

APMT Fiji — Operations Manual, HR & Recruitment Policy, and Procurement Policy

(Aligned to ISO 9001:2015 Quality Management Systems and ISO 21001:2018 Educational Organizations Management Systems)

Organisation: APMT Fiji (APMT)

Applies to: All staff, trainers/assessors, contractors, agents, partners, and sub-grantees

Approved by: CEO

Effective date: 01 Jan 2025

Next review: 12 months

PART A — OPERATIONS MANUAL (INTEGRATED QMS/EOMS)

Document ID: APMT-OPS-001 | **Version:** 1.0

Purpose: Define how APMT plans, delivers, assures, and improves educational and support services, ensuring conformity to ISO 9001 and ISO 21001 and to applicable legal/regulatory requirements in Fiji and Australia (where relevant to transnational operations).

A1. Governance, Context & Interested Parties (ISO 9001 cl.4; ISO 21001 cl.4)

- **Context:** Annual analysis of internal/external issues; risk register maintained by the Quality & Compliance (Q&C) unit.
- **Interested parties:** Students/learners, employers, regulators (e.g., Fiji Higher Education Commission), funding partners, staff, subcontractors, communities; needs and expectations reviewed annually.
- **Governance:** CEO accountable; Management Review held at least annually covering performance, risks, opportunities, audit results, learner satisfaction, nonconformities, and improvement actions.

A2. Process Model & Interactions

Core processes:

1. **Market & Admissions** → 2) **Enrolment & Induction** → 3) **Training & Assessment Delivery** → 4) **Learner Support & Welfare** → 5) **Certification & Completion** → 6) **Graduate Outcomes & Industry Engagement**.

Support processes: HR, Procurement, Finance, Facilities, IT/IMS (LMS/SMS), Marketing, Data & Records, Compliance.

A high-level process map is maintained as FM-OPS-01 and is displayed on the intranet.

A3. Leadership, Roles & Responsibilities (ISO 9001 cl.5; ISO 21001 cl.5)

- **CEO:** Strategy, resources, policy approval, impartiality.
- **Director of Education:** Curriculum, training quality, assessment validation, academic governance.
- **Q&C Manager (EOMS Coordinator):** IMS maintenance, audits, risk, corrective actions, learner satisfaction, sanctions/ATF screening oversight (with Integrity & Compliance Officer).

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- **HR Lead:** Workforce planning, recruitment, competence, performance.
- **Procurement Lead:** Sourcing, due diligence, supplier performance.
- **Campus Managers:** Daily operations, facilities, timetables, incident management.
- **Trainers/Assessors:** Delivery, assessment, learner support, WHS, record integrity.

A4. Risk-Based Planning & Objectives (ISO 9001 cl.6; ISO 21001 cl.6)

- **Annual Objectives:** learner completion rate, employer satisfaction, assessment turnaround, audit closure times, academic integrity cases, placement outcomes.
- **Risk Register:** pedagogy risks, safeguarding, assessment quality, data privacy, sanctions/ATF, fraud/bribery, subcontractor performance, WHS.
- **Plans:** risk treatments with owners, KPIs, due dates; reviewed at Management Review.

A5. Support: People, Competence, Facilities, IT (ISO 9001 cl.7; ISO 21001 cl.7)

- **Competence:** job descriptions with required quals/experience; competency matrices; induction and annual CPD for trainers/assessors; trainer currency tracked.
- **Infrastructure:** classrooms, workshops, kitchens/labs, tools/consumables; maintenance plan and calibration schedule (FM-OPS-08).
- **Learning resources:** validated mapping to curriculum; accessibility/adaptive needs (Universal Design for Learning principles).
- **Information systems:** secure LMS/SMS; version-controlled assessment tools; backups and access controls; privacy controls per law.
- **Communication:** controlled templates for website, brochures, student handbook, policies.

A6. Operations: Design & Delivery of Education (ISO 9001 cl.8; ISO 21001 cl.8)

- **Programme design & approval:** industry consultation, needs analysis, curriculum mapping, assessment strategy, moderation plan, and compliance review before launch.
- **Admissions & enrolment:** transparent entry criteria; RPL/Credit Transfer process; LLN (language, literacy, numeracy) screening; learning plans for support needs.
- **Training & assessment:** session plans, workplace simulations/WIL/WBT controls; moderation/validation calendar; academic integrity policy; assessment turnaround within 30 days.
- **Learner support & safeguarding:** welfare referrals, disability support, reasonable adjustments, complaints & appeals; critical incident response (FM-OPS-17).
- **Externally provided processes:** subcontractor/partner due diligence, MOUs/SLAs with measurable KPIs and audit rights; regular performance reviews.
- **Change control:** academic or operational changes assessed for risk, approved by Director of Education and Q&C before implementation.

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A7. Acceptance, Feedback, Complaints & Appeals

- **Surveys:** induction, mid-course, exit, and employer; analytics reported quarterly.
- **Complaints & appeals:** fair, timely, independent review; escalation to Director of Education; records retained and trends analysed.

A8. Control of Nonconformities & Improvement (ISO 9001 cl.8.7, 9–10; ISO 21001 cl.9–10)

- **Nonconformity handling:** contain, correct, root-cause (5-Whys/Fishbone), corrective action, effectiveness review; logged in CAPA register (FM-OPS-11).
- **Internal audits:** annual programme per risk; trained internal auditors independent of audited area.
- **Management review:** results → actions → monitoring.
- **Continual improvement:** lessons learned integrated into procedures, training, and templates.

A9. Documented Information (ISO 9001 cl.7.5)

- **Control:** unique IDs, versioning, approval, change history; master list maintained (FM-OPS-00).
- **Retention:** per Records Control Procedure; secure disposal post-retention.

PART B — HR & RECRUITMENT POLICY

Document ID: APMT-HR-001 | **Version:** 1.0

Purpose: Ensure fair, transparent, and competency-based HR practices that support safe, effective education delivery.

B1. Principles

- Equal opportunity, inclusion, and safeguarding.
- Merit-based, transparent recruitment with Conflict of Interest (COI) controls.
- Compliance with labour, privacy, and WHS laws.
- Alignment with ISO 9001/21001 competence and awareness requirements.

B2. Workforce Planning & Job Design

- Annual workforce plan aligned to enrolment forecasts and programme mix.
- Job descriptions (FM-HR-01) define duties, required quals/experience, competencies, reporting lines, KPIs.

B3. Recruitment & Selection

1. **Requisition & Approval:** Hiring manager raises requisition; HR verifies funding and need.
2. **Advertising:** Internal/external posting with clear selection criteria; reasonable timeframes.
3. **COI Declarations:** All panel members sign FM-COI-01 before shortlisting.

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4. **Shortlisting & Interviews:** Structured criteria and scoring matrix (FM-HR-03); behavioural and role-specific questions; micro-teach or skills test for trainer roles.
5. **Background Checks:** Right-to-work, reference checks, qualification/license verification; role-appropriate criminal history/working-with-children (if applicable).
6. **Decision & Offer:** Documented rationale (FM-HR-04); conditional offer subject to checks; unsuccessful candidates notified.
7. **Records:** Retained per Records Procedure.

B4. Onboarding & Induction

- Contract and Code of Conduct acknowledgment; confidentiality; acceptance of Integrity Policy (anti-fraud/bribery/corruption, sanctions/ATF, gifts).
- Role induction, LMS/SMS access, WHS briefing; trainer/assessor orientation covering curriculum, assessment tools, moderation schedule.
- Probation plan with objectives and check-ins at 1/3/6 months.

B5. Competence, Development & Performance

- **Competency Matrix:** per role; gaps addressed via CPD plan (FM-HR-06).
- **Training:** mandatory integrity & safeguarding, assessment practice, LLN and inclusive delivery, WHS.
- **Performance Reviews:** biannual; 70-20-10 development approach encouraged; under-performance managed via improvement plan.
- **Currency for Trainers:** evidence of industry engagement every 12 months.

B6. Conduct, Grievance & Discipline

- **Code of Conduct:** professionalism, integrity, confidentiality, respectful workplace, social media guidelines.
- **Grievance:** fair, confidential, non-retaliatory; escalation to HR Lead; mediation where appropriate.
- **Discipline:** proportional to breach; follows procedural fairness; right to respond; records maintained.

B7. Health, Safety & Wellbeing

- Risk assessments for practical training areas; incident reporting; first-aid; emergency drills.
- Wellbeing resources; EAP (if available); reasonable adjustments for staff with disabilities.

B8. Remuneration, Leave & Flexibility

- Pay bands/allowances approved by CEO; transparent payroll controls (segregation of duties).
- Leave entitlements per law and policy; flexible work considered where operationally feasible.

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B9. Exit & Off-boarding

- Exit interview; return of property and ID; access revocation; knowledge handover; reference requests handled by HR.

PART C — PROCUREMENT POLICY

Document ID: APMT-PROC-001 | **Version:** 1.0

Purpose: Procure goods/services ethically, economically, and fit-for-purpose to support education delivery and organisational integrity.

C1. Principles

- Value for money over whole-of-life cost.
- **Integrity & impartiality:** strict prohibition of bribery and facilitation payments.
- **Transparency & competition:** appropriate market testing.
- **Risk management:** sanctions/ATF screening, due diligence, and supplier performance oversight.
- **Sustainability & social value** where feasible (local suppliers, environmental considerations).

C2. Roles & Delegations

- **Procurement Lead:** policy owner; ensures training, templates, and monitoring.
- **Budget holders:** ensure needs are defined, approvals obtained, and specifications are non-restrictive.
- **Evaluation panels:** sign COI declarations prior to receiving submissions.
- **Finance:** three-way match and payment controls.

C3. Thresholds & Methods

- **≤ FJD 5,000:** one written quote; buyer's justification.
- **FJD 5,001–25,000:** minimum **three** written quotes; evaluation worksheet.
- **> FJD 25,000:** formal RFQ/RFT; panel evaluation; procurement plan and recommendation to delegated approver.
- **Emergency procurement:** permitted with written justification and retrospective approvals; must not bypass sanctions/ATF or COI controls.

C4. Procurement Process

1. **Plan:** Define need/specs; risk assessment; budget check; market scan.
2. **Solicit:** Issue RFQ/RFT with clear criteria; include mandatory integrity clauses.
3. **Evaluate:** COI forms first; apply criteria and scoring matrix; record rationale.

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4. **Due Diligence:**

- Legal name, registration, beneficial ownership.
 - Sanctions/ATF screening (UN/EU/US/AU/FJ lists as relevant).
 - Technical capacity; financial health; references; WHS/insurance.
5. **Award:** Approval per delegation; contract/SLA with KPIs, service levels, IP/confidentiality, data protection, audit rights, and flow-down integrity clauses to any subcontractors.
6. **Manage Contract:** Kick-off meeting; performance reviews; site visits (risk-based); supplier performance scorecard quarterly.
7. **Close-out:** Verify deliverables; lessons learned; supplier rating updated.

C5. Controls & Records

- Segregation of duties: request vs. approve vs. pay.
- Three-way match: PO, delivery/acceptance, invoice.
- Gifts & Hospitality: declared and recorded; never during active tenders.
- Recordkeeping: all procurement files retained per Records Procedure; audit-ready.

C6. Subcontractors & Sub-grantees

- Pre-award due diligence, sanctions screening, integrity history, and capability checks.
- Mandatory clauses for anti-bribery, COI, sanctions/ATF, audit rights, data protection, safeguarding, IP, and termination for breach.
- Periodic compliance attestations; corrective actions for gaps; payment suspension/termination for non-compliance.

C7. Ethical Breaches & Remedies

- Suspected fraud/bribery/corruption escalated to Integrity & Compliance Officer (ICO) per APMT-POL-IFC-001.
- Remedies may include contract termination, recovery of losses, debarment, and reporting to authorities/funders.

PART D — IMPLEMENTATION MEASURES (CROSS-CUTTING)

D1. Training & Awareness

- Mandatory induction on IMS, Integrity Policy, HR & Recruitment, and Procurement.
- Annual refreshers; role-specific training for panel members, contract managers, trainers/assessors.

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D2. Monitoring, KPIs & Internal Audit

- HR KPIs: time-to-hire, % COI declarations on file, induction completion within 30 days, CPD completion rate, probation pass rate, diversity metrics.
- Procurement KPIs: % competitive sourcing above threshold, on-time delivery, supplier scorecard ratings, sanctions re-screening completion, audit findings closed on time.
- Operations KPIs: learner satisfaction, completion, assessment turnaround, nonconformity closure, complaint resolution time.
- Audits: annual plan; findings tracked in CAPA register with effectiveness checks.

D3. Whistleblowing & Grievances

- Confidential channels (email/hotline/in-person to ICO/CEO); non-retaliation; timely triage and feedback to reporter where lawful.

D4. Records & Evidence

- Use the Master Document Register (FM-OPS-00) and Records Control Procedure.
- Sensitive records (recruitment files, investigation files) stored with restricted access.

ANNEX — TEMPLATES (EXTRACTS)

FM-OPS-01 Process Map (summary): Core & support process swim lanes with owners and inputs/outputs.

FM-HR-03 Recruitment Scoring Matrix (extract)

Criteria | Weight | Candidate A | Candidate B | Notes

Mandatory qualifications | 25% | | |

Role experience | 25% | | |

Teaching/demo lesson | 20% | | |

Values & cultural fit | 15% | | |

References | 15% | | |

FM-HR-06 CPD Plan (extract): Role competencies, planned CPD, due dates, evidence.

FM-PROC-04 Evaluation Worksheet (extract): Technical score, price score (MEAT methodology), risk notes, COI status, recommendation.

FM-PROC-07 Supplier Scorecard (extract): Delivery, quality, service responsiveness, integrity compliance, WHS; rating and actions.

FM-IFC-01 Gifts & Hospitality Register (extract): Date | Offered by/to | Description | Value | Context | Action | Approver.

FM-COI-01 COI Declaration (extract): Nature of COI | Activity | Mitigation | Approver | Date.

DOCUMENT CONTROL

- **Change Log:**

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- v1.0: Initial issue — integrates Operations Manual with HR/Recruitment and Procurement policies and cross-references Integrity Policy APMT-POL-IFC-001.

- **Related Documents:**

- APMT-POL-IFC-001 Integrity, Anti-Fraud, Bribery & Corruption Policy
- PR-OPS-01 Complaints & Appeals Procedure
- PR-OPS-02 Assessment Validation & Moderation Procedure
- PR-OPS-03 Academic Integrity Procedure
- PR-HR-01 Recruitment Procedure (detailed work instructions)
- PR-PROC-01 Sourcing & Contract Management Procedure
- PR-REC-01 Records Control Procedure
- PR-AUD-01 Internal Audit Procedure
- PR-CAPA-01 Nonconformity & Corrective Action Procedure
- PR-SAN-01 Sanctions/ATF Screening Procedure

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