

# STAFF TRAINING PLAN

## OVERVIEW

The staff training plan will cover the following key areas:

1. Training Needs Analysis
2. Training & Development Team
3. New Driver Training
4. Existing Driver Training
  - a) Core Skills
  - b) Electives
  - c) NZQA qualification / Career pathway
5. Fleet Maintenance.
6. Record keeping & training database
7. Review of Staff Training Plan
8. Significant training needs of forthcoming year

## TRAINING NEEDS ANALYSIS

NZ Bus carries out training needs analysis based on staff positions within the organisation. This process is done through a meeting with each key leader to discuss changes and updates on training requirements for their staff.

For example: Operation - Training Needs Analysis for the follow positions:

1. Driver/operator
2. Tutor operator
3. Leading Operator
4. Duty Supervisor

The training requirements are recorded on the training needs document which includes the following sections:

- A. Qualification required for position
- B. Skill/competency required for position and
- C. Health and Safety

Once components are agreed and align with the correct sections, a review of the final draft and sign off process takes place with department leaders.

## TRAINING AND DEVELOPMENT TEAM

Most NZ Bus training programs are delivered in-house by skilled and competent trainers. All trainers are recognised Driving Instructors (DI), some are registered ITO and NZTA assessors to deliver licensing and endorsement unit standards.

Non-licensing and endorsement programs such as Customer Service, Personal Safety and HSSE induction are jointly delivered by tutors and champions in the business units, which allows for professional and personal skill development of staff who are looking at a career pathway as a trainer.

### Internal support

- National Training Manager – [REDACTED] S 7(2)(a)
- Regional Training Coordinators – [REDACTED] (Northern and Central) and [REDACTED] (Southern)
- NZ Bus Trainers (see table below for details)
- Tutors – based at the depots for on-road training (*see table below for details*)
- Champions – depot based drivers who have a particular skill
- HSSE Managers
- Recruitment
- HR

RESOURCES	NO'S	QUALIFICATION	EXPERIENCE	ROLES AND RESPONSIBILITIES
<b>Champions</b>	12	<ul style="list-style-type: none"> <li>• Based on suitability.</li> <li>• No qualification needed</li> <li>• Good attitude</li> <li>• Good work ethic</li> <li>• Train the trainer</li> <li>• SAFED DTI</li> </ul>	<ul style="list-style-type: none"> <li>• Train the trainer experience</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate Safety Training Modules</li> <li>• Facilitate SAFED</li> <li>• Facilitate other training (i.e. Telematics, Radio, Electronic ticketing machines etc.)</li> </ul>
<b>Tutor</b>	66	<ul style="list-style-type: none"> <li>• Based on suitability.</li> <li>• Has the above champion qualifications</li> <li>• Attendance</li> <li>• Appearance</li> <li>• Attitude</li> <li>• Customer service (commendations)</li> <li>• Safe driving behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Driven different types of vehicles.</li> <li>• Has a good area knowledge and service routes.</li> </ul>	<ul style="list-style-type: none"> <li>• Mentoring and tutoring (buddy) new operator</li> <li>• Provide feedback on training</li> <li>• Completes student progress reports.</li> </ul>
<b>Driving Instructor (DI)</b>	12	<ul style="list-style-type: none"> <li>• Possess champion and tutor qualifications</li> <li>• Completed the "T" endorsement course. Hold the relevant course unit standards on NZQA ROA</li> <li>• 16646 – Develop and follow through on individual driver training plans</li> <li>• 16647 – Describe implications for driver educators of factors that affect people's learning</li> <li>• 14511 – Describe knowledge required by driver educators of road transport legislation</li> <li>• 14521 – Observe and analyse a person's driving and determine optimal ways to achieve required performance</li> <li>• 14523 – Carry out in-vehicle driver training</li> <li>• 20179 – Describe light motor vehicle dynamics and handling characteristics</li> <li>• 20180 – Demonstrate knowledge of hazard detection and responses</li> <li>• 3466 – Apply risk reduction</li> </ul>	<ul style="list-style-type: none"> <li>• Depends on vehicle type driven and how long (i.e. I1, I2, I3, I4, I5, I6)</li> <li>• Involved in train the trainer</li> </ul>	<ul style="list-style-type: none"> <li>• Instruct a person how to drive a vehicle</li> <li>• Complete report as per NZTA requirements</li> <li>• Bus fleet familiarisation</li> <li>• Facilitate pre-departure vehicle checks</li> <li>• Perform duties and responsibilities of a Tutor, Champions and operator.</li> <li>• Pre-employment evaluation for recruitment candidates</li> <li>• Provide assistance with driver assessments (3,9,12 months etc.).</li> </ul>

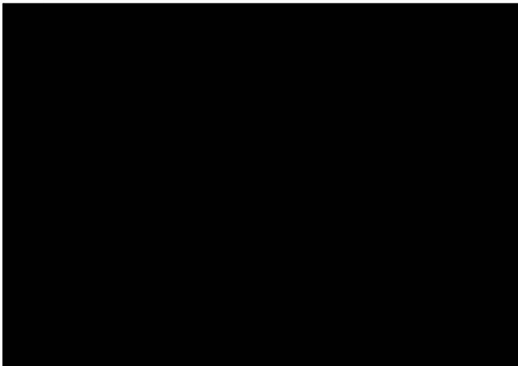
		<p>techniques and strategies while driving.</p> <p>Has been through a “Train the Trainer” course (internal or external)</p>		
<b>NZ Bus Trainer</b>	8	<ul style="list-style-type: none"> <li>• Holds all the relevant qualifications as a DI.</li> <li>• Holds the National Qualification in Large Passenger service and or School bus strands</li> </ul>	<ul style="list-style-type: none"> <li>• Has at least 2 years’ experience in the class of vehicle i.e. I2 and I4.</li> </ul>	<ul style="list-style-type: none"> <li>• Fulfills all roles and responsibilities of a driving instructor</li> <li>• Instruct on-road training for new and existing drivers.</li> <li>• Facilitate safety courses (HIRRS and defensive driving etc.)</li> <li>• Completes practical driver assessments</li> <li>• Provide technical support in incidents and accidents investigation</li> </ul>
<b>NZ Bus Trainer – ITO Assessor</b>		<ul style="list-style-type: none"> <li>• Holds all of the above qualification including the following unit standards:</li> <li>• 4098 – Use standard to assess candidates performance</li> <li>• 11281 – Prepare candidate(s) for assessments against standards</li> <li>• 18203 – Verify evidence for assessment</li> </ul> <p>Registered with an approve ITO (with an approve stamp) and completes workplace assessment for an approve course provider.</p>	<ul style="list-style-type: none"> <li>• Has at least 2 years training and facilitating experience both classroom and on the job.</li> </ul>	<ul style="list-style-type: none"> <li>• Complies with ITO training and assessment standards.</li> <li>• Delivers NZQA qualifications for workplace training (i.e. National Certificate in Large passenger Service – Urban and School Bus)</li> <li>• Assist with duties and responsibilities of the above positions.</li> </ul>
<b>NZ Bus Trainer (NZTA Assessor)</b>	6	<ul style="list-style-type: none"> <li>• Holds all the above qualification.</li> <li>• Holds a “Certificate of Authorisation” from NZTA to conduct driver licensing courses under an approve course provider organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Have held and ITO assessor qualification for a minimum period of 2 years.</li> <li>• Participated in ITO audit and training</li> </ul>	<ul style="list-style-type: none"> <li>• Complies with NZTA training and assessment standards as per the “Statement of Approval”</li> <li>• Is also a MITO assessor and therefore complies with ITO training and assessment standards.</li> <li>• Acts as a senior trainer and provides assistance to other ITO assessors.</li> <li>• Provides feedback and support to training programmes.</li> <li>• Assist in designing training materials (i.e. forms, presentations etc.).</li> <li>• Liaise with key stakeholders such as VTNZ, NZTA, Police etc. to provide recommendation and feedback to training programmes, legislations etc.</li> <li>• 2IC to the Regional Training Coordination</li> </ul>

### External Support

Although the Training School is set up to design, develop and implement tailor made programs to meet the demands of our industry and align with our culture and values, it is important to acknowledge that there are specialist training requirements for our non-operators (salaried staff) that cannot be delivered internally. Where specialist training is required, this is provided through attendance at relevant training courses and conferences.

## NEW DRIVER TRAINING PLAN

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All new drivers, after going through a rigorous recruitment process, will begin the initial training period at one of our training schools (Wellington & Auckland). This is a 7–8 week training programme which covers the following activities, before they are released to their Home Depot:

### Induction

#### TOPIC/ACTIVITY

#### PRESENTER

<ul style="list-style-type: none"> <li>• Welcoming New Students</li> <li>• House keeping</li> <li>• Company Introduction</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Training Coordinator</li> </ul>
<ul style="list-style-type: none"> <li>• Welcoming New Students</li> <li>• Company Video - People &amp; Value</li> </ul>	<ul style="list-style-type: none"> <li>• Member of the Senior Management Team (i.e. GM Operation etc.)</li> </ul>
<ul style="list-style-type: none"> <li>• HR Induction</li> </ul>	<ul style="list-style-type: none"> <li>• HR Manager (Regional)</li> </ul>
<ul style="list-style-type: none"> <li>• HSSE Module</li> <li>• Induction of Health &amp; Safety Policies</li> </ul>	<ul style="list-style-type: none"> <li>• HSSE Managers (Regional)</li> <li>• H&amp;S representative</li> </ul>
<ul style="list-style-type: none"> <li>• Driver Training presentation</li> <li>• The next 2 weeks (course time, groups etc)</li> <li>• Licences</li> <li>• Overseas clearance (reminder)</li> <li>• Unit Standard overview (24089, 17574 and 15158)</li> <li>• Training modules overview</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Training Coordinator</li> <li>• NZ Bus Trainers</li> </ul>

### NZTA Licensing unit standards (theory & practical training)

TRAINING	COURSE CONTENT	DELIVER BY	COMPETENCY OBTAINED
24089	<ul style="list-style-type: none"> <li>• Fatigue management, worktime rule and logbook requirement</li> </ul>	<ul style="list-style-type: none"> <li>• NZTA Assessor</li> </ul>	<ul style="list-style-type: none"> <li>• Theory assessment (NZTA and MITO standard)</li> </ul>
17574	<ul style="list-style-type: none"> <li>• Operate a rigid vehicle to meet the requirement for a full class 2 driver licence</li> </ul>	<ul style="list-style-type: none"> <li>• NZTA Assessor</li> </ul>	<ul style="list-style-type: none"> <li>• Theory and Practical Drive assessment (NZTA and MITO standard)</li> </ul>
15158	<ul style="list-style-type: none"> <li>• Carry out a pre-drive vehicle check on a heavy motor vehicle, start up and shut it down</li> </ul>	<ul style="list-style-type: none"> <li>• MITO and NZTA Assessor</li> </ul>	<ul style="list-style-type: none"> <li>• Theory and Practical Drive assessment (NZTA and MITO standard)</li> </ul>

### On-road driver training (practical)

TRAINING	COURSE CONTENT	DELIVER BY	COMPETENCY OBTAINED
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<b>Bus type training</b>	<ul style="list-style-type: none"> <li>Familiar with NZBus fleet (Scania, Volvo, ADL, BCI, MAN etc.)</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>Fleet familiarisation check sheet</li> </ul>
<b>Express way Tunnel</b>	<ul style="list-style-type: none"> <li>Safely operate a bus in and around express way and tunnels</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>Practical observation and assessment</li> </ul>
<b>Practical drive</b>	<ul style="list-style-type: none"> <li>General road rules, reversing, hazard identification and management plan (IPDA)</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>Trainees progress chart</li> <li>NZTA Acknowledgement of practical training</li> </ul>
<b>Route Training</b>	<ul style="list-style-type: none"> <li>Urban and School services</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>Exit test</li> </ul>

### Essential Skills Modules

TRAINING	COURSE CONTENT	DELIVER BY	COMPETENCY OBTAINED
<b>Ticketing machine</b>	<ul style="list-style-type: none"> <li>SNAPPER/Fares (including all accepted passes)</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>Activity and Assessment</li> </ul>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>Modules include: Door safety, A Kiwi Experience</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>Activity and Assessment</li> </ul>
<b>Passenger Endorsement Overview</b>	<ul style="list-style-type: none"> <li>Includes Special Needs, Lost Property, Disability Dog Assist etc.</li> </ul>	<ul style="list-style-type: none"> <li>Assessor</li> </ul>	<ul style="list-style-type: none"> <li>Activity</li> </ul>
<b>MyMix Telematics</b>	<ul style="list-style-type: none"> <li>RIBAS, RAG (green, amber, red) scores and performance information</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>Assessment</li> </ul>
<b>Standard Operation Procedure (SOP)</b>	<ul style="list-style-type: none"> <li>Condition of carriage</li> <li>Presentation (uniform)</li> <li>Emergency procedures</li> <li>Dealing with passengers</li> <li>Uniforms</li> <li>Worktime and logbook</li> <li>Being a professional driver</li> <li>Culture and diversity</li> <li>Accident</li> <li>Company forms</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>Discussion</li> </ul>

**Safety Modules**

TRAINING	COURSE CONTENT	DELIVER BY	COMPETENCY OBTAINED
<b>Personal Safety</b>	<ul style="list-style-type: none"> <li>Dealing with conflict issues, threats and violence, Arm robbery</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>Workbook and exercise</li> </ul>
<b>Depot H&amp;S induction</b>	<ul style="list-style-type: none"> <li>Depot site induction, safety &amp; emergency procedure</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>NZ Bus H&amp;S induction form</li> </ul>
<b>Digital Radio</b>	<ul style="list-style-type: none"> <li>General system overview, emergency call process, priority buttons, communication</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>Activity and Assessment</li> </ul>
<b>Tail Swing</b>	<ul style="list-style-type: none"> <li>Vehicle dimension, dynamic, pivot point, turns, driving techniques etc.</li> </ul>	<ul style="list-style-type: none"> <li>DI / NZ Bus Trainer</li> </ul>	<ul style="list-style-type: none"> <li>Activity and Assessment</li> </ul>

All training being undertaken for the

transition to the new Wellington contracts has the following topics built into the training curriculum for both our new and existing staff:

- The new ticketing machine along with fares and transfer procedures;
- Bike rack procedures on buses;
- Conditions of Carriage (see SOP);
- Timing point Observation; and

- Service Connections

### Tutor Training (practical)

When the above training modules are delivered and completed in the training school, the trainee is released to their Home Depot where they are paired with a Tutor Operator who will mentor them through operational procedures until they are considered competent to go solo.

Under the tutor training program, the trainee will spend around 1-3 weeks with a tutor driving live services and tackling day to day activity as a bus operator. These activities and their performance are monitored and reported daily using the “Student Progress Report”.

When the trainee is ready, they will be put through an “Exit Test” with a Driving Instructor (DI). This test involves the trainee completing a live service route on his/her own with the DI observing key performance criteria.

When the trainee passes the exit test, they will be scheduled for the next available duties on the roster.

## EXISTING DRIVER TRAINING PLAN

Once a trainee is released to their Home Depot and is operating solo, they are classified as an existing driver. At this point they can participate in all training and development offered to existing drivers.

As part of its ongoing training program, NZ Bus provides core skills training necessary to perform daily tasks and optional training for personal and professional development. These training programs are run internally and delivered by our qualified trainers and registered assessors

The driver development program is made up of three categories:

- Core Skills
- Electives
- NZQA qualification / Career pathway

In addition to the above modules, NZ Bus conducts ‘Annual Driver Assessments’ on all its drivers. This allows for on the job monitoring, feedback and appraisal on driver performance.

### Core Skills

NZ Bus provides the following two key core skills training modules that are mandatory for all drivers:

- *Customer Service* : Passenger with Impairments / Parents with dependent children using pushchairs and buggies / Scooters
- *Advanced Driver Skills*: The advanced driver skills looks at operator performance in a complete package, this includes knowledge and awareness of the following:
  - Legislation – road code, traffic laws, give way, bus checks etc.
  - Vehicle dynamics – tail swing, parking, reversing etc.
  - Ride Comfort – Telematics.

### Core Skills

COURSE	TITLE	THEORY	PRACTICAL
<b>INTERNAL</b>	CUSTOMER SERVICE: Passenger with Impairments / Parents with dependent children using pushchairs and buggies / Scooters	DATE COMPLETED ..... / ..... / .....	DATE COMPLETED ..... / ..... / .....
<b>INTERNAL</b>	ADVANCED DRIVER SKILL: Advanced Bus Driver Skill. Module components covers both theory and practical	DATE COMPLETED ..... / ..... / .....	DATE COMPLETED ..... / ..... / .....

## Electives

Along with the core skill modules, drivers will have the option of choosing at least one other training course from the following modules to complete:

- **Driving a School Bus:** This module is a NZQA unit standard (U/S 15162) and will be logged onto the individual's 'Record of Achievement' with NZQA.
- **Bus and Bike Road User Workshop:** This module commenced in 2012 with over 300 NZ Bus staff participants across all our business units, or
- **Emergency / Conflict Management:** This module will cover a variety of topics aimed at improving a driver's skills in dealing with situations involving conflict and how to deal with various emergency scenarios.

### Electives

COURSE	TITLE	THEORY	PRACTICAL
INTERNAL	DRIVE A SCHOOL BUS: Address the issues with school children and the driver's responsibilities in dealing with trouble children.	DATE COMPLETED ..... / ..... / .....	DATE COMPLETED ..... / ..... / .....
INTERNAL	ROAD USER WORKSHOP: A training that invites Bus drivers and Cyclist to take an active part in understanding and awareness of safe practice when sharing the road with cyclist.	DATE COMPLETED ..... / ..... / .....	DATE COMPLETED ..... / ..... / .....
INTERNAL	EMERGENCY / CONFLICT MANAGEMENT: How to deal with threats, conflict and emergencies. Course will include role play and use of the radio.	DATE COMPLETED ..... / ..... / .....	DATE COMPLETED ..... / ..... / .....

### NZQA Qualification / Career Pathway:

The NZQA qualification and Career pathway is provided to a group of staff selected by their Duty Supervisor who have shown dedication and commitment throughout their employment at NZ Bus. The program covers the National Certificate in Large Passenger Service with strands in:

- Urban Bus Driving (Level 3) and
- School Bus Driving (Level 2).

### NZQA Qualification / Career Pathway

COURSE	TITLE	THEORY	PRACTICAL
INTERNAL	National Qualification: Passenger Service – Urban Bus Driver (Level 3) Credit: 65 (minimum) Compulsory: 63 Electives: 2 (minimum) Completion: 12 months	DATE COMPLETED ..... / ..... / .....	DATE COMPLETED ..... / ..... / .....
INTERNAL	National Qualification: Passenger Service – School Bus Driver (Level 2)	DATE COMPLETED ..... / ..... / .....	DATE COMPLETED ..... / ..... / .....

## Fleet Maintenance

Fleet reliability is a core part of our business and our Fleet Maintenance personnel are critical to the reliability of our service through the provision of a fit for purpose fleet. All our fleet maintenance staff (mechanics, auto electricians etc.) are employed as trained and certified tradesman in their respective field. NZ Bus are joint partners with stakeholders such as MITO to provide opportunities for apprentices to gain practical and industry experiences in diesel automotive engineering.

With key maintenance roles that are specialised and unique within the fleet team, on-going training and assessments are provided by both NZ Bus experience and skill trades staff and industrial training organisation (MITO) assessors, external providers and representatives from suppliers (e.g. ADL). This allows for competency in the use of new technologies and regular review of industry standards and legislation, and aligns with NZ Bus continuous improvement programmes for both our business and personal development of our people.

NZ Bus is looking to provide specific training for our fleet staff. Internal training proposed for fleet and maintenance staff includes but not limited to the following:

- Operating large vehicles
- Yard management awareness – moving vehicles in and around the yard
- Lifting and jacking vehicles
- Height training
- First aid (as required)
- Forklift
- Safe work practise using machinery
- Fleet Focus – how to make the most out of the Fleet Focus tool
- Fire warden and evacuation
- PeopleSafe (incident/accident) reporting system

## People Leaders (Chief Officers, Managers, Supervisors, Team leaders)

NZ Bus runs a training plan for our People Leaders made up of the following modules:

- **Coaching for Performance** – the ability to improve performance through conversations, including difficult conversations around non-performance
- **Change Management** – the principles of how to lead and manage organisational change.
- **Resilience** – understanding stress triggers, what to do with setback and challenges and many more.

As these modules are specialist areas, NZ Bus has partnered with Training Providers (Learning Wave) to design, develop and implement the training program to over 90 people leaders in our organisation.

Over the next three years NZ Bus will be covering new modules for our people leaders. With new PTOM contracts now in place, we will be tailoring our training to ensure that our leaders are provided with the skills to ensure we are meeting the requirements of the new contracts.



## Support Staff

While this group of people makes up less than 5% of our staff, they require the necessary tools to function effectively in their roles. The training plan for our support staff is made up of:

### Skills

- **Computers** – basic training in key applications – Word, Excel, PowerPoint and email
- **Communication Skills** – written communications skills including, emails and reporting
- **Reporting and Systems** – the use of business application – PayGlobal, Daybook, PeopleSafe.

## Duty Supervisor (DS)

Our Duty Supervisors (DS) plays a key role in our operation team, these individuals have the primary responsibility to manage and lead a group of up to 40 drivers in their team. Our Duty Supervisors are also people leaders and they have and will continue to participate in the People Leader training programs outlined above. However, training specific to their roles and responsibilities includes:

- Supervisory workshop
- Chain of Responsibility (Fatigue management & work time rules)
- Accident Investigation
- H&S system (Review of incident/accidents)
- Emergency response and escalation process
- Fire Warden
- First Aid
- Reporting (Telematics and Resolve e c )

## Leading Operators (LO)

Our Leading Operators (LO) are the face of our operations team, they greet our drivers as they start their shift, man the counter, perform real time operation duties, time and attendance and radio control.

Key training for this position includes:

- Day Book system (Time and Attendance)
- Worktime Rule and Logbook compliance
- Radio control system (TurboNET) – Call handing and radio log
- Emergency response procedures
- CDS Machine
- Use of GWRC systems
- RAPID
- Telematics
- Communication

## RECORD KEEPING AND TRAINING DATABASE

NZ Bus has a centralized training database where all training modules (internal and external) are recorded. Qualifications such as certificates and key documents such as assessments and NZQA unit standards are

uploaded and saved. This administrative responsibility lies within the training team so that the integrity of the data is maintained.

People leaders have access to the database to view training completed for their staff, to assist with performance improvement discussion and appraisal and to monitor personal and professional development of individuals and groups.

NZ Bus has an automatic reminder for licensing and certificate renewal but our suppliers also follow up and send updates and reminders.

## REVIEW OF STAFF TRAINING PLAN

The training syllabus for new drivers consists of two parts:

- MITO and NZTA Course provider (licensing and endorsement)
- In-house training program tailored to the demands of safely operating large passenger vehicles and customer service.

The review of the training plan under our NZTA course certificate is a yearly event that coincides with our annual MITO assessor's registry. As part of the review process, assessment materials are submitted for moderation and audit purposes, plus assessors need to participate in a training workshop each year. Changes to legislation or ITO course materials will be reviewed immediately and all course modules affected by the changes will be updated and rolled out as per NZTA and MITO implementation plans.

Most of our in-house training programs for existing drivers are in partnership or in conjunction with key stakeholders (CITY COUNCIL, NZTA, MITO, NZQA etc.) requirements. The review process, therefore, will be dependent on each course module. However, NZ Bus has run yearly to three yearly training plans which are reviewed at the conclusion of the training period.

All drivers and non-drivers (mechanics) that are registered under an ITO training agreement and completing an NZQA qualification will be subject to the ITO review process which is an annual event and subject to TEC funding.

All other training plans including 'Annual Driver Assessment' are reviewed at the end of each financial year with progress of each program monitored and reported regularly. The review period is from 1 April to 31 March and the review process includes:

- How many units of training have been completed?
- Have targets and outcomes been achieved?
- Have any issues been identified during the training period?
- What are the learning outcomes and lessons learned?
- Are improvements required identified from training provided?
- Are changes required to the program?
- Have any new training modules been introduced?

## SIGNIFICANT TRAINING NEEDS OF FORTHCOMING YEAR

Training needs for the forthcoming year will be based on the outcome of the training needs analysis which is undertaken on staff positions within the organisation. With the commencement of a new contracting framework, with new reporting requirements and customer service standards it is anticipated that most of the training needs of the forthcoming year will be focused around the training of new driver recruits and refresher training on the contractual performance and reporting requirements and new systems.

Released under LOGIMA, 1987