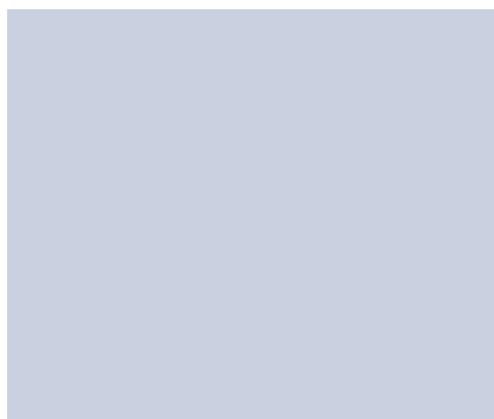


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Sample Group Training Pty Ltd

Company Manual



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PURPOSE OF THE MANUAL

This manual has been prepared as a model to assist you, a Group Training Organisation (GTO), to write a manual for your own quality management system. Documentation of policies in a quality manual is a fundamental for any organisation's quality management system.

Company Manual

In 2002 the Department of Education and Training – State Training Services and a group of four GTOs developed a model company manual. The manual was designed to assist organisations document their own policies. In 2010 the manual has been updated to better reflect group training activities.

This manual describes the products and services of a **fictitious** GTO, Sample Group Training Pty Ltd. It has been designed as a model for GTOs to use when writing their own company manual. As such it is intended only as a guide for GTOs. It is expected that you will change, expand and supplement the information in this model to reflect the context, the structure and the operations of your organisation.

Manual Layout

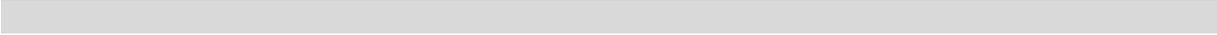
There are six sections in the manual which cover all the components of a quality management system. Using SAMPLE Group Training as an example, key policy statements are outlined under each heading. The main sections of the manual are:

1. Background information on Sample Group Training
2. The vision and mission of Sample Group Training
3. The way Sample Group Training manages its company
4. The way Sample Group Training administers its company
5. How Sample Group Training delivers its services and products
6. Important company documents

Customising this manual

**NOTE: THE MANUAL IS INTENDED AS A GUIDE ONLY.
WHEN YOU WRITE YOUR OWN MANUAL, EACH SECTION MUST BE
CUSTOMISED FOR YOUR OWN GROUP TRAINING ORGANISATION
AND YOUR OWN CONTEXT.**

**ALL SECTIONS SHOULD BE COMPLETE AND THEY SHOULD NOT BE
DIRECTLY DUPLICATED FROM THIS MODEL.**



Section 1 describes what a group training organisation does. It gives a short history of the company, defines the way it operates and describes its place within the industry and the community it serves.

SECTION 1: OUR COMPANY

1.1 Introduction

Group Training is an employment and training arrangement whereby a Group Training Organisation (GTO) employs apprentices and trainees under an Apprenticeship/Traineeship Training Contract and places them with host employers. A GTO undertakes the employer responsibilities for the quality and continuity of the apprentices' and trainees' employment and training. The GTO also manages the additional care and support necessary to achieve the successful completion of the training contract.

Sample Group Pty Ltd trading as Sample Group Training is a GTO and as such we employ apprentices and trainees under an Apprenticeship/Traineeship Contract and place them with host employers to undertake their required on-the-job training and experience. We arrange the apprentice's/trainee's off-the-job training and provide care, mentoring, advice and support to achieve the successful completion of the training contract.

1.2 Company Background

Two directors, Susan Goldsmith and Barry Walker, set up Sample Group Training in 1995 in an annexe of a former school building in Wagga Wagga. Susan and Barry had both worked as industry trainers before starting the company. They had a wide network of contacts and were held in high regard by regional and local business personnel and communities.

When Sample Group Training started its operations, the company had very few trainees or apprentices. Over the years, the company has grown to be one of the most respected Group Training Organisations in the local area, with over 100 trainees and apprentices hosted to employers each year.

Sample Group Training plans to continue serving the local community by providing employment opportunities in a broad range of industry areas by implementing its quality management system and procedures, and by maintaining its reputation for high standards of service to our customers and our employees.

Section 2 describes the ideals of a group training organisation, its underlying values and ethics, both for now and for the future. It outlines the promises the company makes to its employees, its community and its local industries. It also describes how the company plans to operate and how it wishes to be viewed by others.

This section also describes the legal, ethical and occupational health and safety framework of a group training organisation, and how the company deals with its customers, apprentices, trainees and staff.

SECTION 2: OUR VISION AND MISSION

2.1 Vision

Sample Group Training makes a vital, ongoing contribution to the community by providing opportunities for young people to access quality training.

2.2 Mission

Sample Group Training's mission is to provide safe and effective training and management systems for apprentices in our chosen markets.

2.3 Quality Management

Sample Group Training shows by example to its customers, that by adopting the principles and intent of sound quality management practices, our company can continuously improve and expand our business standing and reputation.

Sample Group Training aims to be respected by our customers for our attitude and behaviour towards them, the quality of our work and services, and for the value for money we give.

Sample Group Training also seeks to have a working environment and culture in which employees are happy, motivated, enthusiastic, and take pride in their company.

2.4 Code of Ethics

Sample Group Training believes that sustainable success can only be achieved through a consistent and passionate adherence to a strong set of values. These values are described below:

Our Customers

Our customers provide our livelihood.

Our customers are the focus of everything we do.

We understand our customers' needs and consistently deliver better solutions than our competitors.

We conduct our business affairs to the highest ethical standards ensuring there is no conflict of interest and work diligently to be a respected member of the business community.

Our People

Our leadership and management philosophies and strategies are designed to facilitate the realisation of each person's full potential.

We treat each other fairly, and with respect for individual dignity.

We adhere to the highest standards for the safe operation of our business and the protection of our people.

We accept the highest level of personal responsibility for our actions and the consequences that flow from them.

Our Community

We understand the needs and aspirations of our community and participate in initiatives to foster its ongoing development.

2.5 Code of Practice

Our Code of Practice summarises our operational policies and our commitment to quality customer service. Sample Group Training:

- is committed to the provision of a high standard of quality and continuous improvement of its services that include:
 - recruiting, managing and tracking host employers
 - recruiting and placing, apprentices and trainees
 - ensuring the welfare and career support of apprentices and trainees
 - monitoring apprentices' and trainees' training
 - rotating apprentices and trainees to other host employers where required.
- complies with all national and state regulatory and legislative requirements.
- implements, monitors and maintains effective financial management procedures
- maintains secure, accurate and confidential HR, customer and financial records
- advertises and markets its services openly, honestly and with integrity.
- recruits employees, apprentices and trainees on the basis of access and equity.
- inducts new recruits to the organisation's policies, procedures and practices, and to their own roles and responsibilities
- ensures a safe and healthy environment for employees, apprentices and trainees
- prohibits discrimination in any form towards any employee, apprentice/trainee or customer.
- manages the on-going development and performance of employees.
- encourages feedback and evaluation on its performance from its stakeholders.

2.6 Legislative and Regulatory Requirements

Sample Group Training ensures that all staff are aware of and comply with the following legislative and regulatory requirements:

Anti-Discrimination Act 1977
Apprenticeship and Traineeship Act 2001
Child Protection (Prohibited Employment) Act 1998
Fair Work Act 2009
Industrial Relations Act (NSW) 1996
NSW Occupational Health and Safety Act 2000
Workers Compensation Act 1987
NSW VET Act 2005
Privacy Act 1988

Copies of these are located in the main office and can be accessed at any time or can be accessed online at www.legislation.nsw.gov.au .

EEO, Discrimination and Harassment

Sample Group Training is an equal opportunity employer. Sample Group Training believes that all employees are entitled to be treated on the basis of their ability and merit, and to work in an environment which is free of discrimination.

Sample Group Training is committed to achieving equal employment opportunity for all employees. Through this, the full potential of employees can be developed and the overall effectiveness of the company increased.

Accordingly, all employees are entitled to access employment, promotion, training and transfers on the basis of merit, and will be assessed on the basis of their skills, qualifications, abilities, prior work performance and attitude.

All human resource policies and practices are based on the merit principle. This means selecting and/or rewarding the best person in each situation; it does not mean there will be favouritism or quotas.

Under federal and state anti-discrimination laws, discrimination in employment on the following grounds is against the law:

- Age
- Aids/HIV status
- colour
- criminal record
- impairment
- marital status
- medical record
- parental status
- political opinion
- pregnancy
- race
- religion
- sex
- sexual harassment
- sexual preference
- social origin
- trade union activity

Sample Group Training management ensures that all employees are treated equitably and are not subject to discrimination or harassment. They also ensure that people who make complaints, or those who are witnesses to complaints, are not victimised in any way.

Incidents of discrimination, victimisation and/or bullying are not tolerated.

If anyone believes that discrimination, harassment or bullying in relation to their employment by Sample Group Training has occurred, the issue should be raised with the relevant manager. In the case of suggestions of inappropriate action by a manager, the issue/s should be raised with the Director.

The person with whom the problem has been raised must:

- advise the Director, in writing, of the complaint/problem, and
- investigate the matter promptly, confidentially and impartially, and
- ensure that the complainant is kept fully informed of all action
- if the matter is proved, ensure that rectifying action is taken.

Where harassment is involved, any action taken by Sample Group Training must involve the preliminary approval of the Director as it may involve termination of employment or, if the harassment continues, may pose a threat to continued employment.

The existence of this Policy, and its likely effect on employment if breached, must be brought to the notice of all current employees, and raised with all new employees, by managers and supervisors.

Access and Equity

Sample Group Training is committed to the goals of equal opportunity and affirmative action in vocational education training and employment. All members of the management team support these goals, which are also a legal requirement in all workplaces.

Sample Group Training aims to provide a work and training environment for staff, apprentices and trainees that embraces equity, fairness and respect for social and cultural

diversity. Furthermore we foster a culture that is free from unlawful discrimination, harassment and vilification as determined by legislation.

Sample Group Training depends on the continued co-operation of all staff members to implement its goals of equal opportunity and affirmative action in vocational education training and employment.

The CEO is responsible for the implementation of the Access and Equity Policy but works closely with the Personnel Manager and Senior Executive Team to do this.

Occupational Health and Safety

In order to meet all Occupational Health, Safety and Welfare requirements, Sample Group Training has implemented an integrated management system that incorporates all OH&S criteria that must be satisfied.

SafetyMAP and AS 4801 have been used as guides to help identify the issues that have to be addressed. Accordingly our system procedures and work instructions include requirements to minimise or eliminate any unsafe practices that may have detrimental effects.

The OH&S Coordinator has the authority and responsibility to ensure that we meet all Occupational, Health & Safety regulations. The management of Sample Group Training encourages all staff to support the Coordinator.

To ensure suitability and improvement in our systems, conformance to safe work practices is included in our audit program.

All staff, apprentices and trainees are provided with OH&S information at induction and throughout the period of employment with Sample Group Training. Apprentices and trainees are provided with relevant personal protective equipment at induction.

Sample Group Training believes that safety is everyone's responsibility.

Workers Compensation

Employees, apprentices and trainees are covered by the Sample Group Training Workers Compensation insurance policy. For apprentices and trainees this is for the duration of their training contract. This insurance covers any injuries which occur during work and generally when travelling to and from work or place of study along the normal route. All accidents must be reported and recorded as soon as possible to the supervisor and to Sample Group Training.

Rehabilitation

Sample Group Training's objective is to provide a safe workplace environment designed in accordance with our OH&S Policy. The Rehabilitation Policy is to lessen the effects of injuries. We aim to rehabilitate our injured employees so they can return to the workplace, at a pace suited to their recovery rate, at the earliest time.

Child Protection

Child Protection (Prohibited Employment) Act 1998 makes it an offence for a prohibited person to apply for, undertake or remain in child related employment. A prohibited person is a person convicted of committing a serious sex offence or a "registrable person". A registrable person is someone who has been found guilty of the following offences against children: murder, sexual offence, indecency, kidnapping, child prostitution and child pornography.

Sample Group Training is aware of its obligations as an employer under the Child Protection (Prohibited Employment) Act 1998. Upon entering on duty all staff complete a Working With Children Check Employment Screening Consent form which is stored in personnel files.

The National Employment Standards

The Fair Work Act 2009 provides a safety net of minimum terms and conditions of employment through the National Employment Standards (NES).

The 10 minimum workplace entitlements in the NES include:

1. A maximum standard working week of 38 hours for full-time employees, plus 'reasonable' additional hours.
2. A right to request flexible working arrangements to care for a child under school age, or a child (under 18) with a disability.
3. Parental and adoption leave of 12 months (unpaid), with a right to request an additional 12 months.
4. Four weeks paid annual leave each year (pro rata).
5. Ten days paid personal/carer's leave each year (pro rata), two days paid compassionate leave for each permissible occasion, and two days unpaid carer's leave for each permissible occasion.
6. Community service leave for jury service or activities dealing with certain emergencies or natural disasters. This leave is unpaid except for jury service.
7. Long service leave.
8. Public holidays and the entitlement to be paid for ordinary hours on those days.
9. Notice of termination and redundancy pay.
10. The right for new employees to receive the Fair Work Information Statement.

Apprenticeship and Traineeship Act

Apprenticeships and traineeships in NSW are established under the *Apprenticeship and Traineeship Act, 2001*. The training requirements for each recognised trade or traineeship vocation are set out in a Vocational Training Order (VTO). The VTO specifies the qualification that needs to be achieved by apprentices and trainees, the terms of training and probationary periods

The NSW Apprenticeship and Traineeship Training Program is administered by the NSW Department of Education and Training - State Training Services. The primary aim of the NSW Apprenticeship and Traineeship Training Program is to provide high quality, accessible training to registered apprentices in recognised trades and trainees in traineeship vocations where this is required by the relevant VTO.

The Program objectives are to:

- contribute to the development of a responsive Training Market
- provide quality, cost effective training
- support the training requirements of industry
- enhance the flexibility of training delivery
- create opportunities for those who may otherwise be disadvantaged in their access to vocational training

Sample Group Training is registered under the Apprenticeship and Traineeship Act 2001. As a Group Training Organisation, Sample Group Training has demonstrated at audit its compliance with the GTO National Standards for Group Training Organisations.

Vocational Education and Training Act

The NSW Vocational Education and Training Act 2005 provides for the:

- registration of training organisations
- accreditation of vocational courses in accordance with national standards
- approval of providers of courses to international students
- reconstitution of the Vocational Education and Training Accreditation Board
- repeal of the VETA Act 1990.

The Act implements a national initiative to ensure effective regulation of VET providers throughout Australia. It also recognises the National Training Information Services (NTIS) database as the key public tool for accessing information on training and training organisations.

2.7 External Monitoring

Sample Group Training makes contact with our apprentices and trainees, their off-the-job training provider and their host employer or representative, at least once each quarter. The aim is to provide employees with regular constructive feedback on their performance and to create a framework for open discussion between the employee the host employer and Sample Group Training. This contact also provides an opportunity to carry out safety assessment and monitoring of the work area.

In Section 3, the structure of a group training organisation is explained and the role and responsibilities of key people in the company outlined. The quality management system is explained including how it is reviewed.

This section also outlines the company's business planning and financial management.

SECTION 3: COMPANY MANAGEMENT

3.1 Directors

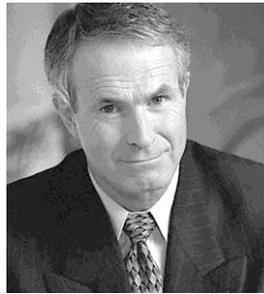
Sample Group Training Pty Ltd is a wholly owned subsidiary of Excellence Limited and is managed by its own Board of Directors as follows:



Name

Mr/Mrs Sample

Brief resume



Name

Mr/Mrs XYZ

Brief resume



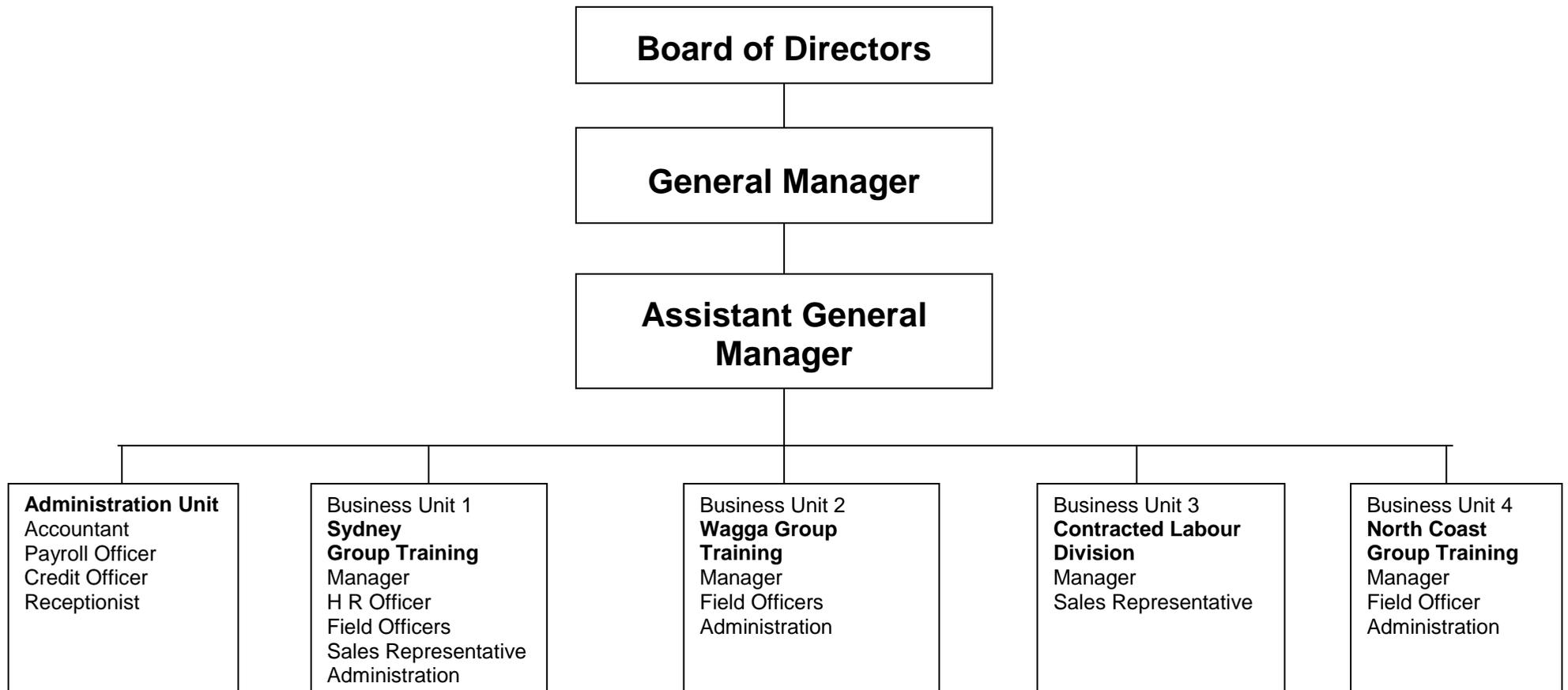
Name

Mr/Mrs DEF

Brief resume

3.2 Organisational Structure

Sample GROUP TRAINING ORGANISATIONAL CHART



3.3 Responsibilities and Authorities

Organisation

The organisation chart showing functional relationships is shown in Section 3.2.

Position descriptions detailing responsibilities and authorities for all staff are documented and maintained in personnel files.

Responsibilities and authorities are explained to new staff via our induction process. Position descriptions are signed by the particular staff members as evidence of completion and effectiveness of our induction process.

Policies

Sample Group Training policies, as documented in this manual, describe the way in which we conduct our business.

These policies have been designed to meet the needs of all stakeholders and are continually reviewed during the Quality System Review process regarding the need for improvement and/or suitability.

New staff are made aware of the policies during induction and they are prominently displayed within our premises. They are also located on our website.

3.4 Management System Review

The management system is reviewed as required as part of fortnightly managers' meetings.

The purpose of the Management System Review is to assess the suitability and effectiveness of our system, and to determine whether any changes in policy, procedure, methods or objectives are considered necessary to meet current and future needs.

Records of these meetings are maintained as part of our Records Management System (refer section 4.3).

Input

The directors develop an agenda prior to the managers' meeting, which includes amongst other issues:

- action items arising from earlier meetings
- results of Management System Reviews
- customer feedback
- departmental performances
- status of any new or outstanding problems and their solutions
- suitability of our quality system and any need for change
- appropriateness of existing policies and procedures.

Output

Minutes of meetings are taken, and responsibility for actions is allocated together with a time frame for action.

Actions are monitored and reviewed at subsequent meetings.

3.5 System Structure

General

The documented management system used throughout Sample Group Training consists of three basic levels:

- Level 1 Our Company Manual that documents our background, policies, and responsibilities, and explains the various controls in place to ensure that we conform to relevant industry criteria and continually meet our stakeholder requirements.
- Level 2 Procedures that describe how the various Sample Group Training processes are performed.
- Level 3 Checklists, forms and other documentation which provide guidance for implementing specific activities.

Management System Control

The effective implementation of the management system is monitored by internal audits as described in Section 4.9. Document control is outlined in Section 6.

3.6 Business Planning and Marketing

Sample Group Training's business strategy is developed and maintained using a dynamic process driven by our chosen customers. The fundamental elements of this process are that we:

- select our markets
- identify our potential customers
- establish the needs of our customers
- develop and deliver quality products and services to our customers
- check that our customers are happy with our products and services
- modify our products and services to better meet our customers' needs as appropriate

We use XY System to ensure a strong, ongoing link between our business strategy and the day-to-day operations of the business. The system provides us with a clear framework to establish strong cause and effect relationships between the financial goals of the company, the needs of our customers and our capacity to meet these needs. It also provides a clear set of measures and early warning system to monitor our performance and enable prompt and effective responses where performance is not matching expectations.

3.7 Financial Management

Our objective is to ensure that pricing of services by Sample Group Training produces an operational surplus. Whilst Sample Group Training is a not-for-profit-company, it must not operate at a loss and in order for us to remain in business, prices must cover costs, be competitive and produce a surplus. We aim to meet the daily cash requirements of the company and its subsidiaries through the effective management of fixed term deposits, bank overdraft facilities and other cash on hand.

Section 4 outlines how a group training organisation manages the selection of its staff and its apprentices/trainees and how it manages its administrative systems.

It also details how staff records are stored and how other key administrative processes such as invoicing, purchasing, subcontracting, payroll, fleet management and Internet use operate.

Section 4 also explains how these processes will be monitored as part of a quality management system.

SECTION 4: ADMINISTRATION

4.1 Human Resources (Company Staff and Contractors)

It is the responsibility of Sample Group Training to recruit, select, train, develop, and then maintain quality staff who are satisfied and motivated to achieve company goals. Sample Group Training supports and encourages the personal growth and development of all our employees.

4.2 Staff Recruitment/Induction/Development

Sample Group Training regards the use of appropriately trained staff to be essential in maintaining the high standard of its equipment and services.

All staff receive instruction in the operation of the management system and the principles embodied in the company's policies during their initial induction process.

All required skills are identified and documented.

Management is responsible for reviewing the level of staff competence within the company and for identifying where additional training may be required. Training needs are discussed as part of Sample Group Training meetings.

Competence is demonstrated by the ability to do the job through:

- experience and/or
- qualifications and/or
- training (internal or external).

Documentary evidence of experience and/or training and/or qualifications is maintained.

4.3 Records Management

All Sample Group Training staff are responsible for ensuring that all records are properly maintained to demonstrate the operation and the effectiveness of our business.

The following are examples of records:

- customer requests
- customer contact records
- apprentices' and trainees' training records
- approved supplier records
- management meeting minutes
- monitoring results reports
- complaints and appeals

All records must be legible and identifiable to the process concerned. They must be stored and maintained in such a manner as to enable easy retrieval by those staff requiring access. They must also be suitably filed and clearly indexed in alphabetical, numeric or date order or as appropriate.

Sample Group Training defines minimum retention times and guidance for disposing of records in the referenced procedure.

When agreed with the customer, records shall be made available to the customer.

Customer records and data of a confidential nature are restricted from easy access. Details of methods, responsibilities and documentation are defined in the relevant procedure.

4.4 Invoicing

We aim to produce, distribute and archive our payroll invoices in a serviceable and consistent manner on a weekly basis. Our internal invoices are produced and authorised in a timely and efficient manner to enable appropriate external invoices to be raised. It is our desire to maintain the continuity of invoicing and the flow of paperwork for easy accessibility, benefiting both our employees and our customers.

4.5 Purchasing

Sample Group Training assesses and approves all suppliers prior to use by our staff.

Assessment takes the form of an initial assessment followed by ongoing monitoring of performance.

The selection of suppliers and the degree of control exercised depend upon the equipment type, supplier performance, customer requirements, and their ability to meet the specific requirements of our management system.

Sample Group Training maintains records of approved suppliers and sub-contractors.

Purchase Orders/Requisitions

Purchase Orders and Requisitions shall contain a clear description of the equipment or service ordered.

Such description shall contain as appropriate, specifications, equipment codes, serial numbers and titles and any other relevant data.

All purchase orders / requisitions are reviewed and authorised before release to the supplier.

Details of methods, responsibilities and documentation are defined in the relevant procedure.

4.6 Payroll

In Sample Group Training, an apprentice or trainee's work times and allowances are faxed or emailed to the pay office from the host employer or apprentice/trainee on a weekly basis. Before processing payroll all work times are verified with host employer to ensure there are no discrepancies.

The pay office with the aid of a software package produces the payroll and pay slips for all apprentices/trainees and staff.

Before wages are transmitted electronically into the personal bank accounts of staff and apprentices/trainees, a senior staff member checks the payroll.

Sample Group Training files all transmitted timesheets from host employers and apprentices/trainees and all payroll summary reports and copies of pay slips are filed in a secure area for future reference.

All pay slips are distributed to apprentices/trainees and staff.

4.7 Vehicle Fleet Management

The Sample Group Training vehicle fleet is both an asset and a vital resource in the conduct of our business.

Vehicles are not only provided to managers as part of a salary package, but other employees may be provided with a vehicle as a necessary requirement for carrying out a specific role. In all cases, during working hours, each vehicle is to be made available upon request by any staff member who has a current driver's licence, for company business.

It is our objective to effectively manage the company vehicle fleet by following organisation Vehicle Fleet Management guidelines.

4.8 Internet/E-mail Use

Sample Group Training's objective is to ensure the correct use of the email system and the Internet, whether the facility be used for company or for personal reasons. It should be noted that personal use is not encouraged, as these technologies are work tools).

Sample Group Training encourages each individual to be aware of the risks associated with using these facilities, such as confidentiality, copyright, viruses and illegal sites.

4.9 Internal Audits

Sample Group Training maintains a process of internal audit of its compliance with the National Standards for Group Training Organisations. All aspects of the Quality System are audited at regular intervals to:

- assess compliance with documented procedures
- identify system improvements
- identify any non-conformances
- instigate corrective action where required.

An audit program is maintained by the Assistant General Manager with such scope as to ensure that all aspects of the Quality System are audited.

The frequency of such audits is determined according to the results of previous audits and the significance of individual system activities. In any event, all aspects of the Quality System are audited at least once per year.

Audits include an evaluation of:

- activities, processes, work areas and process methods
- practices, systems, procedures and instructions
- documentation.

Audits are performed in line with documented procedures and checklists.

Suitably qualified staff who are not directly responsible for the area being audited, perform the audits.

Audit findings are documented and recorded.

The manager responsible for an audited area shall review and agree to any corrective actions necessary to correct non-conformances identified during the audit and take timely corrective and/or preventive action.

Deficient areas are re-audited to ensure that action taken has been effective. Details of methods, responsibilities and documentation are defined in the relevant procedures.

Section 5 gives an overview of the services provided by a group training organisation. This includes how it markets its services, how it sources host employers and how it selects apprentices and trainees, including who is eligible for selection.

It describes how apprentices/trainees are trained, how they are monitored in their respective workplaces and how they are tracked and rotated.

Section 5 also outlines how a group training organisation looks after apprentices/trainees and host employers and how a group training organisation resolves problems with service delivery or apprentice/trainee needs.

SECTION 5: PRODUCTS AND SERVICES DELIVERY

5.1 Sourcing and Selection of Host Employers

A host employer hosts an apprentice or trainee to provide on-the-job work. Sample Group Training employs apprentices and trainees and places them with a host employer who provides the on-the-job training component of the apprenticeship or traineeship. An apprentice or trainee may be rotated through a number of host employers to gain experience in the full range of tasks required to complete the apprenticeship/traineeship.

Sample Group Training has a number of well-established methods for sourcing and selecting host employers. In the first instance, Sample Group Training aims to select host employers that are known within the industry and/or in the local area. Sample Group Training seeks organisations known for their expertise and/or professional reputation.

Sample Group Training also works with a number of other agencies, including Australian Apprenticeships Centres, the Department of Education, Employment and Workplace Relations, the NSW Department of Education and Training, Industry Training Advisory Bodies and public and private Registered Training Organisations to further identify suitable host employers.

Sample Group Training identifies other suitable, host employers through its staff and their own work backgrounds and networks. Sample Group Training may advertise services and canvass local organisations. They also outline the benefits of the group training program to interested host employers who approach them.

All host employers are interviewed to establish their willingness to take part in the contracting of apprentices and trainees. Sample Group Training then outlines expectations, the legal requirements, OH&S and duty of care obligations and training responsibilities applicable to all host employers. A health and safety check of a prospective host employers work environment is conducted by our field officer before placing a trainee or apprentice with them.

Sample Group Training enters into a contractual agreement with the host employer. This contract may include the length of the traineeship, the number of days a week the host employer will host the trainee, payment details etc.

Sample Group Training Administration personnel establish an individual file for each host employer which contains as a minimum:

- Host employer details
- Qualifications and experience of the supervisor of the apprentice/trainee
- OHS checklist of host employer's site
- Charge out rates agreement
- Completed checklist of information provided to host employer
- Outcome of credit check

-
- Field Officer's recommendation of suitability as a host employer
 - Host employer contract

5.2 Recruitment and Selection of Apprentices/Trainees

Sample Group Training is actively involved in a multi-faceted approach to promoting our services to both apprentices and trainees and host employers throughout the calendar year. This includes amongst other initiatives, print based editorials and interest stories, showcasing of innovative projects, advertisements inviting applications, promotion at career markets, expos etc. There are, of course, times throughout the school calendar where it is critical that Sample Group Training seeks applications to ensure a high calibre of applicant.

Depending on the type of vacancy and the criteria, two types of applications can be called for:

- Expressions of Interest are used where the vacancy does not yet exist but applicants are needed to assist further promotion.
- A formal written application with appropriate attachments is used to assess applicants against certain criteria. However, the written application is only one consideration in the selection process.

Sample Group Training staff conduct interviews with each applicant who is applying for the same position answering the same set of generic questions. Specific sections will be added to the generic set of questions to address criteria for a particular vacancy. We stress that there are no right or wrong answers but that the questions are used to stimulate conversation and to give applicants a chance to "sell" themselves in the interview.

Some testing is normally conducted to indicate numeracy, literacy and reasoning ability. Other evidence may also be used for example a vocational psychologist's report, consideration of previous related training, or other demonstrated interests, abilities or achievements.

Where a vacancy becomes available the eligibility list is used and a selected applicant is advised and appropriately trained in site specific OH&S as per company policy. The OH&S requirements and paperwork are completed prior to placement. An interview with the host employer as per their criteria is also arranged and host employer OH&S requirements met prior to placement.

5.3 Signing Up of Apprentices/Trainees

Sample Group Training is obliged to inform all new apprentices and trainees of their rights and responsibilities at sign-up. The following verbal and written information must be supplied:

- conditions of employment (hours, requirements, etc)
- wages, forwarding of timesheets and other payroll advice
- mutual suspension and dismissal procedures
- policies (Occupational Health and Safety, Equal Employment Opportunity, Access and Equity, Rehabilitation)
- injury and grievance procedures

It is important at this stage to make the new employee feel a part of Sample Group Training and ensure they have no reservations in coming to us with any problems, whether they be on a professional or personal basis.

5.4 Induction of Apprentices/Trainees

All new apprentices and trainees are inducted into the position with Sample Group Training in a 4 hr information session which covers such items as:

- What is Group Training?
- Apprentice/Trainee Handbook – policies and procedures
- Roles and responsibilities of the GTO and field officers
- Roles and responsibilities of the host employer and workplace supervisor
- Roles and responsibilities of the apprentice/trainee
- Code of Conduct
- OH&S and safe work practices
- Personal protective equipment kit and how to use, clean and store such equipment.
- Attendance requirements for work and off-job training
- Off-the-job training requirements
- Wages, time-sheets, leave entitlements and procedures
- Absenteeism
- Workers Compensation
- Rotations
- Suspensions

Sample Group Training endeavours to have all apprentices and trainees placed at the earliest possible convenience, with a host employer. We aim to monitor and supervise the training at all times so as to facilitate a timely and successful completion of their training.

5.5 Monitoring and Pastoral Care

An Sample Group Training Field Officer monitors the employment and training outcomes and welfare of each apprentice and trainee throughout the period of the apprenticeship or traineeship. This might involve visiting the apprentice's/ trainee's workplace or calling them by phone, talking to the host employer, talking to the registered training organisation where the apprentice/trainee is enrolled. The purpose being, to ensure all parties are satisfied with the arrangements and that the apprentice/ trainee is making steady progress towards achieving satisfactory outcomes.

In partnership with the NSW Department of Education and Training, Sample Group Training ensures that all apprentices and trainees receive appropriate support to enable them to carry out their work tasks and undertake their learning requirements.

If apprentices and trainees report any situation which threatens their well being and or orderly progress, or if they require reasonable assistance with work-related or training issues, Sample Group Training will evaluate each request for help and provide necessary support and/or counselling to them.

Contact details for support, advice or referral include:

Sample Group Training Field Officer
Mobile: 0123 456 789

DET – State Training Services administers and monitors apprenticeships and Traineeships through its State Training Centres and acts in the interest of employers, apprentices and trainees in ensuring quality of both on and off the job training.

NSW State Training Services Regional Offices
Hunter and Central Coast

Ph 02 4974 8570

Riverina
Ph: 02 6937 7600

New England
Ph: 02 6755 5099

Central & Northern Sydney
Ph; 02 9242 1700

Western Sydney & Blue Mountains
Ph: 02 9204 7400

Illawarra & South Coast
Ph: 02 4224 9300

North Coast & Mid North Coast
Ph: 02 6627 8400

Western NSW
Ph: 02 6392 8500

Southern & South West Sydney
Ph: 02 8707 9600

5.6 Rotations

Where it is identified that an apprentice/trainee cannot get sufficient exposure to the range of experiences, equipment or environments required of the apprenticeship/traineeship Sample Group Training will rotate the apprentice/trainee to another host employer in order to maximise their training as per the relevant industry requirements.

A rotation may occur where a host employer is unable to maintain an apprentice's/trainee's employment.

The steps for monitoring and rotating apprentices and trainees start with them being logged into a data base along with their host employers. The apprentice/trainee could be rotated for a number of reasons. Each reason must be logged and recorded on their personal file for future reference.

5.7 Suspensions and Cancellations

An apprenticeship/traineeship may be suspended where no suitable host employer is available, where an apprentice/trainee is unable to work for an extended period or where an apprentice/trainee requires extended leave. The maximum period of suspension for an apprentice is 3 months and for a trainee it is 1 month.

An apprenticeship/traineeship may be cancelled based on mutual agreement of all parties and/or as determined by the NSW Department of Education. An apprentice/trainee cannot be forced to cancel a training contract with their employer. The apprentice/trainee cannot simply resign or leave without the consent of their employer.

5.8 Client Feedback and Complaints Handling

Positive and negative feedback is a major indicator of customer satisfaction and outlines the extent of any problem or issue. Sample Group Training will deal with all complaints it receives in an expedient manner and at an appropriate level of management.

5.9 Data Analysis

Data analysis is a major component in the successful day to day running of Sample Group Training. It allows us to control, coordinate and to analyse the structure, process and relevant service areas of the company for the purpose of continuous improvement. Sample Group Training conducts annual surveys with our stakeholders for feedback on our services. These are collated, analysed and reported to the Board of Directors and drive the continuous improvements of the organisation.

5.10 System Problems and Improvements

All problems will be rectified in a timely and effective manner by whatever means is appropriate so as not to jeopardise the accounting soundness of the business. We believe this is important for the continued upgrading and improvement of all systems within the company.

Section 6 explains how written documentation is managed, reviewed, controlled and tracked within a group training organisation.

It outlines why written documentation in a group training organisation is critical to the quality management system.

SECTION 6: DOCUMENTATION

6.1 Company Manual Issue and Document Control

Sample Group Training lists and tracks all documents (including this manual).

There is a Master List of Documents and each document has a version number and date on the bottom of each page. These documents may not be changed unless this is authorised by the responsible officer.

A small section of a sample Master List for internal documents is shown below.

Master List of Internal Documents

Description	Version No.	Date
Quality System Company Manual		
Staff Handbook		
Apprentice/Trainee Handbook		
Host Employer Handbook		
Code of Conduct		
Interview template		
Equal Employment and Opportunity Policy		
DET reports		
Workcover Regulations and Acts		

AUTHORISED BY: _____

Date: _____

All controlled copy issues of this manual and other controlled documents must be authorised by the Directors prior to release (signature required on first page). Controlled copies of the manual are printed on the Sample Group Training coloured letterhead and indicate a copy number. When a change is made to this manual, all holders update their copies.

Uncontrolled copies of the manual and other documentation are stamped "FOR INFORMATION ONLY" and need not be authorised by the General Manager. They can be printed on Sample Group Training letterhead or be a photocopy of an original. Uncontrolled copies will be current when issued but are not updated when changes are made. A copy number is not required. Such copies are usually given to organisations outside Sample Group Training for marketing reasons or when we need to show regulatory bodies that we comply with requirements.

It is intended that only one hard copy be produced for access. Access for all staff will be available electronically.

GLOSSARY OF TERMS and ACRONYMS

Apprentice	An apprentice is an employee employed under a state or federal industrial award or workplace agreement who receives hands-on training at a workplace and structured training through an RTO.
Apprenticeship	<p>A system of training regulated by law that combines on-the-job training and work experience while in paid employment with formal off-the-job training.</p> <p>The apprentice enters into a training contract with an employer that imposes mutual obligations on both parties. Traditionally, apprenticeships were in trade occupations (declared vocations) and were of four years' duration.</p>
Audit	The systematic examination to find out if quality activities which have been planned and documented are occurring and if results which were expected are being achieved
Australian Apprenticeships Centre (AAC)	AACs are contracted by the Australian Government to provide a free service to the employers and apprentices/trainees. The role of the AAC is to assist the employer to identify appropriate training opportunities within their organisation and subsequently to establish the training contract with the apprentice/trainee. The ACC explains the rights and responsibilities of the apprentice/trainee and the employer, the role of the RTO and State Training Services and advises of any NSW and Australian Government incentives and subsidies that may apply.
Continuous improvement	The process whereby a company and its employees seek to identify improvements in its quality management system by implementing a quality management cycle of planning, implementing, reviewing and improving all operations within the organisation.
NSW Department of Education and Training (NSW DET)	The NSW Government department responsible for the administration of vocational education and training. Acting in this capacity, NSW DET may also be referred to as the state training authority.
Department of Education, Employment and Workplace Relations (DEEWR)	The Department of Education, Employment and Workplace Relations is the lead government agency providing national leadership in education and workplace training, transition to work and conditions and values in the workplace.
Documented procedures	Written ways and steps of doing things in the company. The process of documenting incorporates a number of components including control of documents, control of records, internal audit, control of non-conforming product, corrective action and preventative action
External monitoring	Auditing of processes and documentation by a body or person external to the organisation
Group Training Organisation	Group training organisations (GTOs) employ apprentices and/or trainees and place them with 'host employers' to undertake their

(GTO)	required on-the-job work experience and training. They arrange the apprentices' and/or trainees' off-the-job training and provide mentoring, advice and support throughout the life of the training contract.
Host employer	The company or organisation that is providing the on-the-job training of the apprentice/trainee
State Training Services	NSW DET State Training Services is the government agency responsible for managing apprenticeships and traineeships in NSW. Assistance and information on all aspects of apprenticeship and traineeship training is available through the network of State Training Services regional centres.
Training Package	A set of nationally endorsed and recognised competency standards and qualifications which detail the skills and knowledge of apprentices and trainees for most industries
ISO	International Organisation for Standardisation is a worldwide federation of national standards bodies (ISO member bodies) who prepare International Standards for different operations, including Quality Management and Quality Assurance Systems
Manager	A person who exercises authority in the company, takes responsibility and makes decisions on behalf of the business. It may include a Partner, Director, Manager or Senior Executive.
Monitoring	Checking on processes and documentation to ensure that actions are occurring as they should.
Non-conformance	This describes any failure to meet a specified requirement of the Quality Management System. It could be not meeting a customer's requirement, a problem with a product or service or a fault in the quality management system
Objective evidence	Information which is true, and is based on observation, measurement or evidence and facts
Product and/or service	This describes either physical products, services, design, computer software or other forms of saleable commodities or service
Quality management system	The way the company carries out business activities associated with the quality of its products and services. The system addresses the structure, documents, processes and resources of the company, ensures the achievement of its quality objectives and meets the requirements of customers, staff and trainees/apprentices
Review	The broad overview of the company's activities including review of the system management, review of contract and review of design of the quality management system
Registered Training Organisation (RTO)	A training organisation registered to provide vocational education and training and assessment services and issue nationally recognised qualifications. RTOs demonstrate at audit that they comply with the standards of the Australian Quality Training Framework

Trainee	A trainee is an employee employed under a state or federal industrial award or workplace agreement and who receives structured hands on training through a registered training organisation.
Traineeship	A formalised work and training pathway leading to a recognised qualification
Training contract	Replaces the term 'indenture' under the Apprenticeship and Traineeship Act 2001. It is a contract which establishes the period and conditions of formalised training of an apprenticeship or traineeship under the Apprenticeship and Traineeship Act 2001.
Top management	Senior people or a senior person in the company who directs and controls the company at the highest level. This may include the Chief Executive Officer, the Managing Director, Single Owner or Board of Directors

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