

# PROCEDURE

Title: **Training**

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### 1.0 PURPOSE

To describe the process of training, including identification, scheduling and recording, from when a QAL employee joins the company until he/she is fully competent to perform all aspects of their role.

To explain the process for personal development.

To outline a process for developing and updating training modules.

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To outline expectations for contractors regarding competency to perform tasks on the QAL site.

## 2.0 SCOPE

This procedure applies to all QAL and Contractor employees entering the QAL site.

## 3.0 RESPONSIBILITIES

### 3.1 Manager – Human Resources

Responsible for the overall administration of this procedure.

### 3.2 Department Managers and Superintendents

- Approving Professional Development Activities or other external training.
- Nominating appropriate subject matter experts (SME) to sign off on Area Training Module final assessments where the Supervisor is not available
- Nominating appropriate SMEs to develop/review training material owned by the area

### 3.3 Manager Once Removed (MoR)

The MoR is responsible for identifying the development needs of subordinates once removed for career development.

### 3.4 Direct Leader

Identifying the training & qualification requirements for the roles reporting to them  
 Identifying an individual's training needs against role requirements  
 Ensuring training required for direct reports is organised  
 Ensuring that direct reports are only allocated tasks that they have been appropriately trained to perform  
 Conduct final assessments on direct reports and sign off if Competent

### 3.5 Human Resources Section

#### 3.5.1 Human Resources Specialist

Responsible for the design of training systems across site.

#### 3.5.2 Learning and Development Officer

- Identifying training and qualification requirements across site
- **Coordinate external training and support delivery of training**
- Developing an annual training schedule to ensure appropriate training is available to address gaps in training requirements.

#### 3.5.5 Learning & Development Administrative Assistant

Monitoring course vacancies, compiling training module records, inputting course results when required, entering new training courses and back-charging costs to the relevant cost centres.

#### 3.5.6 Field Training Officers

- Collation of all identified training and qualification requirements for their section and communicating these requirements to the Learning & Development Officer
- Identifying gaps in training/mentoring systems in their section/service group
- Deliver or ensure the delivery of area induction to new employees (QAL and contractors)
- Delivery and assessment of Foundation Training for new employees
- Track progress of new employees through Area Training Modules, undertake final assessments with Supervisor/nominated SME, and keep records up to date in SAP LS.

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- Review and update documentation relevant to the area training
- Develop training modules to fill identified gaps

### 3.6 **Certificate III Process Plant Operations**

- **The PMA30113 Certificate III in Process Plant Operations has been developed as a technical qualification for use in the PMA08 Chemical, Hydrocarbons and Refining Training Package.**

### 3.7 **Employees**

- Employees are responsible for assisting in the identification of their training needs via Employee Self Service, my Training in Portal or via the Personal Effectiveness Review process (PER), attending training as directed and only performing tasks that they have been trained in, in accordance with legislative and QAL Standards.
- Keep current any licence, ticket or qualification required by statutory bodies to perform their role.

### 3.8 **QAL Contract Supervisor**

- Ensure that all contractor personnel have received the correct QAL inductions, identify the qualifications and/or training contractors require to complete their work safely and competently, ensure that contractors document all records of such qualifications and/or training before work starts and that these are maintained during the contract.

### 3.9 **Contracting Companies**

- Contractors shall ensure that contractor & sub-contractor qualifications to perform tasks under the contract are recorded against the employee's record and provide or organise any training where required.
- Contractors shall maintain a spreadsheet of qualifications and training records for their employees and subcontractors. A current copy of the spreadsheet shall be provided to the QAL Contract Supervisor **prior** to site work **commencing reflecting** any changes **identified** to training requirements or personnel.

## 4.0 **REFERENCES**

P703.046 Induction & Orientation Process  
P202.011 Management of Change  
P301.062 Training Policy  
P312.605 Competent to Operate  
P703.044 Minimum Compliance Training  
P802.008 QAL Contractor Management – Contractor Categories  
PG14 Mentoring

## 5.0 **DEFINITIONS**

### 5.1 **Competent**

A person is deemed competent if they can demonstrate the knowledge, skills and **personal attributes required** to perform a **job**.

### 5.2 **Mentor**

An experienced and trained person nominated by Supervision, competent within the section/or service group's activities, who guides the learning activities of another in the acquisition of new skills and knowledge.

### 5.3 **Category 1, 2 or 3 Contractor**

Contractors as defined in P802.008 QAL Contractor Management – Contractor Categories

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#### 5.4 QAL Standards

QAL Process Picture Maps (PPMs), Legislative requirements, Work Instructions **and** Job Safety Procedures that document how a job is to be performed on the site safely.

#### 5.5 Foundation Training

A training program commonly used in operational and maintenance roles which lists the skills and knowledge a new employee requires to undertake their role in that Section.

#### 5.6 Area Training Modules

Area Training Modules incorporate a training manual, training program and final assessment. They have been generally developed for operational roles where transferable knowledge is uncommon and detail the knowledge and skills required of employees working within a specific area of an operational section.

#### 5.7 Course Administrator

The person responsible for coordinating a particular training course and the contact person for queries, late additions and cancellations.

#### 5.8 Professional Development Activities

Seminars, conferences and activities that are primarily held to update and develop the knowledge, skills and/or abilities of individuals within a particular occupation/industry.

#### 5.9 Emergency Work

Critical work to rectify plant following high risk safety or environmental incidents or significant production losses. (Asbestos removal and demolition work are not covered under this clause.)

### 6.0 ACTIONS

#### 6.1 Alumina Producer Non-Trades Training

A specific training process is in place for Alumina Producer Non-Trades employees. This training commences with induction and orientation, and then progresses into Foundation Training and Area Training Modules.

Induction and orientation processes are set out in P703.046 Induction & Orientation. Once this is complete the new employee commences their section Foundation Training Program. Once completed, the new employee may commence an Area Training Module.

Whilst training the new employee shall have access to Training **documentation** during his/her normal work hours to allow them to review tasks to be conducted and complete theory components. The Supervisor, Mentor, and **Field** Training Officer shall regularly monitor progress against the training plan. When all tasks/questions have been **completed and** initialled, the Supervisor/nominated SME together with the Section Training Officer shall undertake a final assessment (theory and practical) with the new employee and sign the Training Module off. The Section Training Officer will create the qualification in SAP and store the hard copy in the person's training file.

#### 6.2 QAL Training Systems

##### 6.2.1 Development and Delivery of QAL Training Modules

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**Training** modules, JSP's, PPM's and Work Instructions shall be written in accordance with plant standards and approved and controlled through the Quality System.

Training Modules that form part of an AP Skill Requirement, Mandatory Environment or Safety competencies require approval from **a relevant person**:

- Section Superintendent or subject matter expert
- Health, Safety & Security Superintendent or delegate
- Environment Superintendent or delegate

Training modules that relate to QAL Policies and/or Procedures and do not form part of the AP skill requirements shall be approved by:

- The Manager/Superintendent who 'owns' the Policy/Procedure.

The minimum documentation that shall be distributed for approval includes learning outcomes, module overview, content and assessment. The approval process will then continue as illustrated – see Attachment 7.1.

### 6.2.2 Training Material Review

It is the responsibility of the Module Owner to ensure that the relevant training material is reviewed. The following is the minimum that shall be reviewed:

- Learning Outcomes
- Content, including for example, relevant JSP's, PPM's, Work Instructions and Procedures.
- Assessment
- Legislative compliance

### 6.2.3 Requirements for communication / training on update of Training Module

#### Administrative Change

No requirement for communication of change.

#### Change that impacts on the way we do work

The training modules shall be either re run in full, or changes communicated at toolbox, or team meeting.

Training modules re run in full shall have attendance recorded in SAP.

Where changes to Training Modules are communicated at Tool box or Team meetings, a record shall be kept of the Meeting, description of the Training Module change, and signed record of attendance recorded.

### 6.2.4 Identification of Training and Development Requirements

Direct **Leaders** shall identify the training and development needs for each of their direct reports by assessing the knowledge and skills of the person against role requirements and role descriptions, and record these training requirements during the annual performance review process. Profiling and Profile Matchup reporting can be undertaken in Managers Self-Service > Training Reports > Profile and can assist Managers in identifying the required training needs for individual employees.

Development plans are created by the Direct **Leader** if new tasks are to be allocated or if the requirement for training on a particular task or item of equipment is triggered by the Management of Change procedure P202.011.

The MoR in consultation with the employee may determine development requirements for future roles and career development.

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Training and Development requirements, other than Section specific training, shall be recorded and sent to the appropriate Section Training Officer or to the HR Development section by the Direct **Leader**. The Learning & Development Officer shall determine common training requirements and develop an annual training schedule. This schedule will be located on the Qnet and shall be finalised and distributed before the end of each year.

The HR Development section shall ensure that course flyers informing employees of upcoming training are circulated to all relevant sections. Supervisors and Section Training Officers should ensure these advertisements are displayed on section notice boards.

Onsite training by an external provider, not coordinated by HR, shall be authorised by the relevant Department Manager.

Section specific training delivery shall be co-ordinated by the relevant Section Training Officer or other authorised person. Minimum compliance training is scheduled as per Procedure P703.044.

**6.2.5 Recognition of Prior Learning**

***Applicants who consider that they have completed appropriate training or have skills gained through prior learning and experience stipulated for the unit of the course may be granted RPL upon substantiation of that claim.. A person applying for RPL must first be nominated by relevant leader and recommendation sent to Learning and Development Officer***

**6.2.6 Emergency Situations**

In the event of an emergency refer to the training/qualification requirements as set out in Procedure P312.605 – Competent to Operate.

**6.3 Training Records**

**6.3.1 On-Site Courses**

In the case of courses conducted by QAL trainers, the course trainer shall ensure a Training Module Attendance Record (form HR-064-xxxx) is completed and attendance electronically recorded in SAP. If the trainer is unable to access the SAP system, the Training Module Attendance Record (form HR-064-xxxx) shall be forwarded to the **Learning and Development Administrative** Assistant.

In the case of courses conducted on-site by external providers, the Course Administrator shall also be responsible for ensuring a Training Module Attendance Record form is completed and attendance recorded in SAP.

**6.3.2 Off-Site Courses**

In the case of personal development activities involving travel outside of Gladstone, the HR **Section** shall record in SAP under transaction “Professional Development”, details of the development activity.

In the case of off-site courses the employee/organiser is responsible for submitting a Travel & Training Authorisation form for course registration, monitoring attendance and arranging for details to be recorded. This ensures payment, as well as details of the course being recorded in SAP.

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**6.3.3 QAL Employees' Qualifications**

Employee qualifications shall be recorded in SAP. These qualifications include all tertiary qualifications and licences held by the employee. The HR Section will enter the qualifications of new employees when they commence employment.

All training documentation shall be recorded on the employee's personal file and in SAP. Employees transferring to another section shall have their file forwarded to that section. On termination, employee records shall be forwarded to HR.

**6.3.4 Contractor Training Records**

The QAL Contract Supervisor shall ensure that all contractor personnel have received the correct QAL inductions, have the qualifications to complete the work and all records of such qualifications are documented before work starts and maintained throughout the contract, as per P703.018 Induction & Orientation.

Contractors shall maintain a spreadsheet of qualifications and training records for their employees and subcontractors. A current copy of the spreadsheet shall be provided to the QAL Contract Supervisor *prior* to site work *commencing reflecting* any changes *identified* to training requirements or personnel.

**6.4 Procedure Review**

This Training Procedure will be subject to audit as part of the Quality audit schedule. QAL shall verify contractor training records through the Safety Element Audit process.

The Quality Management Review meeting shall review the effectiveness of this Policy and Procedure annually.

**7.0 ATTACHMENTS**

**7.1 Module Approval Flowchart**