

Training and Competency Procedure

Purpose

This Procedure describes the Queensland Hydro processes for establishing and maintaining competency of Workers, to ensure they are capable to perform their allocated work safely.

This Procedure aims to provide a consistent approach to the identification and provision of Health and Safety (HS) training and development activities and assist to:

- Ensure that all Workers are made aware of their Health and Safety (HS) responsibilities whilst at work;
- Support Queensland Hydro’s continuous improvement of the HS culture;
- Meet legislative compliance; and
- Improve Worker awareness of HS risks within the workplace and manage those risks.

Scope

This Procedure applies to all Health and Safety activities undertaken by Queensland Hydro (and Contractors where specified by Contract). It has been developed to address both HS compliance obligations and Queensland Hydro-specific HS requirements.

It applies to Visitors; Employees, labour hire personnel and Contractors, and describes Queensland Hydro’s approach to:

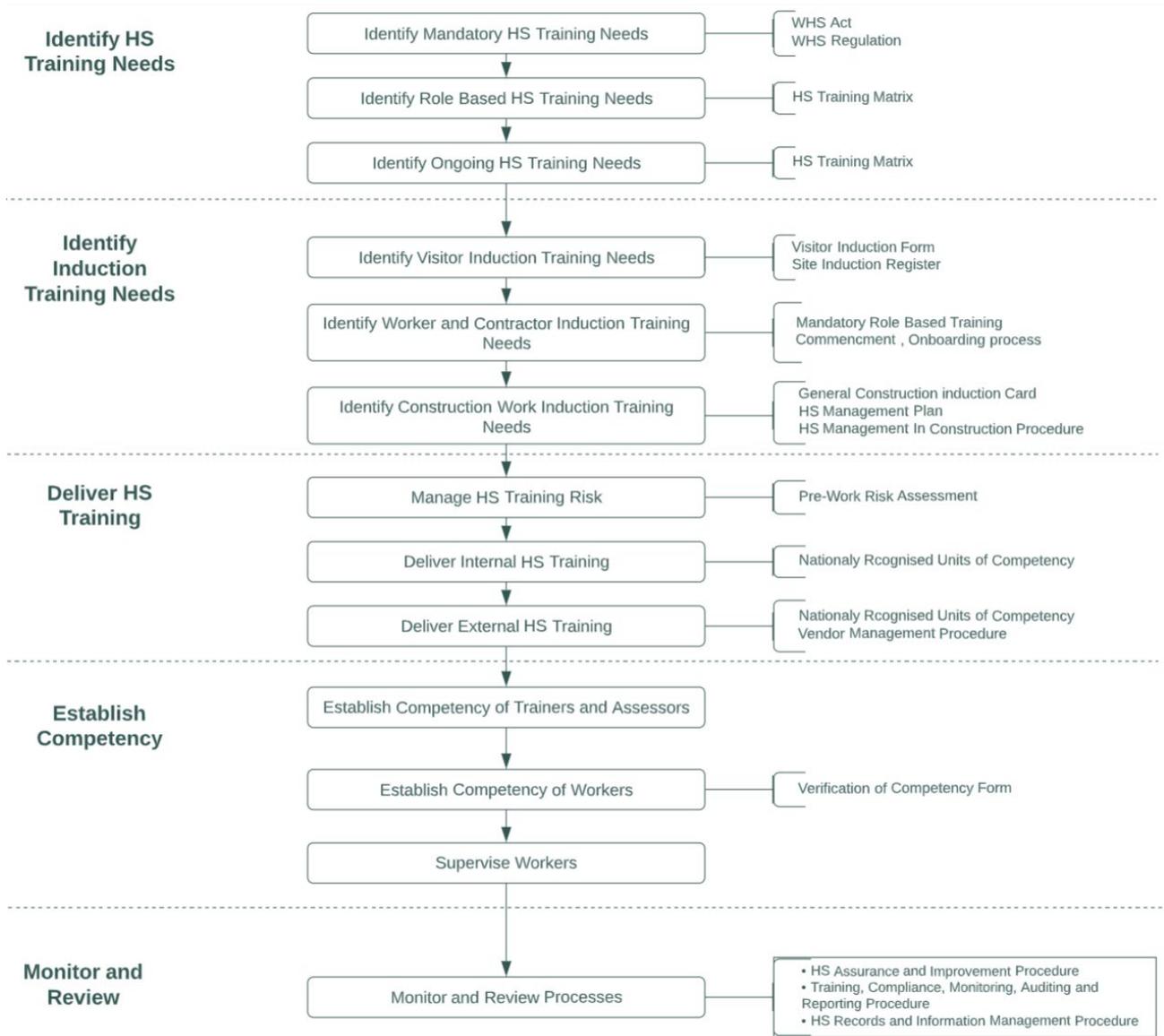
- Identifying HS training needs, including induction needs;
- Delivering HS training;
- Establishing and maintaining Worker competency;
- Maintain evidence of Competency
- Monitoring performance and identify opportunities for improvement; and
- Evaluating implementation of training and competency processes.

Learning opportunities are allocated in a strategic and non-discriminatory manner and may apply to Queensland Hydro and Contractor personnel where gaps are identified, and a health and safety benefit exists. Formal and informal learning programs are utilised, and include:

- Induction;
- Operational Training;
- HS Training;
- Management Skills Development;
- Leadership Skills Development;
- Collaboration and Knowledge Sharing; and
- Technical Training.

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Process Map



Procedure

1 Underlying Principles

Training must be focused on competencies which enable individuals to perform to the best of their ability. The competence of personnel should include knowledge, skills and experience needed to deliver products and services to specification as well as identify the hazards and minimize the HS risks associated with their work and work environment. In determining competence for each role, the following should be considered:

- knowledge, skills and experience necessary to undertake the role;
- re-training intervals necessary to maintain competence;
- the work environment;
- control measures identified in the risk assessment process;
- requirements applicable to the Queensland Hydro Health and Safety Management System (HSMS);
- legal requirements;
- relevant codes of practice, work procedures and internal/external standards;
- Queensland Hydro HS Policy;
- potential consequences of non-compliance;
- the duties and responsibilities associated with the roles; and
- individual capabilities including experience, language skills, literacy, numeracy, and diversity.

As a minimum, personnel must have the necessary competence to remove themselves from situations of imminent danger. For this purpose, it is important that workers are provided with sufficient training on hazards and risks associated with their work and work environment.

Workers should participate in determining competence and training needs and well as training evaluation.

2 Managing Requirements

It is the responsibility of Site/Project Managers to ensure that personnel on site are provided with adequate knowledge to ensure their own health and safety, the health and safety of others before entering the workplace or starting work.

Supervisors have a responsibility to ensure Induction requirements and refresher training (re-induction) intervals (if required) are completed.

Inductions should include an assessment and can only be regarded as having been completed if the assessment has been successfully completed.

Induction information shall be kept up to date with project progress and or changes to the work environment and equipment.

Changes or modifications to work processes or practices that generate training requirements are to be captured and added to the training needs analysis outside of the normal training review cycle. This is to ensure a review of training course content takes place as a result of change or when it has been deemed ineffective.

Records of inductions and other training are to be retained as part of each individual's training history within the Queensland Hydro learning management system.

2.1 Defining Role Specific Competence Requirements

For specialist roles, Site /Project Managers are responsible for ensuring role specific competence requirements are documented and retained with the role position description.

2.2 Defining Task Specific Competence Requirements

Where a task is routinely performed as part of normal operations, the knowledge and skills necessary to safely perform the task are to be identified and documented in a work instruction.

SWMS must also include detail associated with the knowledge and skills required to undertake the work safely.

3 Identify HS Training Needs

A Training Needs Analysis (TNA) should be used to check on the necessary capability levels, i.e. those needs that have been identified as necessary to manage activities effectively and to be capable of meeting future challenges. The TNA should also identify the gap that exists between what is needed and what is currently available.

At the time of onboarding, the new employee's manager shall work in conjunction with the People and Capability team to establish the new employees' training needs based on their position description and relevant competency matrix. The manager, with the assistance of the People and Capability team, shall prepare a Training Plan to identify and schedule the training needed.

Workers must hold the necessary competencies and experience required to perform their tasks safely and efficiently. Queensland Hydro must identify the organisation's HS training needs including:

- Mandatory HS training required under legislation;
- Role-based HS training;
- HS responsibilities training for Queensland Hydro Managers and Supervisors; and
- Ongoing HS training needs.

When identifying training needs, it is necessary to determine if the training should be competency based or awareness training.

Competency based training is designed to allow the learner to demonstrate and be assessed on their ability to apply or use related knowledge, skills and abilities to successfully perform a function or task. Examples of competency based training are courses and qualifications delivered internally by qualified and authorised subject matter experts, or externally by Registered Training Organisations (RTOs). Learners are required to demonstrate that they can do a task or activity and be assessed as competent.

Awareness training is designed to share information with a learner about a particular topic, and may or may not include a knowledge assessment. Where awareness training does include an assessment, the purpose of that assessment should be to establish understanding and recall of the content delivered. An example of awareness training that includes an assessment is induction training.

Awareness training should not be considered a competency assessment.

3.1 Mandatory Legislated HS Training

The following table identifies the legislated mandatory HS training for all Workers and mandatory training for Workers where performing particular activities.

Table 1 - Mandatory Legislated HS Training

Mandatory Training All Personnel	Regulation Reference
Induction and ongoing training that addresses the HS risks involved in their work, and the safe work procedures required to manage those risks	Work Health and Safety Act 2011, s 19(3)(f); Work Health and Safety Regulation 2011, s 39; and Work Health and Safety Regulation 2011, s 703(2)(e)
Evacuation instructions, first-response equipment operation and evacuation practice training	Building Fire Safety Regulation 2008, s 35-36, s 44; and Work Health and Safety Regulation 2011, s 43(1)(c)

Role Specific Mandatory Training	Regulation Reference
Evacuation coordination (wardens) training	Building Fire Safety Regulation 2008, s 38
Fire safety advisor training	Building Fire Safety Regulation 2008, s34
First aid training (where required for particular roles)	Work Health and Safety Regulation 2011, s 42; and Electrical Safety Regulation 2013, s 28
Health and Safety Representative (HSR) training (where required for particular roles)	Work Health and Safety Regulation 2011, s 21
General construction induction (where required for particular roles)	Work Health and Safety Regulation 2011, Part 6.5
Identification and safe removal of asbestos (where required for particular roles)	Work Health and Safety Regulation 2011, s 445
Personal protective equipment	Work Health and Safety Regulation 2011, s 44(4)
Confined space entry	Work Health and Safety Regulation 2011, s 76
Work at height	Work Health and Safety Regulation 2011, s 80(4), s 306(G), s 306(I)(9)(b)
Underwater diving work	Work Health and Safety Regulation 2011, s 171
Laser usage	Work Health and Safety Regulation 2011, s 223(5)
Hazardous chemicals	Work Health and Safety Regulation 2011, s 363(2), s 379(2)
High Risk Work	Work Health and Safety Regulation 2011, s 81(2) Schedule 4 s 86
Mobile Plant Operations	Work Health and Safety Act 2011 s19 (f)

NOTE: Queensland Hydro’s HS Procedures on these tasks provide further guidance on their training and competency requirements. Reference can be made to the HS Training Matrix.

3.2 Manage High Risk Work Licences

High-risk work licences are required by legislation for the following work, for persons performing these activities:

- Asbestos removal (Work Health and Safety Regulation 2011, Part 8.10);
- Crane and hoist operation (*Work Health and Safety Regulation 2011, Schedule 4*);
- Demolition work (Work Health and Safety Regulation 2011, s 143);
- Forklift operation; (*Work Health and Safety Regulation 2011, s 81, Schedule 3*);
- Rigging and dogging (*Work Health and Safety Regulation 2011, s 81, Schedule 3*); and
- Scaffolding (Work Health and Safety Regulation 2011, s 81, Schedule 3).

Persons must not be permitted to undertake these activities until evidence is established that the person holds the requisite licence. A system must be in place to verify that the licence is held (e.g. HR records for employees, site records for Contractors).

Queensland Hydro’s HS Procedures on these tasks provide further guidance on licensing requirements. A complete list of high-risk work licences, including various classes of licence, can also be found on the [WorkSafe Queensland](#) website.

3.2.1 Manage Electrical Licences

Electrical work licences or qualifications required by legislation for persons performing electrical work:

- Electrical mechanic (Electrical Safety Regulation 2013, Part 4);

- Electrical linesperson (Electrical Safety Regulation 2013, s 28);
- Electrical fitter (Electrical Safety Regulation 2013, s 28);
- Electrical joiner (Electrical Safety Regulation 2013, s 28);
- Restricted electrical work (Electrical Safety Regulation 2013, s 28);
- Electrical work training (Electrical Safety Regulation 2013, s 28);
- Electrical contractor (Electrical Safety Regulation 2013, s 28);
- Electrical Engineering qualification; and
- Authorised persons (for observing work around overhead lines) (*Electrical Safety Regulation 2013, Schedule 2*).

Persons must not be permitted to undertake these activities until evidence is sighted that the person holds the requisite licence. A system must be in place to verify that the licence is held (e.g. HR records for employees, site records for Contractors).

A complete list of electrical work licences can also be found on the [WorkSafe Queensland](#) website.

3.3 Identify Role-Based HS Training Needs

Role based HS training needs must be identified in respect of individual Workers' role by reference to:

- Mandatory legislated training;
- Best-practice and industry standards;
- Educational institutions and nationally recognised training standards;
- Professional bodies and industry associations;
- Risk assessments;
- Consultation with Workers; and
- Requirements of the HSMS.

Once identified, role-based training needs must be incorporated into selection criteria for individual position descriptions. The Queensland Hydro Learning Management System will be used to track the assignment of training against each position and include the following role-based HS training information):

- Mandatory legislated training;
- Queensland Hydro mandatory training;
- Queensland Hydro role-based training;
- Professional qualifications;
- Licences;
- Trade skills;
- Competency assessments; and
- Training completion dates and refresher intervals.

3.3.1 Identify HS Responsibilities Training for Managers and Supervisors

Managers and supervisors must receive training appropriate to their level of organisational responsibility, to assist them to properly discharge their obligation to ensure Workers under their control are adequately trained and supervised. This training must be built into induction training, internal training, professional development plans, and developed and delivered by subject matter experts including:

- Queensland Hydro's internal legal counsel; or
- External legal advisors; or
- Registered Training Organisations; or
- Other persons with professional HS qualifications as deemed appropriate by Queensland Hydro's Head of HS.

3.4 Identify Ongoing HS Training Needs

Queensland Hydro must ensure that HS training and competency requirements for Workers, including initial and ongoing validation of competence, is completed, and monitored in accordance with any risk assessment outcomes and the requirements of the HS Training Matrix. Ongoing training must be undertaken:

- When compliance requirements specify expiry and renewal periods (e.g. high risk work licences);
- When Queensland Hydro internal requirements dictate (e.g. refresher training);
- When there are changes in organisational processes (e.g. Workers changing job, new equipment/processes introduced into the workplace);
- As a result of consultation with Workers (e.g. professional development programs);
- To ensure continual improvement occurs (e.g. corrective action from incident investigations, as a result of risk assessment, to rectify breaches via performance management); and/or
- When significant time elapses since a skill was last engaged.

Records of training completion, along with required refresher intervals, must be maintained in Queensland Hydro Learning Management System.

3.5 Induction Training Needs

3.5.1 Visitor Induction

This is the most basic level of induction, normally only appropriate to Visitors who are coming to site on an ad-hoc basis and are always supervised by a Queensland Hydro Employee. It must be relevant to the activities the Visitor is undertaking on site and convey the following site-specific information as a minimum:

- The requirements of Queensland Hydro's HS Policy;
- The contact details for the person that is supervising the person during their visit, and the requirement to stay with that person;
- How to raise the alarm, how to exit the building/site and where to assemble in the event of an emergency;
- The obligation to notify Queensland Hydro of any workplace hazards, or incidents;
- Details of any significant hazards at the site and the controls to manage them (e.g. authorised areas where the person cannot go, PPE requirements etc.);
- Location of amenities and first aid equipment; and
- Details of Queensland Hydro's **Alcohol and Other Drugs Procedure (HS-PRO-0021)** and requirements for managing health and hygiene risks (e.g. COVID-19).

Visitor inductions must be:

- Undertaken prior to site entry;
- Delivered by the Supervisor to visitors who attend that site;
- Valid only for the day/s of the visit;
- Valid only at the specific site being visited.

3.5.2 Worker Induction

Workers are to complete induction training at the earliest practical date following commencement and/or prior to the commencement of any work assignment or task.

This induction must be appropriate to the work they are undertaking and build on the information provided to visitors about site hazards and methods of controlling those hazards. This must include:

- The requirements of Queensland Hydro's HS Policy;
- The contact details for the person directly responsible for managing and supervising their work;
- How to raise the alarm, how to exit the building/site (including use of electronic/automatic door and gate overrides), where to assemble in the event of an emergency, and use of first response emergency equipment;

- A site-specific orientation including location of access points, amenities and first aid equipment;
- How to report workplace hazards or incidents;
- Details of any significant hazards at the site and the controls to manage them (e.g. authorised areas where the person cannot go, PPE requirements etc.);
- Details of Queensland Hydro's **Alcohol and Other Drugs Procedure (HS-PRO-0021)** and requirements for managing health and hygiene risks (e.g. COVID-19);
- Processes for identifying hazards and control measures associated with their work;
- Regulatory requirements relevant to any site-specific hazards;
- Site-specific rules;
- Permits for performing certain classes of work (e.g. confined space entry, excavation work);
- Authorisations required for site access and works; and
- Any site-specific hazards and risk control measures involved in carrying out their work as identified by risk assessment processes such as the **Pre-Work Risk Assessment (HS-FRM-0003)** (which can also be used to document a site-specific induction).

3.5.3 Construction Work Induction

Any Worker (Employee, Contractor or labour hire) undertaking construction work as defined by the *Work Health and Safety Regulation 2011* must hold a General Construction Induction Card.

Workers undertaking work on a construction project site must complete a site-specific induction delivered by the appointed Principal Contractor (either Queensland Hydro or an externally contracted party) in accordance with the project Health and Safety Management Plan (HSMP). This must include an assessment that Workers on the project:

- Hold the appropriate class of licence (or other competency) for the work they are undertaking;
- Have been inducted into a SWMS for the work they are undertaking;
- Hold a General Construction Induction Card that meets the competency "Prepare to work safely in the construction industry" (or an equivalent previous standard); and
- Queensland Hydro Workers must comply with Queensland Hydro policies and procedures (where required) and those of the Principal Contractor engaged to construct the works. Where differing standards apply to Queensland Hydro Workers, the higher standard will be adopted and followed.

4 Deliver HS Training

4.1 Manage HS Training Risks

Where training involves potential risks (e.g. training in the use of plant and equipment, practice in emergency procedures etc.), a documented **Pre-Work Risk Assessment (HS-FRM-0003)** (PRA) must be performed prior to the delivery of the training. It must be continually reviewed throughout the training and assessment process (this requirement also applies to training delivered in Queensland Hydro workplaces by non-Queensland Hydro training providers).

Equipment used for training must be fit for purpose, in good condition and within its test date. If this requirement cannot be met (for example, due to the availability of equipment or disproportionate costs associated with maintaining equipment reserved for training), it must be clearly marked "TO BE USED FOR TRAINING PURPOSES ONLY".

4.2 Training Delivery

The means by which training is provided may differ this will depend on the nature of the work, the worksite and the needs of Queensland Hydro and the trainee. For example; skills, qualifications, competencies, and knowledge may be attained through:

- Formal, off the job training;
- Informal, on the job training including mentoring and coaching;

- Time spent “hands on” in the job;
- Secondment programs and experience sharing; and
- Self-paced training programs via workbooks or the internet.

4.2.1 On the Job Learning

Given that we acquire and develop most of our job specific knowledge and skills in the workplace through on-the-job application and experience, the default strategy for addressing training needs should be to fully exploit any work-based opportunities that are available. On the job training involves sharing knowledge and skills from experience. Components of on the job learning include observation/demonstration and practice, delegation, coaching and mentoring. On the job training must be undertaken under the direct supervision of a competent person.

Coaching and Mentoring of inexperienced workers is critical to not only achieve competence but also provide a more secure environment to enhance formal and informal skills.

4.2.2 Self-Managed Learning

Self-managed learning can be very effective and might include reading, attending learning events, eLearning, pursuing qualifications outside working hours and any other learning pursuit which the individual controls.

eLearning is the delivery of a training using information technology. It provides some flexibility as well as exposure to higher quality training than may be available at site or locally. A variety of media is available to help with learning including traditional written materials, pod casts, web-based instruction, online information, online groups and video conferencing. It can be combined with classroom-based training or delivered on a standalone basis.

4.3 Deliver internal HS Training

Queensland Hydro shall provide internal HS related training courses that are delivered in-house. These include HS-specific training courses (e.g. emergency procedures, risk management, use of personal protective equipment, hazardous manual tasks etc.), and job-specific training.

Nationally recognised units of competency, where they are available, should be used as a model for developing the content of internal training materials.

Informal demonstration and instruction of new equipment is classed as internal training (even though it is often delivered by external parties, such as Vendors). It does not require any formal development or assessment by Queensland Hydro; however, records must be kept on employee files by their respective managers.

4.4 Deliver Recognised HS Training

Where training must meet the requirements of nationally recognised units of competency, it must be delivered by an external Registered Training Organisation, where Queensland Hydro has not been approved as an agent for an RTO for that training.

External training providers must be appointed and engaged in accordance with Queensland Hydro’s Procurement Procedures.

Personnel responsible for the delivery and assessment of competency-based training programs at Queensland Hydro must meet the standards required by the Australian Skills Quality Authority (ASQA) and be registered with the current contracted RTO as a content expert/trainer/assessor.

The national standards require training and assessment to be delivered by trainers and assessors who have relevant recognised competencies at least to the level being delivered or assessed.

5 Establish Competency

5.1 Competency of Trainers and Assessors

Training and assessment of competency must be carried out by a person who has themselves been established as competent in the task being performed (e.g. a subject-matter expert appointed due to their high level of skills and knowledge in the specific task).

5.1.1 Trainers and Assessors

In addition, all trainers and assessors who deliver competency-based training programs at Queensland Hydro must meet the current national standards set by the regulatory body.

Trainers must hold the **TAE40116 Certificate IV in Training and Assessment** as a minimum qualification and be able to demonstrate vocational competencies at least to the level being delivered and assessed.

NOTE: Subject Matter Experts (SMEs) may also be involved in the assessment, working alongside the assessor to conduct the assessment.

Persons delivering training under the supervision of a trainer must work under the supervision of a trainer with the **TAE40116 Certificate IV in Training and Assessment** and hold either the **TAED301 Enterprise Trainer – Presenting Skill Set**, or the **TAESS0008 Enterprise Trainer – Mentoring Skill Set** as well as be able to demonstrate vocational competencies at least to the level being delivered and assessed.

Assessors must hold the **TAEASS401,402&403 Assessor Skill Set** and be able to demonstrate vocational competencies at least to the level being assessed.

5.2 Establish Competency of Workers

Establishing that Workers are competent to perform work safely is an important part of the training process. Even though a person holds a particular licence or certificate, it does not necessarily mean they have the current and practiced skills required to perform the task to the required standard.

The level of proof required to establish competency depends on the nature of the work, the equipment being used and the level of risk involved.

Establishing competency involves processes to assess and/or verify competency, and these are discussed in the following sections.

5.2.1 Assessments

The assessment will comprise of a written examination and practical demonstration through observation.

Assessment of practical competency-based training may be conducted by either a trainer that holds the units of competency, or an authorized content expert, under the supervision of the trainer. Content experts are those who have already been assessed to be competent in the unit or course.

Upon successful completion of the assessment, it shall be signed by all parties involved in the training process and scanned for processing and uploading to the employee's file.

5.2.2 Assess Competency of Workers

Delivery of training (as described in the previous section of this Procedure) may incorporate a process that assesses Worker understanding and/or competency, except in limited circumstances, such as visitor induction training where the person is continually under supervision. This can be achieved by use of a documented assessment, which is also helpful for establishing Worker standards of literacy and comprehension. Alternatively, the Worker could perform the task against a pre-determined set of criteria (e.g. a training checklist) to demonstrate the required standard and technique have been attained from the training. Where determined that competency assessment is required that competency must only be assessed by persons who have themselves been established as competent in the task being performed.

There are, however, circumstances where it is not practicable to assess Worker competency through Queensland Hydro's training delivery processes. This includes Contractors performing specialist tasks or operating equipment on Queensland Hydro sites. The following section about verifying competency provides a process for establishing competency in these situations.

5.2.3 Verify Competency of Workers

Where it is not practicable to assess Worker competency through Queensland Hydro's training delivery processes, the **Verification of Competency Form (HS-FRM-0007)** can be used. This process involves undertaking reasonable activities to establish that persons are in fact competent to perform a particular task. It is normally used for high-risk work, such as civil plant operation, and is particularly useful for verifying competency where a formal qualification (such as a high-risk work licence) is not required for compliance with legislation.

Queensland Hydro's HS VOC process verifies that each Worker's correct and current qualifications have been sighted and that an Employer declaration of competency has been provided.

The Verification of Competency Form can be used to record the Employer's declaration of competency and is valid for the following durations beyond which a new HS Verification of Competency Form must be completed:

- The expiry of any licence or qualification;
- As specified by Queensland Hydro;
- As specified by legislative or other compliance requirements; or otherwise
- For three years from the date of sign-off.

In some instances, a VOC may be requested that requires a practical assessment of a Worker's actual ability to operate plant or perform a task. This must be undertaken by a competent trainer/assessor in accordance with this Procedure or referred to an external RTO for assessment where Queensland Hydro does not possess the internal capability.

A completed HS Verification of Competency Form or other document as outlined in Table 1 (licences, cards, certificates and other official document issued by an authorised source) must be sighted before any work is performed to which the competency pertains. It is acceptable for this information to be in electronic format (e.g photograph, app storage, email etc.) unless required by regulation to be held in hardcopy on the person. Where any doubt arises about the validity of any qualification, Queensland Hydro should request to see the original document (or a certified copy). The Verification of Competency Form should be completed by The Worker, their Employer (or the Worker if self-employed), and signed off by the Queensland Hydro Sponsor.

For Queensland Hydro Employees, managers and supervisors are responsible for retaining records of practical assessment of competency in the Queensland Hydro Learning Management System.

For Contractors, records of competency must be retained in a suitable format by the person who is directly responsible for their engagement. Contractors may produce an authorised Verification of Competency Form as evidence of competency for further Queensland Hydro projects, within the period of the form's currency.

Table 2 outlines the minimum requirements for establishing HS VOC for common types of work at Queensland Hydro (but is not necessarily a complete list). Queensland Hydro's HS Procedures for work should also be referenced for information about particular training and competency requirements, including:

- General training requirements for plant and work equipment – **Plant and Work Equipment Procedure (HS-PRO-0019)**;
- Crane, forklift, dogging and rigging licensing requirements – **Lifting Procedure (HS-PRO-0018)**;
- Scaffolding licensing requirements – **Scaffold Guideline (HS-GUI-0008)**;
- Civil plant competency requirements – **Excavation Procedure (HS-PRO-0013)**;
- Confined space entry training requirements – **Confined Space Procedure (HS-PRO-0023)**;
- Use of working at height equipment requirements – **Work at Height Procedure (HS-PRO-0020)**.

Table 2 – Minimum Requirements for Establishing Proof of Competency

Minimum Requirements for Establishing Proof of Competency (Roles with HS Aspects)									
Work Type (NRSA = Nationally Recognised Statement of Attainment)	Current High Risk Work Licence	Previously Valid Machine Ticket or NRSA	QLD Hydro VOC	Professional or Tertiary Qualification	Current Trade Certificate	Current Electrical Contractor Licence	General Construction Induction	Current RTO Course	Authorised Internal QLD Hydro Training
High Risk Work	✓		✓				✓		
Asbestos	✓						✓		
Demolition	✓						✓		
Civil Plant Operators		✓	✓				✓		
Confined Space Entry			✓				✓	✓	
Work at Height			✓				✓	✓	
First Aiders								✓	
LV Switchboard Rescue								✓	
Fire Wardens									✓
Fire Safety Advisors								✓	
Engineers				✓					
Aircraft									
Electrical Safety Observer									✓
Tradespersons					✓		✓		
Marine Vessels	✓								
Vehicles and Trailers	✓							✓	
Specified Queensland Hydro Plant and Work Equipment									✓
Explosives	✓								
HSR Representative								✓	
Work Health and Safety Officers (*either a professional qualification or RTO Course)				✓			✓	✓	

5.3 Supervise Workers

Adequate supervision must be provided for Workers, in accordance with their level of competency.

Some tasks (such as electrical work, working at height and confined space entry) are inappropriate for Workers to perform without supervision, despite their level of perceived complexity, due to their inherent risks and requirements for emergency rescue.

Managers and supervisors are responsible for ensuring workers are adequately supervised in accordance with their experience and the level of risk involved in the task (e.g. use of buddy systems for new Workers and Workers under training).

6 Continuous Improvement Process

Upon completion of training provided by external training bodies the manager shall review the skills and abilities of the employee on the newly attained competencies to ensure the standards meet Queensland Hydro's expectation, as part of the continuous improvement process. Should the delivered training not meet expectations, investigation shall be made by the training team to resolve this issue with the relevant provider.

6.1 Monitor and Review Training and Competency Processes

Queensland Hydro's HS Audit Program must be used to monitor implementation of and compliance with these training and competency processes, and to review them for effectiveness and continual improvement in accordance with **Assurance and Improvement Procedure (HS-PRO-0004)**.

All HS training programs and requirements must be reviewed as follows:

- When a legislative change occurs;
- When there are changes in work practices; and
- At defined intervals determined by the HS Management System review schedule.

For compliance reasons regular reviews and updating of training programs must occur, these changes shall be in line with the Queensland Hydro **Management of Change Procedure (HS-PRO-0025)**. This Procedure gives an overview of the actions, roles and responsibilities for updating and development of training resources.

Annual audits of the training scheme shall be scheduled to confirm compliance with regulatory requirements and effective delivery of objectives. Where shortfalls are identified, a system shall be in place to track currency/progression.

6.2 Review Training Program

On a regular basis the training program is to be reviewed to ensure it is still achieving organisational objectives. The review should consider the following aspects:

- Does it continue to comply with relevant legislation?
- Is the training plan effective in ensuring all personnel have adequate knowledge to avoid injury and incidents?
- Is the training being provided by suitably qualified and competent people?
- Are the results of training evaluation being considered and improvements being made where appropriate?
- Are adequate arrangements being made to ensure training is effective for personnel with specific learning needs, such as literacy/numeracy problems or disabilities?
- Are training records being kept accurately and can they be retrieved when required?

Responsibilities

Who	What
<p>Site/Project Managers</p>	<ul style="list-style-type: none"> • Ensure the requirements of this Procedure are met; • Ensure sufficient budgetary and human resources are available to implement the requirements of this Procedure; • Identify training requirements for employees under their direct management; • Ensure Employees under their direct management have completed required training; • Manage Employee training records and retain proof of competency; • Sight proof of competency before workers under their management commence work; and • Establish appropriate supervision arrangements for workers. • Discuss learning and development needs with their personnel and agree a training plan consistent with the needs identified in the TNA; • Provide an effective induction for new staff; • Integrate learning and work by ensuring that workplace solutions, e.g. on-the- job training and self-managed learning, are fully exploited as a first attempt at addressing needs; • Support and facilitate staff in relation to the time and effort required of them to develop; • Delegate tasks appropriately and involve personnel in meetings and other day-to- day events which provide opportunities for development; • Coach and/or mentor staff and provide constructive feedback on performance on a continuous basis; • Facilitate the release of staff to attend training; • Provide opportunities in the workplace to apply new knowledge and skills gained at learning events, and monitor application; • Where possible, arrange for the newly acquired knowledge/skills to be transferred to other personnel in the area; • Participate in the evaluation of training in which their personnel were involved; • Assess training needs and skills development opportunities and ensure training plans are in place for their area of responsibility; • Ensure processes for knowledge sharing are effective; • Ensure worker consultation processes are in place and effective; • Ensure stakeholders are engaged, consulted and informed as required.

<p>Queensland Hydro Head of HS</p>	<ul style="list-style-type: none"> • Ensure the requirements of this Procedure are met, and reflected in organisational training practices; • Ensure sufficient budgetary and human resources are available to assist Queensland Hydro implement the requirements of this Procedure; • Maintain Queensland Hydro’s HS Training Matrix; • Facilitate Training Needs Analysis for Queensland Hydro; • Develop and deliver internal training programs; and • Where required: <ul style="list-style-type: none"> – Source suitable external training providers; – Facilitate training with external providers; and – Appoint Competency Assessors.
<p>Queensland Hydro Senior Management</p>	<p>Ensure sufficient budgetary and human resources are provided at a corporate level to implement company-wide training and competency programs.</p>
<p>Supervisors</p>	<ul style="list-style-type: none"> • Ensure Contractors engaged by them have completed all training required by this Procedure. • Monitor and assess skills requirements and training plan implementation for their area of responsibility. • Arrange for their workers to be instructed in healthy and safe systems of work and procedures • Sight proof of competency before Contractors commence work; and • Retain records of proof of competency.
<p>Queensland Hydro Employees</p>	<ul style="list-style-type: none"> • Follow the requirements of this Procedure. • Accept personal responsibility for ensuring training and competency requirements are kept up to date. • Participate in discussions on a regular basis to identify learning and development needs insofar as they relate to and support the key business objectives; • Actively engage in self-development through on-the-job learning and self-managed learning; • Participate in the evaluation of training events in which they were involved; • Participate in development programs; • Apply learning to the benefit of Queensland Hydro; and • Undertake tasks, including the operation of plant and equipment, only for which they are trained and assessed as competent to undertake or operate and for which they are authorised to undertake or operate.
<p>Contractors</p>	<ul style="list-style-type: none"> • Provide adequate verification of competency for tasks being undertaken prior to the commencement of work. • Maintain and produce a current Queensland Hydro VOC where required. • Follow the requirements of this Procedure if required to do so under Contract. • Participate in induction and other training/development as required; • Apply learning’s on the job; and • Undertaking tasks, including the operation of plant and equipment, only for which they are trained and assessed as competent to undertake or operate and for which they are authorised to undertake or operate.

Defined Terms

Term	Definition
Competence	Ability to perform a specific task or skill to a defined performance criteria.
Competency based training	Task or skill specific training with defined elements of competence and performance criteria.
Competency based assessment	Assessing the performance of a task or skill against the performance criteria to establish competence.
Competency Matrix	A competency matrix is a tool used to document and compare the required competencies for a position with the current skill level of the employees performing the roles. It is used in a gap analysis for determining where you have critical training needs and as a tool for managing people development.
Foundation Skills	Includes the following five skills covered by the Australian Core Skills Framework: <ul style="list-style-type: none"> • Learning; • Reading; • Writing; • Oral communication; and • Numeracy.
Hard skills	Teachable abilities or skill sets that are easily measurable. Hard skills are defined as the technical abilities that fit the job.
Knowledge check	A check to confirm an acceptable level of knowledge, usually following awareness training.
Learning and Development (L&D)	Creating the culture and environment for individuals and organisations to learn and grow. It includes knowing the current and future capability needs of the organisation, as well as how to create a learning culture that drives engagement in continuous development.
Worker	Includes all Queensland Hydro's employee's, employees of a labour- hire companies, a contractor or sub-contractor, an employee of a sub-contractor, who works with Queensland Hydro on an ongoing basis and is under the direct supervision of Queensland Hydro.
RTO	Registered Training Organization
Soft skills	Can be defined as character traits or interpersonal aptitudes that affect one's ability to work and interact with others.
Task or skill specific training	Training provided to teach/instruct how to perform a specific task or skill.
Training Needs Analysis (TNA)	Is a review of learning and development needs within an organisation. It considers the knowledge, skill, and behaviours that people need and how to develop them effectively. To deliver appropriate and effective training which meets the needs of individuals and the organisation and represents value for money.
Training Plan	Is developed in consultation with the employer and the trainee and should reflect the workplace environment and nature of the training to be undertaken. It is a live document that is reviewed throughout the training term and updated to reflect changes to training undertaken.
Health and Safety awareness training	Training provided to impart HS knowledge; generally provided via induction training.
Health and Safety knowledge	Information that a person must know to enable them to prevent harming their own health and safety and the health and safety of others.

References

Document code	Document title
HS-PRO-0023	Confined Space Procedure
HS-PRO-0013	Excavation Procedure
HS-PRO-0004	Assurance and Improvement Procedure
HS-FRM-0007	Verification of Competency Form
HS-PRO-0018	Lifting Procedure
HS-PRO-0019	Plant and Work Equipment Procedure
HS-FRM-0003	Pre-Work Risk Assessment
HS-GUI-0008	Scaffold Guideline
HS-PRO-0020	Work at Height Procedure
HS-PRO-0025	Management of HS Change Procedure
WHSQ	Work Health and Safety Act 2011
WHSQ	Work Health and Safety Regulation 2011
QFES	Building Fire Safety Regulation 2008
ESO	Electrical Safety Act 2003
ESO	Electrical Safety Regulation 2013
AS/NZS ISO 45001:2018	Occupational health and safety management systems