

ATOD QMS Quality Manual



Title of the Document: *ATOD – QMS Quality Manual*

Version: 2021/1

This ATOD Quality Manual comprises the following sections:

- About Australian Teachers of Dancing Ltd
- Quality
- Board of Directors' Governance Charter
- Syllabus Development & Examinations
- Human Resources
- Health and Safety
- Shared Whole of Organisation Policies
- Attachments:

Note that this Register may be maintained in digital format. Please refer to the Quality section of this document for more information.

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1 ABOUT AUSTRALIAN TEACHERS OF DANCING LTD

1.1 Vision

ATOD inspire and provide innovative education, training and opportunities for the dance industry.

1.2 Mission

To be the most dynamic and creative dance organisation in the world

1.3 Values

ATOD is a leader that upholds and enacts the values of:

- Integrity
- Nurture
- Support
- Passion
- Inclusiveness
- Respect
- Excellence

1.4 Goals

To provide a supportive and creative environment for our members by educating, inspiring and motivating them.

We educate, enabling them to learn new skills and apply these experiences, throughout our variety of programmes, conventions, teaching days, podcasts and webinars.

We inspire, fostering an environment where artistic minds come together and generate creative ideas, goals and clarity of purpose around what they will deliver as dance teachers.

We motivate, by supporting our members and each other as we work together as a community to remind ourselves of what we do and why we do it each day.

1.5 ATOD'S Membership

Under ATOD's Constitution the company has the following grades of membership:

1. Affiliate Teacher;
2. Associate Teacher;
3. Member Teacher;
4. Licentiate Teacher;
5. Life member;
6. Honorary Life Member.

1.5.1 The qualifications and experience necessary for the admission of members and each grade of membership and the voting rights for each grade of membership are as follows:-

1. Affiliate Teacher: the person must have a genuine interest in the teaching of dance. An Affiliate Teacher member has no right to attend or vote at any meetings of the Company.
2. Associate Teacher: the person must be 18 years of age in the year of examination and obtained the Associate Teachers Diploma. An Associate Teacher member has the right to attend and vote at all meetings of the Company.

3. Member Teacher: the person must be 18 years of age in the year of examination and obtained the Associate Teacher Diploma, and the Member Teacher Diploma. A Member Teacher member has the right to attend and vote at all meetings of the Company.
4. Licentiate Teacher: the person must be 21 years of age in the year of examination and obtained the Licentiate Teacher Diploma. A Licentiate Teacher Member has the right to attend and vote at all meetings of the Company.
5. Life Member: the person must be a distinguished representative of the Art of Dancing active or retired, who has rendered meritorious service to their profession of dancing or this Association. A Life Member shall be selected solely by a majority decision of the Board. A Life Member shall not be required to pay any entrance fee or annual subscriptions. A Life Member has the right to attend and vote at all meetings of the Company.
6. Honorary Life Member: the person shall have rendered meritorious service to the profession of dancing or the Association and thereby earned the esteem of the Members of the Association. An Honorary Life member shall be selected solely by a majority decision of the Board. An Honorary Life Member shall not be required to pay any entrance fee or annual subscriptions. An Honorary Life member has no right to attend or vote at any meetings of the Company.

1.5.2 Unless the Constitution states otherwise the rights, privileges and obligations of members as contained in the Constitution shall be common to all members of the Company.

1.5.3 An Affiliate Teacher member and an Honorary Life member:

shall not be entitled to hold any office in the Company; and

shall not be liable to contribute to the assets of the Company in accordance with regulation 3.3 of the Constitution in the event of the Company being wound up.

The Board shall have the sole right to admit members and application for membership shall be made in the manner prescribed by the Board and no reason need be given for the rejection of any application.

The Board shall have the sole right to admit as a member an applicant that has by reason of the applicant's accreditation obtained through another recognised organisation to a membership of an equivalent grade to the Association's Elementary, Gold Bar or Level 10. Any such application for membership shall be made in the manner prescribed by the Board and no reason need be given for the rejection of any application.

1.6 ATOD's Office

The ATOD office in Logan is essentially the management and operational section of the company with staff employed to meet the needs of the company and its members.

The Board is responsible for the employment of the Chief Executive Officer (CEO) and through the CEO for all other staff. Staff are responsible for the management of ATOD's relationship with members and other and for overseeing the effective and efficient governance of ATOD. Decisions made by the Board reflect ATOD's mission, vision and values.

2 QUALITY

2.1 Introduction

This section outlines ATOD's quality processes and commitment to continuous improvement through the effective use and application of the Quality Management System (QMS). This manual is continually evolving and aims to maintain ATOD's focus on integrity, support, respect and excellence which are reflected in all ATOD does. Where relevant this manual will refer to the other associated documentation.

2.2 Background

ATOD has a robust governance, decision making and strategic and operational planning process which is reflected in this QMS.

ATOD's vision aims to inspire and provide innovative education, training and opportunities for the dance industry.

This is achieved through the implementation of strategies which consistently meet the immediate and ongoing needs of its members. ATOD is committed to maintaining and continuously improving processes that reflect the proficiency of ATOD to its members, the public, and external funding and auditing bodies.

Achievement of this policy involves all staff and Board taking individual responsibility for the quality of their work, resulting in a continuously improving work environment for all.

ATOD is committed to operating the organisation controls of a Quality Management System and implements it by actively involving members through various means of communication, such as the ATOD website, monthly newsletters and e-Bulletins, public displays and network activities.

2.3 Strategic and Program Planning

ATOD's vision, mission, values and goals are reflected in its strategic and operational planning processes. Strategic planning is undertaken every three years. Operational planning takes place annually highlighting short term priorities of the organisation. Reporting and evaluation is aligned with strategic and program plan key performance indicators.

2.4 Quality Objectives

To establish and implement a QMS which ensures:

- ATOD is aware of the risk environment and takes account of risks and risk management objectives throughout its planning and operating processes
- ATOD's strategic planning processes are kept up to date and used as the basis for ATOD's operations
- ATOD's performance is measured against goals and the successes and failures to achieve these goals are identified and analysed
- Stakeholders' feedback is explicitly sought and used to inform improvement strategies and initiatives
- Management and employees are aware of and participate in risk management and quality improvement processes
- ATOD measures and monitors its compliance with legislative and contractual obligations and all other applicable requirements, and
- ATOD conforms to the quality standards and is committed to quality and quality improvement at all levels of operation.

2.5 Limitations

ATOD is aware quality systems can be implemented in a variety of ways. Some lead to good outcomes for stakeholders; while some have led to services/organisations delivering less flexible and person-centred services. ATOD is very mindful of this and wishes to avoid such limitations by translating quality management systems in flexible and reasonable ways with a focus on the importance of quality as a broad concept and how it is interpreted through the vision, mission, values and goals at all levels of operation.

2.6 Responsibility and Roles

ATOD's Board has overall responsibility for ensuring the processes needed for the QMS are established, planned, implemented, reviewed and maintained.

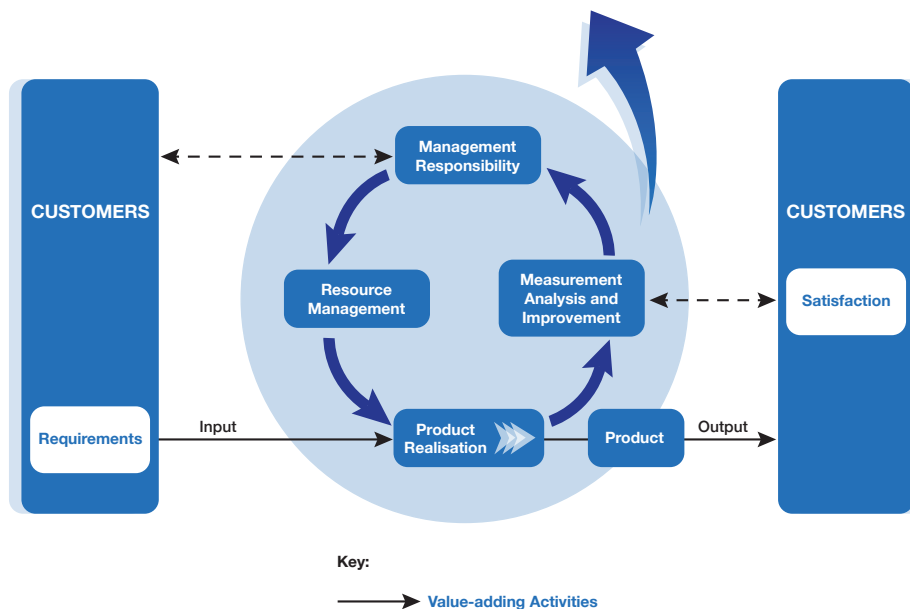
The CEO has accountability for the establishment, implementation and maintenance of the QMS.

In practice, staff are responsible for the day to day work associated with the QMS. This includes coordination with the management team to prepare the QMS performance report to the Board, and its promotion to ATOD's staff and members. Staff have responsibility for bringing mindfulness to incorporating quality into their daily tasks and work activities and to reflect the vision, mission, values and goals of ATOD.

2.7 QMS Process

ATOD adheres to the principles identified in the following diagram which encompasses the QMS and the Strategic Planning Cycle. The QMS is based on Management Responsibility; Resource Management and Activities to meet ATOD's members' needs; and Review, Analysis and Improvement.

Continual Improvement of the Quality Management System



ATOD undertakes activities linked to the Strategic Planning Cycle and the QMS is complementary to the Strategic Planning Cycle.

2.7.1 Management Responsibility

It is the responsibility of the CEO, through leading and directing staff to ensure planning, resourcing,

implementing and reviewing occur in line with the QMS and strategic planning processes so that organisational, risk management and budgetary considerations are established and maintained.

2.7.2 Resource Management

ATOD's strategic and operational plans establish organisational needs and allocate resources required for implementation. This includes an operational budget for all organisational activities, such as staffing, network activities and operational expenses.

2.7.3 Product Realisation – Planning and Delivery

Planning and delivery in the ATOD context commences with our strategic planning process and continues to the design, development and delivery of the services ATOD provides. Assessment of the risk environment and identification and management of relevant risks are a fundamental part of these processes. The QMS means ATOD overlays these processes, ensuring ongoing monitoring, feedback and continuous improvement.

2.7.4 Product Realisation – Member Engagement

To ensure ATOD remains true to the vision set by members, it implements and monitors organisational achievements in line with strategic and operational goals. These are regularly reviewed to ensure they align with organisational objectives and meet the needs of members.

2.8 Review, Analysis and Continuous Improvement

An integral phase of any QMS is about reviewing and improving how the organisation carries out its operations. On a yearly basis ATOD will review its QMS to ensure it is doing what it is planned to do and that it is being maintained.

2.9 Reviewing the QMS

The following section addresses ATOD's policies and procedures related to the QMS.

2.9.1 Management Reviews

Policy statement

The Board is responsible for approving the Quality Management System policy and objectives. The CEO is responsible for approving actions required to comply with ATOD's quality policy (refer Attachment 2. Manual of Delegations).

Procedures

- a. The review process shall be conducted by management and provided to the Board on a 12 monthly basis.
- b. The CEO is responsible for coordinating the review in collaboration with the Chair of the Finance & Audit Committee (FAC).
- c. (Reviews will use information relating to the QMS, such as Internal Audit Reports, results of previous reviews and improvement strategies.
- d. The Board will consider recommendations for improvement to the QMS and these will be recorded in the QMS Continuous Improvement Register.

2.9.2 Internal Audits

Policy statement

The CEO is responsible for initiating and directing staff to undertake internal audits of elements of ATOD's QMS.

Procedures

- a. This procedure extends to process and activities covered under ATOD's QMS. Selective internal audits will be conducted annually. The CEO will use judgement to identify the specific activities for internal audit.
- b. The designated internal auditor will review the requirements as specified in the QMS Manual and will prepare the Internal Audit Checklist.
- c. At the conclusion of the audit the Internal Auditor will complete the Internal Audit Report Form and present the report for the CEO to consider.
- d. The report including proposed corrective actions will be considered by the CEO and appropriate actions taken. The report may be tabled at a Board meeting after the CEO has discussed the findings with the Chair, FAC.

Rationale

The QDN Board via the Manual of Delegations delegates the CEO with responsibility for management and maintenance of the QMS. The Board is responsible for approving the overall quality management policy and objectives.

The process of internal auditing is a means by which the CEO gains an understanding of the continuing functioning of the QMS, its controls and methods.

2.10 Audit Resources

Policy statement

The CEO shall ensure that internal auditors assigned to audits have the appropriate skills to conduct such audits.

Procedures

- a. Where external auditors are appointed to conduct audits the CEO shall ensure that selected auditors are appropriately qualified and have experience to conduct such audits.
- b. The CEO shall ensure that ATOD has allocated appropriate financial resources to undertake internal and external audits.
- c. The CEO shall oversee preparation of the scope of each internal audit.
- d. The auditor appointed to undertake the audit shall prepare an Audit Checklist in collaboration with the CEO.
- e. An Internal Audit Report shall be completed for each Internal Audit and all documentation related to the audit (for example, a completed Audit Checklist) shall be attached to this form and filed in the Internal Audit Register.
- f. All employees responsible for the area to be audited shall be informed of the impending audit at least seven days in advance of the audit.
- g. Where information or documentation is required to be made available to the auditor at the commencement of the audit the relevant employee shall arrange for such items to be made available.

2.11 Conducting the Audit

- a. Audits shall be conducted in such a manner as to cause minimum disruption to the normal operation of the organisation.
- b. The auditor shall, at the commencement of an audit, brief the person responsible for the area being audited on the scope of the audit and any special requirements such as the close out of non-

conformances from previous audits.

- c. The auditor shall progress through the Internal Audit Checklist addressing each of the items. The auditor shall record observations on the Internal Audit Checklist and where necessary note non-conformities for items requiring attention in the Continuous Improvement Register.
- d. Any non-conformance requiring urgent action shall be brought to the CEO's attention.
- e. Within two weeks of completing the internal audit program, the auditor prepares a brief internal audit report and submits it to the CEO for review and approval. The audit report includes the audit's scope, the names and titles of the audit team members, a summary of general observations (i.e. general degree of compliance and any significant problems encountered), all identified non-conformities, weaknesses, and/or opportunities for improvement.
- f. The CEO reviews and approves the Internal Audit Report, and annually tables the report with the Board.
- g. The CEO notes any opportunities for improvements to be made in the QMS Review and Continuous Improvement Register.
- h. The CEO will discuss with the Chair, FAC the outcome of the audit and proposed corrective actions. The Chair, FAC will review the level of organisational risk of the corrective actions as determined by the CEO to evaluate the need for the CEO to table the audit findings at the next Board meeting.
- i. A record of all approved corrective actions shall be recorded and retained on the audit file as well as noted in the QMS Continuous Improvement Register. Outstanding corrective actions shall be reviewed at subsequent FAC meetings.
- j. Audit records shall be retained in accordance with the organisation's document and record systems.
- k. During the review of Internal Audits, any suggested improvements or modifications to any procedures are to be passed on to the FAC for consideration.

2.12 Corrective Action

A corrective action is the action required to deal with a breakdown in a system or process. Action needs to be taken to determine the cause of the breakdown and what steps need to be taken to prevent the event occurring again. Once a clear picture of the corrective action is established, the staff or Board must take steps to correct the issue by:

- a. Investigating and identifying the cause:
 - i. deciding what action is required to ensure the problem does not reoccur
 - ii. determining what action should be taken
 - iii. implementing the action
 - iv. recording the results of the action
 - v. checking that the action is effective and verify it has solved the problem or achieved the desired improvement.
- b. Staff and/or Board at ATOD will record what actions are taken.
- c. The FAC will review all corrective actions at least annually.

2.13 Risk Management – Preventative Action Procedure

- a. ATOD has a commitment towards preventative action to avoid potential problems from occurring that might significantly impact upon the achievement of the organisation's activities.
- b. This includes the use of a Risk Assessment Tool which is provided as an attachment.
- c. The CEO and other senior staff monitor ATOD's risk environment, identified risks and mitigating actions/controls and ensure that: mitigating actions/controls can be expected to reduce residual risk to a level that is considered acceptable by the Board

- mitigating actions/controls are implemented and continue to be effective, and
 - the Risk Register is maintained and updated on a timely basis.
- d. All new initiatives undertaken by ATOD include a risk assessment as part of the project development phase.
- e. All ATOD staff will be informed of the risk management procedures for their particular work area, and these individuals will be expected to complete all necessary paperwork and monitoring activities to minimise / reduce the likelihood of risk occurring in their area.
- f. An updated Risk Register will be reported to the Board by the CEO and reviewed on a quarterly basis.
- g. Record-keeping and information tracking.

2.14 Procedures

2.14.1 Custody and Control of Documents and Records

The CEO is responsible for documents and records management.

2.14.2 Naming and Tracking Documents

The front of every Policy document shall contain a Document Information page stating:

- Number of the document
- Name of the document
- Date last ratified by the Board
- Version
- Date of Printing
- Location of digital file

2.14.3 Forms

All forms which are part of ATOD's QMS will contain a footer identifying the version number and date of the latest version, and a digital file location (if the form is printed it will only show the digital file location at time of printing).

2.14.4 Access, Filing and Storage

- a. All documents and records must be secured against loss, kept in an appropriate filing system and accessible to those responsible for their use and storage. Archived documents can be kept in an accessible way; however they should be easily retrievable should this be required.
- b. Electronic documents will be backed up by external IT company via cloud based technology on a regular basis.
- c. Relevant policies shall be available on the ATOD website for members to access.
- d. The CEO will ensure that the most current versions of documents are in place on QDN operating systems as well as on the website.

2.14.5 Disposal of Records

- a. ATOD may dispose of records that have exceeded their retention period.
- b. The retention period for all records is seven years.
- c. Documents or records considered to have an historical benefit may be archived.
- d. The method of disposal is at the discretion of the CEO, however the chosen method must ensure that records are obliterated and cannot be reconstituted, for example, shredded.

2.14.6 Withdrawal of ATOD Documents

In the event that an ATOD document is considered to be no longer relevant, a recommendation shall be made to the CEO to endorse the document's withdrawal.

2.14.7 Formatting ATOD Documents

The following recommendations will ensure that documents are easy to read and meet the requirements of the quality management system:

- Use Arial font
- Use at least 12-point type size, for ease of reading
- Use a white background
- Link to reference materials on the Internet
- Avoid the use of inaccessible PDF documents, i.e. documents which have been scanned without text recognition processing



3 BOARD OF DIRECTORS' GOVERNANCE CHARTER

3.1 Purpose of the board

Australian Teachers of Dancing (the Company or ATOD) is Australia's premier dance organisation. Its purpose is the promotion and advancement of the art of dancing, and it was established to deliver quality, innovative systems of training in dance education, including ballet, jazz, tap, hip hop, musical theatre, national character and contemporary.

It is governed in accordance with the Act and the Company's constitution.

The Company has a wholly-owned and controlled subsidiary, Australian Teachers of Dancing International Pty Ltd ACN 110 287 673 (ATODI), which conducts examinations and teacher seminars around the world. ATODI is a proprietary company limited by shares with its own constitution and is also subject to compliance with the Act.

The board's role is to provide strategic direction and policy development to the Company, and oversight and monitoring of its activities and its legislative compliance. The constitution permits the board to create advisory committees to assist it to fulfil its role, but has ultimate responsibility for actions recommended by a committee. Committees are accountable to the board for the performance of their role and functions and must exercise the powers delegated to them in accordance with any directions, strategies, objectives or policies of the board.

Nothing in this charter limits any powers or responsibilities of the board.

Although ATOD is described as a 'not-for-profit' organisation, that term 'not-for-profit' does not mean that the Company should not consistently aim to make profits (a necessity for the company to remain in business) – it merely means that the constitution of the Company (clause 3.1) provides that no part of the income or property of ATOD can be paid to the members in terms of a dividend.

3.2 Role of the board

The direction and control of the Company, including its business and affairs, is vested in the board as a whole. The board's authority to govern the organisation comes via the constitution. The board's role is to govern the Company and the board has the final accountability for the successful operations of the organisation.

In general, the board is responsible for, and has the authority to determine, all matters relating to the policies, practices, administration and operations of the organisation. The board may choose to delegate some of these powers to the CEO.

In carrying out its governance role, the board has two main tasks – driving the performance of the Company and ensuring that the organisation complies with all of its contractual, statutory and legal obligations.

In addition to the matters required by law to be approved by the board, the board has reserved the following matters, and is responsible for:

Strategy

- a. Approving the overall strategy and direction of the Company, including overseeing management's implementation and performance against strategic, financial and operational plans; and
- b. Approving major capital expenditure, acquisitions and divestitures in excess of delegated levels and other major corporate initiatives.

Risk management

- a. reviewing reports from management concerning anticipated changes in the economic and business environment, legislative or regulatory changes, organisational change and other major Company initiatives, in order to assess the implications of any new or emerging risks and their potential impact on the Company's risk profile;
- b. overseeing the risk management framework (for both financial and non-financial risk) and implementation by management;
- c. where appropriate, challenging management and holding it to account in relation to the management of known and emerging risks;
- d. approving the Company's Risk Appetite Statement and Risk Management Policy
- e. forming a view on the Company's risk culture, and the extent to which that culture supports the Company's ability to operate consistently within its risk appetite;
- f. overseeing the identification of, and steps taken to address, any desirable changes to the Company's risk culture;
- g. overseeing significant business risks and reviewing how they are identified, managed, measured and resourced; and
- h. overseeing the environmental, social and governance impact of the Company's activities.

CEO and management oversight

- a. appointing and determining the terms of appointment of, and, where appropriate, removing the CEO;
- b. overseeing the appointment, terms of appointment and, where appropriate, the removal of the employees reporting directly to the CEO;
- c. reviewing the performance of the CEO and overseeing the review of performance of the employees reporting directly to the CEO;
- d. succession planning for the CEO and overseeing succession planning for employees reporting directly to the CEO;
- e. approving the overall remuneration framework (inclusive of appropriate performance assessment and consequence management practices that have due regard to the risk appetite set by the board); and
- f. approving remuneration arrangements and outcomes for the CEO and the employees who report directly to the CEO.

Governance and compliance

- a. overseeing an appropriate corporate governance framework (including for relevant information to be reported to the board by management);
- b. overseeing compliance with the corporate governance framework to promote the desired culture (including risk culture) across the organisation;
- c. overseeing the Company's work health and safety performance and compliance; and
- d. approving any remuneration of directors, subject to comparison to market and Company policy.
- e. setting the tone at the top and providing oversight of the Company's management of stakeholders, including members, customers and regulators, and networking on behalf of the Company;
- f. approving and overseeing the embedding of the Company's values and any code of conduct; and
- g. reviewing material breaches of the Company's code of conduct that may be indicative of issues with the culture of the Company or which relate to the conduct of a member of the leadership team.

Stakeholder engagement

- a. Ensuring policies and procedures are in place for effective engagement with key stakeholders including employees, the media and the community at large;
- b. Represent the Company and promote its purpose within industry and professional networks; and
- c. Ensuring that the networking role of the board has been agreed that that individual directors are aware of the board's expectations of the networking that they will conduct on behalf of the Company.

Monitoring performance

- a. monitoring corporate performance against the strategic plan, including assessing operating results to evaluate whether the business is being appropriately managed
- b. overseeing the integrity of the Company's accounting and corporate reporting systems;
- c. approving the Company's annual budgets and overseeing financial and operational performance;
- d. reviewing and approving major capital management initiatives;
- e. considering the appointment and removal of the Company's external auditor;
- f. reviewing the performance and independence of the Company's external auditor; and
- g. receiving from management any material correspondence from regulators and reports on any interaction between management and regulators.

Policy framework

- a. considering and approving major policies of the Company including those relating to external issues or developments that a relevant to the Company
- b. developing policies and procedures to govern the Company to ensure that the Company complies with its legal responsibilities, is able to demonstrate effective management and accountability, provides clear guidelines for those involved in running the Company's business activities and establishes clearly its beliefs and values.
- c. determining the delegation of authority to board committees, the CEO and management, and approving transactions in excess of delegated authority levels;

Networking

- a. using and developing personal social and business networks and connections to promote the Company and to further its interests; and
- b. ensuring that the networking role of the board has been agreed that that individual directors are aware of the board's expectations of the networking that they will conduct on behalf of the Company.

Stakeholder engagement

- c. ensuring policies and procedures are in place for effective engagement with key stakeholders including employees, the media and the community at large; and
- d. representing the Company and promoting its purpose within industry and professional networks.

Decision making

Ensuring that decisions are made in a diligent, timely, efficient and effective manner, involve deliberate discussion by all directors, an evaluation of alternative courses of action and with external advice where required, in the interests of the Company as a whole.

3.3 Role and responsibilities of the CEO

The CEO is responsible for the attainment of the Company's vision and goals and manages the organisation on a day-to-day basis. The CEO must act in accordance with any policies determined, and any directions given to him or her, by the board. The position reports to, and is accountable solely to, the board.

Unless employed by the Company in accordance with a written position description, the directors do not participate in the day-to-day management of the Company. The board has delegated the management of the Company's day-to-day business and operations and administration to the CEO, subject to the specified Delegations of Authority approved by the board. Any matters or transactions outside of the delegations of authority must be referred to the board for approval.

The CEO's responsibilities include:

- i. Developing strategy for the business for review and approval by the board and achieving the planned results for the Company and the corporate group (which includes ATODI);
- ii. Implementing and overseeing the strategic, financial and operational plans of the Company and the group;
- iii. Ensuring the ongoing development, implementation and oversight of the Company's and group's risk management and internal controls frameworks;
- iv. Instilling and reinforcing the Company's values throughout the organisation while operating within those values, the Code of Conduct, and the budget and risk appetite set by the board;
- v. Ensuring the board is provided with relevant accurate and clear information in a timely manner to enable the board to carry out its responsibilities; and
- vi. Ensuring all relevant information affecting the Company and ATODI is reported or escalated to the board or a relevant board committee.

3.4 Board composition and independence

The size of the board will be determined in accordance with the Company's constitution. The board will be an appropriate size and collectively possess the skills, experience, commitment and knowledge necessary to discharge its duties effectively and to add value to the Company. The Company has the ability to pay directors remuneration, as determined from time to time.

3.5. Role and responsibilities of the President

The Board will appoint the president. The president's principal responsibility is to provide leadership to the board and to ensure the board fulfils its obligations under this charter and the Directors' Handbook.

The president also has specific responsibilities to:

1. Provide leadership to the board, and ensure that the board provides leadership and vision to the Company;
2. Ensure the board oversees the strategic direction, operations, financial viability and service provision of the Company;
3. Ensure the board is participating in setting the aims, strategies and policies of the Company;
4. Ensure that all directors are consistently performing their role to a high standard, to ensure that the board is fulfilling its oversight function and governing the Company to secure its long-term sustainability;
5. Guarantee that there is adequate monitoring, pursuit and performance of the goals of the Company;

6. Develop an ongoing and healthy relationship with the CEO;
7. Guide the ongoing development of the board as a whole and directors individually;
8. Ensure that the board has the necessary information to ensure effective decision making;
9. Promote productive organisational relationships with relevant persons, bodies and authorities;
10. Ensure that administrative tasks, such as the circulation of board papers, are carried out;
11. Oversee the board and an education/development program for individual directors; and
12. Identify board needs, in conjunction with other directors and the CEO.

3.6 Board committees

The board may from time to time establish committees as it considers necessary or appropriate to assist in carrying out its responsibilities. The standing committees of the board are:

1. Finance and Audit Committee;
2. Events Committee;
3. Syllabus Standards Committee
4. Awards Committee

The board will approve the charters of each committee, which will set out the role, responsibilities, composition and administration of each committee. The board may also delegate specific functions to ad hoc committees on an “as needs” basis.

The existence of a committee does not relieve the directors of their legal duties and responsibilities, or the board of its accountability to members for the matters contained in this charter.

3.7 Company Secretary

The company secretary is directly accountable to the board, through the president, on matters relating to the proper functioning of the board. The company secretary’s role includes:

- a. advising the board and its committees on governance matters;
- b. monitoring that board and committee policy and procedures are followed;
- c. coordinating all board business including meetings, agendas, board and committee papers and minutes, communications with any regulatory bodies, and all statutory and other filings;
- d. co-ordinating the annual general meeting of members; and helping to organise and facilitate the induction and professional development of directors.

All directors have unfettered access to the company secretary and the company secretary has unfettered access to directors.

3.8. Meetings

3.8.1 Frequency and notice of meetings

The board will meet between six to ten times per financial year and otherwise as often as is necessary to fulfil its responsibilities. Meetings may be face-to-face, or via telephone or video conference, as considered appropriate by the President.

The president may (through the company secretary) call a meeting of the board at any time, or if requested to do so by any director, the CEO or the external auditor. Any three directors may (through the company secretary) convene a meeting of the board.

3.8.2 Agenda

The agenda for board meetings will be prepared by the company secretary and CEO and approved by the president.

The agenda will include those items required by the board and committee charters, an activity calendar (the calendar) and any other items as are requested by the directors, management and external auditors, and which are approved by the president.

The agenda and supporting papers are to be delivered to the directors by the company secretary at least five (5) business days in advance of each meeting.

3.8.3 Quorum

In order for a decision of the board or committee to be valid, a quorum of directors must be present. At a meeting of the board, a quorum is three directors, or such greater number as may be fixed by the board, present in person or by using technology. A quorum must be present at all times during the meeting.

3.8.4 Attendance by other parties

The company secretary (or their delegate) will act as secretary to the board and attend all meetings.

The president may issue all invitations to other parties (such as management or advisers to the Company) for attendance at board meetings, through the company secretary.

The CEO and members of management may be invited to be present for all or part of the meetings of the board. Non-members of the board may be asked to withdraw from all or any part of any meeting. The non-executive directors, at their discretion, may meet without management present.

Representatives of the external auditor will be invited to meetings of the board. At least annually, the board shall meet separately with the external auditors without any members of management present.

All attendees at board meetings are required to keep confidential any information received in relation to the board or the proceedings of the meeting.

3.8.5 Voting and material personal interests

Wherever possible, the board should seek to determine matters before it by consensus. If this is not possible, resolutions of the board will be carried by majority and only duly appointed directors are entitled to vote on resolutions.

If any director has a material personal interest in, or an interest by way of personal or other relationship to any matter being considered by the board, then that director must give the board and any relevant committee notice of that interest as soon as that director becomes aware of it.

Any person with a material personal interest in a matter being considered by the board must not be present when that matter is being considered by the board.

The declaration and management of conflicts of interest are to be dealt with according to the Company's Conflict of Interest Policy.

3.8.6 Minutes

The Company Secretary will keep minutes of all board and committee meetings.

3.8.7 Reimbursement of expenditure

Any reasonable and pre-approved travel, accommodation or out-of-pocket expenses incurred by directors in attending board meetings shall be met by the Company in accordance with the constitution and the Boards Reimbursement of Expenses Policy.

3.8.8 Rights of Access

The board will have unrestricted access to management and the external auditors to fulfil its role and undertake its duties. At the discretion of the president, and after first advising the CEO, the board may

meet privately with any member of management.

To the extent permitted by law, the board may access any document, report, material or information in the possession of an employee or professional adviser of the Company.

Directors, both collectively and individually, may obtain outside legal, financial or other independent, expert professional advice at the expense of the Company, after consulting with the president (with such approval to not be unreasonably withheld).

3.8.9 Insurance

The Company will pay insurance premiums in relation to Directors' and Officers' insurance.

3.8.10 Induction

All new directors will undertake an induction program and receive an appointment letter, both of which will outline their duties as a director of the Company.

3.8.11 Professional development

Directors are expected to maintain and enhance skills relevant to their role. Director education is to be conducted regularly and has been incorporated into the annual board calendar. With the approval of the president, directors may attend seminars or training courses related to the functions and responsibilities of the board, at the Company's expense.

3.8.12 Confidentiality

All proceedings of the board, including board papers, presentations and other information provided to the board, must be kept confidential except as required by law or as agreed by the board.

3.8.13 Conduct of directors

Each director is bound by the Company's values and the Directors' Code of Conduct. Each director is also required to comply with the terms of their appointment and the terms and conditions of any arrangements or Company policies specifically applying to them. Board meetings are to be conducted in accordance with the provisions of the Directors' Handbook and the Directors' Code of Conduct.

3.8.14 Annual review

3.8.14.1 Board charter review

This charter supersedes any charter or terms of reference previously in force. The board will review this charter annually. Any modifications to, or replacement of, this charter must be approved by the board.

3.8.14.2 Board calendar review

The responsibilities detailed in this charter have been reflected in a board calendar of activities to ensure that the board's workload is distributed evenly over the course of each year and that no identified aspect of its role is overlooked. The board will review the calendar at least annually.

3.8.14.3 Board performance review

The board will undertake an annual review of its performance against the requirements of this charter.

At least every three years, board will arrange for an independent expert to conduct an externally facilitated review of the board's performance and that of the President. The results of this review are to be provided to, and discussed by, the board.

From time to time, the individual performance of directors will also be reviewed, including by an independent expert.

The results of board, president and individual director performance reviews will be taken into account in the board's succession planning.

4 SYLLABUS & EXAMINATIONS

4.1 Examination Rules

See attachment 4 for the Quality Management of Exams

4.1.1 Membership

- In order to enter students for examinations a teacher must be a financial member.
- Membership is due 31st December of each year and payable by no later than 28th February the following year. Please login to the members section of the website to renew your subscription each year online.

4.1.2 Preparation for Examinations

Step 1:

- Teachers are to complete their **Examination Request Submission** online at www.atod.net.au, login to Members only section. The due date for the **Examination Request Submission** is 1st March of each year. Please note that this due date applies for all 1st and 2nd Semester examinations and also Teacher practical examinations and Performance Awards (Jazz Moves & Avril Binzer). Please note that new members are exempt from these requirements in their first year of membership and/or first year of examinations.
- A **Booking Fee of \$100.00** is payable with the Examination Request. This fee will then be deducted from the total examination fees **if all correct paperwork is received 4 weeks prior to your examination date.**
- **Late Examination Requests** received after 8th March will incur an administration fee of \$150.00 **in addition to the \$100 Booking Fee.**
- Requests for change of Examination dates will incur an Administration fee of \$150.00. Unforeseen circumstances will be taken into consideration by the CEC.
- The CEC will confirm examination dates and the name of the attending Examiner, in due course.

Step 2:

- Login to Exam Planner program <http://examplanner.cloudapp.net/examplanner/> - you will need your username and password to this web application. If you do not have login user details please contact ATOD Head office by email exams@atod.net.au
- Please consult the "Duration of Examinations", which can be found at the end of this document. When working out the number of days required for your exams please note that Examiners are not to exceed 8 hours a day including scheduled breaks.
- The teacher must forward, to the CEC by email to exams@atod.net.au 4 weeks prior to the examination date:
 1. Exam Plan Number for your completed paperwork. The Entry Form, Summary sheet & Timetable will be downloaded and printed at the ATOD office.
 - Please ensure dates of birth are included and correct;
 - Please ensure all candidates are numbered in order of appearance.
 - Please ensure candidates names are entered as First Name then Surname (Please do not use all uppercase – only first letter of each name to be uppercase)
 2. Summary Sheets - A copy of your Summary Sheet with any additions or deductions clearly listed or noted in the body of the cover email.

3. Copy of internet banking transfer receipt (from the financial member) to cover total entries made payable to A.T.O.D. Ltd. Credit Card payments will also be accepted. Please phone or email credit card details.
4. Completed Injury Release Form 1 – must be signed and scanned to email.
5. Copy of current AMCOS / Music Licence and PPCA Licence. (Please note this is a requirement to ensure that ATOD studios are complying with current copyright licence regulations.)
 - Associate members and above are eligible for a 5% rebate **if all paperwork and payment is received by the due date.**
 - Should all paperwork and payment not be received by the CEC four weeks prior to the commencement date of the examinations **an admin late fee will be incurred. i.e. the 5% rebate will be forfeited by eligible members and an admin fee of 5% on the total examination fees payable will be incurred. This applies to all members.**
 - **Paperwork received 1 week late will receive a penalty of 5% of the total exam entry fee payable.**
 - **Paperwork received 2 weeks late will receive a penalty of 10% of the total exam entry fee payable.**
 - Studios sharing examination days must submit a separate exam request, examination paperwork & payment.
 - All corresponding paperwork & payments for a split examination session (i.e. days no more than two weeks apart) must be received by the CEC at the same time.
 - Any incorrect paperwork be discussed with the teacher by the CEC.
 - Incorrect paperwork requiring resubmission will incur an administration penalty of \$50.00. Should the paperwork not be corrected and CEC advised within 5 working days, the penalty may increase to \$100.00. (Please be aware of dot point below which may occur if correct paperwork is not resubmitted promptly)
 - Paperwork that is not received and/or finalised two weeks prior to the examination date may result in examinations being cancelled and original booking fee of \$100.00 will be forfeited. A fee of \$100.00 will be incurred to reschedule another examination date.
 - Confirmed and scheduled examination dates that are cancelled will result in forfeiting of booking fee of \$100.00 regardless of whether another day is booked or not.
 - Teachers will receive with the completed cards & medals, a summary of the results of your school. It is therefore **IMPERATIVE** that all names are spelt correctly when entering students to your Exam Planner Database i.e. studio error, as teachers will be required to bear the costs for new cards should the names be incorrectly listed.

4.1.3 General Guidelines

- If a teacher is unsure, at the time of entry, as to whether a student will be capable of successfully passing the examination, it is advised that the teacher enter the student regardless as either a Participation or Examination candidate. The teacher may decide on the day of the examination whether the student proceeds as an examination candidate, or whether he/she MAY change the student to a participation certificate or vice versa. (see Guidelines for Participation Certificates)
- In Classical Ballet, if entering a mature age candidate, girls do not have to perform pointe work in the grades of Elementary, Intermediate and Advanced levels. **All students undertaking pointe work in Gold Star must be a minimum of 12 years of age before sitting the Gold**

Star examination. If the candidate is younger they must produce a physiotherapist report stating they are strong enough to commence pointe work and undertake the examination.

- In the case of a mature age student the same dances as are set in the syllabus are to be performed. In Classical Ballet dances need not be performed en pointe.
- In the case of a mature age student being unable to demonstrate a significant number of steps then it would be required that the student undertake a private examination where full explanations of the steps/exercises are given. In this case where the exam dances are choreographed by the candidate, the candidate may have their student perform the exam dance they (the Candidate) have choreographed giving explanation/interpretation of the choreographed dance as requested by the Examiner.
- A Trainee Examiner may accompany an Examiner at any time. The CEC will notify the teacher and Examiner if a Trainee Examiner will be in attendance.
- At no time may a Teacher approach an Examiner to examine their students. All examination sessions are organised by the CEC.
- When the appointed examiner is from interstate it is the Studio/Teacher's responsibility for travel to and from accommodation and studio each day. ATOD are responsible for all other travel arrangements and costs.
- Please note that accommodation will be arranged by the CEC and teachers will be advised of travel/itinerary and accommodation details. Where the examiner is not a local/state examiner teachers will be required to phone the examiner the evening prior to exams in order to advise pick up time/details for the following day.
- Examiners are to work between the hours of 9.00 a.m. – 5.00 p.m. with suitable breaks scheduled. Should examination times other than these times, be required, permission must be sought from the CEC.

4.1.4 Examination Refund

If any students are unable to take the examination on the set day due to illness or injury, the teacher can apply in writing with the following:

1. reason for absence / medical certificate, and
 2. the completed 'Examination Refund Request Form' in 'Forms to Download' in members only section of website.
- The refund request must be made within 6 weeks after the examination date. In this case a 75% refund of the set ATOD examination fee will be issued to the studio owner. The studio owner is responsible for returning 75% of the ATOD cost to the parent / student.
 - If a student would like to take the examination at a later date at another studio, the normal guidelines for examinations will apply. This is to be organised with the CEC. i.e. paperwork must be resubmitted by Exam planner and full fee paid on submission.
 - A student who is incapacitated just prior to or during the examination is permitted to transfer their examination fee to another day within the same session. The officiating Examiner must be the Examiner at both the original and subsequent examination sessions. In the case of injury a medical certificate must be produced stating that they are medically fit to undertake the examination. If this is not possible then normal reimbursement procedures listed above will apply.
 - A student may not pass an examination unless they have completed all exercises.

4.1.5 Exam Planner

- Use of Exam Planner program to submit paperwork is compulsory. The program is provided to members free of charge. User login details can be obtained on request to exams@atod.net.au. The program has a comprehensive instruction/help menu – please read this before initial use. Should you require any further assistance in the operation of Exam Planner please contact either exams@atod.net.au or secretary@atod.net.au

4.1.6 Examination Paperwork

See section above “Preparation for Exams” for required paperwork, which must be submitted 4 weeks prior to examinations commencing. In addition to the above the Injury Release Form 2 must be signed and on the Examiner’s table at the commencement of the examination day. Supporting documentation such as medical reports should be attached if required. The Examiner can not proceed with the examination day until this form is received.

- a. Students entering an examination as a mature age student must have ‘mature age’ indicated on the Entry Form otherwise student will be graded in the usual way. In this case please advise the CEC by email which candidates are entering as Mature Age. The CEC will ensure that Mature Age is noted appropriately prior to paperwork being sent to Examiner.
- b. Where a teacher is allocated more than one Examiner, each Examiner requires separate paperwork pertaining to their individual examination day/s.
- c. Where a Teacher has more than one student participating in **teaching examinations**, the Teacher must complete separate paperwork for each student. Separate Entry forms must be completed for written and practical examinations. **THEREFORE THERE WILL ONLY BE ONE STUDENT PER ENTRY FORM AND THERE WILL BE TWO ENTRY FORMS PER STUDENT – ONE FOR WRITTEN AND ONE FOR PRACTICAL EXAMINATIONS.** Where the candidate has completed either Cert IV or Diploma Dancing Teaching and Management as required a copy of their certificate must be included with their entry form.
- d. It is a requirement that the Teacher submit a copy of their Public Liability Cover and copyright licence details with the Examinations Request Form.

4.1.7 Examination Fees

- Teachers **MUST PAY** for a minimum of TWO students (up to and including Gold Star) regardless of the number of students participating i.e. if only one student is entering the examination, the teacher must still pay for two. This applies to all teachers. (N.B. Variation to the above – please see guidelines for Private Examinations in this section)
- Level 10, 11, 12, Gold Bar, Elementary, Intermediate and Advanced candidates entering in examinations will only be charged one fee for the examination regardless of the number of candidates in the room. **Teachers must make a diligent effort to work with other studios where possible, to ensure candidates combine for their examination and not enter students individually in these upper level grades.**
- Entry fees for an examination day is a minimum of \$1000 in all areas (Metropolitan and Country). Teachers are to subsidise these entry fees if number of exam entries do not cover this amount. Please note you may combine with another school to make up the required minimum fee.
- ATOD Ltd. offers a 5% rebate of examination fees to teachers of Associate level and above provided entry criteria has been met. (see Preparation for Examinations) Adjustment should be made to the total on the “Summary Sheet Fees”.

- This 5% rebate applies to exam sessions within the eligible teacher's normal exam session/s. The 5% rebate does not apply to eligible teachers when they are entering students on another teacher's exam day, clean up day or Teaching practical exams.
- Clean up examination days, held late Term 3 or early Term 4, are for students who have missed their examination in that year due to injury/illness or genuine unforeseen circumstance only. Candidates entered on these days only pay one examination fee (rather than the minimum of two). A sundry fee is applicable per student, per exam and will be set by the Board and advised to teachers as required. Sundry fees must be included with examination fee payments.
- Scholarship qualification examinations, usually held during Term 1, will incur the minimum payment of two candidates (normal examination fees) should the minimum requirement of 2 candidates not be met by entries. A sundry fee is applicable per student, per exam and will be set by the Board and advised to teachers as required. Sundry fees must be included with examination fee payments.

4.1.8 Examination Day

- Teachers must have an appropriate venue for examinations (floors non slip and according to current safe dance requirements).
- Teachers are encouraged to take out insurance for their studio that covers examination days. (as set out in the Code of Ethics)
- Injury Release Form 2 must be signed and on the Examiners table at the commencement of the examination day. The Examiner will not start the examination without this form and any other required accompanying paperwork that is required to verify student's fitness to undertake the examination. The Examiner must be given time to read any supporting documents (medical reports) that are submitted. It is recommended that medical reports are no longer than 2 pages.
- It is the responsibility of teachers to ensure all tables, paper work, barres etc. are in place before the arrival of Examiner/s. An extension lead should be available for Examiners using laptops.
- Teachers are to provide the Examiner with a list of known absentees at the commencement of the examination day.
- Teachers are to have a list of omitted steps for Jazz Moves & Tap as required and noted in relevant syllabus.
- Teachers MUST provide the Examiner/s with a comfortable chair (a chair with a straight, supporting back is recommended). A cushion, rug, heater or fan may be required in cold climate.
- A 15 min. morning/afternoon tea and 30 min. lunch break must be provided and catered for. Please supply bottled water and a glass on the table. A serviette with refreshments and a hand towel for the bathroom is to be provided. Please check that bathrooms are clean. The CEC will forward a list of dietary requirements and preferred title for the Examiner (Examiners Preference Form) with confirmation of exams.
- Students are able to take water bottles and hand towels (senior students) into the examination room. Students must wait until invited by the Examiner to access water bottles.
- At the Examiners discretion students may be asked to wait just outside the examination room in order to keep warm while dances are being performed by fellow students in the Examination room. This is in accordance with safe dance practice.

4.1.9 Examination Etiquette

- Teachers are expected to be courteous to the Examiner.
- Teachers are expected to explain examination etiquette to the students.
- Courtesy must be extended to Examiners at all times.
- Examiners must be addressed by their surname, or as Madam Examiner.
- Students should show a sense of knowledge, enjoyment and a positive approach.
- Students must stand still after changing shoes and skirts (where required) whilst their fellow students are performing their dances.
- During the lunch break the teacher may join the Examiner if invited to do so.
- Parents may not approach Examiners at anytime. No viewing of the examinations is permitted by teachers and/or parents.
- Please note no gifts to be given to Examiners.

4.1.10 Duration of Examinations

The length of the Examination Day should not exceed 8 hrs. The recommended hours of examinations are between 9.00am – 5.00pm.

- Teachers are to allow a 'write up time' for the Examiners of 5 minutes between each group of Students. Exam Planner will automatically make this allowance and apply.
- The CEC will check all timetables submitted and make adjustments where it is deemed necessary. Please note that timetables are calculated on an average for the number of students in a particular exam.

PLEASE SEE TIME ALLOWANCE FOR EXAMS IN THE REPORTS SECTION OF THE EXAM PLANNER PROGRAM TO CALCULATE AMOUNT OF DAYS REQUIRED IN YOUR EXAM REQUEST.

4.1.11 Examination Procedure & Protocol

Please read the Introductory Pages in all syllabi books so that you are fully aware of Examination Procedure and Protocol for all exams in all genre.

Tests One & Two:

- The Teacher may enter the examination room with the students and assist with the exercises, though they may not assist with the dance.
 - Test One – demonstrate full exercise
 - Test Two – may only start students off for each exercise then stop whilst students continue for duration.
- The teacher must not coach or talk to the students.
- Music recorded with vocals may be used for the Classical Ballet Nursery Rhyme.

Test Three & Above:

- TEACHER MAY NOT ENTER EXAMINATION ROOM WITH STUDENTS except as the musical accompanist (must sit behind screen – see below)
- In Classical Ballet Test Three the Fairy Tale dance MUST BE done to classical music without lyrics.

4.1.12 Recorded Music

- It is a requirement that the Teacher or Junior / Assistant Teacher operate recorded music in the examination room. Under no circumstances will a parent be permitted to play music in the examination room.
- The musical accompanist must not face the students or assist in any way.
- The musical accompanist must sit behind a screen, unable to be seen by the students and in full view of the Examiner at all times. The musical accompanist should not face the Examiner.

4.1.13 General

- All mirrors & viewing opportunities must be covered i.e. windows, glass doors, etc.
- NO MOBILE PHONES are to be taken into the Examination Room, unless in exceptional circumstances which should be discussed with the Examiner.
- Hand held props may be used for National, Classical and Tap Demi-Character dances if utilized; skirts that can be easily changed into are acceptable for the Demi-Character or lyrical dances if necessary.
- Jazz slow tempo dances may use hand held fabric or scarves or other prop if utilized. Jazz fast tempo may use hat, cane, chair or other prop if utilized.
- Examinations must not be video recorded by any means. If CCTV cameras are installed in the studio for security purposes they must be turned off for the duration of examinations.

4.1.14 Examiners

- Examiners are appointed to an examination session on a rotation basis by the CEC.
- Local examiners will generally make their own way to a studio for examining.
- Where an interstate examiner is appointed the teacher will be required to make contact with the Examiner the afternoon/evening prior to exams commencing so as to advise pick up time from the Examiners accommodation. The Teacher may arrange for a taxi to collect Examiner – the taxi fare is at the Teacher/studios expense.
- The CEC will advise the Teacher/Studio of the travel arrangements for an examiner if applicable.

4.1.15 Private Examinations

Normal Examination Session

A request for a private examination, to be held on a normal examination day, will be accepted with fees being four times the cost of that examination.

Private Examination Session

Private examination sessions are to be arranged through the CEC. The cost will be a minimum of \$1000 for the first four hours (half day). All travel, meal, accommodation (motel), overnight allowance and costs for Examiners will also be payable. The CEC will assign an Examiner. Requests for a specific Examiner are not permitted.

4.1.16 General Information

Results:

- All examination cards are printed by the Central Card Distributor and will be forwarded to teachers generally within 6 weeks of completion of the examinations or as soon as possible thereafter. Should a delay be inevitable the CEC will contact the teacher concerned.
- Examiners will give an unsuccessful result for any student they feel has not reached the required

standard or does not have a satisfactory knowledge of the work. The Examiner may advise the teacher where the required standard has not been reached and the teacher may choose to accept a Participation result rather than an Unsuccessful result.

- ATOD Syllabi work may only be presented in ATOD examinations/assessments and may not be presented for assessment by other organizations nor for in-house assessments.
- Should a replacement examination card be required, where it is teacher/studio error, a charge of \$20 per card will apply. Payment can be made by internet transfer receipt (to be sent to the CEC) together with the card to be corrected, with corrections clearly marked thereon.

4.1.17 Theory

Classical Ballet, Tap & Musical Theatre: - As per Theory Book.

- All students must purchase their own Theory Book and/or Theory CD. Copyright laws prevent Teachers from photocopying resources.
- All students must bring their Theory Book or Theory CDs to the examination day for viewing and signing off by the Examiner. The Teacher only will collect and submit Theory books to the Examiner prior to the examination, who will initial and date the inside cover.
- Examiners will ask 2 – 3 (Bronze Medal & Bronze Star), 3 – 4 (Silver Medal – Gold Star) questions of students as set out in the Theory Book.
- Students should understand what they are explaining and not just repeat answers by rote.
- The set theory must be known.
- Theory results are listed on the report card.
- Please remember if changing a Participation candidate to an Examination candidate theory section must be completed by the candidate.

4.2 Complaints & Appeals Policy & Process

4.2.1 Purpose

This document outlines the policy of Australian Teachers of Dancing (ATOD), in regards to complaints, enquiries about examination results, and about examination appeals.

4.2.2 Scope

4.2.2.1 This policy supports candidates and teachers who complete examinations with ATOD.

4.2.2.2 This policy is eligible for the following:

- an examination candidate
- a parent of a candidate where the candidate is under 18 years of age
- an ATOD financial member who enters students for examinations
- the Principal or Director of a registered ATOD dance studio, or a person acting on their behalf.

4.2.2.3 This policy is only applicable to those who have a direct interest in the examination result i.e. an ATOD registered teacher or Principal who is directly involved with the examination student.

4.2.3 Procedure

ATOD will act courteously, fairly, authentically and without bias in response to any complaints made about the examination system, examination results or concerns about examiners behaviour.

4.2.3.1 Complaints are to be in writing to ATOD administration (exams@atod.net.au) within two weeks after the results have been issued by the ATOD administration staff and email notification has

been sent. If this time frame becomes impractical, and involves extenuating circumstances, these will be considered on an individual basis. An email advising that the complaint has been received by ATOD will be sent from ATOD administration to the party who has issued the complaint, within three business days.

4.2.3.2 All written correspondence should clearly display:

- the name of the ATOD registered dance studio
- the name of the ATOD current member
- the examination date/s
- the name of the attending ATOD examiner
- the specific examination session concerned
- the name of the student concerned
- details of the concern

4.2.3.3 If written information is not clear or does not comply with this policy requirements, further details may be requested. The complaint process will only be commenced when all applicable information is submitted.

4.2.3.4 Correspondence to ATOD by email is preferred.

4.2.3.5. Anonymous complaints will not be dealt with unless what is being reported is serious enough to warrant reporting to the police or authorities.

4.2.4 Enquiries about examination results

4.2.4.1 If the teacher, candidate or parent wishes to have more information about the reasons for the examination result, a Review of Results form will be available to members on the website.

4.2.4.2 Review of Results forms are only applicable to graded levels of the ATOD examinations.

4.2.4.3 This Review of Results form is to be sent via email to exams@atod.net.au, within two weeks of the results being issued by ATOD administration.

4.2.4.4 The request for this form will be acknowledged by ATOD administration, via email within 2 business days.

4.2.4.5 ATOD administration will respond to the Result Enquiry within 30 days.

4.2.5. Complaints regarding time-lines

4.2.5.1 Whilst ATOD has a requirement for the completion of examination reports by Company Examiners, extenuating circumstances may be involved. If reports and results are going to be unavailable to the ATOD dance teacher, who is the registered member, within the scheduled time line the following will occur:

- The ATOD Examiner will advise via email, the ATOD Examination Coordinator of the potential for late reports
- The ATOD Examiner will provide reasonable information as to why this is occurring
- The ATOD Examination Coordinator will interpret the reasons for the delay and respond accordingly via email within two business days
- If the reasons for the delay are accepted by the ATOD Examination Coordinator, the teacher involved in the examination session will be notified via email, and informed of
 - the delay

- the approximate expected date for the release of the reports
- The ATOD Examination Coordinator will ensure a follow up with the Examiner and the respective dance teacher within seven days of notification.

4.2.5.2 The scheduled release of examination reports, is six weeks after the commencement of the examination session held by the ATOD registered member.

4.2.6 Appeals Process

ATOD will endeavour to handle results enquiries efficiently and without the need for appeal where possible.

4.2.6.1 Where ATOD is formally advised of a pending appeal, the matter will be dealt with prior to the formal appeals process. The CEO of ATOD, President, and ATOD Board of Directors will review the case at the soonest meeting of the Board. This review would be held in order to provide further explanation and insight into the concerns raised.

4.2.6.2 An appeal may only be formally registered with ATOD, after all other avenues of negotiations have been attempted.

4.2.6.3 An appeal concerning an Examiners professional judgement will not be considered.

4.2.6.4 Considerations for an appeal will be dealt with by the ATOD Board of Directors and the company CEO.

4.2.6.5 The possible outcome for an appeal will include:

- the appeal is dismissed
- the appeal is accepted and suitable action is taken by the ATOD Board of Directors in relation to the nature and circumstances of the complaint

4.2.6.6 The appeal outcome will be verified by ATOD to the party who is appealing, via a formal email from the company secretary, and will include an explanation of the outcome.

4.2.6.7 After ten business days of notification from the ATOD company secretary about the outcome of the appeal, if ATOD has had no response the communication will cease and the appeal will be seen as closed.

4.2.7 Confidentiality and Privacy

4.2.7.1 All communication in regards to complaints and appeals will be held as confidential information by ATOD.

4.2.7.2 In order to investigate the complaint, members of ATOD staff will need to be involved, and where necessary, the Examiner, who at all times will be given the right of reply from ATOD.

4.2.7.3 ATOD has the capacity to provide samples of reports for students in graded examinations (refer Examination report samples) and will access this if needed to do so, if it will assist the complaint resolution.

4.2.7.4 ATOD has the capacity to compare individual candidates results awarded by previous Examiners and will utilise this if the need arises out of a complaint process or an enquiry of result.

4.2.7.5 ATOD has the capacity to see results statistics from all Examiners of ATOD and will utilise this if an Examiner has a complaint made against their judgement at any time.

4.3 Moderation And Validation Of Assessment Procedure

4.3.1 Purpose

This procedure outlines the processes for validating and moderating assessments for Australian Teachers of Dancing (ATOD)

4.3.2 Scope

4.3.2.1 This procedure enables validation to ensure the competencies and industry skills are relevant to the assessments (Examinations).

4.3.2.2 This procedure enables moderation of the assessment judgements made by the Examiners of ATOD

4.3.3 Procedure

4.3.3.1 Validation and moderation is a quality assurance that ensures the appropriate quality of, and valid consistent judgement of candidates' performance in

- examination tasks, and
- examination outcomes

4.3.3.2 Standards-based examinations achieve comparability of results between students, enhanced by collaboration between Examiners and reviewers, so that the marks and gradings awarded to individual students are plausible.

4.3.3.3 Validation involves checking that assessment tools have produced evidence

- Validity
- Reliability
- Sufficiency
- Currency
- Authenticity

4.3.3.4 Validity involves collaboration between Examiners, with the aim of reviewing gradings awarded to examination candidates to ensure that a valid assessment judgement is one that confirms a candidate holds the knowledge and skills described in the syllabus grade level of that genre.

4.3.3.5 The validation process involves valid samples of assessments, proposing recommendations for future improvements to the assessment tools (i.e. examinations and systems of training) based on the outcomes.

4.3.3.6 Validation may take place by

- consensus validation by a panel of ATOD Examiners
- panel validation where a group of four ATOD Examiners act as a validator for all other Examiners

4.3.3.7 Where validation takes place by consensus, all ATOD Examiners will be involved in the marking/grading process.

4.3.3.8 Where validation takes place by a panel of ATOD Examiners, the Lead Examiner will act as a coordinator for all other Examiners

4.3.3.8 Moderation involves collaboration between ATOD company Examiners, with the aim of reviewing examination results, to ensure

- individual students are awarded consistent results across all examinations

- marks/gradings are appropriate in terms of the standards of performance against the assessment criteria

4.3.3.9 Moderation may take place by

- consensus validation by a panel of ATOD Examiners
- panel validation where a group of four ATOD Examiners act as a validator for all other Examiners

4.3.3.10 Where moderation takes place by consensus, all ATOD Examiners will be involved in the marking/grading process.

4.3.3.11. Where moderation takes place by a panel of ATOD Examiners, the Lead Examiner will act as a coordinator for all other Examiners

4.3.3.12 The Lead Examiner will develop a validation and moderation plan in line with validation and moderation procedures ensuring that:

- validation and moderation will be conducted by consensus or a panel of ATOD Examiners
- the validation and moderation process will not impact on delay the provision of results or feedback to dance teachers entering candidates for examinations
- validation and moderation will occur promptly at the designated time
- time frames will be communicated to Examiners and the panel

4.3.4. Validation Process

4.3.4.1 The syllabi are validated against the objectives of the examination process.

4.3.4.2 The yearly results of examinations from a random selection of a minimum of ten dance studios from across Australia are investigated, to ensure that the context of the assessment (examination), is meeting the ATOD requirements and are industry relevant.

4.3.4.3 Identification is made of any areas of the examinations, where the standard appears lower (according to examination results), than other work from that same dance studio.

4.3.4.4 Outcomes are compared to other dance studios chosen for the study, to investigate whether areas of the syllabus and examinations are not relative to each other.

4.3.4.5 Outcomes would then be used to find areas of the syllabi that need amending or updating.

4.3.5. Moderation Process

4.3.5.1 Comparison of report writing and results.

- Examiners are requested to report on the same examination candidates (minimum of three), provided to them via video distribution.
- This is done in two cycles – mid-year and end of the year of examinations.
- All reports are submitted to ATOD Company head office and reviewed by the Validation and Moderation panel.
- The previous three reports in the same genre from the same three candidates are provided by ATOD Head office for the Validation and Moderation panel to compare with current reports and results.

4.3.5.2 Examiners are requested to examine with another company Examiner, at the same venue (dance studio), on the same day and with the same students in the same genre.

- The Lead Examiner will provide written reports to the candidates of that dance studio as per the usual examination procedures.

- The Second Examiner will be providing a minimum of eight reports for the validation and moderating panel.
- The two Examiner's reports are submitted to ATOD Company head office and reviewed by the Validation and Moderation panel.
- This process is to be in one cycle, to occur before the end of the year examinations are completed.
- All current ATOD Examiners will be required to participate.
- A schedule of events and names of partnered Examiners will be given to the Examiners during the first examination cycle of the year.

4.3.6. Responsibilities And Outcomes

- 4.3.6.1 All outcomes of the validation and moderation process will be delivered in written form to the ATOD Board of Directors and ATOD Examiners by the Lead Examiner.
- 4.3.6.2 Outcomes and future developments will be discussed in an open forum at the ATOD Standards Committee Meeting held annually face-face, quarterly on virtual meetings forums.
- 4.3.6.3 Identified discrepancies outlined by the validation and moderation panel, will be acted upon by the ATOD Board of Directors where required, in compliance with individual Examiners Performance Reviews held annually.
- 4.3.6.4 Anonymity, and privacy and confidentiality will be maintained throughout all processes.
- 4.3.6.5 Members of the Standards Committee will be asked to provide written acceptance of privacy and confidentiality requirements.
- 4.3.6.6 All documents and records of the validation and moderation process, will be held in a secure manner at ATOD head office.
- 4.3.6.7 Employees of ATOD must manage records relevant to administering this procedure in accordance with the ATOD Privacy and Confidentiality Policy.

4.4 Equitable Amendment Policy and Special Considerations

4.4.1 Overview /Purpose

- 4.4.1.1 To cater for examination candidates who may feel unable to enter the examination due to specific obstacles.
- 4.4.1.2 To cater for examination candidates who may feel that their ability to complete an examination, may be compromised, due to a physical obstacle, such as a disability/special needs, or medical condition.
- 4.4.1.3 To protect the integrity of the examination gradings for candidates who do not present with any such obstacles.

4.4.2 Obstacles to examination entry may include but not limited to:

- 4.4.2.1 Special Needs or Disability in this instance, refers to visual impairment, hearing impairment, lack of physical mobility, and learning or behavioural disorders that may prevent the candidate from achieving the learning outcomes of the physical dance examination, including the response to oral questioning as in dance terminology or specific genre theory.
- 4.4.2.2 Financial aspects, such as the candidate's inability to enter the ATOD dance examinations due to the inability to service the fee payment for the examination.

4.4.2.3 Religious considerations may include the candidates who, due to specific religious beliefs, need to wear specific items of clothing in the examination. It may also include the candidate's inability to attend the examination day due to religious beliefs.

4.4.2.4 Aspects of gender refers to a candidate who may not want to enter the examination due to the content of the examination not relating to their chosen gender.

4.4.3 Methods of reducing the effects of obstacles to examination entry may include but not limited to:

4.4.3.1 ATOD respects and allows for the presentation of Special Needs, Disability and other medical conditions documentation, in order to consider 'equitable amendments' for the examination candidate. This includes physical, mental and medical conditions that may affect the examination process. This official documentation must be sent to ATOD head office, by the entering teacher of the candidate, prior to the examination entries closing date, that being one month prior to the requested examination date.

4.4.3.2 ATOD allows for special consideration of financial hardship and allows for the teacher entering a candidate, to submit an application for consideration on behalf of a student. ATOD has a relief fund, for such purposes and will identify each case on its merits.

4.4.3.3 ATOD requires a suitable uniform belong to the participating dance studio to be worn in the examinations. Guidelines for this attire is addressed in the Members Examination Manual that is available to be sourced at www.atod.net.au. Where a candidate requires permission to make an adaption to the guideline, due to religious beliefs, a written request is to be made by the entering teacher on behalf of the student, specifying the reasons for the request, how this alteration will maintain safe dance practice for all candidates in the examination room, and how he alteration is in accordance with a safe examination environment.

4.4.3.4 ATOD policy wishes to ensure equal treatment of males and females in the examination process. Candidates will be examined in the gender in which they identify.

4.4.4 Examples of equitable amendments

The amendment will be considered on a case by case basis, and will be based on the candidate's circumstances or condition, and what the request is actually asking ATOD to consider. These may include but are not limited to:

4.4.4.1 Examination entry fee assistance

4.4.4.2 Extra time required for examination due to physical health or specific condition e.g. diabetes test, medication, rest during the examination because of feeling unwell, due to the disability or special needs condition.

4.4.4.3 Waiver of oral theory questions due to special needs conditions.

4.4.4.4 Examiner may need to use a speaking device to assist hearing impaired candidates.

4.4.4.5 Examiner may require the use of an interpreter e.g. sign language, language differences.

4.4.4.6 Special studio lighting or sound equipment may be required to assist special needs candidates.

4.4.4.7 Examiner may need to wear personal amplifiers.

4.4.4.8 Moderation of examination uniform subject to health and safety requirements and safe dance practice.

4.4.4.9 Candidates presenting with a special needs or disability and an accompanying medical report stating the examination process will not cause any problems for the candidate.

4.4.4.10 Candidate to be examined according to syllabus criteria for the gender with which they identify.

4.4.5 Process of application

4.4.5.1 The ATOD registered teacher is to apply for equity amendment on behalf of the examination candidate.

4.4.5.2 The application form for equity amendment, which is available on request from ATOD head office, and required accompanying medical documentation or evidence, is to be submitted to the ATOD Examinations Manager, prior to the closing date for entries for the dance studio's examinations.

4.4.5.3 The application form and the medical documentation must be submitted in separate documents. Medical information and other evidence documents will be destroyed as soon as the consideration has been finalised.

4.4.5.4 ATOD will not commence consideration unless documentation is received as in 5.3.

4.4.5.5 The form should clearly identify the nature of the candidate's condition and the amendment required. If ATOD requests further information, and none is forthcoming within five days, the application may be rejected. ATOD will rely on truthful information given by the applicant.

4.4.5.6 Under no circumstances should any ATOD Examiner be given application forms for Equitable Amendment or letters from parents, or candidates on the day of the examination, or at any time prior to, or after the examination date. Examiners will be advised to decline any such information on the day of the examinations.

4.4.5.7 Medical information may not be necessary for some conditions however the applicant should inquire from ATOD to ensure this is the case.

4.4.5.8 ATOD will determine whether or not to approve or decline the request for a reasonable equitable amendment, on the nature of the amendment requested, the reasons given and the practicalities of its implementation.

4.4.6 Special Consideration

4.4.6.1 The ATOD dance studio teacher is given the option to enter a candidate for an examination, where a graded mark will be awarded, or to enter the candidate as a Participant, where a simplified report and medal will be issued, however no graded mark will be awarded.

4.4.6.2 This decision in 4.4.6.1 can be recorded on the examination entry form when submitted prior to the closing date of the studio examinations. The Examiner can also be notified before the start of the examination day. Medical reports and Equitable Amendment documents are not required by the Examiner.

4.4.6.3 Candidates who carry a recent injury into the examination room, will only be allowed to do so, with the production of a signed letter from a medical professional identifying the injury and stating that "participating in the examination with ATOD will not enhance this injury for the candidate". If this is not produced, the candidate will not be able to enter the examination room.

4.4.6.4 If a candidate becomes ill or injured during the examination, the Examiner of the day will inform ATOD. The candidate will not be able to complete the examination. In this case, a partial refund will be given by ATOD upon receipt of the Refund Application form which must be submitted by the ATOD studio teacher.

- 4.4.6.5 If a candidate sustains an injury or becomes ill, directly prior to the examination, and is therefore unable to enter the examination, a partial refund of examination fees will be given by ATOD upon receipt of the appropriate information on the Examination Refund Application form.
- 4.4.6.7 ATOD will consider a partial refund of examination fees for candidates who were unable to enter the examination on their set examination day due to extenuating circumstances such as funerals, family bereavement, very serious adverse weather conditions, or accidents. This will be considered in relation to the date of the extenuating circumstances.
- 4.4.6.8 ATOD will not consider a partial refund of examination fees for candidates who elect to withdraw from the examination without having exceptional circumstances.
- 4.4.6.9 ATOD will not consider a partial refund of examination fees if the candidate failed to attend the examination at the scheduled time.
- 4.4.6.10 ATOD considers that special consideration is not generally appropriate for candidates whose illness or injury was known about the time that entries were submitted to ATOD.
- 4.4.6.11 ATOD cannot give special consideration to candidates who commence the examination, but do not complete it fully as per the requirements. The candidate can only be assessed on the performance given during the entire examination.
- 4.4.6.12 ATOD will allow for a student who is ill or injured during the examination, or just prior to the examination date, to attend another examination session at a later date with the same Examiner in attendance. Teachers who have students in this situation, can request ATOD head office staff to let them know of other examination sessions where that same Examiner will be attending. The teacher may then contact a fellow studio owner to request that the student participate in their examination day. If there is no session available for that student, then the partial refund policy will apply.

4.5 Systems of Training Development

- 4.5.1 The Board of ATOD is responsible for ensuring that the syllabi of ATOD are updated regularly to maintain currency with the industry trends and to ensure they are meeting objectives of the examination system. The board empowers the Standards Committee to advise on syllabus improvements required and deliver the new or improved syllabus.
- 4.5.2 The members of the Standards Committee are all approved examiners and meetings are chaired by the CEO.
- 4.5.3 To become an examiner a member must have reached the level of Licentiate Teacher. This is the highest qualification in the ATOD membership structure and requires considerable knowledge and applied experience to attain this qualification.
- 4.5.4 Validity of Systems of Training

The developers of the syllabi are current Examiners of ATOD, who work with industry professionals and practitioners in order to devise the most current, safe, and effective training programs for dance students

ATOD Syllabi contain:

Classroom teaching ideas developed for the delivery of the technical work.
Highlighted areas are included to explain the method of execution (e.g. solo work, duo, ensemble) for each exercise, as required by the company examiners.
Technical and artistic skill requirements are included for the students to work towards.
Extensive notes on the meanings of anatomical terms required for dance.
Genre specific terminology for all levels of training.
Examination presentation requirements and suggestions for teachers.

4.5.5 Guidelines for teachers

ATOD has identified recommended training periods for students prior to taking examinations.

Teachers are advised to adhere to these guidelines, in order to allow the students to master the techniques and skills required in the specific level /grade of ATOD Systems of Training.

If the duration of lessons on a weekly basis cannot be met, it is advisable that a longer duration of overall training is designated, prior to students taking examinations.

4.5.6 Recommended Training Periods

Genre	Level/Grade	Hours of training per week	Minimum duration of course - weeks
Jazz Moves			
	Jazz Magic	.5	20
	Test 1, 2, 3	.75	20
	Bronze Medal/Bronze Star	1	20
	Silver Medal/Silver Star	2	20
	Gold Medal/Gold Star	2	30
	Elementary	2	30
	Intermediate	2	30
	Advanced	2	30
Classical Ballet			
	Test 1,2	.5	20
	Test 3	.75	20
	Bronze Medal/Bronze Star	1	20
	Silver Medal/Silver Star	2	20
	Gold Medal/Gold Star	2	30
	Intermediate	3	30
	Advanced	3	40 +
Tap			
	Test 1,2	.5	20
	Test 3	.75	20

	Bronze Medal/Bronze Star	1	20
	Silver Medal/Silver Star	1	20
	Gold Medal/Gold Star	1	20
	Intermediate + Seal	1	30
	Advanced + Seal	1	30
Hip Hop			
	Level 1,2	.75	20
	Level 3,4	1	20
	Level 5,6,7	1	20
	Level 6,7,8,9	1	20
	Level 10, 11, 12	2	30+
Contemporary			
	Level 1,2,3,4,5	1	20+
	Level 6,7,8	2	30+
Musical Theatre			
	Entr'acte	.5	20
	Level 1,2,3	1	20
	Level 4,5,	1	30
	Level 6,7,8	2	30
National Character			
	Primary Cross	.75	20
	Silver Cross	1	20
	Gold Cross	1	30
Street Beat			
	Level 1,2	.75	20
	Levels, 3,4	1	20
	Levels 5,6	1	30

5 HUMAN RESOURCES

5.1 Staff Recruitment and Selection

ATOD is an equal opportunity employer thereby promoting access to ATOD positions to men and women from the diversity of social and cultural groups within the community. Every effort is to be made to promote ATOD vacant positions within a variety of social and cultural contexts in order to generate openness and encourage diversity in the recruitment of ATOD staff.

5.1.1 Advertising Vacant Positions

All vacant positions of six months' duration or greater must be publicly promoted (unless otherwise determined by the Board) to invite applications from suitably experienced people. All permanent positions must be advertised via contemporary employment advertisement media. The CEO shall have primary responsibility for undertaking these activities.

5.1.2 Selection Process – Role of the Board

The Board ensures that selection and recruitment processes are transparent and approves all appointments – directly or by delegating authority to the CEO and/or a selection panel.

5.1.3 The Selection Panel

Selection panels are generally comprised of three members with the three being a combination of the following:

- CEO and one director
- One other staff member; or
- One external person.

The panel shall have responsibility for the following tasks:

- developing the short-listing criteria and interview questions
- shortlisting applicants and arranging interviews
- conducting interviews, undertaking referee assessments and making a recommendation for selection that is to be considered by the Board (unless the Board has delegated the authority for appointment to the panel members)
- notifying unsuccessful applicants.

In the event of the successful candidate declining the offer of appointment, the selection panel may make an offer to the second ranked candidate. If this is not deemed desirable by the panel, a recommendation may then be made to the CEO and/or Board for the vacancy to be re-advertised. Similarly, if no applicant is deemed suitable, the CEO and/or Board may consider re-advertising.

5.1.4 Record Keeping

Applications from interviewed applicants are to be retained for six months after the successful candidate has assumed the position.

5.1.5 Avoiding Any Conflict of Interest

Any Director or staff member who submits an application for a vacant employee position will be required to abstain from any involvement in the selection process for the position. In the case of a Director, they will be required to suspend their membership of the Board until the selection process is completed and/or until they are notified of the outcome of their application (whichever occurs first).

A Director declaring their interest in an ATOD vacant position will advise the Chairperson (CEO, if

it is the Chairperson) in writing of their application for temporary suspension as a Director.

5.1.6 Worker Screening make changes to reflect child safety aspect

All ATOD staff and examiners who work in contact with children must hold and maintain a valid Working with Children Check or equivalent for the state in which they reside (refer to Safeguarding Children & Young People Policy & Procedures for full conditions).

5.2 Staff Appointment

5.2.1 Employment Contracts and Position Descriptions

ATOD is committed to providing clear and up to date employment contracts and position descriptions for all employees. Upon engagement, employees shall be provided with:

- A letter to confirm the appointment
- A current position description, and
- A contract of employment that outlines the terms and conditions of employment, including hours of work, entitlements, the probationary process and other relevant provisions.

Employment at ATOD is subject to the provisions of the Clerks Private Sector Award. Employees are classified in accordance with the provisions of Schedule A of the award.

Copies of the Clerks Private Sector Award are held on file for staff to access.

Position Descriptions and Employment Contracts are to be reviewed and amended where necessary every 12 months.

5.2.2 Examiner Contracts

All examiners are employed on a casual basis and their conditions of employment are specified in the Examiner Employment Contract (see Attachment 3)

5.2.3 Probationary (Minimum Employment) Period

ATOD references the Fair Work Act 2009 which does not refer to a probationary period as such but has a minimum employment period.

An employee must serve the period before they are 'protected' from unfair dismissal and can thus apply for an unfair dismissal remedy. This is a probationary period by a different name. The length of the period will be one year for a small business employer employing fewer than 15 employees and six months in the case of a non-small business employer. Importantly, the period cannot be lengthened, shortened or waived.

Where the employee has not met the requirements of the position description, the CEO must notify the employee that their employment will be terminated within twelve months of their employment.

5.3 Staff Induction

Preparations are to be made prior to the commencement of the new employee to enable their smooth transition into their new role.

Prior to the commencement of a new employee, the CEO is to nominate a staff member to take responsibility for the induction process.

5.3.1 Before New Employee Commences

The following tasks will need to be considered before the commencement of the new employee:

- Allocate responsibility for each stage of induction of new employee
- Allocate time for new staff induction process

- Prepare all required paperwork and forms for completion
- Organise relevant meeting times with other staff
- Organise meeting with management or its representatives
- Schedule time for staff introductions
- Organise welcoming get together
- Prepare expected outcomes for first two weeks
- Prepare copies of all documentation to be given to new employee.

5.3.2 Administrative Arrangements

Upon the appointment of a new employee a personnel file is opened that contains:

- Application for position
- Current position description
- Signed (original) of Employment Contract
- Tax File Number and other relevant details
- Superannuation Fund Details
- Emergency Contacts
- Union Membership, if applicable

The new employee is to receive information on:

- Employment contract Position Description
- Relevant Award or contract specifying terms and conditions
- Organisational structure
- Board structure and membership
- QMS Manual
- Organisation's mission statement and strategic plan
- Staff grievance policy
- Scheduled staff meeting dates
- Staff development/training expectations
- Staff appraisal information and processes and
- Roles and functions of Board and Sub-committees.

The new employee will receive an introduction to the office and co-workers which may include:

- Tour of building
- Introduced to Co-workers
- Information about parking, transport, facilities for food, smoking
- Operation of telephone system
- Standard telephone answering techniques
- Accessing organisational resources and stock check systems
- Personal use of organisational facilities and
- Computer systems and software.

5.4 Hours of Work

5.4.1 Ordinary Hours of Work

- The Ordinary Hours of Work shall be 38 each week as provided in the Clerks Private Sector Award 2010 - Part 13.3 for full time employees and pro rata for part time employees.

- The Ordinary Hours of Work shall be worked within the Designated Working Span, being 7am to 7pm, Monday to Friday, not including public holidays.
- Subject to agreement with the CEO and provided that the office is appropriately staffed, a form of flexible working hours' arrangement may be negotiated within the Designated Working Span (6am to 8pm, Monday to Friday).
- The Ordinary Hours of Work shall not exceed 10 hours on any one day. Should an employee be required to work more than 10 hours, an explanation as to why the employee has worked more than 10 hours must be presented to the CEO at the earliest possible time.
- Time worked outside of or in excess of these arrangements shall be considered Overtime.

5.5 Staff Work Travel

5.5.1 Examiners Travel Allowance

When examiners are required to travel to other locations for work that includes overnight stays away from their home base, they will be paid a travelling allowance of \$50 per night.

5.5.2 Private Motor Vehicles

ATOD wishes to support staff to perform their duties in ways that ensure their safety when travelling. For this reason, ATOD has a Motor Vehicle and Transport Policy detailed later in this section.

5.6 Staff Leave

5.6.1 General leave provisions

Unless stated below or by agreement between the Board and Employee, all leave entitlements for ATOD employees are as per the Clerks Private Sector Award – Part 7.

5.6.2 Approval

All Leave is to be approved by the CEO prior to leave being taken, where possible. Leave applications are to be completed and submitted to the CEO via the Xero accounting system.

5.6.3 Annual Leave – Sickness Provision

Where an employee falls sick or suffers an injury while on annual leave and provides to the CEO a medical certificate to show that they were incapacitated to the extent that they would be unfit to perform normal duties, the employee shall be granted, at a time convenient to the employer, additional leave equivalent to the period of incapacity. Subject to Sick Leave credits, the period of certified incapacity shall be paid for and debited as Sick Leave.

5.6.4 Family & Domestic Violence Leave

ATOD is committed to providing a safe and healthy working environment for employees, and recognises that at times they may face difficult situations in their work or personal life, such as family or domestic violence.

The Clerks Private Sector Award - Part 7 provides for unpaid leave to deal with Family and Domestic Violence, and ATOD would take all necessary steps to support an employee in this situation.

5.7 Staff Development

5.7.1 Background

The development of staff by planning and providing opportunities for training and other experiences that are likely to enhance staff knowledge and skills, and the development of ATOD as a whole is encouraged. In addition, staff development is to be fostered by providing internal promotional opportunities, and

higher duties, for existing staff. Staff development planning will generally occur as part of annual performance appraisal.

5.7.2 Staff Training and Education

Staff training and education plans are to be formulated with each permanent staff member every 12 months during the performance appraisal process.

5.7.3 Conference Attendance

Staff participation in relevant conferences is encouraged. Applications for conference attendance are to be made to the CEO. Approval will be assessed on the basis of the extent to which the conference experience will benefit individual staff and the organisation as a whole, the availability of funds, equity in access to these opportunities among staff and staffing levels.

5.7.4 Records

ATOD will keep records of all staff development and training.

5.8 Staff Performance Appraisal

5.8.1 Background

Employees need to clearly understand expectations of performance and to be able to identify and access necessary training to ensure that expertise is maintained, and continues to match the needs of the organisation.

5.8.2 Purpose of Staff Appraisal

The purpose of the Staff Appraisal process is to:

- establish clear expectations by setting objectives related to the employee's position description
- establish a clear work plan to achieve the objectives
- identify and plan for any training and development required to achieve planned objectives
- provide regular, constructive feedback and support to the employee through reviewing progress and achievements towards the objectives
- provide a clear commitment from the organisation regarding its role in providing support and developing the skills of its employees.

5.8.3 The Appraiser

The CEO is responsible for the staff performance management system. All employees will be subject to the staff performance process and will participate with their direct supervisor.

5.8.4 Review Process

The Board may review all staff performance appraisals conducted by the CEO and/or managers. A review of a staff performance appraisal may be sought by either the appraiser or the employee whose performance is the subject of that appraisal.

5.8.5 Staff Performance Appraisal Process

The following steps constitute the Staff Performance Appraisal process:

- a. Initial meeting between the Appraiser and the employee to:
 - explain the purpose and process
 - set the objectives of the appraisal
 - negotiate performance objectives and standards, based on the employee's position description

- identify training and development required, if any, to assist the employee to achieve these objectives
 - develop a work plan based on these objectives.
- b. Staff performance appraisal meeting 12 months after the initial planning meeting – final outcome meeting, to:
- discuss performance and results in relation to objectives in work plan
 - agree on and document the extent to which the objectives have been met
 - agree on overall performance assessment i.e. performance has been satisfactory or unsatisfactory
 - agree on and document performance objectives, training and development plans for the next appraisal period.
- c. Where performance is satisfactory, the staff appraisal cycle is recommenced, as described above.
- d. Where performance is unsatisfactory further action will be taken in accordance with the organisation's counselling and disciplinary policy and procedures.

It should be noted however, that appraisals in and of themselves are not the first mechanism to be used for staff performance management. Any concerns in conduct should be addressed immediately.

5.8.6 Documentation

All stages of the Staff Appraisal process are to be documented on the pro forma provided and signed by the Appraiser and the employee. A copy of each of these forms will be kept on the employee's file for the duration of the Staff Appraisal cycle. The employee may request that the relevant documents be destroyed upon the employee's resignation from the organisation.

5.8.7 Disputed Appraisals

Any concerns regarding the process or outcomes of the appraisal should be noted on the appropriate forms, signed and dated. Disputes should be addressed and resolved if at all possible during the final appraisal meeting. Unresolved disputes between Appraiser and employee must be referred to the CEO in the first instance or in the case of the CEO appraisal to the Board. Where agreement on the overall staff performance assessment cannot be reached by Appraiser and employee, a review of the appraisal must be actioned by the CEO or Board. Appraiser will be responsible for ensuring the review occurs, although either party may seek the review.

The review may be conducted on the documents or may require the reviewer to meet separately and / or individually with the Appraiser and employee. Possible outcomes of a review by a reviewer may include:

- confirmation of the Appraiser's assessment
- direction being given to the Appraiser to implement diminished performance process
- the Appraiser's assessment being overturned
- the appointment of an alternative Appraiser.

5.9 Complaint and Grievance Management Policy

- Refer to section 7.3 Conflict and Grievance Management

5.10 Termination

Part 9 of the Clerks Private Sector Award shall apply.

5.10.1 Employee Notice of Termination (Resignation)

Employees are required to provide written notice of resignation of employment in accordance with the

provisions of Part 9 of the Clerks Private Sector Award. A copy of the original notice of resignation of employment should be filed in the employee's personnel file.

Upon notification by an employee of their impending termination of employment, it is the CEO's responsibility to ensure the collection of all keys and other property. The CEO must also assure the security of the organisation's information systems by cancelling passwords and the return of any hardware and software that may be in the employee's possession.

5.10.2 Exit Interview

ATOD strives to ensure that it provides a positive work environment for all its employees. In line with this approach, it seeks to take note of the feedback from staff exiting the organisation. The completion of an exit interview allows ATOD to gain valuable information acquired from a terminating employee during the exit interview session.

An exit interview may be conducted at the time of the employee's termination of employment. The process involves the CEO or external consultant arranging an interview with the employee prior to their last day of employment. It is the responsibility of the CEO to take any necessary follow up action arising from the outcome of the exit interview process.

5.10.3 Redundancy

The provisions of Part 9 of the Clerks Private Sector Award apply.

5.11 Motor Vehicle and Transport Policy

5.11.1 Mileage Reimbursement

When a staff member is authorised to use a personal vehicle, a mileage reimbursement will be paid on a cent per kilometre basis. The appropriate mileage claim form must be completed by the staff member and authorised by the CEO.

Payment will be made at the same time as the staff member's salary, shown on the pay slip and taxed according to the Australian Taxation Department's rulings. The rate per kilometre will be determined by the Board from time to time with reference to industry, award and ATO standards and advice. The current rate per kilometre will be written on the mileage claim form.

5.11.2 Use to Mitigate Personal Risk

Where an employee is required to work at times and/or in places where the use of public transport could reasonably be deemed to place the employee in a position of possible personal risk, the employer shall provide suitable transport or shall authorise the employee to use their own vehicle and pay the motor vehicle allowance.

In the case of an employee being involved in an accident in their own car while on official business, the CEO has the authority to approve payment to the employee for the insurance excess they may be required to pay upon having repairs undertaken. Similarly, refund of the loss of the no claim bonus may be paid at the discretion of the CEO.

In addition, reimbursement to the employee of travel costs to and from work during the period in which the employee is without their vehicle can be authorised by the CEO. Payment up to \$300.00 can be considered. Any application for reimbursement is to be assessed primarily in light of the capacity to pay but is not to be unduly rejected.

6 HEALTH AND SAFETY

6.1 Policy Statement

The Work Health and Safety Act 2011 and Work Health and Safety Regulation 2011 impose a statutory duty on employers to ensure in so far as is reasonable and practicable the health and safety of their employees whilst at work. This duty also extends to others who may be affected by that work, for example contractors, visitors and members of the public.

Employees also have a statutory duty to take care of themselves and others who may be affected by their acts or omissions.

All staff have the responsibility of implementing and maintaining this Policy and must ensure that health and safety considerations are always given priority in planning and day-to-day supervision of work.

Employees and contractors are required to co-operate in carrying out this policy and must ensure that their own work, so far as is reasonably practicable, is carried out without risk to the health and safety of others.

Objective

To provide a healthy and safe working environment for all ATOD employees, members and external parties involved in the work of ATOD.

Action

To achieve our objective ATOD will, as far as reasonably practicable:

- Ensure that adequate resources are available to ensure that proper provision can be made for health and safety
- Where individual employees require additional workplace modifications ATOD will advocate with the necessary employment agencies to ensure they are enacted as soon as practical
- Provide and maintain equipment, systems of work and work environments that are safe and without risk to health
- Have a zero tolerance to domestic and family violence and bullying and cyberbullying to contribute to a safe workplace
- Provide information, instruction, training and supervision necessary to employees to assist in creating a healthy and safe work environment
- Report and investigate all accidents, incidents, and injuries to identify causal factors and implement corrective actions
- Conduct regular reviews of health and safety issues in the workplace
- Evaluate any risks, identify actions to eliminate or minimise the risks and ensure the actions are implemented, and
- Comply with the Work Health and Safety Act 2011 and Work Health and Safety Regulation 2011.
- Provide voluntary and anonymous access to an Employment Access Program (EAP)

In conjunction with this commitment, all employees have a duty to:

- Take reasonable care for health and safety of themselves and of any other persons who may be affected by their acts or omissions at work
- Comply with the Work Health and Safety Procedures of the Company and relevant legislative requirements

- It is important to recognise that no task is so important as to compromise health and safety and appropriate consideration must be given to determining a safe and healthy work method for each and every activity.

Key Points

- Health and safety is everybody's responsibility
- Know what to do in case of an emergency: fire/accident
- Keep your work area clutter free to protect yourself and others
- Report any accidents/incidents/hazards
- Keep fire exits and access to fire fighting equipment clear at all times
- When using the computer ensure that your workstation is correctly set up
- Do not lift any heavy objects, seek assistance, and

6.2 Management Organisation and Responsibility

As outlined in the ATOD policy statement, management has a responsibility to ensure, so far as is reasonably practicable, the health, safety and welfare of employees, contractors, and visitors. All employees have a duty to take care of themselves, and others who may be affected by their acts or omissions.

These duties are reflected in the following Key Responsibilities.

Key Responsibilities of Board

The Board has the responsibility for all ATOD activities in relationship to Workplace Health and Safety and will ensure that ATOD implements and reviews Workplace Health and Safety requirements to ensure that safe working conditions are provided in accordance with statutory requirements.

Key Responsibilities of Employees

An employee or anyone else at a workplace has the following obligations at a workplace:

- To comply with the instructions given for workplace health and safety at the workplace by the employer at the workplace (workplace includes office vehicle, activity)
- For an employee—to use personal protective equipment if the equipment is provided by the worker's employer and the worker is properly instructed in its use
- Not to wilfully or recklessly interfere with or misuse anything provided for workplace health and safety at the workplace Not to wilfully place at risk the workplace health and safety of any person at the workplace
- Not to wilfully injure himself or herself.

Key Responsibilities – Fire Warden

The Fire Warden's role is to ensure that the office space is evacuated and all persons are accounted for.

6.3 Consultation and Communication Approach

ATOD has committed to ensuring that consultation on workplace, health and safety (WHS) issues is timely, effective and meaningful. ATOD understands its duty of care in relation to WHS. To fulfil this duty, ATOD has adopted a systematic approach to health and safety.

The WHS legislation requires that consultation be undertaken in the following circumstances:

- When changes that may affect health, safety or welfare are proposed to the:
 - Premises where persons work; Systems or methods of work; Plant used for work
 - Substances used for work, or
 - Offsite activities
- When risks to health and safety arising from work are assessed or when the assessment of those risks is reviewed
- When decisions are made about the measures to be taken to eliminate or control risks
- When introducing or altering the procedures for monitoring risks (including health surveillance procedures)
- When decisions are made about the adequacy of facilities for the welfare of employees, contractors or visitors.

ATOD is required to consult with its employees in relation to these matters to enable employees to contribute to the making of decisions affecting their health, safety and welfare. To ensure that consultation takes place in relation to all these matters, ATOD has adopted a systematic or planned approach to WHS.

The Board meets on a regular basis and includes WHS as part of the meeting agenda. Responsibilities of the Board will include the following:

- a. Keep under review the measures taken to ensure health, safety and welfare of persons at the place of work
- b. Ensure the recording of hazards and occurrences to promote improved WHS
- c. Investigate any matter that may be a risk to health and safety at the place of work
- d. Attempt to resolve every matter but, if unable to do so, request assistance or an investigation by external expertise
- e. Consider recommendations on the training of employees
- f. A reasonable period for responding to recommendations will be determined and there may be different time frames depending on the hazard but all issues will always be dealt with promptly
- g. Minutes of the meetings will be kept.

6.4 Risk Management

The prevention of workplace incidents and injuries depends on proactively identifying and eliminating hazards before they can cause harm rather than attending to them after the event in an attempt to prevent recurrences. If there is something believed to be unsafe or a source of potential danger, it is important that it is reported in a timely manner and ensure it is documented within risk management process as defined in the QMS.

6.5 Workplace Inspections

Inspections are a check on physical conditions existing within a defined work area at the time of the inspection. Inspections shall be conducted methodically, carefully reviewing each item on the checklist,

while observing other non-related items.

The person carrying out the inspection shall clearly and accurately document each condition encountered. Inspection shall take place no less frequently than 12 months.

ATOD is committed to ensure that all employees have the appropriate level of health and safety training to enable them to perform their daily activities in a safe manner. All employees will undertake First Day Induction training.

6.6 Induction

6.6.1 Purpose

The Induction is intended to address the immediate issues of WHS importance to new employees and visitors to the ATOD office.

6.6.2 Scope

The Induction scope includes:

- Evacuation procedures including emergency exits and assembly areas
- Workstation set up
- Manual handling
- Electrical safety
- Accident and injury report

This applies to all new ATOD employees – on their first day, as well as all visitors to the ATOD office who will be at the office for more than three days.

6.6.3 Induction Procedure

All new staff will be provided with a First Day Induction by the CEO or to whom they will report or his/her delegate.

Visitors, who are expected to be in the office for more than three days, will be issued with a copy of the ATOD Quality Manual.

Those visiting for less than one day shall be the responsibility of their individual host. Whilst in the office, they do not require a First Day Induction.

6.7 Office Safety

ATOD ensures that its office is designed and maintained to high standards. As part of the program to ensure the safety of the office, regular formal safety inspections are carried out and any items noted and addressed where necessary as a matter of urgency.

If an object is unable to be lifted/moved seek assistance and guidance from a colleague.

6.7.1 Smoking in Offices

ATOD operates a 'No Smoking' policy for all staff and visitors within its office and surrounds and all external workplaces including member dance studios attended by examiners.

6.7.2 Visitors and Contractors

All visitors and contractors must report to reception upon arrival.

Visitors shall be protected at all times and supervised sufficiently to prevent them from being exposed to any hazard. Contractors shall only be engaged where they have been deemed to be competent by the CEO.

6.8 Electrical Safety

The CEO has the responsibility of ensuring the safe management of electrical systems within its offices.

In accordance with the Electrical Safety Regulation 2002 (Qld), Sections 93 & 94, frequency of electrical testing is to be implemented.

6.9 Injury Management

6.9.1 Procedures

The following subsections contain definitions of terms used for accident/incident reporting as contained in the Work Health and Safety Act 2011 and Work Health and Safety Regulation 2011.

6.9.2 Statutory Definitions

“Dangerous Event” – “dangerous event” means an event caused by specified high risk plant, or an event at a workplace caused by a workplace activity, if the event involves or could have involved exposure of persons to risk their health and safety because of -

- collapse, overturning, failure or malfunction of, or damage to, an item of specified high risk plant; or
- collapse or failure of an excavation or of any shoring supporting an excavation; or collapse or partial collapse of any part of a building or other structure; or
- damage to any load bearing member of, or the failure of any brake, steering device or other control device of, a crane, hoist, conveyor, lift or escalator; or
- implosion, explosion or fire; or
- escape, spillage or leakage of any hazardous material or dangerous goods; or
- fall or release from a height of any plant, substance or object; or
- damage to a boiler, pressure vessel or refrigeration plant; or
- uncontrolled explosion, fire or escape of gas or steam.

“Serious Bodily Injury” – means an injury that causes death, or the loss of a distinct part or an organ of the injured person’s body, or the injured person is to be absent from the person’s voluntary or paid employment for more than four days.

“Work Caused Illness” – means an illness of a person to which work, a workplace, a work activity or specified high risk plant was a significant contributing factor; or the recurrence, aggravation, acceleration, exacerbation or deterioration in an employee of any existing illness if work, a workplace, a work activity or specified high risk plant was a significant contributing factor to that recurrence, aggravation, acceleration, exacerbation or deterioration.

“Work Injury” – means

- an injury to a person that requires first aid or medical treatment if the injury was caused by work, a workplace, a work activity or specified high risk plant; or
- the recurrence, aggravation, acceleration, exacerbation or deterioration of an existing injury in a person if –
- first aid or medical treatment is required for the injury; and
- in subsection (1), a reference to a site includes any plant, substance, work, a workplace, a work activity or specified high risk plant caused the recurrence, aggravation, acceleration, exacerbation or deterioration; or
- any serious bodily injury, if the injury was caused by work, a workplace, a work activity or specified high risk plant.

6.9.3 When an Injury Occurs

It is all employees' responsibility to notify their supervisor of any injury as soon as is practicable. Once an injury is notified, ATOD will ensure that the injured person receives appropriate first aid and/or medical treatment as soon as possible and will conduct an investigation to prevent a recurrence.

For a temporary condition, a person who becomes sick at work will be taken to an unoccupied office or meeting room for rest. The first aid officer will then determine the next course of action:

- Return to work
- Transport that person home; and/or
- Call the injured person's doctor or take that person to the nearest hospital.

If the employee is incapacitated, unconscious or in need of immediate medical attention:

- Ensure that the person is as comfortable as possible
- Immediately call 000 for ambulance assistance.

An Injury Report Form must be completed by and given to the CEO to investigate and to follow up on the action items.

6.10 Statutory Reporting

As an employer and/or an occupier, ATOD has responsibility by law to report work-related incidents.

It is a statutory requirement under the Work Health and Safety Act 2011 and Work Health and Safety Regulation 2011 that injuries/ incidents are reported in a prescribed format, and in some cases notified to Workplace Health and Safety – Queensland.

6.10.1 Procedures

- a. The organisation shall keep a record in the prescribed form showing all particulars in respect of every work injury, work – related illness or dangerous occurrence that occurs at the workplace.
- b. These particulars shall be recorded no later than three clear days after the work injury, work-related illness or dangerous occurrence.
- c. It is the responsibility of the First Aid Person to complete the prescribed form for every work injury.

6.10.2 External Reporting – Notification to Workplace Health and Safety Queensland

When a serious bodily injury, work-related illness or dangerous event occurs, notice on the prescribed form shall be provided to Workplace Health and Safety Queensland within 24 hours (Note: The 24 hours applies after becoming aware of the event happening). Such notice shall be completed and signed by the CEO.

If any of the above cause death then the CEO or Chairperson shall, as quickly as possible, advise by telephone Workplace Health and Safety Queensland all information concerning the serious bodily injury, work-related illness or dangerous event then available.

6.10.3 Notification of WorkCover

The company will notify WorkCover of any 'significant injury' within 24 hours and within seven days for any other type of injury.

6.10.4 Follow-Up After Injury

A return to work co-ordinator will be assigned to the case and will co-operate in developing and complying with an injury management plan for an injured worker. The return to work co-ordinator will maintain a case file and protect the confidentiality of the information on this file.

6.10.5 Finding Suitable Duties

When the injured employee is, according to medical judgement, capable of return to work, an individual return to work plan will be developed offering suitable duties which will be identified after consultation with relevant parties and will be specified in writing.

6.10.6 Involving a Return to Work Provider

Where required, accredited return to work provider(s) are available to assist in the return to work of those employees who suffer a workplace injury of illness.

6.11 Incident Investigation Procedure

The purpose of an incident investigation procedure is to:

- Identify incident causes, so that mechanical improvements, better supervision or employee training can prevent similar incidents;
- Determine the change or factors that produced an error that in turn resulted in the incident/accident; and
- Communicate the particular causes to employees and their supervisors and to direct attention to incident/accident prevention in general.

The procedures will be initiated and co-ordinated by the CEO following an accident/incident, and can be completed using the Incident Report form.

The procedures will be initiated and co-ordinated by the CEO following an accident/incident, and can be completed using the Incident Report form.

6.11.1 Duty to Preserve Incident Sites

This section uses section 39 of Work Health and Safety Act 2011 as its basis. The person with management or control of a workplace at which a notifiable incident has occurred must ensure so far as is reasonably practicable, that the site where the incident occurred is not disturbed until an inspector arrives at the site or any earlier time that an inspector directs.

Subsection (1) does not prevent any action:

- to assist an injured person; or
- to remove a deceased person; or
- that is essential to make the site safe or to minimise the risk of a further notifiable incident; or
- that is associated with a police investigation; or
- for which an inspector or the regulator has given permission.

6.11.2 Formation of Investigation Team

The composition of the investigation team will depend on the incident's seriousness or complexity. It could include the CEO, and external expertise, if required, and Directors.

6.11.3 Investigation Process

Activities include taking statements from staff, providing recommendation(s) for corrective action, report writing and follow-up to ensure any appropriate control measures or recommendations have been implemented.

The investigation will always be carried out as soon as possible after the event. The focus is on identifying the causes rather than apportioning blame.

Interviews will be carried out in private.

6.11.4 Evaluate and Follow Up

Corrective action must be followed up on a regular basis. This is particularly important in relation to changes to procedures. It must be confirmed that those changes have been passed on to the employees and are effective in reducing the possibility of injuries.

6.12 Evacuation Procedures

For details of ATOD's evacuation procedures, refer to Evacuation Instructions posted in the office.



7 SHARED WHOLE OF ORGANISATION POLICIES

Shared whole of organisation policies apply to all directors, employees, members and volunteers and include the following:

- Privacy Policy (See 7.1)
- Safeguarding Children & Young People Policy (See 7.2)
- Conflict and Grievance Management (See 7.3)
- Code of Ethics (see 7.4)

7.1 Privacy Policy

7.1.1 Introduction

The Board of Australian Teachers of Dancing Ltd (ATOD) is committed to protecting the privacy of personal information which the organisation collects, holds and administers. Personal information is information which directly or indirectly identifies a person.

7.1.2 Purpose

The purpose of this document is to provide a framework for ATOD in dealing with privacy considerations. This statement outlines ATOD's policy on how the Company uses and manages personal information provided to or collected by it.

ATOD is bound by the Australian Privacy Principles contained in the Commonwealth Privacy Act and is compliant with the Privacy Amendment (Enhancing Privacy Protection) Act 2012.

ATOD may, from time to time, review and update this Privacy Policy to take account of new laws and technology, changes to ATOD's operations and practices and to make sure it remains appropriate to the changing legal environment.

7.1.3 What kind of personal information does ATOD collect and how does ATOD collect it?

The type of information ATOD collects and holds includes (but is not limited to) personal information, including:

- Contact information such as residential & mailing address, email address, phone contact numbers.
- Student records and results database.

Personal Information you provide:

ATOD will generally collect personal information held about an individual by way of phone calls, correspondence, forms, meetings etc. You do have the right to seek to deal with us anonymously or using a pseudonym, but in almost every circumstance it will not be practicable for us to deal with you or provide any services to you except for the most general responses to general enquiries, unless you identify yourself.

Personal Information provided by other people:

In some circumstances ATOD may be provided with personal information about an individual from a third party, for example where a complaint may be received about a teacher, member, studio registered with ATOD.

In relation to employee records:

Under the Privacy Act the Australian Privacy Principles do not apply to an employee record. As a result,

this Privacy Policy does not apply to ATOD's treatment of an employee record, where the treatment is directly related to a current or former employment relationship between ATOD and employee. However, ATOD must provide access and ensure compliance with the Health Privacy Principles under the Victorian Health Records Act 2001.

7.1.4 How will ATOD use the personal information you provide?

ATOD will use personal information it collects from you for the primary purpose of collection, and for such other secondary purposes that are related to the primary purpose of collection and reasonably expected, or to which you have consented.

In relation to direct marketing, ATOD will use your personal information for direct marketing where you have provided that information, and you are likely to expect direct marketing: only then you will be sent direct marketing containing an opt out. If we use your personal information obtained from elsewhere we will still send you direct marketing information where you have consented and which will also contain an opt out. We will always obtain your consent to use sensitive information as the basis for any of our direct marketing.

We may use video surveillance for security purposes and the footage will be used only by ATOD and by the providers of our security services for security purposes. Surveillance videos are not used by ATOD for other purposes and the footage is not publicly available. Surveillance cameras are not located in any bathrooms or change room facilities.

Job applicants, staff members and contractors:

In relation to personal information of job applicants, staff members and contractors, ATOD's primary purpose of collection is to assess and (if successful) to engage the applicant, staff member or contractor, as the case may be.

The purposes for which ATOD uses personal information of job applicants, staff members and contractors include:

- for insurance purposes;
- to satisfy ATOD's legal obligations,

Where ATOD receives unsolicited job applications these will usually be dealt with in accordance with the unsolicited personal information requirements of the Privacy Act.

Volunteers:

ATOD also obtains personal information about volunteers who assist ATOD in its functions or conduct associated activities, such as to enable ATOD and the volunteers to work together.

Marketing and fundraising:

ATOD treats marketing and seeking donations for the future growth and development of ATOD or for the purpose or use at ATOD events as important. Personal information held by ATOD may be disclosed to an organisation or person that assists in ATOD fundraising.

7.1.5 Who might ATOD disclose personal information to?

ATOD may disclose personal information, including sensitive information, held about an individual to:

- government departments;
- people providing services to ATOD
- anyone you authorise ATOD to disclose information to.

Sending information overseas:

ATOD will not send personal information about an individual outside Australia without:

- obtaining the consent of the individual (in some cases this consent will be implied); or
- otherwise complying with the Australian Privacy Principles or other applicable privacy legislation.

We do use overseas providers of IT services including servers and cloud services.

7.1.6 How does ATOD treat sensitive information?

In referring to 'sensitive information', ATOD means:

"information relating to a person's racial ethnic origin, political opinions, religion, trade union or other professional or trade association membership, sexual preferences or criminal record, that is also personal information; and health information about an individual".

Sensitive information will be used and disclosed only for the purpose for which it was provided or a directly related secondary purpose, unless you agree otherwise, or the use or disclosure of the sensitive information is allowed by law.

7.1.7 Management and security of personal information

ATOD's staff & employees are required to respect the confidentiality of personal information and the privacy of individuals.

ATOD has in place steps to protect the personal information ATOD holds from misuse, loss, unauthorised access, modification, interference or disclosure by use of various methods including locked storage of paper records and password access rights to computerised records.

When you use our website, having your cookies enabled will allow us to maintain the continuity of your browsing session and remember your details when you return. We may also use web beacons, Flash local stored objects and JavaScript. If you adjust your browser settings to block, reject or delete these functions, the webpage may not function in an optimal manner. We may also collect information about your IP address, although this may not identify you.

7.1.8 Updating personal information

ATOD endeavours to ensure that the personal information it holds is accurate, complete and up-to-date. A person may seek to update their personal information held by ATOD by contacting the Company Secretary of the ATOD in writing or by using the members section of the ATOD website to update contact information.

The Australian Privacy Principles require ATOD not to store personal information longer than necessary.

You have the right to check what personal information ATOD holds about you.

Under the Commonwealth Privacy Act an individual has the right to obtain access to any personal information which ATOD holds about them and to advise ATOD of any perceived inaccuracy. There are some exceptions to this right set out in the applicable legislation. To make a request to access any information ATOD holds about you, please contact the Company Secretary in writing.

ATOD may require you to verify your identity and specify what information you require. Although no fee will be charged for accessing your personal information or making a correction, ATOD may charge a fee to retrieve and copy any material. If the information sought is extensive, ATOD will advise the likely cost in advance.

7.1.9 How long will ATOD keep my information?

Under our destruction and de-identification policies, your personal information that is no longer required will be de-identified or destroyed. In many circumstances, however it will be kept for marketing purposes, as you will have consented to that in writing with us.

7.1.10 Enquiries and privacy complaints

If you would like further information about the way ATOD manages the personal information it holds, please contact the Company Secretary in writing. If you have any concerns, complaints or you think there has been a breach of privacy, then also please contact the Company Secretary, in writing. If we then have not dealt satisfactorily with your concerns we will meet with you to discuss further. If you are not satisfied with our response to your complaint within 30 days from this meeting then you can refer your complaint to the Office of the Australian Information Commissioner via:

email: enquiries@oaic.gov.au

7.2 Safeguarding Children & Young People Policy

7.2.1. Policy Statement

7.2.1.1 The Australian Teachers of Dancing (ATOD) is committed to being a child safe organisation and to ensuring that the safety, welfare and wellbeing of children and young people are maintained at all times during their participation in exams and activities run by the Australian Teachers of Dancing. ATOD has developed a clear, accountable and transparent Policy and Procedures to ensure that it complies with relevant legislation and that all children and young people who come into contact with ATOD are kept safe and supported to the best of our capacity. ATOD also aims to assist all directors, employees, examiners and members to recognise child abuse and neglect and follow the appropriate notification procedures when reporting alleged abuse.

7.2.1.2 This policy and procedures promote the care and protection of children participating in ATOD exams and activities and provide information and direction for directors, employees, examiners and members of the organisation. Through the development of this policy the ATOD objectives are to:

- provide information to assist directors, employees and examiners in dealing with all forms of child abuse.
- provide comprehensive guidelines relating to risk minimisation and reporting/ notification procedures.
- provide direction to all directors, employees and examiners regarding their legal responsibilities under child protection legislation.

7.2.1.3 ATOD's Safeguarding Children and Young People Policy and Procedures are organised into three broad areas:

- Responding to concerns about children and young people
- Preventative measures to protect children and young people
- Responding to allegations against ATOD personnel

7.2.1.4 ATOD will:

- support and nurture all children and young people who come into contact with the organisation and its personnel
- promote the rights, dignity and wellbeing of children and young people;
- ensure children and young people’s safety and protect them from abuse and all forms of harm; and
- always put the best interests of children and young people first.

7.2.2. Scope

7.2.2.1 This policy applies to all ATOD directors, employees, examiners, members and contractors.

7.2.3 Legislative And Policy Context

7.2.3.1 In Australia, Child Protection Acts apply in each state and territory, including: Children and Young People Act 2008 (ACT); Children and Young Persons (Care and Protection) Act 1998 (NSW); Care and Protection of Children Act 2007 (NT); Child Protection Act 1999 (Qld); Children’s Protection Act 1993 (SA); Children, Young Persons and their Families Act 1997 (Tas.); Children, Youth and Families Act 2005 (Vic.); Children and Community Services Act 2004 (WA).

While legislation differs between states and territories, all legislation works on key principles of:

- Best interests of the child
- Early intervention
- Participation of children and young people in decision-making processes.

7.2.4 Definitions

Allegation	Means an allegation against any ATOD personnel that might involve behaviour that is reportable conduct or behaviour
ATOD	Means the Australian Teachers of Dancing Ltd (ABN ????)
Child	Means a person under the age of 16 years
Child abuse	Means any non-accidental behaviour by parents, caregivers, other adults or older adolescents that is outside the norms of conduct and entails a substantial risk of causing physical or emotional harm to a child or young person. Such behaviours may be intentional or unintentional and can include acts of omission (i.e., neglect) and commission (i.e., abuse). Child abuse is commonly divided into five main subtypes: <ul style="list-style-type: none"> • physical abuse; • emotional abuse; • neglect; • sexual abuse; and • exposure to domestic violence

Concern (in relation to a Child or Young person)	<p>Means any information that may indicate that a child or young person is at risk. It does not mean that this concern is proven or that action will always be required but it does mean that the situation needs to be assessed by an appropriately trained person. You might become aware of a concern through:</p> <ul style="list-style-type: none"> • a disclosure • something you observe • something someone else observes
Disclosures	<p>Means where a child or young person, or another adult, says something that indicates that they or another child or young person may be at risk of harm.</p>
Duty of care	<p>Means a moral or legal obligation to ensure the safety or well-being of others.</p>
Emotional abuse	<p>Emotional abuse is also sometimes called ‘emotional maltreatment’, ‘psychological maltreatment’ and ‘psychological abuse’. Emotional abuse refers to a parent or caregiver’s inappropriate verbal or symbolic acts towards a child and/or a pattern of failure over time to provide a child with adequate non-physical nurturing and emotional availability. The five main behavioural forms of emotional abuse are:</p> <ul style="list-style-type: none"> • rejecting: the adult refuses to acknowledge the child’s worth and the legitimacy of the child’s needs • isolating: the adult cuts the child off from normal social experiences, prevents the child from forming friendships and makes the child believe that he or she is alone in the world • terrorising: the adult verbally assaults the child, creates a climate of fear, bullies and frightens the child, and makes the child believe that the world is capricious and hostile • ignoring: the adult deprives the child of essential stimulation and responsiveness, stifling emotional growth and intellectual development • corrupting: the adult ‘mis-socialises’ the child, stimulates the child to engage in destructive antisocial behaviour, reinforces that deviance, and makes the child unfit for normal social experience.
Employee	<p>Means a paid member of staff unless otherwise specified. This includes full time, part time, fixed term or casual staff and includes contractors providing services to ATOD for a set time or specific task and those engaged in the performance of duties for ATOD from a labour hire agency.</p> <p>This Policy and Procedures document does not distinguish between the roles and responsibilities of paid and unpaid Personnel unless specifically prescribed by relevant legislation.</p>

Exposure to family violence	Forcing a child or young person to live in an environment where a primary caregiver experiences sustained violence is in and of itself emotional and psychological abuse. In all Australian jurisdictions, exposure to family violence is grounds for ‘when a child is in need of protection’ (CFCA, 2016). It is normally dealt with under the category of emotional and psychological abuse. However, in some jurisdictions (e.g. NSW and Tasmania) there is specific mention of family violence as grounds for protection (CFCA, 2016).
Grooming	Means the act of preparing a child or young person with the intent of sexually abusing them, but the process also involves the act of manipulating people and situations to gain and maintain access to the victim/s. Grooming is a process that can be difficult to recognise or distinguish from seemingly innocent or everyday actions. It has two main elements: <ul style="list-style-type: none"> • Building a trusting relationship with the child or young person and his/her carers, and • Isolating the child or young person in order to abuse them. There is no one set of actions or behaviours that are used to groom a child or young person.
Head of Agency	Means the Chief Executive Officer (CEO)
Internal investigation of an allegation	This involves a process where ATOD: <ul style="list-style-type: none"> • gathers all relevant facts; • makes a finding that the allegation is: <ul style="list-style-type: none"> * Sustained; * Not sustained-insufficient evidence; * Not sustained-lack of evidence;or * False-includes vexatious matters; • decides it is not reportable conduct – this includes misconceived matters; and/or • provides information to assist any relevant employment proceedings, as required.
Mandatory Reporter	Means those persons who are required by legislation to make a report to the relevant authorities they have current concerns that a child or young person is “at risk of harm” The following ATOD roles are mandatory reporters; Chief Executive Officer, Managers, Examiners Note: ATOD requires all other personnel to report any concern to a mandatory reporter. All personnel retain their right to report directly to the relevant authorities.

Neglect	<p>Neglect includes both isolated incidents, as well as a pattern of failure over time on the part of a parent or other family member to provide for the development and wellbeing of the child – where the parent is in a position to do so – in one or more of the following areas:</p> <ul style="list-style-type: none"> • health • education • emotional development • nutrition • shelter and safe living conditions.
Personnel	<p>Means any person (or group of people) engaged by ATOD. This includes members, volunteers, employees, contractors and consultants.</p>
Prohibited Person	<p>Means a person convicted of a serious sex offence, the murder of a child or a child-related personal violence offence, as well as a Registrable Person under the <i>Child Protection (Offenders Registration) Act 2000</i>.</p>
Physical abuse	<p>The intentional use of physical force against a child that results in – or has a high likelihood of resulting in – harm for the child’s health, survival, development or dignity. This includes hitting, beating, kicking, shaking, biting, strangling, scalding, burning, poisoning and suffocating. Much physical violence against children in the home is inflicted with the object of punishing.</p>
Reportable allegation	<p>An allegation of reportable conduct against a person or an allegation of misconduct that may involve reportable conduct must include:</p> <ul style="list-style-type: none"> • identification of a person who is a current member, volunteer or employee of the agency; • an alleged offence or description of offending behaviour that meets the definition of reportable conduct; and • a person who was a child (under 18) at the time of the alleged offence or behaviour described.
Reportable conduct	<ul style="list-style-type: none"> • any sexual offence, or sexual misconduct, committed against, with or in the presence of a child (including a child pornography offence); or • any assault, ill treatment or neglect of a child; or • any behaviour that causes psychological harm to a child, whether or not, in any case, with the consent of the child.

<p>Risk of Harm (as it relates to a Child or Young Person)</p>	<p>A child or young person is at current “risk of significant harm” if the circumstances that are causing concern for the safety, welfare or well-being of the child or young person are present to a significant extent.</p> <p>Circumstances causing concern could include of any one or more of the following:</p> <ul style="list-style-type: none"> a. the child’s or young person’s basic physical or psychological needs are not being met or are at risk of not being met; b. the parents or other caregivers have not arranged and are unable or unwilling to arrange for the child or young person to receive necessary medical care; c. in the case of a child or young person who is required to attend school, the parents or other caregivers have not arranged and are unable or unwilling to arrange for the child or young person to receive an education; d. the child or young person has been, or is at risk of being, physically or sexually abused or ill-treated; e. the child or young person is living in a household where there have been incidents of domestic violence and, as a consequence, the child or young person is at risk of serious physical or psychological harm; f. a parent or other caregiver has behaved in such a way towards the child or young person that the child or young person has suffered or is at risk of suffering serious psychological harm; <p>Note. Physical or sexual abuse may include an assault and can exist despite the fact that consent has been given”</p>
<p>Sexual abuse</p>	<p>The involvement of a child in sexual activity that he or she does not fully comprehend, is unable to give informed consent to, or for which the child is not developmentally prepared, or else that violates the laws or social taboos of society. Children can be sexually abused by both adults and other children who are – by virtue of their age or stage of development – in a position of responsibility, trust or power over the victim.</p>
<p>Worker</p>	<p>being any person who is engaged in work in any of the following capacities:</p> <ul style="list-style-type: none"> a. as an employee; b. as a self-employed person or as a contractor or subcontractor; c. as a volunteer; d. as a person undertaking practical training as part of an educational or vocational course (other than as a school student undertaking work experience)
<p>Young Person or Young People</p>	<p>Means those aged between 16 and 18 years, unless otherwise specified. This applies to young people who are members, volunteers, employees and members of the public.</p>

7.2.5 Policy

- 7.2.5.1 All employees, contractors, members and volunteers are required to provide services and conduct their duties in a manner that respects the rights of children and young people to safety and protection from all forms of abuse and neglect.
- 7.2.5.2 ATOD staff and examiners who work in contact with children must hold and maintain a valid Working with Children Check or equivalent for the state in which they reside.
- 7.2.5.3 All personnel or workers will be required to complete all working with children related training as provided by ATOD.
- 7.2.5.4 Risk of significant harm to a child or young person will be reported in accordance with the law. All ATOD staff, as well as contractors, volunteers and guests who suspect, on reasonable grounds, that a child or young person is at risk of harm is able to report their concerns to ATOD or directly to relevant state authorities as identified in Appendix 4.
- 7.2.5.5 The ATOD Safeguarding Children & Young People Policy and Procedures provides guidance for responding to and reporting concerns relating to risk of significant harm or incidents of abuse or neglect.
- 7.2.5.6 ATOD ensures that a staff member or other 'trusted adult' is available for children during ATOD activities.
- 7.2.5.7 ATOD encourages contact directly with the CEO by email for anyone who is concerned about something if they prefer to email rather than speak directly to someone. The email address is ceo@atod.net.au

7.2.6 Responsibilities

- 7.2.6.1 All personnel are responsible for ensuring that they are working in accordance with this policy and the Safeguarding Policy and Procedures to ensure the safety and wellbeing of children and young people participating in ATOD activities. All staff have a responsibility to abide by specific Child Protection and Safeguarding guidelines and to identify and report issues or concerns.
- 7.2.6.2 The Board is responsible for ensuring compliance with Child Protection legislation and principles. The CEO acts as the central contact for any reportable incidents and complaints, which will then be reported to the relevant state authority.
- 7.2.6.3 The CEO is responsible for ensuring that examiners and examinations staff are aware of policy and procedures and have the appropriate Working with Children Check or equivalent. This role is also responsible for ensuring that examinations procedures adhere to Child Protection standards.

7.2.7 Managing Concerns In Relation To Children And Young People

- 7.2.7.1 ATOD takes very seriously it's legal and moral obligations to act appropriately where there is a concern about the wellbeing of a child or young person.
- 7.2.7.2 ATOD is committed to having robust yet flexible processes to ensure that the Society is Child Safe for all children and young people in all contexts in which they come into contact with the Society.
- 7.2.7.3 All Personnel must report internally any concern regarding the wellbeing of a child or young person to a designated Mandatory Reporter.

Mandatory reporters (as defined in Section 4) must, in adherence with legislation, report risk of significant

harm to the relevant authorities. Mandatory reporters must also complete internal reporting processes and document that a report has been made to the authorities.

7.2.7.4 “Procedures for Managing Concerns relating to Children and Young People” (Section 7.2.8.1) provides the appropriate processes for responding to a concern and taking the steps to determine and report risk of significant harm.

7.2.7.5 Allegations of reportable conduct involving members, volunteers and employees must be investigated and may need to be notified to the relevant state Ombudsman.

All allegations of reportable conduct must be notified to the Head of Agency.

While the primary concern of ATOD at all times is the safety and care of children and young people, ATOD will take all reasonable steps to adhere to the principles of procedural fairness and natural justice so that the privacy and dignity of all involved may be considered and maintained.

7.2.7.6 ATOD recognises that to be a Child Safe Organisation it must ensure that this policy and associated procedures are complied with fully by all personnel.

ATOD will take appropriate action to respond to breaches or non-compliance by a member, volunteer or employee. This includes but is not limited to suspension or termination where necessary.

7.2.8 Procedures

7.2.8.1 Managing Concerns in Relation to Children and Young People

A concern in relation to children and young people is any information that may indicate that a child or young person is at risk. It does not mean that this concern is proven or that action will always be required but it does mean that the situation needs to be assessed by an appropriately trained person.

ATOD is committed to ensuring all concerns relating to children and young people are taken seriously and assessed for risk of significant harm, in line with mandatory reporting responsibilities. This is regardless of whether the person who initially becomes aware of the concern is a mandatory reporter themselves.

All ATOD personnel are also required to report all concerns internally. This involves completing a Child Protection Notification Form (Appendix 3) and sending this form, and all other documentation to the Chief Executive Officer. Personnel who are not mandatory reporters (as defined in Section 4) must contact a mandatory reporter as soon as possible when they identify a concern for support.

Mandatory reporters should use their professional expertise as well as tools such as the Mandatory Reporter Guide (MRG) to assess potential risk of significant harm and make reports to the relevant authorities as appropriate. They must report concerns internally in addition to their external reporting obligations.

Written documentation should be made and kept where possible. In time sensitive matters it may be necessary to act immediately and complete documentation as soon as possible afterwards.

Personnel involved in any report are expected to maintain the confidentiality of such matters. It is therefore expected that such matters are only discussed for the purpose of legal compliance or seeking professional advice.

All personnel retain the right to report directly to authorities or Police regardless of whether or not they have already reported the concern internally.

Disclosures

A disclosure is where a child or young person, or another adult, says something that indicates that they or another child or young person may be at risk of harm.

Hearing a disclosure can be difficult, but following the 3R's – Reassure, Record, Report - can help to guide you in an appropriate response in the best interests of the child or young person.

7.2.8.2 Procedures for Preventative Measures to Protect Children and Young People

ATOD's commitment to being a child safe organisation means that it does everything it can to prevent any form of abuse or harm to children and young people.

These procedures outline some of the key elements of child safe organisations that the Society has committed to

Risk Management

All programs or activities that have direct or indirect contact with persons under the age of 18 must have a risk assessment that explicitly addresses risks related to children and young people. Risk assessment forms are available from the ATOD head office.

This includes activities where children and young people are involved in all contexts including as:

- students of dance
- family members of students
- members
- volunteers
- employees; and
- members of the public, eg. audience at a dance event

Child Safe Recruitment and Screening

To ensure all personnel are engaged through Child Safe recruitment processes ATOD will introduce requirements that exceed the minimum legislative requirements including;

- a Current Working with Children Check Clearance (WWCC) for all personnel;
- a National Criminal History Check (Police Check) for all employees; and
- conduct Child Safe Pre-employment screening for all new personnel

For paid Employees ATOD's "Recruitment Policy and Procedures" also apply.

ATOD will not allow any person without the appropriate Working with Children Check clearance to engage in any part of the organisation without the explicit approval of the CEO.

Where a person currently engaged by ATOD receives a bar or interim bar from working with children, ATOD will only continue their engagement where explicit approval is provided by the CEO.

Behavioural-Based Child Safe Interviews

ATOD requires all new employees and volunteers to be interviewed prior to commencement of their role.

Interviews must include behavioural interview questions and also include child safe interview questions.

ATOD will develop guidelines and standard questions for conducting interviews. A Factsheet on Child Safe Interviewing and Sample questions are provided at Appendix Six.

Child Abuse Education and Awareness

ATOD recognises that understanding child abuse is key to prevention of abuse. ATOD will introduce mandatory training for all employees, members & volunteers including:

- Child Safe Familiarisation Training
- Child Safe Training for Child Related Workers
- Child Safe Refresher Course

Child Safe Behaviours

ATOD expects all personnel to demonstrate appropriate and professional behaviours at all times around children and young people.

Any behaviour that is not child safe will be treated seriously and may result in immediate suspension or permanent removal from ATOD. This may include multiple instances of minor behavioural breaches.

Behaviour that constitutes grooming, child abuse, or any other illegal behaviour will be reported to the relevant authorities.

Child Safe Standards of Behaviour

The following Child Safe Standards of Behaviour are expected by all ATOD personnel include;

- Be a positive role model to children in all your conduct with them.
- Establish and maintain a child safe environment.
- Set and maintain clear boundaries about appropriate behaviour between yourself and any children and young people you are in contact with.
- Take all reasonable steps to protect children and young from any form of abuse or harm.
- Always adhere to the Safeguarding Children and Young People Policy and Procedures and all other policies relevant to your role.
- Act diligently and appropriately in reporting any suspicions, concerns, policy and procedural breaches, allegations or disclosures of alleged abuse to internal and external authorities.
- Promote and monitor the safeguarding of children and young people and participate in a culture where all staff are expected to speak up and ask questions about the safety of others.
- Maintain a Duty of Care.
- Always have another adult present when with children and young people, unless specifically approved by your line manager and the child's parent or guardian and when this is explicitly required as part of your ATOD related activities Always treat children and young people with care, respect, compassion and value their ideas and opinions
- All activities (including examinations) involving children and should include a ratio of one adult to every 10 children / young people. For younger children under the age of nine, there should always be at least one additional employee (e.g. a teacher, pianist or assistant). Where this is not possible, ATOD will ensure that activities take place within sight or hearing of other adults.
- Physical contact with a child or young person may be misinterpreted and should be avoided. Where any physical touching is required for purposes of instruction, it should be provided openly in front of other students. Parents, guardians and students will be warned in advance that physical touching may be required for correctional purposes only.
- Treat children in an equal and consistent way, and avoid favouritism, "special relationships" with certain children and/or singling particular children out. Do not give individual children gifts.
- Children with special educational needs / disabilities may be especially vulnerable to abuse and extra care should be taken to interpret apparent signs of abuse or neglect. They may be disproportionately impacted by behaviour such as abuse or bullying without outwardly showing any signs due to communication barriers.

- Assumptions should not be made that indicators of abuse (e.g. behaviour, mood and injury) relate to a child's disability or learning difficulty without further exploration.
- Guide children's behaviour in ways that support them to develop understandings and skills that assist them to manage their emotions and control their behaviour by themselves.
- Ensure that unreasonable discipline is not used to address a child or young person's behaviour. Do not: hit or slap, force feed, yell at or belittle, humiliate a child, physically drag a child, deprive a child of food or drink, negatively label, criticise, discourage, blame or shame, make fun of or laugh at, use sarcastic or cruel humour.
- Do not have unnecessary or inappropriate physical contact with children and young people.
- Do not do things for a child or young person that are of a personal nature that they can do for themselves, such as going to the toilet or changing clothes.
- Do not visit or otherwise contact a child or young person including communication/contact through social media accounts (e.g. 'befriending', 'following', 'tagging'), mobile phone, texting or email communication except with their parent or guardian's consent and your manager's approval, and only when conducting official ATOD duties.
- Do not photograph or video a child or young person without their consent and that of their guardian. Always obtain permission of a child's parent or guardian before using the child's name or image in any report, website or other publication.
- Do not administer any medication to any child or young person without their parent or guardian's consent.
- In all dealings with children and young people, ATOD employees, members, students, students, volunteers and visitors to ATOD where appropriate, should never:
 - leave children who are in their care unsupervised
 - play rough, physical or sexually provocative games, involving or observed by children or young people whether based on talking or touching
 - share a room overnight with a child or young person
 - enter the private room of a child or young person unless it is absolutely necessary and, wherever possible, accompanied by another adult
 - allow or engage in any form of inappropriate physical activity involving children or young people, or any bullying of a child by an adult or another child
 - form or seek to form relationships of a sexual nature which may lead to sexual activity (i.e. 'grooming')
 - allow children or young people to use inappropriate language (e.g. of a derogatory or sexually explicit nature) without challenging it
 - make sexually suggestive or discriminatory comments even in jest
 - use any physical punishment as part of disciplining a child or young person
 - consume alcohol or take drugs during the working day (including breaks) or when involved in activities with children or young people
 - give their personal contact details to a child or vulnerable adult whom they have met through work including via social networking sites (see RAD's Social Media and Digital Communications policy)
 - allow themselves to get into a situation where an abuse of trust may occur – this means not forming a close personal relationship (sexual or otherwise) with a child or young person, even if they are seeking and are consenting to such a relationship

- Notify the Chief Executive Officer immediately, if you are concerned that any individual has breached these Child Safe Behaviours in any way.

7.2.8.3 Responding to Child Protection Allegations against all Personnel Procedures

- This section outlines the additional requirements that ATOD will adhere to when an allegation involves an employee, member or volunteer.
- ATOD will always ensure that any potential risk of significant harm concerns are reported where required and in the case of a criminal matter that Police are also informed.
- Child protection legislation imposes a more onerous standard and requires ATOD to investigate allegations or convictions of “reportable conduct” or allegations of “misconduct which may involve reportable conduct” which are made against its personnel.
- A formal investigation must always occur if the incident fits the definition of a reportable conduct allegation as set out in Section 4 of this document. Where a matter is required to be reported to authorities and/or Police, ATOD will consult with these bodies prior to their investigation to ensure no interference with their investigations. The Society may need to delay their investigation to ensure this but it will still conduct a formal investigation for all incidents that meet the definition of a reportable conduct allegation.

Stages in the conduct of an investigation of an allegation

The staged response by ATOD to allegations of reportable conduct against its personnel is known as “relevant proceedings”. There are five stages in a proper response to allegations of reportable conduct involving personnel.

This process should be followed in consultation with the Board who must be notified as soon as possible after an allegation is made.

Stage One: Initial Response to an allegation

The following steps must be taken as part of ATOD's initial response to any allegation that is about personnel's conduct towards a child or children:

1. Clarify the allegation – exactly what has been alleged. Who, what, when, where etc?
2. Assess whether or not a child or young person is at risk of significant harm, and if so, make a report to authorities.
3. Consider whether or not the allegation may constitute a criminal offence and if so, make a report to the police before taking further action (seek advice from police as to what the ATOD can and cannot do).
4. Assess any possible risks posed by person to children and take any necessary interim action to ensure the safety and wellbeing of children. This may include changed duties or a suspension during the investigation process.
5. Assess whether or not the allegation relates to ‘reportable conduct; and if so ensure that a report is made to the Ombudsman within 30 days of Head of Agency becoming aware of the allegation.
6. Consider who else needs to know about the allegation as well as what to tell others who are not involved but aware (eg. Parents, other employees). Remind all parties of the sensitivity of the situation and of confidentiality requirements.
7. Address support needs of both the child and the person who is the subject of the allegation.
8. Develop a plan for the investigation based on the outcomes and decisions of these.

Stage Two: Investigative stage

During this time, an impartial Investigator is appointed and proper enquiries are made of the child(ren) involved, the person who is the subject of the allegation, and other witnesses, by way of interview and/or the collection of other relevant information.

Stage Three: Determination of a “preliminary finding”

Based on the investigator’s report, the ATOD will make a “preliminary finding” as to whether, on the balance of probabilities, the allegation(s) of reportable conduct is (are) sustained, not sustained or false, or another of the outcomes listed. The ATOD will then set out proposed reporting to the relevant authorities and any appropriate disciplinary action.

Stage Four: Final finding

After there has been a reasonable opportunity for the person to respond to the preliminary finding, either confirmation of the preliminary finding as final or revisitation of the investigation will occur, as applicable.

Stage Five: Reporting and disciplinary action

If applicable, after the completion of the preceding stages the matter will be reported ATOD to the relevant authority in the state for the purposes of employment screening. ATOD is also responsible for implementing any appropriate disciplinary action.

Procedural fairness

During the conduct of “relevant employment proceedings”, the requirements of procedural fairness specify that the person has:

A right to an impartial decision:

- a. The Investigators and other decision-makers should conduct all aspects of the process in an impartial and objective manner without prejudging the matters under consideration.
- b. The person should be given an unbiased hearing of his/her responses both to the matters alleged and to any proposed adverse finding or recommended disciplinary action.

A right to be heard:

- c. Prior to being interviewed, the person should be advised of the allegation in as much detail as possible to enable them to respond, and should be provided with a summary of the employer’s current investigation process and/or a copy of this document.
- d. Personnel should be provided with reasonable notice regarding arrangements for any interview regarding the allegations, although an employee may waive the notice period and request the interview proceed at a mutually acceptable earlier time.
- e. Members, volunteers and employees should be advised of their right to have a support person present at any interview.
- f. Personnel should be advised of the names of the people who have been appointed by the employer to conduct the investigation. Any actual or perceived conflicts of interest should be addressed by an open and transparent process. If such concerns are not resolved, it may be advisable to appoint an alternative investigator.
- g. During the investigation phase (Stage Two) of the person should be provided with sufficient information to enable a response to each allegation.
- h. Personnel should be provided with reasonable opportunities to respond to the allegations whether at interview and/or in writing.

- i. Personnel should be advised of and given an opportunity to comment upon any proposed adverse finding and on any proposed reported to the relevant authorities and disciplinary action (“preliminary finding stage” – Stage Three). The employee’s comments should be considered prior to the final determination of the findings and disciplinary action.
- j. Normally at the preliminary finding stage, but at any stage in the process, the concerned person may access the investigation file, and shall be informed of this right.
- k. Personnel and parents have the right to complain to the Ombudsman if they are not satisfied with the agency’s response to their complaint about the outcome or the way the agency investigation was conducted.

Documentation and Record Keeping

- All documents relating to all allegations against personnel are confidential.
- Information regarding notifications to the Ombudsman are kept indefinitely and are stored in a secure location.
- The person responsible for the security of records for reportable conduct is the Chief Executive Officer. The Executive Officer will have access to the records. These are persons who need to know about the allegation.

7.2.8.4 Support Available

- ATOD is committed to providing support to:
 - any child(ren) who is (are) involved in the investigation of an allegation;
 - any employee who has had an allegation made against them;
 - parents or carers who have made an allegation against an employee;
 - any other children or personnel who are affected
- (for example, a witness to the alleged incident involving an employee); and
- any person who experiences a disclosure.
- Relevant persons will be offered assistance through the Employee Assistance Program.

7.2.9 REVIEW

7.2.9.1 All ATOD employees, contractors and other freelance staff members will be provided with a copy of this policy and associated documents and are required to familiarise themselves with the policy and procedures.

7.2.9.2 The authors of these policies, guidelines and procedures will convene once every 12 months (or when changes to government regulations require) to revise and update these documents where necessary.

7.3 Conflict and Grievance Management

7.3.1 Purpose and Scope

Refer also to Section 5, specifically sections 5.9 of this Quality Manual.

This policy provides guidelines to the Board, staff, volunteers and members of ATOD to achieve resolution of conflict and grievances in a positive manner, as quickly, fairly and effectively as possible, and with regard to the human rights of complainants and respondents.

ATOD recognises that conflict is a normal part of interpersonal interaction in the workplace. ATOD recognises that service users, staff, volunteers (including members of the Board), members and external parties have the right to raise complaints or grievances and have them heard and acted upon.

ATOD also acknowledges that differences and conflict can be an important opportunity for personal and organisational growth if managed constructively.

While informal means of conflict resolution between the immediate parties is preferred, it is recognised that these may not always be successful or appropriate.

Staff members, volunteers and members are encouraged to approach conflict from a non-blaming position that values difference and seeks to provide a positive solution, within a supportive framework, for all involved.

This policy is intended to guide formal resolution processes when required. The satisfactory resolution of any grievance will be the ultimate goal for all parties.

7.3.2 Policy Rationale

Grievances can occur as a result of any behaviour or circumstance which may threaten the ability of ATOD staff, volunteers (including members of the Board), or members to manage their roles and responsibilities properly, or may threaten the ability of any member or external party to enjoy and benefit from the activities of ATOD.

Grievances can have a major impact on ATOD. Without clear procedures to deal with these quickly there can be negative consequences such as loss of work satisfaction, poor work performance, discontent, member disengagement, reputational damage, a lack of team and/or organisational cohesiveness and a negative perception and dissatisfaction within the workplace or network.

This policy acknowledges the legal responsibilities that employers and employees have in relation to the following legislation, awards and documents:

Australian Legislation/Awards/Documents

- Sex Discrimination Act 1984
- Human Rights Commission Act 1986
- Age Discrimination Act 2004
- Disability Discrimination Act 1992
- Race Discrimination Act 1975
- Sex Discrimination Act 1984
- Equal Opportunity Act 1995

These give a framework to follow to resolve cases of service complaints, discrimination, harassment and workplace conflict.

7.3.3 Grievance Policy

ATOD is committed to effectively resolving grievances. This policy and the associated conflict and grievance procedures are to be used when a grievance is raised and a person believes s/he has been unfairly or badly treated and wishes some action to be taken to remedy the situation. ATOD sees the raising of grievance as contributing towards the continuous improvement of the organisation. A complainant party will be encouraged to raise a complaint without fear of retribution. ATOD will ensure that grievances are treated seriously and are addressed in a fair and consistent manner that respects the rights of all involved.

The following principles apply:

- a. ATOD will make every effort to establish an atmosphere of trust and open communication so that grievances are dealt with in a constructive manner.
- b. The resolution process will focus on the re-establishment of good relationships and positive outcomes through negotiation and/or conciliation.
- c. All staff, volunteers and members of ATOD are to be informed of the Grievance Policy and Procedure through handbooks and notices. They will be prominently displayed and made available to anyone requesting a copy.
- d. All relevant parties must be informed when the Grievance Procedure is instigated and must be given the opportunity to present their case, be fully informed about any allegations made against them, any decisions made by the CEO and/or Board and have the right to be supported by a person of their choice.
- e. Resolution of any grievance is to be achieved as quickly as possible and with a minimum number of people involved.
- f. Where the grievance may fall under Federal or State Legislation the staff member, volunteer or member has the right to seek information and/or utilise the complaint procedures provided by the legislation.
- g. Action is to be commenced within one week of a formal complaint being made. In most cases, it is expected that resolution will be achieved within a further 15 working days and will be guided by the nature and seriousness of the complaint.
- h. All parties have a right to confidentiality and privacy, subject to the necessary legal responsibilities of ATOD, its staff, Board and members.
- i. Every effort will be made to resolve the grievance within a framework of open and honest communication. If any party to the complaint wishes to pursue their grievance, they will be invited to put their complaint in writing.
- j. Written complaints may be anonymous, but are to be signed and dated by the person receiving the complaint on behalf of ATOD.
- k. ATOD will ensure that all persons against whom a grievance is made will have the right to access an independent support person of their choice to assist in the resolution process. The support person may be a friend, a relative or a representative from another organisation – providing he or she was not a party to the original grievance.
- l. All parties to any grievance resolution process should take responsibility for ensuring that the discussion is limited to details of the complaint and must also act only within their role – as a member, staff member, volunteer or member of the Board responsible for managing the affairs of ATOD in a fair and accountable manner.
- m. Any party who has commenced a grievance may withdraw and stop the process at any time without penalty. No person should suffer any personal or professional disadvantage because s/he decides to pursue a grievance.
- n. Communication regarding any complaints process involving a person with a disability should be provided to the person with disability in a manner appropriate to their communication needs.
- o. On resolution, complaints will be reviewed to identify potential service improvements which are then included in the continuous improvement register.

7.3.4 Processes Used to Resolve Conflict and/or Grievances

Where a conflict or grievance is between Board and/or members and/or staff:

7.3.4.1 The person raising the grievance should first raise his or her concerns with the party to whom it relates and seek a resolution

7.3.4.2 If this is not successful, they should then refer the matter to the person who is the immediate supervisor of the person who is the respondent to the grievance, or where the grievance relates to ATOD policies and procedures, the person responsible for the policy at the appropriate level in the organisational hierarchy.

The process would be as follows:

Person raising grievance	Step One Issue raised with respondent - seeking resolution	Step Two Issue referred to immediate supervisor, or where the grievance relates to ATOD, the person responsible for the policy or process in the organisational hierarchy
Member	Member	CEO and/or Board
Member	Member of Board	President or other members of the board where the President is the respondent
Member	Staff	CEO or President where the CEO is the respondent
Member of Board	Member	President or other members of the board where the President is the respondent
Member of Board	Staff	CEO or President where the CEO is the respondent
Member of Board	Member of Board	President or CEO and third party where the President is the respondent
Staff	CEO	President
Staff	Member of Board	President supported by the CEO
Staff	Member	CEO

Should steps (a) and (b) fail to resolve the matter, the complainant and respondent may agree to involve an independent third party as facilitator to conduct a mediation process.

Mediation shall be paid for by ATOD and take place within 21 working days of the notification of the grievance with the employer or from the date at which the grievance was unsuccessfully resolved at step 2.

In accordance with ATOD's Quality Management System, records of all grievances/complaints, the resolution processes undertaken and the outcome and feedback from the complainant, will be recorded in the Complaints Register. On resolution of the complaint, any service delivery improvements identified in the process of resolution shall be added to the ATOD Continuous Improvement register for action.

The CEO has overall responsibility for maintaining an overview of the patterns of complaints as well as the documentation of most complaints. In the case of complaints relating to the CEO, a nominee of the Board will be responsible for completion of the relevant documentation.

7.4 Code Of Ethics And Proper Practice

The Board, staff and members are committed to the adoption of ethical conduct in all areas of their responsibilities and authority.

7.4.1 Board Members shall:

- Act honestly and in good faith at all times
- Declare all interests that could result in a conflict between personal and organisational priorities.
- Be diligent, attend Board meetings and devote sufficient time to preparation for Board meetings to allow for full and appropriate participation in the decision making of the Board.
- Ensure scrupulous avoidance of deception, unethical practice or any other behaviour that is, or might be construed as, less than honourable in the pursuit of the business of ATOD.
- Not disclose to any other person confidential information other than as agreed by the Board or as required under law.
- Act in accordance with their fiduciary duties, complying with the spirit as well as the letter of the law, recognising both the legal and moral duties of the role.
- Not do anything that in any way denigrates ATOD or harms its public image.

7.4.2 The Board shall:

- Ensure that there is an appropriate separation of duties and responsibilities between itself and the Chief Executive Officer.
- Make every reasonable effort to ensure that ATOD does not raise community, supplier or member expectations that cannot be fulfilled.
- Meet its responsibility to ensure that all staff employed by ATOD are treated with due respect and are provided with a working environment and working conditions that meet all reasonable standards of employment as defined in relevant workplace legislation.
- Regularly review its own performance as the basis for its own development and quality assurance.
- Carry out its meetings in such a manner as to ensure fair and full participation of all Board Members.
- Ensure that the assets of ATOD are protected via a suitable risk management strategy.

7.4.3 Conflict Of Interests

The Board places great importance on making clear any existing or potential conflicts of interest for Board Members.

Conflicts of interest may occur when a Board Member:

- or his/her immediate family or business interests, stands to gain financially from any business dealings, programmes or services provided to ATOD.
- offers a professional service to ATOD.
- stands to gain personally or professionally from any insider knowledge if that knowledge is used for personal or professional advantage. Any business or personal matter which could lead to a conflict of interest of a material nature involving a Board Member and her role and relationship with ATOD, must be declared and registered in the Register of Interest.

All such entries in the Register shall be presented to the Board and included in the minutes at the first board meeting following entry in the records. All conflicts of interest must be declared by the director

concerned at the earliest time after the conflict is identified.

The Board shall determine whether or not the conflict is of a material nature and shall advise the individual accordingly.

Where a conflict of interest is identified and/or registered, and the Board has declared that it is of material benefit to the individual or material significance to ATOD, the Board Member concerned shall not vote on any resolution relating to that conflict or issue. The Board Member shall only remain in the room during any related discussion with Board approval.

The Board will determine what records and other documentation relating to the matter will be available to the Board Member. All such occurrences will be included in the minutes.

Individual Board Members, aware of a real or potential conflict of interest of another Board Member, have a responsibility to bring this to the notice of the Board.

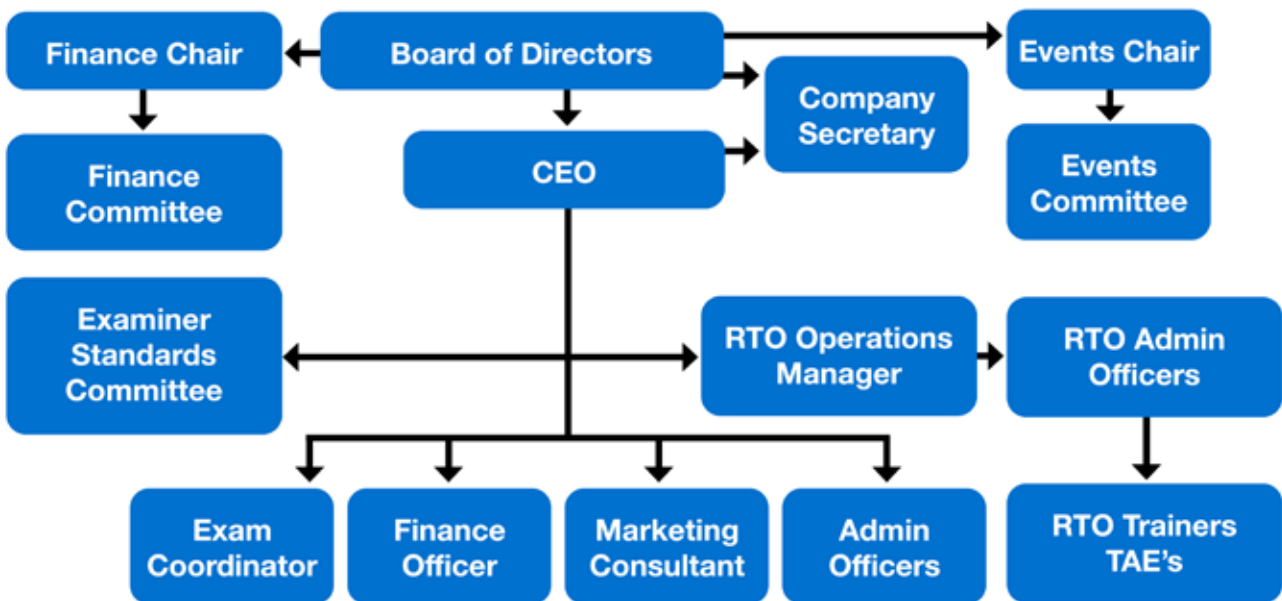


QMS Manual – Attachments

1. ATOD Organisation Chart 2021
2. Examiner Employment Contract
3. Risk Assessment Form
4. Quality Management System : Examinations

Attachment 1

ATOD Organisation Chart



Attachment 2

DATE

NAME & ADDRESS OF EXAMINER

Dear

Re: Offer of casual employment

It is with pleasure that I confirm an offer of casual employment as an Examiner with Australian Teachers of Dancing ACN 051 244 510 (Employer).

The Employer promotes the advancement of the Art of Dancing and manages and promotes a uniform system of instruction of dancing by conducting examinations and certificates to students and teachers in levels of competencies.

This Agreement governs the terms and conditions of your employment. Please read through the terms and conditions of this Agreement carefully and sign and date your acceptance of them before returning a signed copy.

1. Administrative provisions

1.1 Severability

If a court, arbitrator, tribunal or other competent authority determines that a word, phrase, sentence, paragraph or clause of this Agreement is unenforceable, illegal or void, then it will be severed and the other provisions of this Agreement will remain operative.

1.2 Whole Understanding

This Agreement constitutes the whole understanding between the parties and embodies all terms and conditions of the transaction.

1.3 Governing Law

The laws of Australia governs this Agreement and any legal proceedings or arbitration under this Agreement.

1.4 No Waiver

- a. Any failure or omission by a party either wholly or in part to enforce strict compliance with any provision of this Agreement or any act, omission, delay, forbearance or indulgence granted by a party to the other shall not operate as a waiver and shall not affect or impair that provision in any way or the rights of the party to avail itself of the remedies it may have in respect of any breach of any such provision.
- b. No waiver by a party of any breach of any provision of this Agreement shall be deemed to be a waiver of any preceding or succeeding breach of the same or any other provision.

1.5 Definitions and interpretation

In this Agreement unless the context otherwise requires:

Agreement means this Agreement as modified amended or varied in writing from time to time;

Confidential Information means all information passing from the Employer to you relating to the Employer or the business of the Employer from the date of this Agreement including but not limited to trade

secrets, know-how, techniques, business and marketing plans, projections, financial statements and profit margins and service information agreements and agreements with third parties, client information and client information proprietary to clients, client lists, supplier lists, supplier information, Intellectual Property, concepts not reduced to material form, design, plans, models whether or not recorded in writing or on computer disk and agreements with third parties.

Intellectual Property shall include but not limited to all software either proprietary to the Employer or licensed to the Employer, marketing techniques, business plans, client lists, databases, diaries, memoranda, notes, telephone listings, electronic data held on disk or stored in mobile communication equipment, prospective client lists, listings, trademarks, logos, service marks, trade names, business names, copyright, designs, patents, inventions, processes and other technical know-how, concepts not reduced to material form, customer information, statistical information and other rights in industrial property and the application of them or any licence agreement or other arrangements under which the Employer has a right to use any of them or which belong or are attributable to the Employer.

Reference to a person includes any other entity recognized by law and vice versa;

The singular includes the plural and vice versa;

Any reference to any of the parties by their defined terms includes that party's executors, administrators or permitted assigns, or being a company, its successors or permitted assigns;

Words importing one gender include every gender;

Reference to any Act, regulation, planning scheme, local law or by-laws amending, consolidating or replacing same and a reference to an act includes all regulations, planning schemes, local laws, by-laws and principles made under the Act;

Reference to a party in a document includes that party, its legal representatives, successors and permitted assigns; and

References to "\$" are references to the currency of Australia;

Clause headings are for reference purposes only.

2. Job title and position responsibilities

- a. You have been appointed to perform the position of Examiner for the Employer.
- b. Your employment will be on a casual basis, as required. Each occasion that you work will be a separate contract of employment which ceases at the end of that engagement.
- c. A description of work to be performed detailing your specific responsibilities and duties is included in 0. You are required to perform these duties, and any other duties that the Employer assigns to you, having regard to your skills, training and experience.
- d. You will be required to perform your duties at a location as directed by the Employer from time to time.

3. Terms and conditions of employment

1. General terms and conditions

- a. Unless more generous provisions are provided in this letter or the schedules, the terms and conditions of your employment will be those set out in the applicable legislation, including the National Employment Standards in the Fair Work Act 2009 (Cth). The applicable legislation is not incorporated into your contract of employment.

b. Termination

1. Your employment automatically terminates if the Employer has not offered you any work in 12 months;
2. Both parties may terminate this Agreement with 1 month's written notice;
3. The Employer may terminate this Agreement immediately if:
 - i. You have breached an essential term of this Agreement;
 - ii. You have engaged in serious or wilful misconduct;
 - iii. You have neglected to attend to the examinations with due care and skill as required by the Employer.

c. Payments on termination

1. In the event of termination of this Agreement by either party, the Employer will be liable to make payment to you only in respect of any portion of your work which have been properly completed but not paid for at the date of termination.

2. Policy

- a. You will need to comply with all of the Employer's policies and directions from time to time, including those in relation to confidentiality, safety, harassment, discrimination, smoking, drugs and alcohol consumption. However, the Employer's policies do not form part of the employment contract.
- b. The Employer is a non-discriminatory and equal opportunity employer. Employees must not engage in any form of unlawful discrimination and must treat all fellow employees and members of the Employer in a respectful manner.

3. Worker's compensation

In order to protect the rights of employees, notice of any injury incurred during working hours or while travelling to or from work must be given immediately to the Employer.

You must disclose to the Employer prior to the commencement date all pre-existing injuries and diseases suffered by you or of which you are aware or reasonably foresee could be affected by the nature of the proposed employment. You should note that if you fail to make such a disclosure or you make a false or misleading disclosure then any recurrence, aggravation, acceleration, exacerbation or deterioration of the pre-existing injury or disease arising out of or in the course of or due to the nature of employment may not entitle you to compensation.

4. Return of Employer property

On termination of your employment, you are to promptly return to the Employer all property of the Employer which is under your control or in your possession.

4. Payment

1. Wages and reimbursement of costs

1. You will be paid a wage according to a scale based on the level of the students you have examined on any given day. You will be required to submit an "Examiner Payform" including details of your name, examination dates, venue, the level and number of students you have examined.
2. If you are required to work within local proximity the Employer will reimburse you for the cost of the kilometres travelled to and from an examination at the rate per kilometre set by the Australian

Taxation Office upon satisfactory invoice/statement of travel being provided to the Employer of the distance travelled.

3. If you are required to work long distance, interstate or International the Employer will pay airfares, motel accommodation, meals and travel costs associated with going to and from airports. Limited telephone expenses while long distance, interstate or international will also be paid at the Employer's discretion. Additional reasonable expenses such as the cost of postage will be met provided that all receipts are submitted for reimbursement.

4. Where you accept the position of overseas or interstate Examining, you agree to take syllabus notes, only as supplied by the Employer on disc. Should you wish to take supplied hard copies of syllabus notes any excess baggage costs incurred from the airlines will be borne solely by the you.

Upon submission of the Examiner Payform you will receive your pay within a fortnight into your nominated bank account.

2. Casual loading

- a. Your wage includes a 25% casual loading.
- b. This casual loading is to be paid to compensate you for all entitlements that you will not receive, including annual leave, sick leave, penalties, loadings and any other entitlements arising from a relevant industrial award or legislation.

3. Superannuation

- a. In addition to your wage, the Employer will make a payment into a superannuation fund of your choice in accordance with relevant legislation.
- b. In the absence of you specifying a superannuation fund, the Employer will allocate you a fund and make payments accordingly.

5. Hours of duty

- a. As you are employed in a casual capacity there is no guarantee of ongoing employment.
- b. Your hours of work will fall between 9 am to 5 pm. You may be required to work outside of these hours, with reasonable notice.

6. Your obligation to the Employer

1. You agree that:

- a. You are and will remain competent to perform the services required to be undertaken as contemplated by this Agreement.
- b. You will follow all reasonable and lawful directions given to you by the Employer, including complying with policies and procedures as amended from time to time. These policies and procedures are not incorporated into your contract of employment.
- c. You will always exercise due care and act in the best interests of the Employer.
- d. You will use your best endeavors and expend such time and effort as may be necessary to perform your duties under this Agreement and as directed by the Employer.
- e. You will perform the duties required to the best of your ability.
- f. You will manage students and teachers in a fair and reasonable manner.
- g. You will create harmony and co-operation in the examination room and all places of business.
- h. You will work co-operatively with directors, teachers and fellow colleagues.
- i. You will provide positive statements regarding fellow Examiners, Board members of the Employer

("Board") and all members and teachers of the Employer and not be seen to be undermining the running of the Employer in a public situation.

- j. You will inform the Board of any concerns or problems arising out of this Agreement you may have via the Employer's secretary in writing.
- k. That you must, on reasonable notice, attend any Standards Committee meetings when scheduled. If you are unable to attend the Standards Committee meeting, you must notify the Board of the Employer immediately in writing prior to the scheduled meeting. The Board may in its absolute discretion, approve or disapprove any request of non-attendance. Breach of this clause 2 (k) warrants immediate termination of this Agreement unless exceptional circumstances (eg. Emergency, medical reasons etc.) are raised. If you raise exceptional circumstances, you must then provide documentary evidence as soon as possible and in any event within seven working days.
- l. Provide the Employer with a Working with Children Check (or the equivalent in each State or Territory of Australia).
- m. You must ensure that no one other than the yourself performs the duties under this Agreement.

2. You will not:

- a. Commence an examination of a student without having received an Injury Release Form 2 from that studio owner or a designated person to sign on their behalf.
- b. Provide private addresses, telephone numbers or any personal information of other employees or Examiners to another person without prior approval from the employee or the Examiner.
- c. Promote any goods or services not related to or offered by the Employer to any students, persons associated with the students, employees, contractors or members of the Employer. You will not, in the course of your employment, engage in any conduct which would constitute a conflict of interest.
- d. Abuse or cause any harm whether verbally or physically, to the students, relatives the students, other employees, members, members of the Board, supplier or fellow Examiners of the Employer. Any such conduct will be regarded as serious misconduct and warrants immediate termination of this Agreement.
- e. In the course of conducting similar work for other institutions, hold yourself out or represent to any party that you are conducting these activities on behalf of the Employer. Further you must not represent in any way that the Employer endorses, authorizes or is connected with these activities. However, the Employer does not object to you using your title as an Examiner on resumes and for status reasons when adjudicating and engaging in other activities.

3. Appearance

You will be:

- a. suitably groomed at all times.
- b. attired in an appropriate manner wearing a combination of dress, jacket, shirt, tailored suit or pants and dress shoes.

4. Reports

You must immediately notify the Employer of any incident or circumstance which requires notification to any external authority including with occupational health and safety incidents which might reasonably

result in an investigation by any external authority. Such notification will include full particulars of the accident or circumstance. An incident report form has been provided to you for this purpose. The original of this report should be forwarded to the secretary of the Employer immediately following the incident. The report should include date, name of studio and principal, name of student, examination and clear record of the incident, together with your name and signature. A copy of the incident report form should also be retained by you for your records.

5. Additional requirements

- a. You must participate in a work appraisal interview on an annual basis. The work appraisal will be conducted by the Central Examination Co-Ordinator (“CEC”) or other officer as appointed by the Board.
- b. You must participate in validation and moderation activities and processes in an ongoing basis and when requested by the CEO.
- c. If you are unable to fulfill examining commitments due to extenuating circumstances, you must advise the CEC immediately in order for suitable alternative arrangements to be made. In these circumstances the final decision as to whether to replace you on that occasion rests with the Employer.

6. Treatment of Confidential Information and Intellectual Property

- a. You acknowledge that during the period of this Agreement, you, your employees and agents may become acquainted with or have access to the Confidential Information of the Employer.
- b. You hereby acknowledge that the Confidential Information and Intellectual Property of the Employer is provided to you in confidence.
- c. You agree that all Confidential Information and Intellectual Property in any material produced by you under this Agreement shall belong to the Employer absolutely for its own use and benefit in any manner it sees fit.
- d. You must not disclose or use to the detriment of the Employer, in any manner during the term of or at any time after the termination of this Agreement, any Confidential Information or Intellectual Property acquired under this Agreement without the Employer’s prior written consent, except:
 - i. To the extent required by law or court order; or
 - ii. Where the relevant information is in or enters the public domain through no fault of your own.
- e. On termination of this Agreement, you must return to the Employer all Confidential Information used by you for the purposes of your Employment.
- f. This clause 6.6 survives the termination of this Agreement.

7. Non-Solicitation

You agree that you will not during the course the Agreement, and for a period of 6 months after the termination or expiration of this Agreement whether by yourself or through others, without the prior written approval of the Employer:

- a. Solicit, interfere with or entice away any person, student, dance studio teacher or company that has during the term of this Agreement been a client, member, student or employee of the Employer;
- b. Counsel, procure or assist any person to do any of the acts referred to in this clause.

8. Use of the Employer’s property

You agree not to deliberately misuse or damage the Employer property. When using the Employer’s

property or equipment, you agree to follow instructions provided in order to avoid personal injury, and to minimize maintenance and replacement costs.

You agree not to misuse the Employer's property, Intellectual Property or any other resources of the Employer. Conduct such as the following are prohibited:

- c. Copying the Employer products such as CD's, syllabi or DVD's regardless of whether the products are protected by copyright.
- d. Using the Employer letterhead paper when correspondence is of a personal nature or is not directly related to the Employer.
- e. Utilising lists of students' names and addresses for unauthorised purposes.
- f. Using another logo in place of the official logo for the Employer correspondence.
- g. Destroying examination or business records without specific authorisation from the Board. All records are to be held for 7 years.

9. Delegation

- a. You may only assign the whole or any portion of its rights and obligations under this Agreement if you have prior written consent of the Employer. The consent may be withheld at the Employer's absolute discretion or may be given subject to such conditions as it considers appropriate.
- b. Unless otherwise agreed in writing by the Employer, no assignment or subcontracting of any rights or obligations of you under this Agreement will relieve you from any liability under this Agreement or otherwise in respect of the performance of this Agreement.

Please sign and return the enclosed copy of this Agreement to confirm acceptance of this offer of employment.

Yours faithfully

Michael Timbrell
Chief Executive Officer
Australian Teachers of Dancing Ltd

Acknowledgment

I, [NAME OF EXAMINER] acknowledge that I have read and understood the contents of this letter and its schedules.

Employee signature and date

[NAME OF EXAMINER]



Attachment 3

RISK ASSESSMENT FORM

Organisation:	Australian Teachers of Dancing
Property / Venue:	
Date of Assessment:	
Assessment Conducted by:	

How do you assess the risk?

For each hazard answer A then B and then add them together to determine the risk and the action required.

A) What is the potential impact or consequence of the hazard?	B) What is the likely risk of the event happening?	Add A and B together	Risk	Action
1 = Minor - First aid required with little or no lost time	1 = Low - It could happen, but only rarely.		Score of 1 - 2 = Low risk	Proceed with caution
2 = Moderate - Medical treatment requires reversible damage to health	2 = Moderate - it could occasionally happen.		Score of 3 - 4 = Moderate risk	Regularly monitor the situation
3 = Serious - Medical treatment required. Irreversible damage including death.	3 = High - It could frequently happen.		Score of 5 - 6 = High to extreme risk	Do not proceed

Step 1 Hazard		Step 2 Assess The Risk	Step 3 Solution	Step 4 Who is responsible	Step 5 Reassess The risk
Identify the task	What are the risks?	Is the risk low, moderate, significant or high?	What will be done to remove the risk?	By whom?	Once the solutions have been put into place reassess the risk.
				-	

Signed

Name:	Signature:
Position:	Date:

Attachment 4 Quality Management System: Examinations

1. Purpose

This procedure outlines the policies and processes for the development and administration of assessment for validity, accessibility, and reliability

2. Scope

2.1 This procedure supports validity through alliance of what is taught, learnt and assessed.

2.2 This procedure supports accessibility to ensure each candidate is given opportunity to demonstrate what they know and what they can do.

2.3 This procedure supports reliability, so that examination results are consistent, dependable and able to be reiterated.

3. Procedure

Objectives

- ensure the principles of fairness, flexibility, reliability and validity are followed at all times
- ensure Examinations are designed to produce valid, sufficient, authentic and current proof
- ensure Examinations are delivered appropriately to the contexts and conditions of assessment (examination)
- ensure Examinations are appropriate in terms of the level of difficulty of the tasks to be performed in relation to the knowledge and skills required for the grade/level and the genre
- ensure Examiners provide sufficient guidance and instruction to clearly explain the tasks of the examination
- ensure Examiners are supported with evidence criteria to judge the quality of performance.

3.1 Validity

Systems of Training

- The syllabi of ATOD are updated regularly to maintain currency with the industry trends and to ensure they are meeting objectives of the examination system.
- The developers of the syllabi are current Examiners of ATOD, who work with industry professionals and practitioners in order to devise the most current, safe, and effective training programs for dance students

ATOD Syllabi contain:

Classroom teaching ideas developed for the delivery of the technical work.
Highlighted areas are included to explain the method of execution (e.g. solo work, duo, ensemble) for each exercise, as required by the company examiners.
Technical and artistic skill requirements are included for the students to work towards.
Extensive notes on the meanings of anatomical terms required for dance.
Genre specific terminology for all levels of training.
Examination presentation requirements and suggestions for teachers.

3.2 Accessibility

Criterion: Demonstrating and applying

Assessment Objectives

1. Demonstrate specialised movement skills relevant to the genre
2. Demonstrate specialised movement sequences relevant to the genre
3. Apply concepts of movement theory and skills to include safe dance practice
4. Use elements of choreography to perform own work
5. Apply artistry to performance skills and choreographed work
- 6.

Examination work executed in the examination situation has the following characteristics:		
Criteria	Overall Mark	Percentage range
Proficient and accomplished demonstration of specialised movement skills and sequences in the genre.	Honours with Distinction	95-100%
Proficient and accomplished demonstration of body movement concepts and quality of movement.	Honours Plus	91-95%
Proficient and accomplished demonstration of artistry in dance performance.		
Effective and accomplished demonstration of specialised movement skills and sequences in the genre.	Honours	86-90%
Effective and accomplished demonstration of body movement concepts and quality of movement.	Highly Commend Plus	81-85%
Effective and accomplished demonstration of artistry in dance performance.	Highly Commended	76-80%
Competent demonstration of specialised movement skills and sequences in the genre.	Commended Plus	71-75%
Competent demonstration of body movement concepts and quality of movement.	Commended	66-70%
Competent demonstration of artistry in dance performance.		
Inconsistent and variable demonstration of specialised movement skills and sequences in the genre.	Credit Plus	61-65%
Inaccurate ,inconsistent and variable demonstration of body movement concepts and quality of movement.	Credit	56-60%
Inaccurate, inconsistent and variable demonstration of artistry in dance performance.		
Inadequate and variable demonstration of specialised movement skills and sequences in the genre.	Pass Plus	51-55%
Inadequate and variable demonstration of body movement concepts and quality of movement.	Pass	41-50%
Inadequate and variable demonstration of artistry in dance performance.		
Does not satisfy any of the descriptors above	Unsuccessful	40% or less

Examination conditions for students to ensure accessibility include adequate provision in the duration of the examinations as required. (refer Attachment – Time Allowances).

3.3 Reliability

Examinations

A valid assessment judgement is one that confirms a learner holds the knowledge and skills described in the syllabus grade level of that genre.

- Examination reporting systems reflect the terminology and skills required for the level of study and genre (refer to example report card).
- Examiners complete the reports in full and in detail, analysing the execution of set requirements of the technical and artistic aspects of the syllabus.
- A grading system that is designed to encourage, reward and motivate students, awarded to each examination entrant. This is a measurement of what that examination entrant can do at any one moment in time.

Criteria Matrix

Performance Applications Across all genre

Criteria	H Highly Skilled	C Competent	S Satisfactory	NI Needs Improvement
Application of technique in movement skills and concepts	Purposeful application and skilful execution of individual technical concepts	Effective application of individual technical concepts	Partial application of individual technical concepts	Isolated or no application of individual technical concepts
	Demonstrates	Demonstrates	Demonstrates	Demonstrates
	Consistent and accurate execution of a variety of technical steps Consistent and accurate body placement and extensions Reliable and consistent control of movement	Effective execution of most of the variety of technical steps Effective body placement and extensions Effective control of movement	Acceptable execution of a few of technical steps Acceptable body placement and extensions in a few of the technical steps Reliable control of movement in some technical steps	Unreliable and isolated execution of technique
Application of technique, artistry and spatial elements in performance	Consistently accurate and effective application of criteria	Mostly accurate and effective application of criteria	Partial application of criteria	No demonstrated application of criteria
Application of choreographic elements, musicality, intent and purpose	Consistently accurate and effective application of criteria	Mostly accurate and effective application of criteria	Partial application of criteria	No demonstrated application of criteria

Grading Matrix

Averages: HS (Highly Skilled), C (Competent), S (Satisfactory), NI (Needs Improvement)

Examples:

Grading	HS	C	S	NI	Overall percentage
Unsuccessful	0	0	7/18	11/18	37%
Pass	0	0	12/18	6/18	44%
Pass Plus	0	0	18/18	0	55%
Credit	0	2/17	13/17	2/17	57%
Credit Plus	0	9/20	11/20	0	64%
Commended	2/21	6/21	13/21	0	68%
Commended Plus	3/17	8/17	6/17	0	74%
Highly Commended	3/17	8/17	6/17	0	76%
Highly Commended Plus	4/16	9/16	3/16	0	82%
Honours	5/16	8/16	3/16	0	86%
Honours Plus	11/16	3/16	2/16	0	92%
Honours with Distinction	13/17	4/17	0	0	96%

Participation Grading

Students who are not confident, or capable to meet the required standard for the grade or level, can be entered as a Participation candidate. This candidate is given a report of encouragement and feedback on their overall performance, rather than each itemised skill and performance element.





www.atod.net.au

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Phone no.(Aust) 1800 106227 (overseas) +61 7 3200 2198

Office Hours 8.00am to 4.00pm

email address: enrolments@atod.net.au

Date of adoption of Policy: March 2020

To be reviewed March: 2022