



# Tranzit

## Staff Training and Development Plan

Unit 1,4,7,13

April 2018 – July 2019

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## 1 Overview

Tranzit will ensure all staff, drivers or not, that are providing GWRC Services complete the Tranzit compulsory training and any job specific training required. This Plan places particular emphasis on Tranzit’s Driver Training Programme in accordance with our Training Policy and Drivers Manual. Our Drivers Manual forms the basis of our driver training programme and an outline of the training programme is detailed below.

## 2 Roles and Responsibilities

To provide the appropriate level of staff training and development, Tranzit will have in place a training team structure which will deliver on both pre-commencement and business as usual requirements. Specific roles and responsibilities include:

- **Director HR & Legal:** Overall responsibility for the training and development programmes for all staff within Tranzit Group companies.
- **National Training Manager:** Nationwide overview of driver specific training programmes.
- **General Manager of Tranzurban Wellington:** The responsibility for delivery of services rests with this role. Included in this are making sure that drivers are well trained and meet Tranzit’s standards and the requirements under the Partnering Agreement.
- **Urban Training Manager:** Design and development of the urban training programme to be used for GWRC services.
- **Trainers:** A team of driver Trainers, who report directly to the Urban Training Manager and will be responsible for taking all new drivers through a full training programme. They will also deliver ongoing training and upskilling courses to existing drivers.

## 3 Information Management

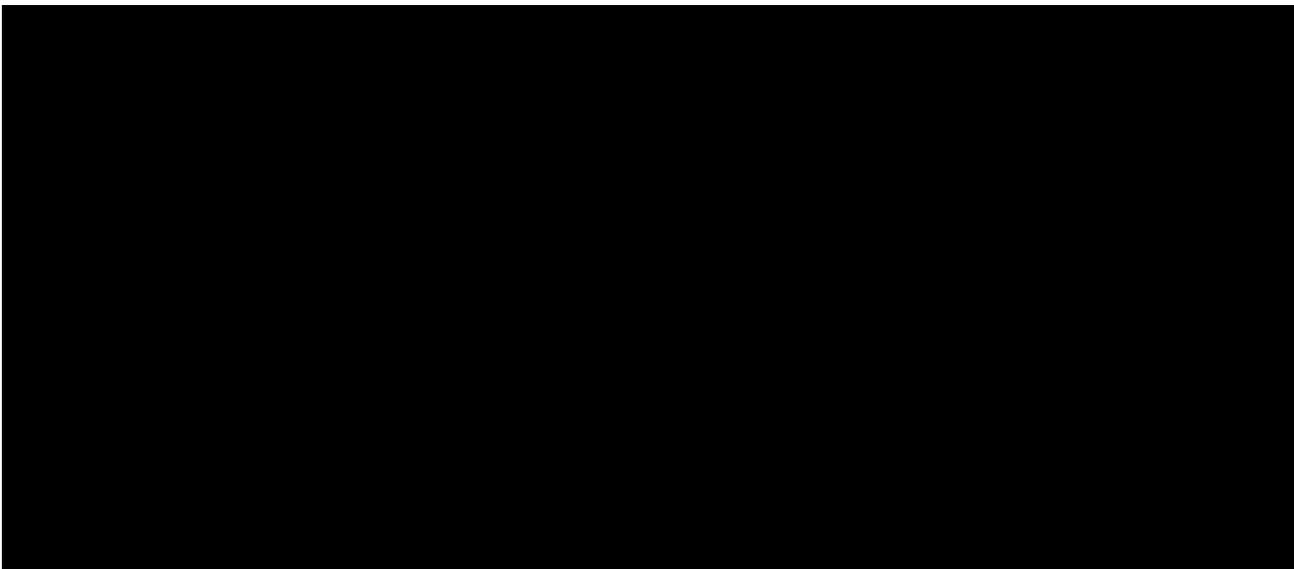
### 3.1 Management Software

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### 3.2 Staff Intranet

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## 4 Driver Skills

### 4.1 Driver Skills

Tranzit operates over 1200 vehicles across all areas of the bus and coach industry and has developed a comprehensive driver training programme covering a wide range of vehicle types from short distance urban through to long distance charter, 5-star tour and large double deck buses. Tranzit was among the first operators in New Zealand to operate double decker coaches

on nationwide route service transport and has a quality training programme in place for the operation of these vehicles.

#### 4.2 Telematics

All vehicles in this Unit are equipped with Navman engine management systems that our Trainers and local operations teams monitor in real time for incidences of speeding, heavy braking and poor driving technique. This allows us to continue to rectify poor driver behaviour as it is occurring.

Navman also allows us to monitor engine performance and in particular engine overheating and faults which has the ability to prevent catastrophic breakdowns before they occur.

## 5 Compulsory Training for all Staff

### 5.1 Company Induction Training

Individual staff inductions differ depending on their role within the company, however there are some compulsory induction topics. These include;

- The employees job description, their tasks and responsibilities,
- Health & Safety topics such as our Health & Safety Policy,
- Company procedures and house rules,
- Training in any relevant equipment they will operate,
- Personal protective equipment and the handling of hazardous goods,
- Evacuation procedure, location and use of fire alarms and fire extinguishers, passenger vehicle emergency plan,
- Hazard identification and reporting,
- Where identified hazards and their controls are kept.
- Safe workplace practices,
- How to report injuries, near misses and early signs of discomfort.

Inductions are carried out by authorised Tranzit staff at each depot. These staff have been deemed qualified by the Managing Director to induct a new employee into Tranzit. The inductors complete an induction checklist and assessment so that new employees have demonstrated the required understanding of a range of applicable facets to begin work at Tranzit. Company Managers, Operations Managers and Trainers are the only Tranzit staff permitted to undertake this induction process. Driving staff are generally taken through their induction by a Trainer as part of our driver grading system.

All new employees must be supervised until they fully understand their responsibilities and display safe work practices. No staff member is to operate company vehicles or specialist equipment until training is undertaken and documented.

### 5.2 Emergency Procedures

Tranzits' Emergency Plan is covered with all new staff. This document details procedures to follow in any form of vehicle incident or natural disaster, so that all staff members regardless of

their role, understand what is required of them when there is an emergency. Tranzit would look at staging a mock vehicle emergency in conjunction with GWRC and emergency services on a bi-annual basis so all parties are prepared for, and aware, of their role and responsibility in the event of a real vehicle emergency.

### 5.3 Training

Following induction training, job specific training is undertaken. For driving staff, this involves being taken through our driver grading system which is detailed in Section 6 of this Plan. New driving staff, after being graded, will spend a minimum of one week shadowing their 'buddy' in on the job training. During our mobilisation phase, induction training may be managed slightly differently with training undertaken in groups due as sufficient numbers of 'buddies' may not be available.

## 6 Driver Training

The below details all compulsory training for drivers that is in addition to the induction training detailed in Section 4 of this Plan. Whether they are an experienced driver or not, this training is completed regardless for all staff driving Tranzit vehicles. Drivers are not permitted to operate any vehicle they have not been trained and graded to drive.

Tranzit has a robust Drivers Manual which covers company procedures, driver responsibilities and duties, mechanical and driving skills. Drivers will continue to be graded as they progress through our training system so that they are able to operate specific types and sizes of vehicles in a safe manner.

The process and systems for new driver is as below:

1. Updating of Tranzit's existing databases and systems to reflect the updated Driver Training Programme and training requirements.
2. A new driver and their details is added to TranzTeam by Human Resources.
3. The appropriate Operations Manager then requests training through TranzTeam for each driver with the appropriate modules requested.
4. An email is then sent to the Training Team requesting this Training to be completed.
5. The Training Team then makes arrangements with the driver to attend training.
6. Once the Training has been completed, the Trainer sends the paper work through to Human Resources who then, if the driver has passed the assessment, indicate in TranzTeam that the driver has passed the assessment.
7. The driver can then be rostered to a vehicle and a shift in TranzSchedule. It is not possible to roster a driver to a vehicle in TranzSchedule that they have not completed all compulsory training for.

### 6.1 Training Modules

There are six compulsory modules, with an additional two modules completed as required. One module for diesel double deck and one module for electric double deck operation. Modules one to five and Route Familiarisation must be completed before a driver can drive a Tranzit vehicle. The topics covered in each module are listed below. It is expected that there will be some amendments to the topics as the Training Programme evolves.

All staff in this Unit will be trained in Modules: 1,2,3,4,5 and Route Familiarisation. With regards to Module 4, if the driver is an existing driver with Tranzit, they will be first taken for an assessment by a Trainer, with any training needs identified and a development program initiated should further training be required.

#### Module 1: Driver Induction

- Tranzit
- Induction checklist
- Human Resources
- Health & Safety
- Incident and injury reporting
- Emergency Management Plan
- Vehicle failures (breakdowns) and delays
- Passenger emergencies
- Vehicle accidents
- Bus fires
- Personal safety (including panic buttons, cameras and hostile situations)
- Code of conduct
- Vulnerable children
- Dealing with the news or social media
- Drivers leave
- Uniforms and dress code
- Mobile phone policy
- Tranzit Drivers manual
- Intranet
- Report books and fault reporting
- Vehicle running sheets
- Wheel re-torques
- Security of fuel cards
- Vehicle and driver grading

#### Module 2: Urban Operations

- KPI's (GWRC contract commitment)
- Metlink
- Fares, tickets, ticket machines (including Concessionary fares, large denomination notes, children with no money and passengers failing to take their tickets)
- Cash float and cash boxes
- Cash handling and pay in procedures
- Snapper BDC failure
- Fare protection
- Lost property
- School bus operations
- Alcohol on buses
- Transfers

- Timing points and Timetabled service connections

### Module 3: Vehicle Familiarisation

- Vehicle familiarisation
- Pre-service
- Telematics
- Wheel chair ramp operation
- Bike racks
- Destination signs
- Security cameras and panic buttons
- Real time information systems (RTI)
- Snapper
- Radio procedures

### Module 4: Core Driving Skills

- Training a new driver
- The training process
- Vehicle familiarisation
- Being a professional driver
- Beginning the drive
  - Mirrors
  - Negotiating width, height, length
  - Braking
  - Smooth acceleration
  - Negotiating tight streets
  - Hazard identification
  - Defensive driving
- Hill starts
- During the drive
- The international system of vehicle control
- Speed and following distances
- Opening and closing doors
- Bus stops
- Driving skills requirements for bike racks
- Reversing
- Parallel parking
- Railway level crossings
- Road rules
- Fuelling
- Cleaning
- Vehicle idling
- Parking of vehicles
- Police checkpoints

- Driving emergencies
- Logbooks

#### Module 5: Customer Service

- Outstanding Customer Service program
- Dealing with passengers (including difficult / problem passengers)
- Accessible passengers
- Pets

#### Module 6: Electric Vehicles

- Features and first drive
- How to charge
- Safety around EV
- Operating an oversized vehicle

#### Module 7: Double Deck

- Operating a tall vehicle
- Vehicle handling
- Driving in high winds

#### Module 8: Route Familiarisation

### 6.2 National Certificate in Urban Services (Level 3)

In addition to the training that each driver will receive with the above modules, there are future requirements from the Partnering Contract including the National Certificate in Urban Services (Level 3). This standard will be assessed by any one of Tranzit's MITO qualified Regional Trainers and this standard will be completed 12 months after a driver begins employment at Tranzit.

### 6.3 SAFED

We aim to have all drivers within this Unit trained in Safe and Fuel Efficient Driving (SAFED). Along with significantly reducing operating costs including fuel consumption and vehicle wear and tear such as tyres and brake linings. SAFED training improves road safety by reducing driver stress and fatigue, as well as increasing driver awareness and confidence in vehicle control through slower and more considered vehicle movements. This reduces the risks of accidents and provides the passenger with a more comfortable ride.

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Our SAFED Driver Training Programme will continue, [REDACTED] identifying areas where re-fresher training is required. SAFED has transformed the way our drivers have driven their entire lives, but our experience shows that this form of training requires regular re-fresher training to prevent old habits reoccurring.

### 6.4 Training Process

New drivers to the company will be scheduled by HR into training classes. These will be done by module topic and completed as per driver availability.

The modules will be taught by way of:

6.4.1 **Module 1: Induction.**

This is a classroom session where our induction training checklist is carried out and drivers are taken through two PowerPoint presentations. This covers both an induction and a Health & Safety presentation.

- Assessment for this module is done by way of a multi choice questionnaire at the end, including a practical assessment of vehicle running sheets and fault reporting.

6.4.2 **Module 2: Urban Operations.**

This is a classroom session where our induction training checklist is carried out and drivers are taken through a PowerPoint presentation.

- Assessment for this module is done by way of a multi choice questionnaire at the end.

6.4.3 **Module 3: Vehicle Familiarisation.**

This is a practical, hands-on session with a Trainer covering the topics contained within this module. It is non-classroom based with exception to Snapper which has both a classroom-based PowerPoint presentation as well as a practical component using the Snapper portable Bibs.

- This module has competency assessments for vehicle features, pre-service checks, bike racks, radio procedures and Snapper.

6.4.4 **Module 4: Core Driving Skills.**

This is a practical session split in to two groups.

Both groups are required to complete a module on Logbooks and Fatigue management. This is a classroom PowerPoint presentation and has a written assessment undertaken for competency.

**New to Class 2 Drivers.**

These drivers receive a PowerPoint briefing specific to their upcoming drive. Each PowerPoint is tailored to the upcoming drive for relevance. The practical drive covers all aspects of the driving skills contained within Module 4 spread over several lessons.

These include:

- 1<sup>st</sup> Lesson: Road rules, being a professional driver, vehicle idling, aims of the drive, speed and following distances, braking, accelerating, cornering, hill starts, Parking, Cleaning and fuelling.
- 2<sup>nd</sup> Lesson: Speed and following distances, hazard identification, international system of vehicle control, opening and closing doors, bus stops and practical use of bike racks.
- 3<sup>rd</sup> Lesson: Reversing, parallel parking, driving emergencies, Police checkpoints and railway crossings.

Once the candidate has been deemed competent, they will be booked in for a licence test with our in-house driving instructor and MITO registered assessor.

#### **Existing Licenced Drivers.**

These drivers receive a PowerPoint presentation on hazard identification and systematic vehicle control, prior to an on-road assessment being conducted. If any training needs are identified, a driver development training plan will be created and scheduled.

#### **6.4.5 Module 5: Outstanding Customer Service.**

This is a classroom session where drivers are taken through an interactive PowerPoint presentation. There are roleplays and multiple exercises throughout.

- Assessment for this module is done by way of a review at the end of the session and feedback form.

#### **6.4.6 Route Familiarisation.**

This is completed with a Trainer. Routes have been grouped together, and drivers will be expected to complete sections based on the depot/s they operate from. It involves the driver driving the route at least once and they will be given a Route Booklet which covers all of the driving directions.

- This module is assessed by the trainer after determining a driver's competency of the route and identification of known hazards of the route.

### **6.5 Driver Trainers**

Our National and Regional Trainers are registered MITO assessors. These Trainers have a combined 94 years of experience at Tranzit and are well experienced in delivering other NZQA recognised standards. Tranzit has a qualified SAFED Trainer who is able to provide the SAFED programme to our drivers.

Tranzit have a team of Trainers, who are responsible for both the induction and teaching of core skills to drivers, as well as auditing driver and fleet compliance. These are drivers who have attended the Tranzit Driver Trainers course and have been deemed qualified by the Managing Director as competent to train and induct all staff.

Our Trainers experience and knowledge continues to be instrumental in reviewing and implementing our Drivers Manual and in-house assessment/grading system.

## 7 Route Familiarisation, On-board Equipment, Compliance with Vehicle Loading

### 7.1 Route Familiarisation

As part of route familiarisation, we intend on working with GWRC during the planning phase, so the routes and timetables operate without areas of weakness. Our Trainers will undertake route familiarisation training with all drivers, so they are ready for commencement. Sufficient drivers will be trained in multiple routes to enable flexibility within our driving team. Route familiarisation training will continue to form a part of our on-going driver development, so that Tranzit has a sufficient number of versatile staff.

### 7.2 On-board Equipment

Tranzits' driver training includes training in the use of ticketing machines and all equipment relevant to the role. All drivers will be expected to show proficient use of key equipment such as ticketing machines, electronic displays, onboard radios, telematics and surveillance prior to operating a service unsupervised. Training for ticketing machines will also cover fare evasion techniques, what to look out for and how to handle a fare evader. This training will also cover bike rack and wheelchair ramp operation.

### 7.3 Compliance with Vehicle Loading

All drivers, during driver training, are reminded of the loading capacity displayed on the Certificate of Loading label on the windscreen of each vehicle. Drivers are instructed to undertake a quick count of standing passengers only and to assume all seats are occupied. Once standing passenger capacity is reached, the driver would advise any passengers waiting to board that the vehicle is full and would radio this to Tranzit operations, then carry on until the number of passengers on board had reduced enough to allow passengers to board again. The only other way we see capacity being monitored is through the ticketing machines counting passenger numbers and alerting the driver when vehicle capacity has been reached.

## 8 Non-driving roles

### 8.1 Mechanics

After induction, mechanics are placed on specialist vehicle courses, so they have an in-depth understanding of the vehicles that they are working with. The workshop foreman/manager will oversee all work, provide additional mechanical specific training, Health & Safety training and supervision as required.

Tranzit has a well-established, MITO recognised, apprentice programme based in our Masterton workshop. Core skills are taught and applied under the direction of senior mechanics/foremen and Workshop managers. This covers elements and requirements such as the specifics of an 'A' and a 'B' Checks, faults, fault sign off and breakdowns.

### 8.2 Cleaning Staff

All cleaning staff will be managed by Tranzit Group Workshop managers and foremen. Cleaning staff will be trained in; correct cleaning methods and materials for exterior and interior, requirements of vehicles under the VQS, Health & Safety and any on any future cleaning requirements.

### 8.3 Operations and Administration Staff

All operations staff will be trained via the 'Tranzit Operations Manual' which details the operational processes and procedures that Tranzit operates under. This extensive manual collates the knowledge, skill and experience from a wide range of Tranzit staff involved in this field. Operations training is carried out by experienced Tranzit Operations Managers who have experience in training operations staff and other key office personnel.

All office and Workshop staff will be trained on the appropriate Tranzit software that they will be using in their role, however courses on office-based software (e.g. Excel and Outlook) are regularly offered to our office and workshop staff so they can upskill and retain competency in core Microsoft applications. These courses are delivered by external providers.

Tranzit operations staff will be trained in the use of Resolve and the RTI management software so they are able to monitor service disruptions and keep lines of communication flowing.

## 9 On-going Training

Tranzit will provide ongoing re-fresher and upskill training which is specific to drivers on the GWRC contract. This will form part of the annual refresher training as per the Partnering Contract under 14.3.

Health & Safety is to be placed at the forefront of all training initiatives and will continue to be on every team meeting agenda. Staff will receive regular updates on Health & Safety topics from a variety of mediums including the staff intranet, memos attached to pay slips, bi-monthly newsletters, safety alerts, staff notice boards and monthly team meetings.

Other Training will cover a wide range of topical matters and driving skills from;

- New public transport regulations such as the recently implemented Vulnerable Children Act,
- Customer service,
- Vehicle emergency and fire extinguisher training,
- Personal health,
- Vehicle compliance and pre-service checks,
- First aid,
- New company and GWRC procedures,
- Hazard management,
- Refreshing key safety training such as how to de-escalate aggressive behaviour from passengers.

Tranzit will continue to provide additional training to all drivers as required following poor driving, vehicle damage, infringements or complaints. All complaints regarding driving or customer service skills are passed onto our Trainers so an individual training plan can be developed to improve driver

performance. Our training team also review any infringements received and would direct additional training as required.

## 10 Self-Awareness

Team members have an obligation to ensure they are fit and able to complete their duties. To retain awareness of personal health and how this impacts on their wider team, Tranzit will continue to foster an open-door policy to all staff in addressing concerns they have regarding driver fatigue and personal safety. In order to be successful in providing a transport service, our HR team remains committed to getting the very best out of each and every team member.

Tranzit will continue to initiate discussion on diet and exercise in our team meetings, bi-monthly newsletters and staff notice boards. All drivers are required to complete Tranzit driver training appraisal C5 – "Logbooks, Work Time & Fatigue Management". This assessment ensures that the driver is aware of their legal and personal obligations so that they are fit and able to complete their duties safely.

Any infringement notices received are recorded and reviewed to assess any requirement for additional training or patterns of repeat behaviour. All drivers who receive an infringement are issued with a fatigue survey which they must complete and return to HR. This information is assessed so that there are no significant issues contributing to the infringement.

## 11 Significant Training needs for the Forthcoming Year

Tranzit envisages that there is a significant training requirement for this Unit. As a result, there has been a strong focus on pre-planning to cater for an influx of driver who: are incumbent driver, those with large vehicle experience but not from a bus background and those who have no large vehicle experience and are from outside the industry.

Analysis from Tranzit's previous experience in training a large number of driver has been undertaken by our National Urban Training Manager. As a result, a number of experienced Trainers have been employed well before Commencement Date so that there is a significant period of time and resources available to work through training needs for all employees.

For incumbent driver who accept offers under Tranzit, we are beginning discussions with other operators, so those driver can schedule their training in on their days off. This is to provide continuity of service by allowing driver to stay on at their current employer and then beginning employment with Tranzit on Commencement Date.

For those employees with previous heavy vehicle experience but are new to the industry, Tranzit is working with their schedule so they can undergo Tranzit specific training and gain their P Endorsement. This is to provide enough time to work through Tranzit requirements and gain their P Endorsement.

Those employees that are new to the industry and need their Class 2 licence and P Endorsement, Tranzit is working with each individual on the process so that they can drive and operate a bus to Tranzit's standards. A significant period of training and licensing time has been allocated to these individuals as a result. This is to enable the driver to become competent behind the wheel before Commencement Date. Some of these driver will be driving for Tranzit Coachlines Wellington prior to Commencement Date to ensure competency and greater time operating buses

## 12 Staff Training and Development Plan: Actions

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Topic	Action	Person	Days pre/post start
<b>Staff training &amp; Development Plan</b>	- Drafts have been submitted, reviewed and agreed to by GWRC with final sign off completed.	Urban Training Manager / General Manager	- ■
	- Urban driver training programme finalised and implemented.	Urban Training Manager	- ■
	- Train the Trainers Completed	Urban Training Manager	- ■
<b>Induction Training</b>	- Induction programme used throughout NZ adjusted and finalised for GWRC Contract for all staff roles	HR Manager / Urban Training Manager	- ■
<b>Emergency Procedures</b>	- Emergency Plan reviewed and issued along with training - Vehicle Emergency Procedure Training for all drivers.	Urban Training Manager / General Manager	- ■, - ■
<b>Training Manuals</b>	- Operations Manual updated for urban operations.	Urban Training Manager / General Manager	- ■
	- Urban Driver Manual finalised	Urban Training Manager / General Manager	- ■
<b>Vehicle Inspection Training</b>	- Vehicle Pre-service check process confirmed - Vehicle pre-service check training	Urban Training Manager	- ■ - ■
<b>GWRC/Metlink Conditions of Carriage</b>	- Inclusion of GWRC/Metlink Conditions of Carriage	Urban Training Manager	- ■
<b>Driver Induction,</b>	- Driver induction and	Urban Training Manager	- ■

<b>Grading, Route and Vehicle Familiarisation</b>	grading carried out - All drivers trained on routes and have driven them.	Urban Training Manager	- ■
	- On-board equipment training carried out	Urban Training Manager	- ■
<b>Ongoing Development</b>	- Re-fresher training programme introduced	Urban Training Manager	- ■
	- National Certificate in Urban Passenger Service / SAFED training completed	Urban Training Manager	- ■
<b>Self-Awareness</b>	- Programme for driver 'self-awareness' initiated (work time, fatigue management etc.)	Urban Training Manager	- ■

## 13 Document Control

### 13.1 Annual Updates to this Plan.

Annual updates will take place with the General Manager of Tranzurban Wellington, the National Training Manager, the Urban Driver Training Manager and input from other Trainers. The annual update will also incorporate a review of the past years performance to targets so that goals can be re aligned.

### 13.2 Continuous updating.

Tranzit Group encourages all employees to be part of the process of improving our skills and training programmes. All suggestions and feedback is welcome by all employees so that this Plan can be updated with policies, procedures and targets. All managers at Tranzit are aware of who leads the Staff Training and Development Plan. All suggestions are channelled through this employee for amendments to the plan and policy changes to be made.

## 14 Revision Servicing and Update Control

This Plan is a registered copy for Tranzit Group at the following locations:

Main office:	Tranzurban 29 Cairns St <b>Rongotai</b> Wellington	Depot:	316 – 330 Queen Street <b>Masterton</b>
Depot:	29 Cairns St <b>Rongotai</b> Wellington	Depot:	Antilles Place <b>Grenada</b> Wellington
Depot:	99 Eastern Hutt Road <b>Lower Hutt</b> Wellington	Depot:	25-27 Park St <b>Upper Hutt</b> Wellington

A complete list of registered and controlled copies of this guide is maintained with the master copy, which is held by the HSQE Manager. Tranzit management, in conjunction with the HSQE Manager, will ensure that the registered copy is reviewed, undated and controlled for the duration of the contract.

An annual review of the documents will be completed as part of the quality management policy.

Amendments and re-issues of this guide are automatically issued to all registered holders.

Information regarding this guide can be obtained from:

**Mailing Address:** Health, Safety, Quality and Environmental Manager  
Tranzit Group  
PO Box 116, Masterton 5840

Or

**Physical Address:** Health, Safety, Quality and Environmental Manager  
Tranzit Group  
316 – 330 Queen Street, Masterton

When copies of amendments are received from the Tranzit Group HSQE Manager the superseded issues shall be destroyed and these actions shall be documented by the recipient by completing the log which appears on page 2 of this section.

All Quality Controlled documentation has a copyright and remains the property of Tranzit Group and must be returned to the issuer on completion of the contract. Unauthorised reproduction of the documents or disclosure of any of its contents to, or by third parties is not permitted without authorisation.

No Quality Controlled documents are to be copied without the approval of the Tranzit Group.

#### Revision Servicing and Update Control Log.

- Record amendments when received,
- Destroy the old copy that has been superseded,
- Place the new amendment into the correct place in the manual.

