



Learner Guide 1

**RIIGOV401D Apply, monitor and
report on compliance systems**

TABLE OF CONTENTS

1.1 Introduction	3
1.2 Access And Apply Compliance Documentation.....	4
1.2.1 Categories Of Compliance Documentation	4
1.2.1.1 Legislative Requirements	5
1.2.1.2 Policies And Procedures	9
1.2.1.3 Other Categories	10
1.2.2 Accessing, Interpreting And Applying Documentation	12
1.2.2.1 Convey Information	13
1.2.2.2 Effective Communication.....	14
1.3 Clarify Implications Of Non-Compliance	15
1.4 Plan Systems Of Work	16
1.5 Implement Systems Of Work.....	18
1.6 Identify And Support Training Needs	18
1.6.1 Identifying Training Needs	19
1.6.2 Managing Legal Rights And Responsibilities	20
1.6.2.1 Consumer Legislation.....	20
1.6.2.2 Law Of Torts.....	21
1.6.2.3 Obligations Related To Business Structure.....	21

1.1 INTRODUCTION

Welcome to this unit **RIIGOV401D: Apply, Monitor And Report On Compliance Systems**.

This unit covers applying, monitoring and reporting on compliance systems in the resources and infrastructure industries.



This unit is appropriate for those working in a supervisory role or as a technical specialist, at worksites within:

- Civil construction.
- Coal mining.
- Drilling.
- Extractive industries.
- Metalliferous mining.

The unit includes:

- Identifying, sharing, planning and implementing legislation, codes, standards and business requirements.
- Monitoring, revising and reporting performance to ensure legal and contractual compliance.



1.2 ACCESS AND APPLY COMPLIANCE DOCUMENTATION

Documentation is essential to all aspects of every worksite. From environmental plans through to extrication plans, documentation exists that outlines what to do, when to do it and how it is to be done.



1.2.1 CATEGORIES OF COMPLIANCE DOCUMENTATION



Compliance documentation is the name given to the documents that require you to undertake tasks in a particular way or to meet a given standard.

Some of the categories of compliance documentation that you may need to access and apply during your work activities are discussed below.

1.2.1.1 LEGISLATIVE REQUIREMENTS

Compliance documentation related to legislative requirements covers a wide range of areas.

These requirements are standard across every industry within the state or country.

There are many legislative requirements that may affect business operations.



Occupational Health & Safety/Work Health & Safety (OHS/WH S) Requirements



Safety in the workplace is critical to every organisation. Any work conducted should be undertaken in a safe manner.

There are various federal, state and territory legislation and regulations surrounding OHS/WH S.

Environmental Issues

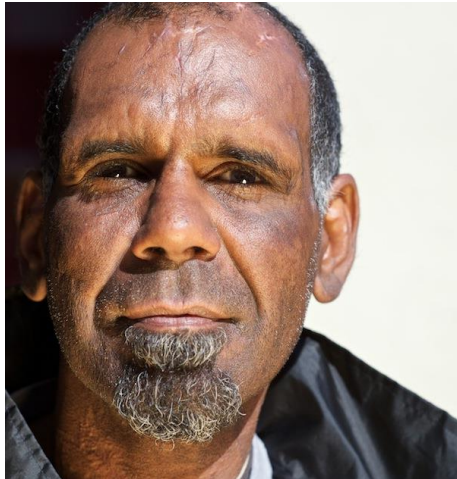
All organisations play an important role in maintaining environmental practices. However, the legislation that directly affects each company will differ depending on the activities they undertake.

Federal, state and local governments jointly administer environmental protection legislation in Australia through bilateral agreements.

State and territory acts can apply to certain business activities and often involves the issuing of environmental licenses and permits.



Equal Employment Opportunities (EEO) And Anti-Discrimination



Laws about anti-discrimination are made at both the Commonwealth and state or territory levels. These laws provide a range of grounds for a person to lodge a complaint if they feel they have been discriminated against on the basis of:

- Race.
- Age.
- Sex.
- Disability.

EEO legislation ensures that everyone has equal access to available employment. The principles of EEO are to:

- Ensure that workplaces are free from discrimination and harassment.
- Provide programs to assist people to overcome disadvantage.



Anti-discrimination legislation ensures that no person is discriminated against in the areas of employment, public education, delivery of goods and services including banking, health care and property.



The principles of anti-discrimination are:

- It is unlawful to discriminate based on race, sex, disability, marital status and age.
- The promotion of equal opportunity for all people.

Business Registration and Licensing

Depending on your worksite and/or the activities you are undertaking, you may need to hold a current ticket or certificate of competency. Licences, permits, and registrations are also required for personnel/workers who may have to perform high risk work or use certain plant or substances.

For example, personnel/workers operating plant or heavy vehicles need an 'A' class licence for plant up to 4.5 tonnes and 'C' class licence for plant over 4.5 tonnes (i.e. Australian heavy vehicle licence).



Companies and organisations may also have to meet certification requirements as it may:

-  **Be a contractual or regulatory requirement.**
-  **Be necessary to meet customer preferences.**
-  **Fall within the context of a risk management program.**
-  **Help motivate staff by setting a clear goal for the development of its management system.**

Alternative Ownership Structures



Alternative ownership structures for businesses can include private ownership, investor owned and public ownership, such as cooperatives and mutuals.

These ownership structures will inherently have varying legislative requirements that apply.

Industrial Relations



It is important to be familiar with, and understand the industrial relations legislation, including award and/or enterprise agreements that apply to your workplace.

Awards cover a whole industry or occupation, while the terms and conditions of employment in enterprise agreements can be tailored to meet the needs of the workplace.

The enterprise agreement may include:

- Employment conditions.
- Rates of pay.
- Consultative processes and dispute resolution procedures.



Within industrial relations legislation it is important to understand the laws surrounding recruitment and dismissal of employees/workers.

This will include the laws surrounding equal employment opportunity, dispute resolution in the workplace, and employee/worker resignation and dismissal procedures.

Workplace Legal Compliance

It is important that each site and the organisation monitor and maintain legal compliance at all times.

Workplace legal compliance requirements may cover areas such as:
Maintenance and confidentiality of records of non-compliance.
Maintenance of records of breaches of the contractual or legal compliance requirements.
Provision of information and training to members of the workplace.
Compliance with hazard identification and management.
Issue resolution procedures and management processes.
Committees and workplace representation by workgroups.

Legal compliance must be fully documented and managed in accordance with the requirements of your organisation.

If you need clarification of these requirements, speak with the legal department for your organisation.



1.2.1.2 POLICIES AND PROCEDURES



Policies and procedures could be organisational or site specific.

Organisational policies and procedures are standard across the entire organisation regardless of where you are working.

Examples include workplace relations, and personal leave requirements.

Site-specific policies and procedures have been developed to meet the hazards, risks or environmental considerations of the site.

These policies and procedures cover only the site you are working on.

Examples include emergency policies, site safety plans, and evacuation procedures.

Every mining or civil construction worksite will have organisational and site-specific requirements that will be outlined during your initial induction.



1.2.1.3 OTHER CATEGORIES

Other categories of compliance documentation that you may need to access and utilise includes:

- Australian Standards, e.g. AS/NZS 4240.2:2009 Remote control systems for mining equipment – Operation and maintenance for underground metalliferous mining.
- Australian guidelines and specifications, e.g. codes of practice. For example WorkCover document 1213 – Moving plant on construction sites.





Manufacturer's guidelines and specifications, e.g. pre-start checklists, service requirements, vehicle operations manuals.

- Training records, e.g. your own training record or licensing requirements.

Staff should be notified of changes to compliance documentation during toolbox meetings, staff newsletters or other established forms of communication used on the site.

1.2.2 ACCESSING, INTERPRETING AND APPLYING DOCUMENTATION



Being able to access, interpret and apply the requirements of the compliance documents is essential to any role within the workplace.

During your site induction you will be told how to access the documentation relevant to your site and duties.

Interpretation of compliance documentation involves getting the key information out of the documentation.

This allows you to make correct decisions for each situation and help you to understanding what is required of you and how you are expected to perform the tasks.



When interpreting compliance documentation it is vital that you understand the difference between words such as *should*, *consider* and *must*.

Should	<i>Should</i> indicates a preferred course of action. If you take a different course of action you will need to be able to justify this in the event of an accident or incident.
Consider	<i>Consider</i> means that you have a choice of actions and need to select the action that will give the best and safest result for the particular circumstances.
Must, Requires, Mandatory	<i>Must, Requires</i> and <i>Mandatory</i> all mean that the action is a legal requirement and MUST be complied with.

Applying the information contained within compliance documentation refers to following the directions in the documents.

1.2.2.1 CONVEY INFORMATION

Information on compliance will need to be provided to all members of the workplace. As a supervisor it is your responsibility to ensure that information is in a format that is easily understood.

When determining how information should be provided you will need to consider:

- **Language** – appropriate to both the information and the audience.



- **Style Of Presentation** – for documents, use of written or graphic format.
- **Format Of Presentation** – how the information is going to be best understood and utilised.
- **Legal And Contractual Obligations For Information Presentation** – privacy, confidentiality, documentation requirements.

Commonly information on worksites is presented in:

- Reports.
- Documentation such as policies and procedures.
- Inductions and induction booklets.
- Toolbox meetings.
- Pre-start meetings.
- Formal and informal meeting processes.



1.2.2.2 EFFECTIVE COMMUNICATION



It is essential that your communication skills are effective and appropriate. This ensures that all people in the workplace are able to understand you.

Your communication skills will need to be effective to ensure you are able to:

- Report necessary information.
- Consult with others.
- Negotiate mutually acceptable outcomes.
- Listen and resolve issues.

Effective communication will require the ability to:	
Speak clearly and concisely.	☐
Use terminology relevant to your audience.	☐
Maintain awareness of your audience.	☐
Actively and critically listen.	☐
Apply questioning and effectively answer questions.	☐
Maintain positive and confident body language and gestures.	☐

Each of these abilities helps your site meet the legal and contractual obligations for consultation and communications with the workforce.

All information that is presented on the site will need to be documented so that you can provide evidence that the information has been delivered, to meet the legal obligations. Documentation could take the following formats:

- Minutes of meetings.
- Copies of documents and reports.
- Attendance records and agendas from toolbox or pre-start meetings.
- Audio files and recording of the meetings.
- Other site acceptable methods.



1.3 CLARIFY IMPLICATIONS OF NON-COMPLIANCE



Non-compliance with any legal or contractual requirements will have implications for the success and safety of the workplace as a whole.

As a supervisor, it is your responsibility to ensure each member of the workplace is aware of the implications of non-compliance.

The implications of non-compliance can be wide ranging and affect an individual, a workgroup, a workplace, or the organisation as a whole.

Implications of non-compliance may include:

- Injuries and accidents.
- Re-scheduling of work or non-completion of tasks.
- Contractual termination.
- Financial implications for the workplace.
- Legal implications for the workplace.



The implications of non-compliance will vary, depending upon the industry, the workplace and the type of activities conducted.

Members of the workplace must be informed of the requirements for maintaining and following compliance. Any concerns surrounding non-compliance must be clarified as necessary.

This will ensure that all personnel/workers in the workplace are fully informed, and able to perform their work roles effectively.

1.4 PLAN SYSTEMS OF WORK

Before any task or project can start, you will need to plan the systems of work to be used.

That is, plan out what you are going to do, the order in which you will do it, and the methods used to achieve your goals.

When planning the systems of work to be used, you must take into consideration the legislation, codes, standards and business requirements that must be complied with.



Commonly you will need to comply with:

- Australian or international standards.
 - Codes of practice.
 - Standards of quality and safety.
 - Designated standards of work.
 - Insurance requirements.
-
- Environmental protection requirements.
 - OHS/WHS legislation and regulations.
 - Business registration and structuring requirements.
 - Taxation requirements (as necessary).
 - When determining your systems of work to meet compliance requirements, you will need to work closely with colleagues and others involved in the process.



This may include liaising with supervisors and managers, such as project managers, business managers or quality managers.



Ensure that consultation occurs effectively, and that colleagues and relevant others are given the opportunity to provide input into the appropriate systems of work.

This will not only provide you with a greater range of ideas and viewpoints, but will also assist colleagues and workers to feel valued and part of the processes of the workplace.



Identify and gather the relevant compliance documentation. Examine the documentation and clearly identify the primary and secondary compliance requirements.

The primary requirements are those that must be met. The secondary requirements are those that should be met.

Once you have identified the compliance requirements to be met, you can then work to develop effective systems of work that will achieve the goals of the required tasks, as well as meeting the necessary compliance requirements.

1.5 IMPLEMENT SYSTEMS OF WORK

Once you have developed effective systems of work, you will need to ensure that the systems are communicated to, and discussed with all personnel/workers. The systems of work can then be implemented.

Implementing a system of work means putting the necessary steps into place to ensure that work can be conducted and required goals can be met.



These steps must also comply with relevant legislative and business requirements. Once the steps are in place, work can be carried out, using the correct processes and methods.

It is during the implementation of systems of work that compliance problems and issues can occur. For this reason it is essential that compliance is made a priority, monitored and managed effectively.

1.6 IDENTIFY AND SUPPORT TRAINING NEEDS

In order to meet compliance requirements and business standards, workplaces must regularly identify the training needs of employees/workers, and support them in undertaking the training required.



1.6.1 IDENTIFYING TRAINING NEEDS

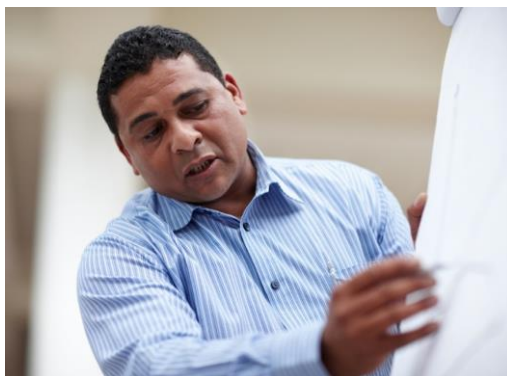


Training needs can be identified using a number of different methods. These may include:

- Skill gap analysis.
- Training requests.
- Issues in the workplace, such as safety issues, quality issues, or morale problems.
- Repeated breaches in compliance with policies or procedures.
- Injuries and accidents.

The methods used in your workplace may vary depending on the size and structure of the workplace, the resources available and the workplace policies and procedures.

Once the training needs of colleagues have been identified you will need to assist individuals or groups in locating or developing appropriate training options.



The training options may include activities conducted internally within the workplace, or may make use of external training organisations.

Appropriate training to meet the needs of individuals and groups will be discussed in a later section.

1.6.2 MANAGING LEGAL RIGHTS AND RESPONSIBILITIES

Training needs of employees/workers must be supported while managing the legal rights and responsibilities of the workplace. These legal rights and responsibilities may include:

- Marketing the business in accordance with consumer legislation.
- Operating the business with an appropriate duty of care, in accordance with the Law of Torts.
- Fulfilling obligations imposed by the choice of business structure.



1.6.2.1 CONSUMER LEGISLATION

On 1 January 2011 the Australian Consumer Law (ACL) commenced. It applies in all states and territories and to all Australian businesses. The ACL outlines the laws related to areas such as:



It is essential that your workplace is familiar with ACL, and how they must operate to ensure compliance with its requirements.

1.6.2.2 LAW OF TORTS



Law of Torts is common law based on precedents and legislation that is applicable within Australia.

The duty of care as imposed by the Law of Torts, states that all people must take reasonable care of their own health and safety, as well as the health and safety of others in the workplace.

This duty of care is defined in OHS/WHS policies and procedures for every organisation. It is essential you know, understand and apply this duty of care to all others within your workplace.

1.6.2.3 OBLIGATIONS RELATED TO BUSINESS STRUCTURE

The choice of business structure will directly influence the legal rights and responsibilities, the obligations of the workplace and the individuals or groups within the workplace.

Business structures can include sole traders, partnerships, trusts, companies, and alternative structures such as cooperatives and mutuals.



Your workplace will have detailed documentation related to the structure of the business and the legal rights, responsibilities and obligations of every person within the workplace.

This may be accessed in organisational policies and procedures and employee/worker manuals.



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Learner Guide 2

RIIGOV401D Apply, monitor and report on compliance systems

TABLE OF CONTENTS

2.1 Identify And Report Problems	25
2.2 Manage Activities	27
2.2.1 Planning And Organisational Skills	27
2.2.2 Organising Work Activities	28
2.2.3 Time Management	29
2.3 Submit Recommendations	30
2.4 Secure Procurement Rights	30
2.4.1 Contract Negotiation	31
2.4.1.1 Win-Win Negotiation.....	31
2.4.2 Creation And Termination Of Legal Contracts	33
2.5 Maintain Records And Reporting Procedures	33
2.5.1 Maintain Records And Book Keeping	34
2.5.2 Writing Procedures, Instructions And Reports	36
2.5.2.1 Procedures And Instructions	37
2.5.2.2 Writing Reports	38
2.6 Investigate And Act On Non-Compliance	38
2.6.1 Report and Document Non-Compliance	40
2.7 Identify And Implement Training Needs	41
2.7.1 Identify Training Needs	41
2.7.2 Implement Training Programs	42
2.7.2.1 Formal And Informal Training	42
2.7.2.2 Coaching And Mentoring	43

2.1 IDENTIFY AND REPORT PROBLEMS



When monitoring compliance with legal and contractual requirements, it is essential that actual and potential problems be identified.

Most workplaces will encourage you to report all potential problems so that you can respond proactively, rather than having to work reactively.

Problems could be any issues or situations that have impacted, or have the potential to impact, any aspect of the workplace.

This may include aspects of the workplace such as:



Any actual or potential problems that you have identified must be reported promptly.

This is so that corrective action can be developed and implemented as soon as possible, to maintain compliance.

The method of reporting problems will vary depending upon the workplace.



You may be required to submit a written report, report verbally, or utilise a computerised system.

Ensure that you are familiar with the reporting methods that must be applied in your workplace.

Each workplace will have a predetermined timeframe for reporting.

As problems will need to be managed promptly, ensure that you understand your workplace's reporting timeframes and adhere to them. If you are unsure of the reporting methods or timeframes for your worksite, speak with a supervisor.



2.2 MANAGE ACTIVITIES

All activities conducted within the workplace must be managed and monitored to ensure maximum legal and contractual compliance. This will in turn protect the interests of the business.



2.2.1 PLANNING AND ORGANISATIONAL SKILLS

Planning and organising skills will assist you to manage activities. Some planning and organising skills may be to:

- Plan ahead and manage your time.
- Organise your own work.
- Organise and support the work of team members.
- Monitor performance, tasks and people in a logical, effective way.



- Facilitate problem solving.
- Ensure that outcomes are achieved as planned.
- Maintain relevant records and ensure all documents are completed and stored appropriately.

2.2.2 ORGANISING WORK ACTIVITIES



Organising work activities is about scheduling your daily and weekly tasks in order to complete all assigned tasks in the best, most efficient manner while still meeting worksite requirements.

As well as sorting out your own work tasks you may be required to organise the activities of plant and machinery operators.

This could involve:

- Prioritising and sequencing of activities.
- Booking machinery hires.
- Sourcing appropriately trained operators.



Flexibility is important when organising your work activities, as it will allow you to reorganise if a higher priority task needs to be completed.

However you schedule activities, it is necessary to ensure you keep a written record of what you have done and why.

Some people prefer a handwritten checklist, others use a computerised diary entry. Using the method that works best for you is the most important thing.

2.2.3 TIME MANAGEMENT

In order to effectively manage the activities conducted in the workplace, you will need to possess sound time management skills, including:

- Setting goals or targets.
- Planning and organising activities.
- Prioritising activities.
- Scheduling timelines.
- Allocating and delegating tasks.
- Monitoring progress and making adjustments.



How you apply your time management skills and manage activities within the workplace may vary depending on the work to be conducted and its complexity, the number of workers involved, and your workplace policies and procedures.

When planning activities ensure that you keep legal and contractual compliance as the main considerations, as well as the set targets or goals.

2.3 SUBMIT RECOMMENDATIONS



Part of the monitoring process includes identifying and submitting recommendations for improvements to compliance with legal and contractual requirements.

Recommendations for improvements will need to be made whenever non-compliance is identified in an individual, a work process or a system of work.

You may also identify ways to improve currently effective work processes and work systems that could have the potential to become non-compliant.

Recommendations for improvements will need to be made in the correct format for your workplace.

The format will be detailed in your workplace quality assurance policies and procedures.

The pre-determined format for making recommendations will have been developed to ensure that all recommendations are made in a manner that reflects the legislative and organisational requirements for the workplace.



2.4 SECURE PROCUREMENT RIGHTS

Contract management is a specialist area within mining and civil construction, which ensures all aspects of the contractual obligations are met at all times.

Part of the role of a contract manager is to secure procurement rights for goods and services.

Procurement contracts set an agreement in which a buyer agrees to acquire goods and services from a seller.





How you secure contractual procurement rights for any goods and services will vary depending upon workplace policies and procedures, the goals and needs of the organisation, as well as the needs and goals of the other party.

Once contractual arrangements have been made, all members of the workplace should be made aware of the arrangements to ensure the correct use of the contract.

2.4.1 CONTRACT NEGOTIATION

In order to secure procurement rights you will need to conduct negotiations with the other party. A win-win negotiation outcome is the desired result.



2.4.1.1 WIN-WIN NEGOTIATION

As the name suggests, each party wins, or achieves part or all of what they set out to achieve from the negotiation.

The process for a win-win approach is to listen to the other party and their position, opinions and goals, and then present your own.

If each side has planned correctly, they will know where they are prepared to compromise to achieve their goal/s.



Creating a written negotiation plan with alternatives, details of what must be achieved and what you are willing to compromise on will help you stay on track to achieving the best result.



Negotiation plans are particularly important if you are trying to achieve exclusive use of goods or services for your project.

By using a negotiation plan, you are more likely to achieve the desired result because you will have determined how much your organisation is prepared to pay for the rights.

Other less desirable outcomes from negotiation include a win-lose outcome, and a lose-lose outcome.

2.4.2 CREATION AND TERMINATION OF LEGAL CONTRACTS



Most organisations will have lawyers and solicitors who create and terminate all legal contracts.

Your organisation may allow minimal creation or termination of legal contracts for small matters.

If they do, you will need to use appropriate templates and formats that have been developed.

The legal department of your organisation will have developed these templates. They will require no modification or adaptation.

To terminate services or contracts you will need to use the termination processes stated in the original contract.

If the original contract does not state how termination can occur, you will need to consult with your legal department before taking any action.

Do not attempt to create or terminate legal contracts without permission from management and the input of the legal department.



2.5 MAINTAIN RECORDS AND REPORTING PROCEDURES

In order to monitor for developing problems and maintain legal and contractual requirements, you will need to manage the documentation for the workplace.

This includes maintaining the systems, records and reporting procedures.

Effectively managing the documentation, including records and reports could include:





- Identifying the records that must be completed for specific work tasks, and generally in the workplace.
- Inputting data in a timely manner.
- Collecting data in a verifiable manner.
- Storing data in a usable manner.
- Ensuring data is accessible.
- Following all reporting procedures.
- Supporting colleagues in the maintenance of records and reports.

Each business will have a different system for storage of data. It is essential that you work with the system already in place and meet the workplace requirements.



2.5.1 MAINTAIN RECORDS AND BOOK KEEPING



The book keeping and record keeping requirements will be detailed in your workplace policies and procedures.

The policies and procedures will be used to ensure the record keeping and book keeping activities meet the minimum financial and legal requirements.

The book keeping and record keeping you are required to maintain will vary. This may depend on your role, level of authority, your responsibilities and duties, and your amount of delegation responsibility.

Commonly records will relate to:

Taxation requirements and legislation.

Quality assurance requirements.

Health and safety legislation.

Business management requirements.

How you keep records and books will also vary depending upon the system being used by your workplace and by your organisational policies, procedures and processes.

If you are extensively involved with book keeping for your workplace, you should have a comprehensive knowledge of the taxation legislation and requirements that relate to your organisation.

These requirements could include:



- Income tax.
- Business or company taxes.
- Fringe benefit taxes.
- Goods and services tax.
- State taxes.
- Federal taxes.

There is a multitude of relevant legislation that governs how businesses operate in Australia. If you have any questions or queries, you should speak with your organisation's accounting department.



2.5.2 WRITING PROCEDURES, INSTRUCTIONS AND REPORTS

As part of documentation management, you may be required to write procedures, instructions and reports.



2.5.2.1 PROCEDURES AND INSTRUCTIONS



Well written procedures and instructions increase workplace accountability and transparency. When writing procedures and instructions you will need to meet legislative requirements and workplace policies.

Some considerations when writing procedures and instructions include:

- The procedures should be based on the policies of the workplace.
- Instructions should flow on from policies and

procedures.

- Follow the standard format for the workplace.
- Provide specific step-by-step directions.
- Include what needs to be done, when, by who, and what records are to be kept.
- Write clearly and directly, in plain English.
- Include written and pictorial information if required, e.g. flow charts.



Always double check you have included all legal requirements and workplace policies in your instructions and procedures.

If required, have other personnel/workers review a draft and refine the procedure or instruction as necessary.

2.5.2.2 WRITING REPORTS

Your workplace may have report templates that you are required to use.

Whether a template exists or not, your report should:

- Be written in clear, easy to read, plain English.
- Be easy to understand.
- Contain complete, but concise information.
- Flow in a logical order.



2.6 INVESTIGATE AND ACT ON NON-COMPLIANCE

Compliance requirements change regularly. It is necessary for you and your organisation to keep current with these changes and implement any new procedures, equipment requirements or other systems that will assist you in maintaining compliance.

Compliance may need to be maintained for:

- Environmental protection requirements.
- Workplace activities.
- Quality requirements.
- Safety legislation.
- Financial safeguards and measures.
- Organisational requirements.





You will need to use your investigative skills in order to identify any issues surrounding non-compliance in the workplace.

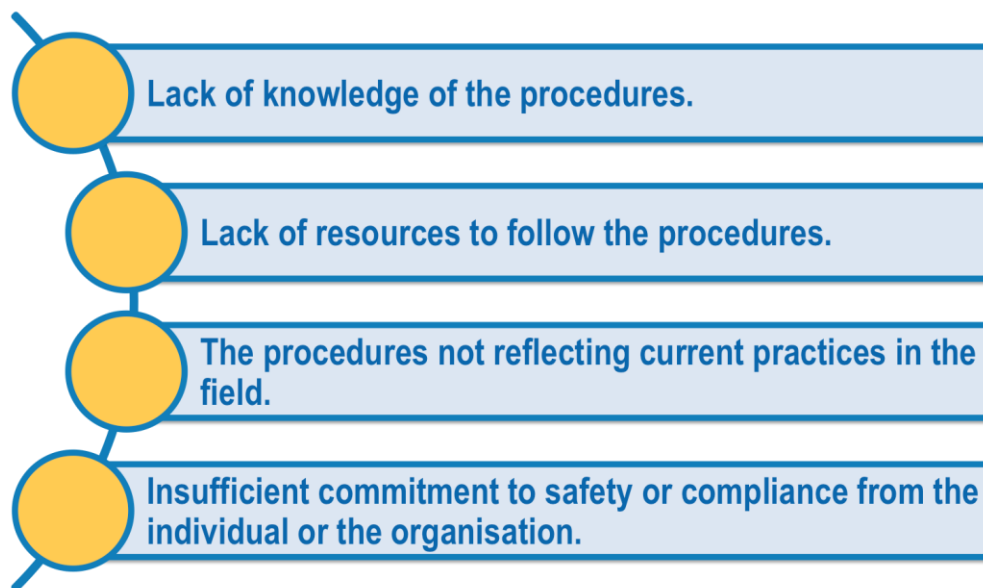
These skills include:

- Asking questions.
- Making observations.

- Researching possibilities.
- Discussion with colleagues and experts.
- Reading legislation, codes of practice and other supporting documentation.
- Keeping current with developing trends within your industry.



Non-compliance could occur for many reasons such as:



2.6.1 REPORT AND DOCUMENT NON-COMPLIANCE

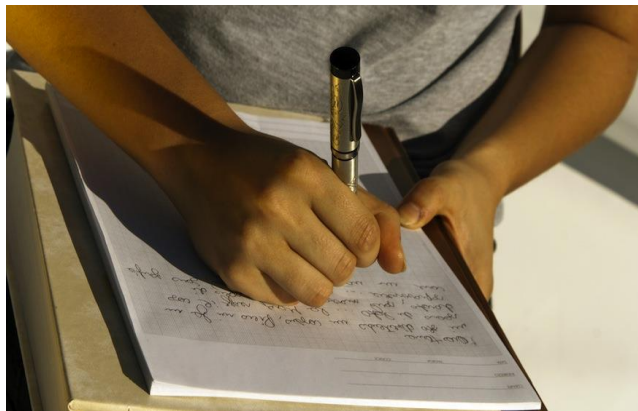


Any issues of non-compliance identified will need to be dealt with appropriately.

The correct measures for dealing with the issue of non-compliance will depend on the type and severity of non-compliance, as well as the legal and workplace policies and procedures in place.

Your first step may be to report the issue of non-compliance to the relevant supervisors, management or other personnel/workers.

Ensure you know the procedures for reporting of non-compliance for your workplace.



Non-compliance will also need to be documented in a format acceptable to your workplace.

When documenting non-compliance, be as specific and detailed as possible.

This will assist you to identify why compliance has not been met and develop the correct solutions to deal with the issue.

2.7 IDENTIFY AND IMPLEMENT TRAINING NEEDS

The training needs of all personnel/workers must be monitored and if necessary, addressed. This could take place through internal training onsite or by utilising external training resources.



2.7.1 IDENTIFY TRAINING NEEDS

Any issues of non-compliance identified can be used to determine the training needs of personnel/workers.



This allows people to gain the competencies required to meet compliance standards.

As discussed in an earlier section, there are also other methods for determining the training needs of personnel/workers that could be used.

Once you have determined a training need, you will need to identify the most appropriate training to develop the required competencies.

The training provided needs to be integrated into the workplace wherever possible and relevant to your workplace procedures and operations.

Two internal methods that could be used are coaching and mentoring.



2.7.2 IMPLEMENT TRAINING PROGRAMS

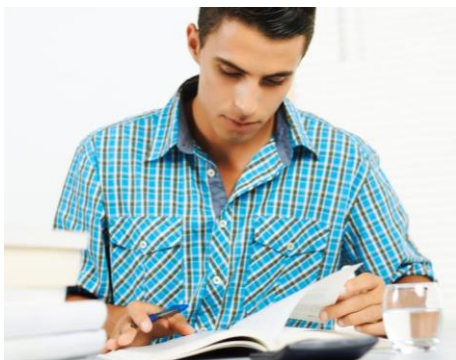
Training programs and workplace practices should be used to ensure non-compliance issues are not repeated. This can be done through formal training or more informal training such as mentoring.



2.7.2.1 FORMAL AND INFORMAL TRAINING

Training programs could include both formal and informal training. Formal training results in certification or accreditation. This training is recognised outside of your workplace and will benefit you when you change organisations.

Informal training can include internal methods such as coaching and mentoring. Informal training does not result in certification or accreditation.



To ensure successful training programs, you will need to plan the programs, with defined goals and key indicators of success. Once you have implemented a training program, you will need to monitor and evaluate the program to ensure that it is meeting the defined expectations.

If you find the goals of the training are not being achieved, you may need to re-examine how the training is being conducted and make adjustments as necessary.

2.7.2.2 COACHING AND MENTORING



Coaching and mentoring are similar training methods that are used within the workplace to enhance performance, and to develop competencies.

Coaching follows a more formal approach to learning compared to mentoring.

A senior staff member can be used to identify problems or concerns with the performance of an individual or team.

Experienced staff can use their experience and skills to assist the individual/team to improve their skills and provide the correct procedures as required.

Mentoring can be conducted more informally. This approach encourages the learner/s to observe and be guided by more experienced personnel/workers.

They can then ask questions, perform tasks and be provided with immediate feedback.

