



welcome to the
squad

squad.org.au

▶ HOST HANDBOOK
YOU ARE NOW PART OF THE HOST SQUAD

Congratulations on becoming a Squad Host Employer!

Just by engaging with us, you've made a great decision. Squad's services are a proven and effective way to support employees to become productive members of your workforce.

In conjunction with our Terms and Conditions you have signed, this handbook has been written to help guide you through every aspect of leasing an employee through Squad, whether you've engaged an apprentice, trainee, school based apprentice, general employment or all of the above.

This handbook covers the following:

- The 'Service Standards' section outlines what we do to assist you, and guarantees the standard of service you can expect from us.
- The 'Your Obligations' section outlines useful information about your responsibilities, administration and statutory requirements.
- What Can I expect from my Squad employee, let's you know what to expect – Squad employees have the same obligations and statutory rights as every other employee.

Our aim is to produce high quality employees for your business and the broader community.

Squad staff are committed to forming a partnership to work with you to maximise the potential of your Squad employee. Please contact us immediately if you need assistance.

A list of our Squad Offices and contact information is provided in this booklet, but also feel free to email us if you have any questions at hello@squad.org.au.

Yours Sincerely,



Kellie Howard
CEO - SQUAD

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► INTRODUCTION

Our Squad is about people and productivity. We are a firmly grounded non-profit organisation dedicated to building stronger workforces. We understand Australia's workforce landscape is constantly evolving, bringing greater staffing and job seeking demands. Squad connects communities through building exceptionally trained and resourced workforces.

Squad employs over 500 employees each year in over 50 different vocations in apprenticeships, traineeships, general employment and school-based apprenticeships across both metropolitan and regional NSW, South Eastern Queensland and Victoria.

Squad aims to:

- Help job seekers access local employers and develop future careers.
- Assist employers to recruit the best possible employees and grow.
- Provide a high quality recruitment service.
- Ensure sustainable futures for our local communities.



► OUR SQUAD VALUES

Transparent - We are honest, transparent and genuine in our customer service. We encourage open communication with our clients, businesses and each other.

Compassionate - We are caring and supportive in nature, we are invested in our community and are encouraged to make a difference to other people's lives every day.

Professional - We are industry experts in our fields, we are committed to improving processes and making things easier for our clients. We look forward to new opportunities and know that it is our people that sets us apart.

Teamwork - We work together as a team, with shared goals. We are driven to be the best we can, to support and inspire each other. We are proud of our Squad and know what it means to set others up for success.

Approachable - We are friendly and open, and we believe in the true meaning of relationships. Our approach takes the hassle out of our clients every day and reassures that they are in good hands.

▶ SERVICE STANDARDS

1. In our dealings with you we will act ethically, respect your privacy and work collaboratively with you to provide a safe working environment for Squad employees.

2. Our recruitment processes will see us work with you to source and provide the best available candidates to meet the needs of your business. We will endeavor to provide you with a shortlist of suitable candidates, all you need to do is provide us with the details, tasks and any other business requirements, we will do the rest. Should you have your own candidate that you would like to lease through Squad, we will also carry out all requirements and checks to ensure they are the best possible candidate.

3. We will support you along the way with our experienced and dedicated team, including:

- Conducting regular meetings, phone calls and other check ins with you and your Squad employee.
- Monitoring off the job training performance (if applicable).
- Assisting you to resolve work performance issues.
- Assist in resolving conflicts that may arise with work colleagues and peers.
- Provide a dedicated Employee Assistance Program (EAP).

4. We will work with you to develop the skills, attributes, and performance of your Squad employees.

5. We will also take care of the paperwork and relevant compliance requirements.

6. We will provide your Squad employee with a general induction program and information kit on how to succeed as an Squad employee, prior to commencing placement with you.

7. Should your Squad employee not work out, we will seek to provide you with a replacement as quickly as possible.



8. Where relevant, we will arrange the Training Contract and Training Plan, as well as enrolment with the relevant Registered Training Organisation (RTO). We will also coordinate payment of your squad employees enrolment fees.

9. We will work closely with you to manage workers compensation. Assist with return-to-work plans, certificates of capacity and communicate with the injured worker, you, the treating practitioner, our insurer and any other relevant person to ensure a quick and safe return to work that meets all parties legal and statutory obligations.

10. We will pay the Squad employee accurately and on time, in accordance with the Award or relevant Agreement, based on the timesheet information completed by the Squad employee and approved by you before being submitted to Squad.

11. Where relevant, we will actively liaise with the Registered Training Organisation (RTO) to resolve any issues you or the Squad employee has in relation to training arrangements.

12. We will work with you to develop an annual leave plan for each Squad employee with the aim of providing them with annual leave in the year their entitlement accrues.

13. Squad aims to provide you with a service that provides value for money, is transparent and accountable. Our innovative finance and payroll systems allow us to better manage our 'back end' processes and minimise billing inquiries;

They include:

- The ability to approve/authorise timesheets online.
- The ability to view your weekly invoice, based on the timesheet information you have approved.
- Billing you on an hourly rate.
- Giving you online access to your own dashboard, allowing you to update your contact information and view your account history.
- We make clear your obligations as a Host, as per the Terms and Conditions document you have signed.

► OBLIGATIONS

Host Employer	Squad Employee
<p>Both you and your Squad employee must have a clear understanding of each other's obligations and expectations. In general, a Host Employer is required to:</p>	<p>Squad employees have the same obligations and statutory rights as every other employee. You can expect your Squad employee to:</p>
<ul style="list-style-type: none"> • Provide a safe and supportive working environment that complies with the Work Health and Safety Act 2011, including having access to safe fixtures, equipment, and structures; safe systems of work and review of WHS processes; information, training, instruction and supervision, and resources to identify and control risks (SOP's, JSA's, SWMMS). • Support structured training, including providing every opportunity for the Squad employee to learn the skills of their vocation. • Provide time off with pay to attend approved training or undertake assessments as required by the appropriate vocational training provider. • Provide supervision and support including a nominated workplace supervisor. • Comply with relevant legislation. • Ensure Timesheets are accurate, endorsed and approved on time. • Pay invoices on time. • Maintain public liability insurance. • Monitor your Squad employee's on-the-job progress and advise Squad of issues as they arise. • Communicate with all parties. 	<ul style="list-style-type: none"> • Follow reasonable directions and instructions, policies, and procedures. • Communicate with you when they are absent from work, including how long for and when they are expected to return. • Make every effort to fit in and work well with supervisors, managers, colleagues, customers, and their peers. • Attend work in a fit and able state ready to start the day's work. • Report all injuries / incidents/ faulty equipment and tools or machinery. • Not engage in work without training and / or instruction. • Complete their timesheet each week accurately and on time. • Where applicable, attend the off the job component of their apprenticeship. • Not engage in any activity that poses a risk to the health and safety of themselves or anyone in the workplace. • Wear their PPE (Personal Protective Equipment).

What Else Can I Expect from Squad's Services?

Even after your Squad employee starts work with you, Squad will continue to provide you with ongoing services including:

- Handling the paperwork associated with on-boarding an employee. This includes wage records, personal and carer's leave, annual leave, loadings, PAYG tax, superannuation, TAFE/RTO fees and government paperwork including training contracts and training plans.
- Arranging the off the job training as well as on the job accredited assessments; maintaining regular contact with you and the Squad employee as well as monitoring attendance and training outcomes.
- Providing industrial relations updates, including Award conditions, allowances, national wage increases and other related information.
- WHS support. We are committed to the prevention of injury and illness of all our employees by working with you to ensure a healthy and safe workplace.
- Working closely with you to ensure the handling of both work and non-work-related injuries, illnesses and accidents including Workers' Compensation, return to work plans and rehabilitation matters if required.

Staff Are an Asset

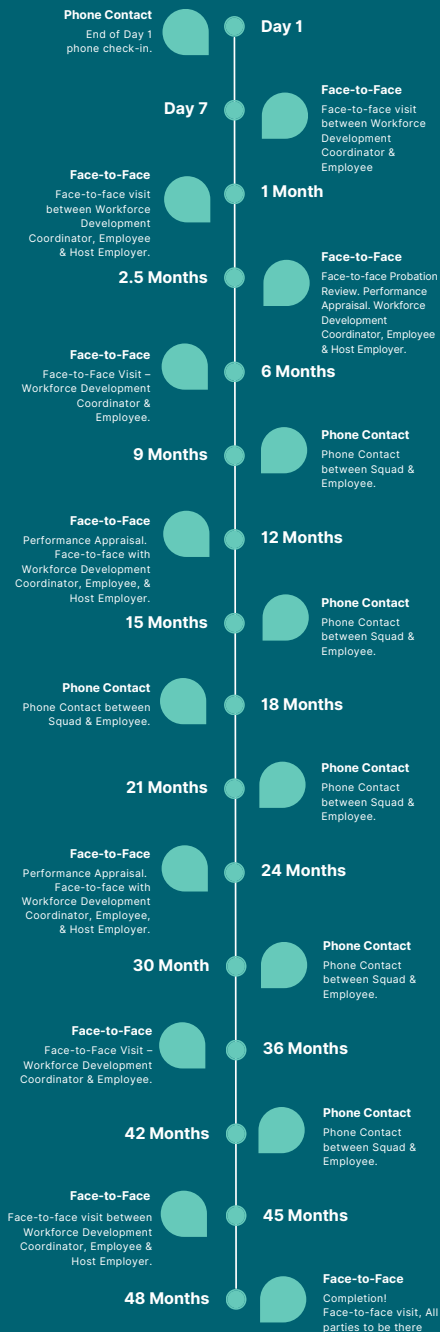
Squad will help to develop positive professional relationships with your Squad employees.

We work with you, to assist you to set clear expectations, recognise and reward them when they meet targets and goals, and provide prompt feedback when they are not performing to the required standard.

Squad Monitoring Visits

Your assigned Squad Mentor will carry out regular monitoring visits with you and your Squad employee (at least 4 per year). They will check that things are progressing smoothly and provide meaningful feedback. Be aware that Mentors are here to help at all times, so please call them if any issues arise.

MENTOR VISITS (APPRENTICE)



MENTOR VISITS (TRAINEE)



▶ RIGHT TO DISCONNECT

Eligible employees will have the 'right to disconnect' outside of work hours.

Employees will have the right to refuse contact outside their working hours unless that refusal is unreasonable. This means an employee can refuse to monitor, read or respond to contact from an employer or a third party.

The right also covers attempted contact outside of an employee's working hours.

When working out whether an employee's refusal is unreasonable, the following factors must be considered:

- the reason for the contact
- how the contact is made and how disruptive it is to the employee
- how much the employee is compensated or paid extra for:
 - being available to perform work during the period they're contacted, or
 - working additional hours outside their ordinary hours of work
- the employee's role in the business and level of responsibility
- the employee's personal circumstances, including family or caring responsibilities

Host employers need to ensure that Squad is able to conduct mentoring visits with the employee during their regular working hours. As employees have the 'right to disconnect' outside of work hours, it is essential that sufficient time is allocated during work hours for these sessions. This ensures that the employee receives the support and guidance they need without compromising their right to refuse contact outside of their designated working hours.

For more information on the right to disconnect, please contact your Squad Representative, or alternatively visit: <https://www.fairwork.gov.au/about-us/workplace-laws/legislation-changes/closing-loopholes/right-to-disconnect>

▶ WORK HEALTH AND SAFETY

Under current legislation, both Squad, and you, the Host Employer, have joint obligations to ensure the health and safety of your Squad employee.

This requires you to:

- Provide and maintain a working environment that is safe and without risk to health and safety so far that is reasonably practicable.
- Define the job, task, or role.
- Identify hazards and controlling any risks in the workplace.
- Provide supervision and instructions.
- Report and communicate with your Squad employee and Squad of any risks, hazards, or issues.
- Ensuring the Squad employee has the right knowledge and skills to perform the work safely.
- Provide PPE.
- Provide an on-site induction to your Squad employee and any other relevant information that will assist in creating a safe workplace.
- Treat the Squad employee, the same as any other employee.
- Report any notifiable incidents / accidents to Squad and the relevant authority within the required timeframes.



PAYROLL AND HR

Annual Leave

Your Squad employee is typically entitled to 20 days of annual leave outlined in the National Employment Standards (NES) and / or the relevant Award or agreement. We will work with you to plan annual leave for each Squad employee.

Using our online payroll platform (Astute) you will need to approve an annual leave request prior to leave being taken and paid. Our Finance team will process the annual leave and invoice you in accordance with your contract with Squad.

Personal and Carer's Leave

The amount of Personal and Carer's leave (sick leave) that your Squad employee is entitled to will depend on their contracted hours and are outlined in the National Employment Standards (NES) or relevant award / agreement.

Generally, if your Squad employee takes more than one consecutive day, or takes the leave either side of a Public Holiday or weekend you can request evidence that would satisfy a reasonable person (e.g. a doctor's certificate). Please make sure 'sick day' is marked on the timesheet for Squad employees.

Sorry Business

Sorry Business is an important period of mourning for many Aboriginal and Torres Strait Islander peoples, involving traditional ceremonies and practices to honor the loss of a family or community member. This time can include attending funerals and participating in cultural events or ceremonies.

While Australian workplace law entitles workers to take compassionate leave for the loss of an immediate family member, hosts are encouraged to support workers needing time off for Sorry Business that extends beyond the immediate family. There is no set duration for Sorry Business; the time required can vary significantly based on community customs and the nature of the relationship with the deceased.

If a worker requires more time, you can discuss additional options such as annual leave, sick/ carer's leave, unpaid leave, or time off in lieu.

Balancing the needs of your business while supporting your worker during this time can foster a respectful and inclusive environment, reducing stress and promoting a positive workplace culture.

Please visit FairWork for more information <https://www.fairwork.gov.au/sites/default/files/2024-06/fd-first-nations-people-supporting-sorry-business-fact-sheet.pdf>

Public Holidays

Please make sure any public holidays taken or worked are indicated on the timesheet to encourage accuracy.

Overtime

Overtime is to be paid under the relevant award or agreement. Contact your Squad representative or local Squad Office should you require further information.

Off-The-Job Training (Apprentices and Trainees)

Training days, such as TAFE, are regarded as working days. Squad employees must be paid for these days, and Hosts must release their Squad employee to attend.

Trainees who undertake flexible work-based training through their RTO are required three hours paid study during work time each week.

Superannuation

Squad will make the superannuation guarantee employee contribution for eligible employees.

Taxation

As the legal employer of all Squad employees, we are obligated to forward the PAYG Tax to the Australian Tax Office. This amount forms part of your weekly invoice.

▶ **TIMESHEETS**

Squad Timesheets

It is extremely important to ensure timesheets are completed correctly and provided to Squad by the deadline agreed in your employer letter. This to ensure your Squad employee is paid on time and that you are invoiced correctly. Squad is required by law to have a record of the hours worked and wages paid to your Squad employee each week.

Web-Based Timesheets

We want to provide you with the best and most efficient service, as such, we offer you the ability to access our web-based payroll platform (Astute), allowing you to approve timesheets electronically.

This system gives you the ability to view your weekly invoice based on the timesheet information you have entered. This system also provides you with access to information that allows us to bill you on an hourly rate, gives you online access to update your contact information and view your account and billing history. You will be issued with a secure login and password to access the secure website.

▶ **INABILITY TO KEEP YOUR EMPLOYEE**

An important and unique advantage of hiring a Squad employee, is the flexibility to return your Squad employee if:

- You have a shortage of work and are no longer able to provide enough work to meet the contractual obligations, or;
- You do not have the scope of work to be able to adequately train an apprentice to meet the requirements of their training plan. We are able to use our employer network to find another Host Employer so that the Squad employee can complete the training.
In this instance, we provide a safety net for employers and secure employment for our Squad employees.

A minimum of one week's written notice must be given to Squad if you decide not to continue hosting your Squad employee for the above reasons.

Discipline and Dismissal

If you no longer wish to engage your Squad employee because of a disciplinary issue please contact us immediately to discuss and we will endeavour to resolve the issue, and or provide advice / guidance on disciplinary action that is fair and consistent with legislative requirements.

If your Squad employee is terminated or resigns from their position with you they may be required to work or be paid out the relevant notice periods set out in the National Employment Standards (NES) or their relevant Award or agreement.

▶ PROVIDING A WELL-ROUNDED ON-THE-JOB TRAINING EXPERIENCE

Not all employers are able to provide training in all areas of a given trade. Natural limitations occur because of the type of work that is done at any particular workplace. While Host Employers are not expected to change their scope of work, there are still ways to help the Squad employee receive a well-rounded on-the-job training experience:

- Move them around various roles or departments within your organisation. This will vary their exposure to new skills and experiences. Resist the temptation to keep them in one place, even if you benefit in the short term.
- Consider 'job shadowing', where an Squad employee moves around with an assigned person or 'mentor'.
- Use performance evaluation times to identify training requirements and respond accordingly by assigning them to different work areas. Keep up to speed with what they already know and what their current training needs are.
- Keep your workplace up-to-date with the appropriate tools and technology.

Encourage them to take supplementary training courses/seminars as they come available. Your company will benefit from the knowledge gained just as much as the employee.

Training is an Investment!

Consider training as an ongoing investment in the future of your company and in the future workforce. Ultimately, the better trained your personnel, the better your bottom line and the health of your industry.

Remember What it was Like

Remember what it was like when you started in a new job or business. Model the type of manager you would have liked to have had. Set an example for your Squad employee's behaviour, this will make for a better and stronger workforce.

Communication

The better you understand each other the less chance there is of misunderstandings!
Talk, Listen, Observe.

No Surprises

Make the job clear up front and set ground rules. Let them know what is expected of them, what the job will involve and what the commitment will be both ways.

Motivation Breeds Productivity

Foster team work and demonstrate a good work ethic. Give your employees increased authority and responsibility over time. Your confidence and trust in them will provide them the incentive they need to be a vital part of your business.

Show your Commitment

- Demonstrate your commitment to training by fostering a training culture in the workplace.
- Educate your staff in the value of training.
- Let them know they're a valued asset.
- Provide recognition.
- Display training certificates in a prominent place at the work site.

Show Them Your Business

Take time to show your Squad employee around. Explain the nature of your business, how it works and how the Squad employee fits into the 'bigger picture'. If they understand the 'business context', your business is more likely to benefit.

Involve Your Staff

Involve your Squad employees and your staff in all aspects of your business. Make them aware of your business objectives and include them as part of your team. Squad employees will be motivated when they feel they are an integral part of a growing, progressive company.

Have regular staff meetings which includes Squad employees and your other staff. Keep everyone informed of business expectations, quality control, productivity and efficiency requirements. Involve your staff in the planning process of work duties.

Understand the Basic Principles of Instruction

Don't assume that your Squad employee knows what to do. Try to break tasks down into step-by-step processes, taking the time to teach and making sure they have learned.

For a Squad employee to learn, you first have to explain what is to be done, show how it's done and let them do the task at hand. You may also consider training in small groups if possible.

Be Patient

Remember that there is no such thing as a 'stupid question'. If a Squad employee asks a question, it is because they do not know the answer. It is your job to explain it until they understand.

Remember also that not everyone learns in the same way.

Some people process information differently than others. If you are not getting through to the Squad employee, try another tactic.

Seek assistance and accept that sometimes there are different ways of doing the same task.

▶ SUPPORTING ON-GOING TRAINING OF SQUAD EMPLOYEES

- Keep and make available current trade magazines, reference books, manuals, training literature and/or videos in a common area.
- If someone does a course that has relevance to others in the workplace, have them deliver an informal talk on what was learned in a toolbox talk or staff meeting.
- Have on-site training sessions, include management and trainers.
- Offer incentives for additional training. Provide recognition. Display training certificates in a prominent place.
- Be willing to provide some flexibility in the Squad employees work schedule to allow for training opportunities.
- If possible, allow your Squad employee access to equipment after hours for personal projects.

Monitoring the Progress of the Training

Ideally, there should be a balance between periodic formal performance reviews and informal daily observation and feedback. Informal daily observation and feedback builds confidence and allows for prompt action wherever problems may occur. It is important for your Squad employee to know where they stand.

Regular formal performance reviews that Squad coordinate involve:

- Identifying the strengths and weaknesses of the Squad employee.
- Identifying the strengths and weaknesses of the training program.
- Determining training requirements.

Consider Assigning a Workplace ‘Buddy’

A Squad employee should always work under the direction of and/or have access to a qualified person. Consider pairing them with a buddy that they can go to at any time for guidance and instruction. Make sure you select a buddy who takes training seriously and offer them workplace coaching and training if required.

A buddying arrangement can work well as your Squad employee receives a degree of consistency in training, helping them to succeed in their qualification.

Look out for Warning Signs

Don't let things like failing TAFE subjects and arriving late for work go unnoticed.

Monitor your Squad employee; if things don't seem right, don't be afraid to reach out for some help - that's what we are here for. Enlisting support from parents, TAFE teachers, your Squad Mentor and your other employees can all help keep your Squad employee on track.

► COMPETENCY-BASED COMPLETIONS

Competency-based completion aligns learning achieved through a qualification with applying skills and knowledge to workplace and industry performance standards.

A training contract can be completed when:

- The apprentice or trainee has achieved all the competencies of the qualification as outlined in their training plan.
- The Host Employer has confirmed with the Registered Training Organisation (RTO) that the apprentice or trainee is competent in the workplace.

This means that apprentices and trainees can complete their contracts at any time if they have completed their studies with the RTO and the host employer confirms competence in the workplace.

Training plans will be monitored and assessed regularly to ensure that the apprentice or trainee is on track to achieve competence and that any issues with their training are raised and addressed as soon as possible.

If a Host Employer finds that the apprentice or trainee lacks competence in certain areas of study, this should be raised with the Squad Representative, who will contact the RTO to discuss options and methods to support the achievement of competence. Squad will work with all parties - the host employer, the employee and the RTO - to assist.



▶ SUPERVISION OF YOUR SQUAD EMPLOYEE

There needs to be a balance between providing the supervision that is necessary for instruction and safety and allowing the Squad employee to learn and work independently. The level of supervision will depend on the level of competency demonstrated by them.

In the early stages, they will require almost constant supervision, especially if you are engaging an apprentice or trainee, by a qualified person. As your Squad employee progresses, they will develop more confidence and will require less immediate supervision.

Your confidence and trust in them will go a long way to encouraging them to perfect skills independently. Squad employees should be encouraged to work independently, but should never be left completely on their own. Supervision is always necessary to comply with your duty of care requirements.

Ensuring Your Supervisors Are Supporting Training

Allow time for instruction. Allow your tradespeople or supervisors sufficient time to teach and ensure that the Squad employee is learning!

Know Your Tradespeople And Supervisors

Make it a priority to pair your Squad employee/s with qualified people who take their work seriously.

Your best workers may not be those inclined to teach.

- Consider setting up a one-on-one arrangement with a designated worker as a 'mentor' who is always available.
- People who are mentors often take a special interest in the success of the Squad employee.
- Recognise the coaching abilities, or lack thereof, of your best workers.
- Offer training in workplace coaching where this is a weakness with high performing staff.
- Select people with good communication skills and consider personality types when matching Squad employee with mentors.
- Involve supervisors in the development of the training plan. Get them to 'buy into it'.
- Recognise that some employees may lack confidence in their ability to teach or are just not suited to the role of instructing.

Supervision Requirements

Supervision in the workplace is vital for apprentices or trainees to become competent in their chosen trade or vocation and to work safely, confidently and effectively.

When you take on an apprentice or trainee, you are obliged to provide a workplace supervisor who:

- is appropriately qualified to supervise at the right level
- is designated to train the apprentice or trainee
- is employed in the same workplace
- has equal or similar working hours to your apprentice or trainee.

All Australian states have different supervision requirements for apprentices and trainees. Please review the state relevant to your business to understand your obligations.

Victoria - <https://www.apprenticeships.vic.gov.au/supervision>

New South Wales - <https://www.nsw.gov.au/education-and-training/apprentices-and-trainees/employers/coaching-and-supervising>

Queensland - <https://www.business.qld.gov.au/running-business/employing/hiring-recruitment/apprentices-trainees/setting-up/preparation/supervision>

Keep In Touch

Keep your finger on the pulse of what is going on at the job site. Talk to the Tradespeople, Supervisors, and employees. Handle issues as they arise. Do not let troubles fester and become more of a problem than they really are.

Get in contact with your Squad mentor - we are here to help.

▶ COMPLAINTS AND DISPUTE RESOLUTION

If you feel that the service you've received does not meet your expectations, you have the right to make a complaint. All complaints and feedback are kept confidential.

If you want to make a complaint:

- Talk to your Squad Representative about your concerns.
- If you're not satisfied with their response, ask for the name of their Manager or Supervisor and speak to them.
- If this is not satisfactory, contact the People and Safety team on 1300 784 787 or by emailing complaints@squad.org.au

Further to this you may wish to reach out to the relevant State Training Departments via the below links.

www.nsw.gov.au/departments-and-agencies/department-of-education/contact-training-services-nsw#toc-complaints-and-compliments

www.vrqa.vic.gov.au/make-complaint

www.qld.gov.au/education/apprenticeships/for-apprentices/advice/complaints

Squad will adhere to the complaints and appeals policy as required by the National Standards for GTO's to resolve disputes and provide a fair and impartial environment for hearings related to complaints and disciplinary matters.

▶ CONTACT DETAILS

If you have any questions, feedback or concerns about any aspect of our services please contact us.

Located

Wodonga VIC
Melbourne VIC
Wagga Wagga NSW
Sydney NSW
Gold Coast QLD

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