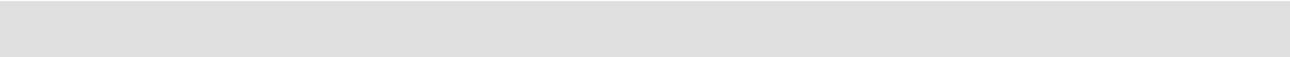




Assessor Information and Guidance

November 2011



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1. Introduction to the assessor resource kit

The assessor resource kit (ARK) is a package of documents, that has been prepared for NATA technical assessors. It is designed to provide resource information for all technical assessors involved in NATA's laboratory accreditation activities, the inspection accreditation program, the reference material producers program, the medical imaging program and the proficiency testing scheme providers program.

The purpose of the ARK is threefold:

- to provide you with background information about NATA;
- to provide you with information to assist you with the preparation for, and your role when participating in assessments; and finally
- it also contains a detailed section covering assessment techniques that should guide you when conducting NATA assessments.

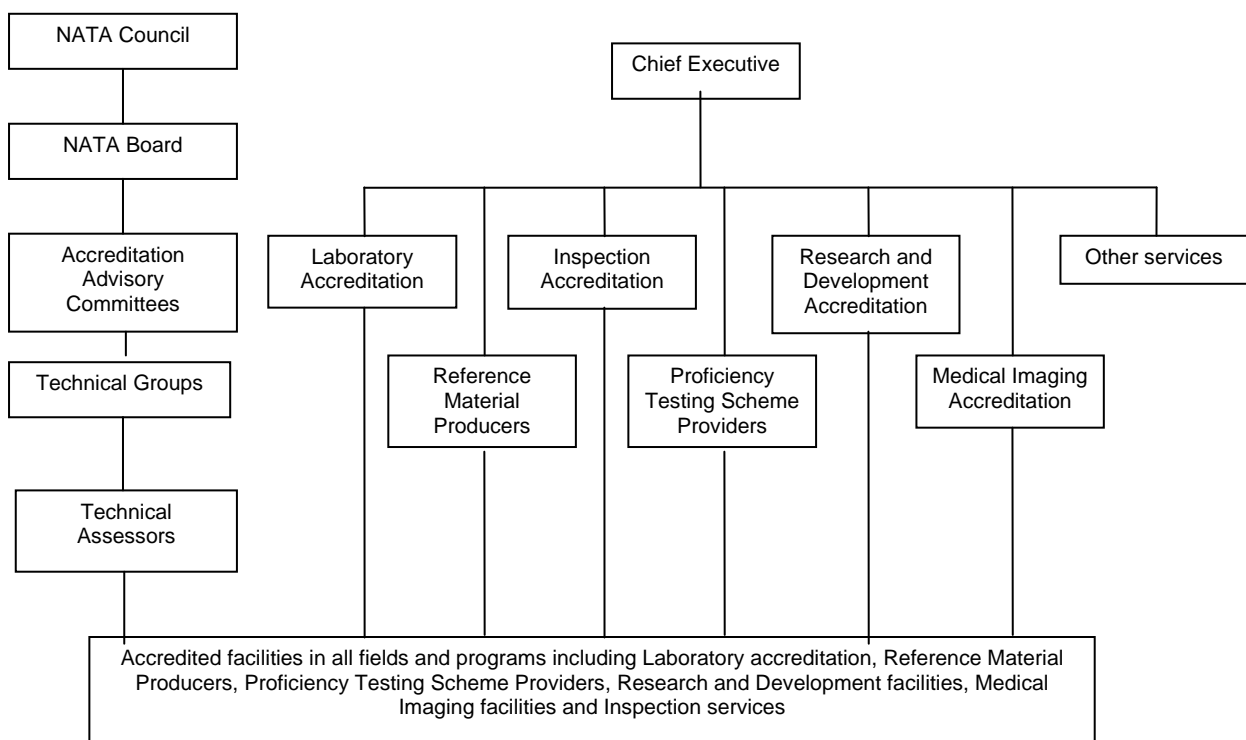
The ARK is both a training tool and a source of information. It is designed to be used in conjunction with attendance at the assessor development programs (ADPs) provided by NATA's Training Services Group. It is also a useful stand-alone resource for technical assessors located overseas who are not able to attend a training course.

It is in NATA's interest to ensure that our technical assessors receive appropriate training and resource support. We would therefore be grateful for your feedback on the ARK, or any other matters relating to technical assessor training. Please feel free to contact John Styzinski, Technical Manager by telephone on (03) 9274 8200 or by email at John.Styzinski@nata.com.au.

2. About NATA

Structure of NATA

The overall structure of NATA (the National Association of Testing Authorities, Australia) is shown in the following diagram.



The right-hand side of the diagram depicts the full-time secretariat of NATA. The left-hand side shows the external representation and advisory resources of NATA. All of these external resources provide their input to NATA on an honorary basis.

NATA Council

The NATA Council is a representative body for all members of NATA. In addition to performing an advisory role, the Council is responsible for electing the Board of Directors to whom it delegates its authority. From time to time, the Council provides advice to the Board of Directors.

The NATA Council consists of representatives from:

- Commonwealth, States and Territories governments;
- Members of NATA elected from each state's membership base;
- Australian Chamber of Commerce and Industry;
- Standards Australia;
- National Measurement Institute;
- CSIRO;
- Australian Council of Trade Unions;
- Institution of Engineers, Australia;
- Royal Australian Chemical Institute;
- Australian Institute of Physics;
- Royal College of Pathologists, Australasia;
- Consumers Federation of Australia, Inc;
- Joint Accreditation System of Australia and New Zealand (JAS-ANZ);
- Royal Australian and New Zealand College of Radiologists (RANZCR); and
- Other persons co-opted by Council.

NATA Board of Directors

The NATA Board of Directors is elected from and by the Council and is responsible for overseeing all of NATA's activities.

Accreditation advisory committees

The NATA Board receives technical advice from specialist committees that it appoints. These committees are referred to as Accreditation Advisory Committees (AACs). There is an AAC for each accreditation field and program.

The functions of AACs include:

- overview of relevant accreditation activities;
- establishment and review of accreditation criteria;
- submission of recommendations to the Chief Executive for initial, extensions, continued, and suspension of accreditation;
- submission of recommendations to the Board for cancellation of accreditation;
- provision of advice to the Chief Executive on approval of signatories; and
- provision of advice to the Board on appointment of technical assessors.

AAC members may be drawn from accredited facilities or other technical organisations and are appointed by the NATA Board. Members are selected on the basis of technical expertise.

Technical groups

Within some of the larger laboratory accreditation fields of testing, technical groups assist the AAC with development of specific technical criteria. Members are technical specialists within the scope of the particular technical group's activities. In some areas eg. Medical Testing and Forensic Science, technical advice is sought from the relevant professional society rather than from established technical groups. Your NATA lead assessor can provide more detailed information.

Technical assessors

Each accreditation program and field of testing has a panel of technical assessors appointed by the Board on advice of the relevant Accreditation Advisory Committee. Technical assessors are selected on the basis of technical knowledge and expertise. As a member of an assessment team, the role of the technical assessor is to evaluate a facility's technical competence.

NATA staff

NATA employs more than 175 personnel nationally. The organisation's head office is in Sydney and State offices are located in Melbourne, Adelaide, Perth and Brisbane. Each State office has a Manager who is responsible for day-to-day administration of the office.

NATA's Chief Executive is located in the Sydney office.

NATA's accreditation activities are divided into accreditation programs and fields of testing. For each laboratory accreditation field of testing there is a Field Manager who is responsible for coordinating the field's surveillance program, for managing field staff and overseeing other relevant technical matters. The other accreditation programs have an assigned Program Manager with similar responsibilities. Details of Program and Field Managers are provided in the Contacts section.

NATA lead assessors are employed to assist the Field and Program Managers with assessment related activities. All staff report to the Chief Executive who sits on the NATA Board.

NATA website (www.nata.com.au)

This is the address to NATA's website which is used as our major communication tool both with accredited facilities (members) and NATA's technical assessors.

The website contains a section titled 'Assessors' which contains information of relevance to technical assessors, including information about assessor training.

The NATA website is used to promulgate updates to members and assessors of all technical documents and information documents such as this. Check the site regularly and particularly before going out on your next assessment.

Memoranda of understanding

NATA has in place several Memoranda of Understanding (MOUs). The most significant of these is the MOU in place with the Australian government signed in 1988 and reconfirmed in 2008. A copy of the current MOU is available from the Publications section of the website. There are other MOUs in place with various instrumentalities and government departments that are industry specific. If they have particular relevance to your industry, the NATA lead assessor will be aware of the policy issues and will provide guidance as required during an assessment visit.

International activities

MRAs, ISO/IEC 17011 and reports from overseas

NATA has had more than 30 years of experience in contributing to the development of laboratory and inspection accreditation around the world, and has been instrumental in initiating and enhancing many international advances. NATA's participation now has many facets. Much information can be found on NATA's website and you should look there, particularly in the 'International Activities' and 'International Publications' sections, for current information and policy guidance particularly regarding the following topics.

- Acceptance of traceability of overseas calibrations (as detailed in Policy Circular 11)
- ILAC (International Laboratory Accreditation Cooperation) - www.ilac.org
- APLAC (Asia Pacific Laboratory Accreditation Cooperation) - www.aplac.org

Mutual recognition arrangements

In the international accreditation arena, Mutual Recognition Arrangements (MRAs) are agreements between two or more parties. They cover the acceptance of endorsed test, calibration and inspection reports. Originally these agreements were developed on a bilateral basis between NATA and its counterpart organisation in another economy, the first one in the world being between NATA (Australia) and TELARC (now known as IANZ) in 1981. These days NATA is party to multi-lateral arrangements in the Asia-Pacific area (APLAC MRA) and globally, through the ILAC Arrangement.

In addition there are now government-government MRAs in place governing the acceptance of reports and certificates from accredited facilities in the economies that are signatories to the agreement.

Under Links, the website includes a list of these economies and the organisations that are party to the APLAC and/or ILAC arrangements. The list is under constant revision as more economies and organisations join the arrangements.

ISO/IEC 17011

The international basis for the acceptance of equivalence of endorsed reports in the MRAs is ISO/IEC 17011 *Conformity assessment – General requirements for accreditation bodies accrediting conformity assessment bodies*.

The accreditation operations of each participating accreditation body are evaluated against the principles outlined in this document. Teams of trained evaluators selected from within the MRA group do the evaluations. The evaluation team reviews the administrative arrangements in place as well as the conduct of accreditation activities, including witnessing a selection of assessments and surveillance visits.

On rare occasions, you may find yourself part of an assessment team being observed by one of these evaluation team members. If this happens you will be given guidance, training and information about what to expect and who will be involved. You should not make any changes to the way you normally participate in an assessment visit. The evaluation team are there to observe the NATA processes, not the outcome of a particular assessment visit.

Reports from overseas

In an assessment you may encounter calibration certificates from overseas test and calibration facilities. As mentioned above, NATA's current policy on acceptance of these is detailed in NATA Policy Circular 11 – *Policy on Metrological Traceability*. A list of the MRA partners is available from the Publications section of the website. Information Paper 3, also available from the website, provides useful information on the MRA network.

This information is available to help you decide on the acceptability or otherwise of any report or certificate you come across during an assessment visit. Consult with the NATA lead assessor if you have any queries during the assessment.

3. The accreditation documents

NATA accreditation is based on the evaluation of a facility's technical competence, by applying criteria specific to each technical accreditation program and testing field (within laboratory accreditation). The criteria are detailed in documents collated together by NATA and presented as the NATA Accreditation Requirements (NAR) package. These documents are included as part of the Assessor Resource Kit (ARK).

Within the NAR, the prime documents used at an assessment are the relevant international accreditation standard together with the appropriate NATA Field Application Document (FAD).

NATA accreditation requirements (NAR) package

About NATA and accreditation

This information document outlines the general procedures relating to NATA accreditation, its administration, the accreditation programs offered by NATA and the international context of accreditation. A specific version of this document exists for the OECD GLP recognition program.

Accreditation program standard

The ARK includes the relevant current edition of the international standard or document for the accreditation program being applied to a facility, or information on how to obtain the relevant document.

Laboratory accreditation: AS/ISO/IEC 17025

ISO/IEC 17025 is the standard against which NATA's laboratory assessments are conducted*. It has been prepared in two sections:

- Management Requirements; and
- Technical Requirements.

* **Note:** In the Medical Testing field, ISO 15189 is the standard against which NATA's laboratory assessments are currently conducted. This is a sector specific standard based on ISO/IEC 17025, for accreditation of medical pathology laboratories. Standards Australia published AS ISO 15189:2009 (ISO 15189:2007) in August 2009. It has replaced AS 4633 which is now superseded. The new standard was implemented on 1 January 2010.

Medical Imaging: RANZCR Standards of Practice for Diagnostic and Interventional Radiology

In the Medical Imaging program, assessments are conducted against the RANZCR Standards of Practice for Diagnostic and Interventional Radiology Version 9. This is an industry specific standard that addresses the technical and management requirements as well as Commonwealth, State/Territory legislation applicable to the program.

Reference material producers accreditation: ISO Guide 34

ISO/IEC 17025 will be used in conjunction with this international guide as the accreditation criteria against which assessments of NATA's Reference Material Producers are conducted.

Proficiency testing scheme providers accreditation: ISO/IEC 17043

ISO/IEC 17025 may be used in conjunction with this international guide as the accreditation criteria against which assessments of NATA's Proficiency Testing Scheme Providers are conducted.

Inspection accreditation: AS/NZS/ISO/IEC 17020

ISO/IEC 17020 is the standard against which assessments of NATA's inspection bodies are conducted. It was originally prepared and published as EN 45004. The relevant requirements of the ISO 9000 series of standards applying to the quality systems for inspection bodies are incorporated into ISO/IEC 17020.

Program and field application documents

For each accreditation program and field of testing, NATA has produced an application document which contains supplementary requirements of relevance to that field. The Field Application Documents (FADs) contain:

- general information about the NATA accreditation process;
- specific requirements relating to the field/program;
- application of the accreditation standard and NATA's general requirements as they relate to the field/program;

- technical information related to particular issues in the program or field of testing;
- recommended maximum calibration intervals and other information related to equipment used in the field/program;
- the accreditation classification system for the program or field; and
- a list of relevant reference literature.

The NATA Rules

The Rules take precedence over all other NATA documents and focus on NATA's constitution and conduct of affairs. They define the basic conditions that apply to all accredited and applicant facilities.

Policy and technical circulars

From time to time it is necessary to amend or add to the requirements for accreditation. The NAR and ARK therefore contain provision for the filing of Policy or Technical Circulars that may be issued detailing such amendments or additions. Relevant Policy and Technical Circulars are part of the NAR and are therefore applied as requirements at assessment.

All Policy and Technical Circulars are published on the NATA website and can be found under 'Technical Publications'. The NATA lead assessor will advise whether any circulars have been re-issued. You should also routinely visit the NATA website to check for any updates, especially prior to an assessment.

4. Technical assessors

Technical assessors

Each accreditation program and field of testing is supported by a panel of technical assessors. NATA identifies technical experts who have the required professional and personal qualities and invites them to join the panel of technical assessors relevant to their area of expertise.

Technical assessors are drawn from both local and overseas:

- academic institutions;
- research establishments;
- government department laboratories and inspection services;
- industrial laboratories and inspection services;
- private laboratories and inspection services; and
- consultancies.

Technical assessors are invited on the basis of their:

- professional expertise and experience;
- knowledge of testing and measurement or inspection;
- qualifications;
- understanding of facility management;
- analytical approach;
- ability to critically evaluate;
- ability to work as a member of a team;
- communication skills; and
- commitment to the accreditation process.

Following verbal acceptance of the invitation to join the panel of technical assessors, a new technical assessor receives a letter of invitation and a technical assessor record form. This form includes a confidentiality agreement and a list of the classes of tests or categories of inspection nominated by the technical assessor which they feel competent to assess. This form is completed and returned to NATA for review and approval by the appropriate AAC.

After the form is processed and approved, the technical assessor is sent the Assessor Resource Kit (ARK) for their personal use. The ARK is used as the basis for course notes for the assessor training course. It includes information to assist with assessments as well as a copy of the relevant NATA Accreditation Requirements (see previous section). A fixed appointment period of five years has been introduced for technical assessors. At the end of this period, in consultation with the assessor, a decision as to whether a technical assessor will be invited for another term is made based on the requirements of the field at the time.

Training for technical assessors

Assessor development program

NATA's Assessor Development Program (ADP) training sessions are provided for all appointed technical assessors free of charge (excluding travel and accommodation if they are required). Attendance at a ADP is a mandatory aspect of your commitment as a technical assessor.

The ADP is a one-day general session designed for all technical assessors involved in any of our accreditation programs: Inspection accreditation, PTSP (Proficiency Testing Scheme Providers), RMP (Reference Material Producers), Medical Imaging accreditation as well as our main group, the Laboratory Accreditation Program. Specific one-day courses are held for the Medical Testing and Medical Imaging technical assessors, where possible.

These courses cover the role of the technical assessor and the role of the NATA lead assessor as a member of an assessment team. They also cover preparation for and conduct of assessments including tips and hints on assessing skills.

On your initial appointment as an assessor, you will be automatically invited to attend the next appropriate ADP session in your locality. Personalised registration forms will be sent to you for registration at each session you are invited to until your attendance at a ADP is recorded. Please advise us if you are unable to attend a ADP session to which you have been invited. Session dates and locations are available by contacting the NATA Training Services group in the Sydney office. Continuing technical assessors are welcome to attend a ADP session as a refresher, at any time.

After attending a ADP training session you will receive a Certificate of Attendance.

As the ADP training sessions are mandatory for new assessors, NATA reviews each technical assessor's status in our system on a regular basis. After 2 years it is our policy to reconsider the appointment of technical assessors who have not yet attended a ADP. Mitigating factors such as provision of ADP sessions by NATA in the locality, apologies received, etc will be considered as part of that review.

Where possible, new technical assessors also participate in one or two assessments in the company of an experienced assessment team as part of their training. However, it is understood that a technical assessor may be called upon to participate in an assessment before it is possible to attend a ADP. In such cases the NATA lead assessor will provide appropriate guidance and direction.

In addition, from time to time, NATA may prescribe additional mandatory training requirements for technical assessors.

Technical forums

Field specific technical forums are occasionally held (often in conjunction with a meeting of NATA members) where technical assessors can get together with others for technical training or to discuss technical issues arising from assessment activities.

Time commitment

Technical assessors are completely free to accept or decline any invitation to participate in an assessment. We endeavour to minimise the amount of work asked of any assessor. Normally, technical assessors participate in a maximum of two to four 'one day' assessments per year. Occasionally we ask a technical assessor to travel interstate, to country locations or overseas. This may require a greater time commitment.

Conflicts of interest

Potential conflicts of interest must be advised to the arranging NATA lead assessor when considering whether to accept an invitation to participate in an assessment.

The assessor record form completed when you were first invited to join the assessor panel includes a commitment that you will declare any conflicts of interest regarding an organisation you are invited to assess. Examples include:

- company alliances and commercial interests in the facility.
- commercial arrangements, eg. client/supplier relations.
- intellectual property considerations.
- consultancy arrangements (current and/or past).
- close personal associations (family and/or friends).

Professional ethics extends this principle to advising about any other possible conflicts of interest of which you may be aware.

When assembling an assessment team, NATA staff carefully consider each suitable technical assessor available for the assessment. However, we are not always aware of links you may have with the facility or other assessment team members. Please consider your involvement in the assessment from every possible angle. Advise the NATA lead assessor of all potential conflicts of interest and discuss with them whether they may preclude you from participating in that particular visit. Should you become aware of any conflict of interest during an assessment, please advise the NATA lead assessor as soon as practicable.

Gifts and meals

The acceptance of dining invitations and gifts can be an area of concern for assessors. The following guidance may assist you with situations that might arise in the course of participating in assessment visits with NATA.

Any dining invitation or gifts proffered while participating in an assessment visit should be viewed as a hospitality token. However, they are not an obligation of the accreditation assessment process. Under no circumstance should gifts and meals ever be suggested to or expected of an organisation.

The provision of lunch by the facility is an acceptable time and cost-effective business practice. Occasionally company souvenirs are given eg. corporate mugs, caps, etc and when travelling in the country or interstate, evening meals may be offered. Provided they are not excessive in value these are acceptable.

Particularly when travelling overseas, small gifts may be given at the conclusion of an assessment visit as a token of appreciation for your time and effort. Often facility staff will offer to take you for evening meals or on local guided tours in spare time as a mark of hospitality and to allow you to experience more fully the richness of the local culture. Once again, provided these are not excessive in value they are in keeping with local business practices and thus acceptable.

It is up to you as individuals to make appropriate judgement when accepting or declining any gifts or dining invitations. Commonsense and awareness of usual business practice within the culture is the best guide. If you are in any way uncomfortable, discuss it with the NATA lead assessor or gracefully decline.

Confidentiality

Assessment team members are in a position of privilege with respect to information about the facility under assessment. Confidentiality is essential. All technical assessors sign a declaration of confidentiality prior to participating in a NATA assessment and must maintain strict confidentiality regarding all aspects of the facility's operation.

Information to keep confidential includes:

- All assessment arrangements including the name of the facility to be assessed and other technical assessors involved.
- Paperwork about the assessment, including briefing notes and report.

- Any recommendations or discussions arising out of the assessment.
- Any information about the facility and its operation obtained during the course of an assessment that would otherwise not normally be available to you.

Breaches of confidentiality are viewed very seriously by NATA and as a minimum will jeopardise a technical assessor's participation in any future assessment activity.

Some hints for maintaining confidentiality:

- Remember, all matters associated with the assessment are confidential.
- Upon receipt of the briefing notes, keep the information in your own office area (or at home). Keep it together and out of sight from others.
- Do not discuss any of the information about the assessment with others, including your work colleagues.
- At the completion of the assessment, return briefing material to the NATA lead assessor for disposal. The information should only be retained in a situation where you are likely to be involved in some follow-up advice.

From time to time you will be asked to review and update the information we retain regarding your professional expertise. At this time we normally take this opportunity to obtain a re-affirmation from you regarding your commitment to:

- declare any potential conflicts of interest; and
- maintain confidentiality at all times.

Promoting equity, valuing diversity

NATA respects the differences between employees and assessors, recognising that each person has individual skills and attributes to bring to their job and that different backgrounds, social and cultural experiences encourage innovation and flexibility within NATA.

NATA strives to create a working environment which is free from discrimination and harassment, including sexual harassment and workplace bullying.

NATA opposes discriminatory or harassing behaviours such as gestures, language and the display of materials that may offend, humiliate or intimidate another person, such as:

- sexual harassment involving inappropriate jokes, suggestive comments, unwelcome touching or physical assault or any other behaviour that is unwelcome and is of a sexual nature;
- bullying behaviour such as verbal abuse or physical intimidation;
- discriminatory or racist jokes, comments, nicknames, slang or other discriminatory behaviour that is unwelcome and humiliates another person.

Both the NATA lead assessor and the technical assessor shall conduct NATA business in a professional manner in accordance with NATA's Equal Employment Opportunity, Discrimination and Harassment Policy.

If you have any questions or believe you have been exposed to discriminatory or harassing behaviour whilst conducting NATA business, please contact the Human Resources Manager, General Manager, Accreditation Services or Technical Manager immediately.

Occupational health and safety

At NATA we believe that promoting Occupational Health and Safety is essential if we are to develop an environment where our employees feel safe and valued and will therefore be able to make the most effective and efficient contribution to the achievement of our corporate goals and objectives.

It is the responsibility of the NATA lead assessor and the technical assessor to conduct NATA business in accordance with NATA's Occupational Health and Safety Policies to protect their own health and safety and the health and safety of others.

When conducting an on-site assessment, the first prerogative is to comply with the customer's safety rules and conditions. The following should be adhered to at all times:

- Always sign in and out, and if there is no receptionist on duty report your presence to a staff member. The same procedure should be followed upon leaving the premises;
- Do not wander around the customer's site unaccompanied unless your contact person has given permission;
- Whilst on site, if you recognise any potential hazard it should be reported to the customer contact person immediately;
- In emergency situations, all NATA staff and assessors shall adhere to the safety and emergency procedures, all requests from the customer's emergency personnel and/or all requests from emergency personnel.

All NATA lead assessors and technical assessors shall:

- Ensure all Personal Protective Equipment is worn at all times as required by the client or as required by the task at hand;
- Report to the customer contact person immediately should an accident occur on site involving NATA staff or assessors, as well as notify your manager upon returning to NATA;
- Adhere to all safety rules and procedures as prescribed by the customer.

Whilst conducting NATA business if you suffer an accident or injury please report the incident to the Human Resources Manager, the General Manager, Accreditation Services or Technical Manager.

Drug and alcohol testing

Drug and alcohol testing at the workplace and on public roads has become common practice. While some have expressed concerns about the privacy implications of such testing, the community's attitude toward the balance between individual's right to privacy and the urgent need to protect the workers and the public at the workplace or on public roads from people who are under the influence of drug and alcohol has changed to favour testing.

NATA takes workplace health and safety seriously and supports drug and alcohol testing at the workplace.

NATA expects staff and technical assessors to be free from any influence of drug and alcohol at all times while they are carrying out their duties at NATA's or a customer's workplace or in transit to or from a customer's workplace. NATA also expects staff and technical assessors to adhere to the customer's Smoke-free Environment policy.

The Assessment Information Document (AID) for initial assessments and reassessments and the Surveillance Visit Information Document (SVID) are important planning documents that ask for information on an organisation's drug and alcohol testing policy including whether such a policy may require the NATA assessment team members to be tested.

NATA's lead assessors must ensure that this information is provided at the time the AID/SVID is submitted. Where NATA assessment teams may be subject to drug and/or alcohol testing, the NATA lead assessor will advise you of this at the time arrangements are being made for the assessment and you will be given the opportunity to decline to participate in the visit.

The organisation performing the testing (or having the testing performed on its behalf) is not obliged to disclose the test results to NATA and cannot do so without the consent of the individuals tested.

Lead and/or technical assessors selected for on-site drug or alcohol testing must afford every co-operation to ensure the testing is conducted expeditiously and with as little interruption to the visit as possible.

Privacy policy

NATA respects and upholds the rights of individuals to privacy protection under the National Privacy Principles contained in the Privacy Amendment (Private Sector) Act 2000. A copy of NATA's Privacy Policy (Policy Circular 7) can be obtained from the NATA website or by contacting one of the NATA offices. This policy describes how NATA manages the personal information we hold.

The personal information collected from individuals appointed as assessors will include your name; position; professional qualifications; business address; business telephone, mobile phone and fax numbers; home address, home telephone, fax and personal mobile phone numbers; e-mail address; memberships of professional associations; and employment history.

The information may be disclosed to NATA staff members and NATA committee members and it may be viewed by auditors as part of Mutual Recognition Agreement evaluations of NATA. All have signed confidentiality agreements. The information may also be disclosed to government and regulatory authorities and other organisations, as required or authorised by law and/or with which NATA has a Memorandum of Understanding or similar formal agreement.

From time to time, NATA receives requests from MRA partners for assessors. Information may be disclosed to these accreditation bodies to enable them to contact you.

Insurance

NATA maintains insurance cover which includes our voluntary technical assessors when conducting work on behalf of NATA. This insurance provides coverage in a number of areas including:

- Public Liability and Professional Indemnity Insurance: technical assessors are indemnified when performing tasks on behalf of NATA.
- Group Personal Accident Insurance: This insurance covers voluntary technical assessors anywhere in the world when engaged in voluntary work authorised by and under the control of NATA. This includes travel to and/or from such training/work.
- Corporate Travel Insurance: technical assessors are covered when on authorised business travel from the time the person leaves their residence or business and is continuous for a full 24 hours until the assessor's return. This insurance covers the following categories up to pre-set limits:
- Death & Disablement; Weekly Injury Benefit; overseas medical expenses; additional/cancellation/curtailment expenses; luggage; personal effects; travel documents; additional money cover; personal liability; kidnap & ransom; loss of deposits; legal costs; extra territorial workers compensation.
- Rental Vehicle Insurance: NATA has insurance to cover the excess payable for rental vehicle damage. Therefore, you should not accept the Excess Reduction Insurance or the Personal & Baggage Insurance offered by Avis car rental depots and/or agencies.
Please note: all insurance becomes void if an Avis vehicle is abused (ie. driven on a private road, an unsealed road or across a country property). All accidents involving rental vehicles must be reported immediately to Avis on 1800 257 247. A copy of the accident report and bill of repairs should also be sent to the NATA lead assessor.
- Motor Vehicle Insurance: NATA does not provide insurance to cover private motor vehicles for technical assessors. They must maintain their own comprehensive motor vehicle insurance.

NEVER sign any waivers or disclaimers that may be put to you in the course of your work with NATA.

Immediately refer any such documents to NATA for review and attention.

Technical assessors should also note that if you act outside of the remit of work assigned to you by NATA, our insurance will not cover you.

In the event of an insurance claim being required, please contact your nearest NATA office immediately for information and assistance with the claim process.

Consultation for legal matters

It is possible that technical assessors may be requested/paid to give advice or a scientific opinion to consulting solicitors. They may also be subpoenaed as an Expert Witness in legal matters, eg. tribunal or court appearances. As a general principle in these circumstances, it is judicious to limit your responses to questions or general comments and scientific opinion to those areas relating to your scope of expertise and knowledge only.

If you are aware that the matter relates to NATA, NATA accredited facilities and/or an accreditation visit that you participated in please keep in mind the following:

NATA's accreditation processes

It is not appropriate under any circumstances to comment on any NATA policy or procedures relating to NATA's accreditation processes. Questions along these lines should be reflected back to the examiner for reference to appropriate NATA staff. This applies whether you are in a tribunal/court environment or in general discussion with anyone.

Assessment visit matters

When answering questions about a specific accreditation visit that you may have participated in, be prudent with your response. In a tribunal/court appearance, restrict your answers on administrative and liaison matters with NATA to those pertaining to the contact you have and/or that you were directly involved with on the day. On technical issues keep within your scope of expertise/knowledge. It is inappropriate to comment on another technical assessor's performance or findings. Outside of a tribunal/court environment you are obliged to continue maintaining strict confidentiality about accreditation visits or assessment matters.

Technical assessors should be aware that the NATA assessment process and/or assessment findings can become the subject of legal proceedings. As a consequence, technical assessors may be asked to provide affidavits or even appear in court. In such cases, NATA will provide all necessary assistance and support.

If you are contacted by a legal office for advice, comment or a scientific opinion or you are subpoenaed for a legal appearance that in any way relates to NATA, NATA accredited facilities and/or an accreditation visit that you participated in, please immediately contact NATA's General Manager, Accreditation Services (Jennifer Evans) on (02) 9736 8222.

5. Assessment arrangements

Travel arrangements

NATA covers all reasonable costs associated with the conduct of assessment activities including:

- accommodation and meals;
- travel; and
- insurance.

NATA provides or arranges all transport. If, in order to perform an assessment, an overnight stay away from home is required, we reserve accommodation and pay for expenses. It is recommended that you carry a copy of the travel itinerary with you at all times to provide evidence of bookings and confirmation of payment arrangements. If you take your own car, a distance-based allowance is paid. Personal accident insurance is provided for the whole time of engagement in NATA's work.

NATA asks all technical assessors to:

- Exercise good judgment with respect to travel expenses.
- Check for accuracy of bills and other documents before authorising.
- Report all expenses promptly and accurately on the forms provided along with any other required documentation.

The following is a summary of NATA's current travel policy and is subject to change from time to time. Expansion or clarification may be obtained from any of NATA's lead assessors.

It is NATA's intention that all travel be undertaken in the most economical mode, consistent with the following:

Air travel

NATA's air travel policy objective for both domestic and international travel is to purchase air travel at the lowest expense level consistent with good business practice. Cheaper airfares with non-refundable restrictions will only be purchased for technical assessors in situations where, if the ticket is not used, the assessor will travel the same route on NATA business within 12 months.

For domestic travel, economy class airfares are used. Economy class airfares are used for international travel where the destination is under seven hours from Australia. Where the destination is over seven hours from Australia, business class tickets are purchased.

NATA has no airline preference policy. However, domestic travellers are not permitted to insist on an airline purely to accrue frequent-flyer points.

When changes to travel plans are needed and this requires either cancellation or revision of reservations already made, please notify the NATA lead assessor you have been dealing with as soon as possible so the necessary changes can be made.

Accommodation

NATA's policy objective for accommodation within Australia and overseas is to provide accommodation that is comfortable, convenient, meets business and personal needs and offers good value.

Hotel selection

When selecting accommodation the NATA lead assessor makes reference to a list of approved accommodation. Listed hotels are in line with our policy objective as detailed above. If you have any problems with the selected accommodation please do not hesitate to let the NATA lead assessor know.

Hotel and meal expenses

A single room in a business class hotel/motel is the corporate standard. However, where the cost of a double room is the same as a single, every effort will be made to secure this booking.

When departing the hotel, please check the account carefully to ensure the charges incurred are correct. All expenses for which NATA is responsible will be charged back to NATA so do not pay for these. However, you are responsible for any personal extra expenses such as mini-bar consumption, lengthy personal phone calls, etc and these should be paid for at the time of checking out.

If you dine in at the hotel restaurant, your meal expenses should be charged to your room account and NATA will pay for it. NATA will also pay for all reasonable room service charges.

All other meals and reasonable expenses will normally be paid for by the NATA lead assessor who is accompanying you. If arrangements have been made for you to travel alone, you may need to pay for them out of your personal funds. Please ensure that you obtain a tax invoice for the expense. NATA will reimburse you by cheque when you submit your Assessor Expense Record form with attached tax invoices substantiating the claim (see below).

Where a partner is accompanying you, if the hotel charges extra for your partner, you will be asked to pay the additional costs. Please discuss your intention to bring your partner with the NATA lead assessor prior to the assessment.

Rental cars

Where the use of an Avis car by an assessor is necessary, NATA will make the booking. When using an Avis car, if possible, please fill it with petrol before returning it as the amount charged for petrol by Avis is far in excess of the normal price. Petrol expenses can be claimed back on the Assessor Expense Record form.

Car rental will only be used when the efficient conduct of NATA business precludes the use of other means of transportation, or car rental is the most economical mode. For example, car rental would not normally be justified for transportation from the airport to the hotel if shuttle bus or taxi service is available.

If an Avis car is to be collected from a pre-determined place (eg. a hotel), then you must ring the nearest Avis depot to let them know the car is ready to be collected. If this is not done, Avis will not pick up the car and further charges may be incurred.

Selection of car

A medium sized vehicle is preferred due to petrol economy combined with reasonable comfort. Where it is necessary to use a larger or smaller vehicle please advise the NATA lead assessor, and where possible, your request will be accommodated.

Rental car insurance

Refer to the Insurance section of this document.

Use of private car

It is expected that technical assessors will use the most cost effective means of transport. Under some circumstances, it may be more cost-effective or expedient for a technical assessor to use their private car for transport. Queries regarding the most cost effective and efficient mode of transport for NATA assessments should be directed to the NATA lead assessor.

Technical assessors using private cars on NATA business will be reimbursed at a 'per kilometre' rate that is specified on the Assessor Expense Record form. Specific costs such as petrol and oil will not be directly reimbursed as they are considered to be included in the per kilometre rate.

To claim expenses on the use of a private vehicle, please fill in the Assessor Expense Record form (see below), indicating the kilometres travelled. This form should also be used for any other expenses incurred, for example parking fees and road tolls.

Note: Technical assessors using their own car for business must carry adequate car insurance as NATA does not insure a technical assessor's private vehicle.

Parking infringements, speeding fines and other driver related traffic offences incurred by technical assessors will not be reimbursed by NATA.

Taxi eTickets

Taxi eTickets have replaced cabcharge vouchers. These tickets are used the same way as a credit card, but are valid for one trip only. A copy of the receipt should be requested from the cab driver and forwarded to the NATA lead assessor. Where the Taxi eTicket is not used on the assessment, please return it to the NATA lead assessor.

Meals

Where possible the NATA lead assessor will pay for meals. Where a NATA employee is not present please pay for the meal with your personal funds and you will be reimbursed as detailed below.

Expense Claims

An Assessor Expense Record form will be provided as part of the Assessment Information package forwarded to you. This is to be used to claim for all reasonable expenses made by you that are not paid for either by the NATA lead assessor or by directly charging back to NATA. Example expenses include:

- Parking fees and road tolls.
- Petrol expenses (only when using Avis or other hire cars, not for private car use).
- Kilometre rate (for private vehicle use only).
- Meals paid for by you personally (note: if you are in the company of a NATA lead assessor they will normally pay for your meal, if you dine at the hotel your meal should be charged back to your room account).

- Emergency travel needs (eg. personal toiletries, etc if your luggage fails to arrive at your destination with you).
- Incidentals (to a maximum value of \$15.00 daily).

Tax invoice receipts must be obtained to substantiate all expenses not charged to a hotel. Please attach these to the claim form and forward them to the NATA lead assessor immediately on your return from the assessment. For small amounts under \$10.00 (eg. road tolls, parking usually paid by cash) receipts may be difficult to obtain and are not normally required.

Reimbursement **EFT/cheques** are normally raised during the second week of each month. Please submit your completed Assessor Expense Record form together with tax invoice receipts to the NATA lead assessor immediately following the assessment visit.

6. Roles and responsibilities of the assessment team

Role and responsibilities of the NATA lead assessor

Prior to the assessment the NATA lead assessor is responsible for:

- selecting the assessment team;
- liaison with technical assessors and facility staff, including with respect to activities to be witnessed as part of the visit;
- clarifying potential conflicts of interest regarding technical assessor selection;
- arrangement and confirmation of assessment logistics including date, time and duration;
- making appropriate travel arrangements and bookings;
- conducting the Document Review;
- preparing the briefing material and assessment program (timetable); and
- providing technical assessors with background briefing, checklists, relevant system documentation and any other information as appropriate.

At the assessment the NATA lead assessor:

- facilitates the Team Briefing, Opening Meeting, Final Team Meeting and Closing Meeting;
- coordinates the evaluation of technical competence and examination of the quality system;
- examines the facility's quality system to ensure that the Management Requirements are satisfied. (The lead assessor may however, call on the technical assessor's assistance, for example, to review the technical aspects of training records, internal audits, complaints, etc.);
- follows up on issues raised at previous assessments (where appropriate);
- provides information and answers questions regarding NATA's policies and practices;
- supports and is available to assist the technical assessors;
- ensures a balanced assessment is conducted;
- prepares the report on assessment; and
- presents the assessment team's findings to the facility staff at the Closing Meeting.

After the assessment the NATA lead assessor:

- follows up on any required action;
- prepares the Report for submission to the Accreditation Advisory Committee Chairman (or delegate); and
- finalises paperwork with regard to the assessment of the facility.

Role and responsibilities of the technical assessor

Prior to the assessment you must:

- advise the NATA lead assessor of any potential conflicts of interest;
- prepare for the assessment (as outlined in What to do Before an Assessment); and
- maintain confidentiality.

At the assessment you will need to:

- review the technical criteria (under the direction of the NATA lead assessor) (See What to Examine and Review (Technical Criteria));
- collect objective evidence;
- be thorough;
- document findings clearly and concisely on the Assessor Record Sheet (or relevant field/program record sheet provided). Ensure your notes are accurate and legible for discussion with the NATA lead assessor;
- provide technical advice to facility staff and the NATA lead assessor;
- be aware of the importance of teamwork; and
- keep in touch with and seek direction from the NATA lead assessor during the course of the assessment.

After the assessment ensure you:

- maintain confidentiality;
- provide the NATA lead assessor with advice on follow up action;
- complete the Expenses Form and forward it to NATA as soon as possible following the assessment to enable prompt reimbursement of expenses; and
- return the briefing material to the NATA lead assessor after you have finished with it.

Note: Following an assessment, you should liaise with the NATA lead assessor (not the facility under assessment) with regard to any follow-up action.

7. The purpose and types of assessments

The purpose of an accreditation assessment

The purpose of an accreditation assessment is to:

- examine and evaluate the technical competence of a facility to perform the tests and/or other services covered by the scope of accreditation;
- evaluate the facility's documented management system to ensure compliance with the relevant requirements for accreditation;
- seek confirmation that the activities being performed by the facility conform to those documented in the management system and other documentation.

The assessment is conducted to establish whether an applicant or accredited facility satisfies NATA's requirements for accreditation. The assessment also serves to identify any requirements that are not satisfied, such that the facility's management can take action to achieve compliance.

NATA also endeavours to utilise national technical resources in the greatest public interest and, the peer review system helps by disseminating the most effective practice among organisations and to highlight differences in the interpretation of common procedures.

It is the role of the NATA lead assessor to provide guidance to technical assessors on the appropriateness of their advice. It is essential that technical assessors clearly differentiate between personal preferences or opinions, acceptable practice and NATA's accreditation requirements.

The types of assessment

The types of assessment visits that may be conducted by NATA are classified as follows:

- Initial assessment - assessment of an applicant facility by a NATA lead assessor and one or more technical assessors;
- Surveillance visit - a scheduled surveillance visit by a NATA lead assessor only, to assess the facility for the management system requirements of the standard;
- Reassessment - a scheduled surveillance visit by a NATA lead assessor and one or more technical assessors to assess the facility for the technical requirements of the standard;
- Variation visit - to interview new signatories or assess new or additional tests, inspections and/or technical activities; and
- Follow-up assessments - follow-up of issues raised during an earlier visit.

8. Preparing for assessments

The assessment team

The assessment team consists of at least one NATA lead assessor and one or more technical assessors. The number of technical assessors will depend on the size of the facility being assessed and/or the scope of that facility's activities.

The NATA lead assessor is responsible for selecting the assessment team and arranging and confirming assessment details.

Technical assessors for each assessment are selected, on the basis of:

- technical expertise;
- the range of tests, inspections and/or other services performed by the facility;
- the technical assessor's background;
- the technical assessor's experience;
- avoidance of conflicts of interest;
- avoidance of commercial competition;
- no commercial relationships;
- previous employment of the technical assessor;
- assessment history of the facility;
- assessment history of the technical assessor;
- geographical location of the facility and the technical assessor;
- the facility's agreement; and
- the technical assessor's agreement.

Document review

In preparation for the assessment, the NATA lead assessor may conduct a Document Review. This involves a thorough review of the facility's quality manual and relevant documents relating to the management system. The purpose of the Document Review is to confirm that the policies and procedures, documented by the facility, meet NATA's accreditation requirements. It also provides the NATA lead assessor with both an understanding of the facility's operation and an opportunity to identify any specific areas that will need review during the on-site assessment. If you have any queries in relation to the document review process please contact the NATA lead assessor.

Briefing material

Once you have accepted the assignment, the NATA lead assessor will send you information regarding the facility to be assessed. This information is referred to as the 'briefing notes' for the assessment.

Briefing notes may include:

- information on the purpose of the assessment;
- relevant background information on the facility;
- an assessment plan (where relevant);
- an Assessment Information Document (AID) completed by the facility being assessed. The AID details current staffing, tests being conducted, any requests for extensions to the scope of accreditation, new signatory approvals or extensions, etc.;
- available information on participation in proficiency testing (PT) programs (Note: This may not include all the PT carried out by the facility);
- copies of parts of the quality manual (only where relevant);
- details of the last reassessment;
- other relevant information relating to both standard and non-standard test methods (as deemed appropriate and necessary);
- a Laboratory Assessment Worksheet (which may include details of the document review findings); and
- an Assessor Record Sheet(s) (or relevant field/program record sheet) for use during the assessment; these must be completed when witnessing particular tests or inspections (or parts of tests) during the assessment.

In some cases, for confidentiality reasons, an organisation may not provide details of in-house methods prior to the assessment. In such a situation, the NATA lead assessor will discuss the situation with you and attempt to provide adequate information for your preparation.

What to do before an assessment

Once you receive your briefing material, you can begin your preparation for the visit. It is recommended that you review the briefing material immediately so that sufficient time is available to obtain any further information required by you prior to the visit.

To prepare for a visit:

- review the briefing material;
- refresh your knowledge of relevant standards or test methods;
- re-familiarise yourself with NATA's accreditation requirements including the use of the NATA endorsement in The Rules;
- review relevant sections of your Assessor Resource Kit;
- examine the scope of the assessment, be sure that your designated expertise is appropriate to cover the existing/requested Scope of Accreditation as well as any variation extensions that may have been requested by the facility;
- decide the tests or inspections to be witnessed; and
- undertake any other preparation that may be required.

Should you determine that you are not in a position to adequately assess all or part of the tests or inspections allocated to you, or have any other queries, please let the NATA lead assessor know as soon as possible.

Cultural issues

You may be invited to participate in an assessment where cultural differences can be an issue, eg:

- overseas assessments;
- assessments where staff are from another culture;
- assessments where the parent controlling company is based overseas.

Where we are aware of them, the NATA lead assessor will provide you with advice on local manners and etiquette. However, you can also take the lead given by the staff of the facility. Be sensitive to and respectful of their way of doing things; in particular be mindful of etiquette surrounding the following:

- introduction formalities and business card exchange practices;
- title/name addressing protocol, eg. use of formal titles/names rather than familiar names, particularly in the presence of junior staff;
- English language use including tone and body language – avoid vernacular terms and never use slang;
- slow, clear enunciation and simple sentence structure where English may be a second language and/or interpreters are being used;
- directing attention and issues towards senior staff – avoid talking directly towards interpreters;
- senior/subordinate staff relations;
- loss of face – it is often extremely important to ensure that people save face in a dignified manner without compromising the assessment findings;
- dining preferences and etiquette;
- dress code – business and casual;
- religious observances;
- working hours;
- general conversation topics, eg. refrain from raising sensitive world topics and take care when making observations about local issues;
- international system comparisons, eg. refrain from criticising their system or ours or making comparisons that show disrespect for either system.

Other cultures often place far more emphasis on seniority/respect awareness than is normal in Australian business culture. Be aware that you are in a significant position of authority and will accordingly be treated with a degree of deference and respect. The appropriate response is respect for their culture and people.

If you have any uncertainty, discuss it with the NATA lead assessor. You can also consult the cultural section of the many excellent travel guides now available either hard copy or on the web.

9. Conducting assessments

Typical assessment sequence

Although each assessment will be different, the overall flow of assessments follows a consistent pattern involving five sequential phases:

1. Team briefing
2. Opening meeting
3. Evaluation of the technical competence of the facility and examination of parts of the quality management system
4. Final team meeting
5. Closing meeting

Team briefing

Prior to the assessment, the NATA lead assessor will normally gather the assessment team together for a team briefing. This may occur on the morning of the assessment, or where an assessment team has travelled considerable distance for the assessment, the team briefing may take place during the evening of the day before. The lead assessor will advise the meeting time and place prior to the assessment. There may also be situations where it is appropriate for the team briefing to be conducted over the telephone prior to the assessment.

The specific purposes of this meeting include:

- introducing the team members to one another;
- advising of any changes which have occurred in the organisation since the issue of the briefing material;
- resolving any remaining queries among the technical assessors;
- review of the assessment timetable and allocation of tasks for each assessment team member; and
- generating a spirit of teamwork within the group.

Opening meeting

On arrival at the facility, the assessment team meets with the relevant facility staff for the opening meeting. This meeting is critical to establishing the contractual framework of the assessment visit. The purpose of this meeting is to explain the assessment process and ensure that all the arrangements for the assessment are satisfactorily in place. During this meeting the NATA lead assessor will:

- introduce the assessment team to the facility staff;
- explain the purpose and scope of the assessment;
- outline the sequence and timetable for the assessment including lunch and tea breaks;
- outline the assessment approach;
- reconfirm the existing Scope of Accreditation;
- clarify variations requested;
- confirm appropriate arrangements have been made for witnessing of test/inspections;
- confirm the availability of people nominated for signatory approval and any time constraints on them;
- explain the classification of assessment findings;
- explain how any conditions for accreditation will be handled;
- assure those present of the confidentiality of the assessment;
- ensure that suitable guides for the assessment team have been arranged;
- ensure that a room or area has been set aside for the assessment team's use throughout the visit; and
- answer any questions from the organisation's representatives about the assessment.

Once the opening meeting is complete, the assessment can begin in accordance with the agreed assessment plan. Depending on the size of the facility, the range of tests and/or inspections being performed, the experience of the technical assessors and the size of the assessment team, the NATA lead assessor and technical assessor(s) will usually work independently for some period. Generally, the NATA lead assessor will review the management system documentation while the technical assessor will commence examination of technical operations.

Evaluation of technical competence/examination of the quality system

The essential purpose of this phase of the on-site visit is to establish that activities within the scope of the accreditation are being competently conducted at a technical level and in accordance with the documented quality system.

It is important throughout the assessment process that the members of the assessment team limit their activities to work covered by the scope of the facility's accreditation and the requirements included in the NATA Accreditation Requirements.

For each function or activity, the assessment team examines all the important features, and audits:

- relevant documentation (including its currency);
- appropriateness of methods and procedures;
- suitability of equipment, machinery or instruments (including their calibration);
- suitability of the environment and supporting services;

- adequacy of personnel (number, training, skills, etc);
- monitoring of processes/quality control measures;
- handling and identification of samples, specimens or test items; and
- recording and reporting of results.

Throughout the assessment, each member of the assessment team will conduct their evaluation in slightly different ways. However, as a technical assessor you must always:

- keep within the scope of your assigned assessment tasks, including the agreed timetable;
- collect and record specific evidence to support your observations on the Assessor Record Sheet (or other relevant field/program specific document) including:
 - for conforming situations, a note to this effect and the 'sample' size taken;
 - for non-conforming situations, details such as 'what' was incorrect and the record/report/equipment identifiers;
 - for observations, note any areas for improvement or positive feedback;
- be objective and impartial in collection of this evidence;
- be alert for indications of other evidence that might need to be probed; and
- use the Assessor Record Sheet (or other relevant field/program record sheet) to record observations/conclusions concerning tests or inspections witnessed in the course of the assessment.

What to audit (technical criteria)

Where appropriate, the following criteria are examined by the technical assessor under the guidance of the NATA lead assessor during an assessment.

Staff training and competence

As a routine aspect of every assessment visit, an appropriate range of tests or inspections should be witnessed to ensure that:

- staff are familiar with test/inspection methods and are capable of carrying them out;
- appropriate training and education has been provided;
- staff are appropriately supervised and technical direction is provided; and
- staff understand test/inspection principles and limitations according to their responsibility.

These discussions with staff may include Signatory Approval interviews (covered elsewhere) conducted as part of an assessment.

Testing/inspection environment

For controlled environments the assessment team need to ensure that:

- relevant monitoring equipment is appropriately located and calibrated;
- the potential for contamination or interference is minimised;
- lighting provided is adequate;
- ventilation is adequate;
- benches/test areas are 'fit for purpose';
- access to the facility and storage areas is controlled; and
- consumables are stored appropriately.

Management of equipment

Management of equipment is reviewed to ensure that:

- the facility has all the necessary equipment;
- equipment is operating correctly and is maintained in good working order;
- operating instructions are adequately documented and available;
- staff are competent in the use of the equipment;
- safeguards are in place to prevent accidental adjustments that could invalidate results;
- equipment that is damaged or requiring calibration is kept out of use;
- appropriate checks are done on borrowed equipment;
- all significant items of equipment are uniquely identified, and relevant records kept; and
- appropriate preventive maintenance programs are in place.

Calibration and measurement traceability

Where equipment has an effect on accuracy or validity of results, the assessment team must ensure that:

- the initial calibration, recalibrations and performance checks are appropriate;
- the calibration schedule includes all relevant equipment;
- the frequency of recalibrations and performance checks are appropriate; and
- the traceability of reference standards and equipment involving physical measurements is appropriate.

Reference materials and metrological traceability

It is important to ensure that (where applicable) reference materials used are:

- identified appropriately;
- traceable to national/international standards of measurement, or to national/international standard reference materials (where possible); and
- stored correctly.

In-house calibrations and performance checks

In-house calibrations and performance checks are reviewed to ensure they:

- meet the requirements of NATA Policy Circular 12;
- are carried out by trained staff;
- are appropriately documented; and
- are recorded accurately.

Method documentation and validation

All methods should be reviewed to ensure they:

- are documented clearly, in sufficient detail, suitable for a new staff member with basic training (or for the lowest level of experience of staff who will be involved);
- are readily available and used by staff; and
- have appropriate 'document control'.

Non-standard or in-house methods should be reviewed to ensure:

- client agreement; and
- records of validation are adequate.

Measurement uncertainty

The method of calculating measurement uncertainty should be examined (if appropriate). Direction regarding specific requirements is provided in the relevant field/program application document.

This has been a requirement of all calibration laboratories for some time and is a requirement for carrying out in-house calibrations. For testing laboratories this area continues to develop and the NATA lead assessor will clarify the situation regarding measurement uncertainty at the time of the assessment.

Document control of methods

Test methods are examined to ensure:

- a formal mechanism to update national/international standard methods is in place;
- only current versions of methods are in use (unless superseded methods are required legally or by a contract);
- extracts from methods are under document control;
- no unauthorised amendments are made to methods; and
- there are no obsolete copies of methods in use.

Sampling and handling of test/calibration items (or samples)

Sampling techniques are examined to ensure:

- documented procedures are available to staff at the sampling location;
- sampling is statistically valid (if appropriate);
- staff are adequately trained; and
- adequate records are kept.

Sample identification is reviewed to ensure:

- identification is unique for each sample;
- identification is legible and permanently applied;
- identification is linked to records;
- where relevant, a procedure is in place for subsampling and the identification of subsamples is appropriate; and
- where samples are unsuitable for testing, or identification is in doubt, the client is contacted.

Sample handling is examined to ensure:

- sample receipt, registration, preparation, and disposal is carried out as per the procedure;
- procedures are in place to prevent deterioration of test items; and
- if preconditioning or storage under specific conditions is required, conditions are monitored and records are kept.

Monitoring the validity and reliability of test results

Records of external monitoring ('quality assurance') are reviewed to ensure:

- participation in all appropriate proficiency programs. (For calibration activities, the laboratory's performance in a measurement audit carried out just prior to the assessment is reviewed); and
- corrective actions are carried out where necessary.

Note 1: A Proficiency Testing Directory - a compilation of national and international programs that NATA is aware of, can be accessed from the NATA website: go to 'Publications' then 'Proficiency Testing'.

Note 2: Laboratories are asked to provide details of proficiency programs in which they have participated in the Assessment Information Document.

Records of internal monitoring ('quality control') are reviewed to ensure:

- the 'internal quality control' program covers all accredited tests and involves all relevant staff;
- tests are monitored using replicate testing by the same or different operators;
- results are reviewed and corrective action is carried out where necessary;
- statistical techniques are applied correctly;
- infrequently performed tests are performed routinely to maintain competence; and
- the performance of equipment is monitored appropriately.

Records and reports (and records traceability)

Records are examined to ensure:

- traceability of all steps including test requests, sample registrations and raw data; and
- records and documents are retained.

Test/inspection records are examined to ensure:

- sufficient information is recorded to allow critical review of the results and for traceability;
- they are legible;
- corrections to errors are authorised;
- they are securely stored for a defined period, protected against loss or deterioration, and confidentiality is maintained;
- the integrity of data capture and transfer in computer controlled equipment;
- the validation of computer software; and
- appropriate evidence of checking calculations and data transfers.

Test/inspection reports are examined to ensure:

- they contain the content as required by the relevant accreditation standard (for example, ISO/IEC 17025), the relevant field application document and the test or inspection method;
- any variations to methods are clearly noted;
- subcontracted results are clearly identified;
- no interpretive comments have been made unless exempted by NATA;
- appropriate use of NATA's logo and endorsement;
- integrity and confidentiality is maintained when transmitted electronically; and
- where there is any doubt about the validity of issued results, the report is amended and the client is notified.

Signatory approval

At all assessment visits, you will routinely be concerned with and dealing with people and their technical abilities. In addition, NATA has a concept of 'Approved Signatories' - individuals within a facility recognised by NATA as having the technical competence to evaluate and sign reports. You may be required to investigate and assess these individuals' abilities as part of an accreditation visit.

Proposed signatories should be interviewed to confirm that they:

- understand significant issues in the test/inspection processes;
- are able to critically evaluate results;
- are in a position involving responsibility for the adequacy of results;
- understand the requirements for accreditation and the scope of accreditation held/sought; and
- understand NATA.

The concept of signatories and signatory approval interviews varies between fields/programs depending on policy and practice (some fields/programs do not have approved signatories). This correlates with the availability of industry based qualifications and on-going professional development criteria established and required by the relevant industry professional body.

In some fields and industries, it is normal practice for a signatory to be the technician/practitioner actually conducting the relevant tests/inspections. In such cases, the signatory interview will be strongly focused on the individual under review. In other fields and industries, the signatories may be senior supervising professional staff and the signatory approval process will vary accordingly.

Where you are required to ascertain a signatory nominee's abilities, the lead assessor will advise you of your role in the process and the normal practice for the field. The briefing for the visit will include all available information on the qualifications and experience of the nominee.

A signatory interview is not a 'closed book' knowledge exam. During the interview encourage the nominee to freely demonstrate whatever their normal practice is, including referencing written procedures and records. This helps demonstrate familiarity with the system in place as well as an understanding of the technical issues of significance.

The five points listed above may be covered at different times within the assessment process. It may be usual practice in some fields for the lead assessor to be involved in assessing their understanding of NATA and the accreditation requirements. However, all points need to be covered by the team at the conclusion of the visit.

The Assessor Record Sheet should be used to record appropriate objective evidence supporting your views on the suitability or not, as the case may be, of the nominee as a signatory. At the closing team meeting, you must be convinced by all tabled evidence that the individual has the ability to critically evaluate and take technical responsibility for results reported within the scope of accreditation and approval requested. Do not be tempted to give an indication of the outcome to laboratory personnel until you have discussed the situation with the lead assessor.

A number of NATA's accreditation fields and programs have moved away from the signatory approval process, with responsibility now placed with the facility to identify staff who may authorise the issuing of reports and certificates. The accreditation fields and programs which still maintain a system for signatory approval have introduced a delegated signatory approval process. This process still requires a facility to have an approved signatory/ies to cover the full scope of accreditation, however, it also provides opportunity for the facility, should it choose, to delegate signatory approval to staff it identifies as being competent to sign reports or certificates as determined through its own procedures. Each of the current accreditation fields and programs which maintain a signatory approval process, have introduced a policy with which accredited facilities are required to comply with should they wish to take advantage of the delegated signatory approval process.

Each policy covers those specific requirements relevant only to that field or program. The field and program specific policies on the delegation of signatory approval are available from the NATA website and further information is also provided in the relative Field Application Documents.

Delegated signatories will normally be expected to be present at assessments and to take part as required by the assessment team.

What to audit (management criteria)

The following are some of the specific issues typically examined by the NATA lead assessor. In addition, adherence to the facility's own procedures is examined. You may however, be asked to review some aspects of the management system and records at a technical level. The NATA lead assessor will seek your input as appropriate.

- Organisation chart(s) and position descriptions
- Requests and contracts
- Internal audits
- Management reviews
- Complaints, corrective and preventive actions
- Training and competence records
- Control of documents
- Control of purchasing

Clarifying anomalies

Inevitably, the process of gathering information during the assessment will uncover events or activities which seem at variance with the management system, the designated work instruction or test method, or your expectations. At this point, you should pause and probe carefully:

- Find out the facts is it really wrong?
- If so, do they know it is wrong?
- Can they give (or can you find) an explanation for it happening?
- Is this an isolated event or is it occurring elsewhere as well?
- Is it an aberration or is it a symptom of a deeper problem?
- Why didn't their quality audits detect this?

Decisions on observations

Before confirming the observation as a condition for accreditation, you need to apply a twofold test to the facts you have acquired.

- Can this apparent deficiency be expressed in words or phrases taken directly from NATA's Accreditation Requirements or from the facility's management system or technical documents?
- Was tangible evidence obtained in the form of specific observations or records which would support the claim (eg. record/report number)?

If both of these conditions are met, the chances are that what you have identified is a genuine condition. This must be discussed with the NATA lead assessor.

Matters of technical opinion

It sometimes happens that a technical assessor is not satisfied with the technical correctness of some aspect of the facility's methods or activities. In such cases, the technical assessor must always try to decide the issue on the basis of evidence.

- What evidence does the facility have that what it is doing is satisfactory?
- What evidence exists that what the facility is doing is not satisfactory?

A facility is never required to change its work practices on the basis of the personal opinion of a technical assessor. If a decision cannot be made according to previous precedent or policy known to the NATA lead assessor or Field/Program Manager, it may be appropriate to refer the matter to the relevant AAC or technical group. This would occur after the assessment.

Final team meeting

After the examination of the technical and management criteria is complete, the assessment team meet for the Final Team Meeting. The purpose of this meeting is to enable the NATA lead assessor to collate the findings of the assessment team into an interim report for presentation to the facility's representatives at the Closing Meeting. The Assessor Record Sheet you have completed will be collected by the lead assessor.

In the relatively short time that is available for this team meeting, the following tasks must be completed.

- Each member of the team must table the evidence they recorded in support of their observations.
- The team must evaluate the significance of each of these observations and decide how to classify them.
- The team must review all other assessment findings to ensure that the facility meets NATA's accreditation requirements.

Assessment report

The NATA lead assessor prepares the overall report on the assessment but will seek assistance from you with its preparation and guidance on the appropriate coding of your findings. Your Assessor Record Sheet will be collected and retained on file, so please consider legibility and phrasing when completing it.

Also, you should not overlook the opportunity to offer positive feedback to the facility where appropriate. Codes used in Assessment Reports include:

- O an observation. This may include recommendations for improvement of what is acceptable practice or a reminder or flag for follow-up or review at the next visit
- M indicates a Minor Condition
- C indicates a Condition

Classification of conditions

As assessments may disclose a number of deficiencies ranging from relatively minor to very serious, some form of classification enables the significance of these deficiencies to be put into proper context.

A Condition (coded as 'C'):

- contributes directly to the reliability of the test or inspection result, eg. inadequate staff training;
- has the potential to compromise the test or inspection result because it is always there, eg. calibration deficiency, staff inexperience in relation to the test, inadequate quality control;
- it is a systematic problem, ie. it is identifiable and not random (eg. the document control system does not ensure that all copies of manuals are current);
- contributes directly to how the result may be interpreted by the client, eg. sampling deficiencies;
- an issue that has been raised previously as an 'M' but not been fully or appropriately addressed.

All 'Cs' must be addressed and evidence of this provided by the facility prior to accreditation being granted (or continued).

A Minor Condition (coded as 'M'):

- does not contribute directly to the reliability of the test result but is still a requirement for accreditation, eg. staff have received appropriate training but this has not been recorded.
- a non-compliance/deficiency that is not constant, ie. it is random or infrequent, eg. only a few staff training records have been found to be out of date;

A response on action taken or intended will be required for an 'M' but evidence of this will not be sought for accredited facilities. Confirmation that the issue was addressed will be followed up at the next reassessment. For applicant organisations, both 'Cs' and 'Ms' must be addressed and evidence of action taken provided, prior to accreditation being granted.

Guidance on the expression of conditions

It is essential that any condition is expressed clearly and in accordance with good audit practice. An acceptable condition statement is:

- a non-blaming statement of fact;
- based on objective evidence recorded on the assessor record sheet or assessment worksheet; and
- directly related to a specific requirement for accreditation or a method/technique for which accreditation is currently held or sought.

Closing meeting

Following the final team meeting, the assessment team and relevant facility staff gather for the Closing Meeting. The purpose of this meeting is to present a summary of the findings of the assessment team to the representatives of the facility and to allow discussion of the findings.

The structure of the meeting is determined by the NATA lead assessor, but the sequence below is generally followed.

- restate the purpose and scope of the assessment (as outlined in the Opening Meeting);
- talk through the contents of the report, explaining particularly the circumstances and justification for each of the assessment observations classified as conditions and minor conditions;
- invite the facility staff to comment on these findings, and resolve any concerns or differences of viewpoints expressed;
- agree on a response date;
- when agreement is reached, a signed copy of the interim report will be left with the facility as its record of the assessment outcome; and
- describe the next steps in the process, including the transmission of the assessment report to the AAC and the actions to be taken by the facility and NATA to enable continued accreditation or the granting of accreditation.

The meeting will conclude with an acknowledgment of the cooperation and courtesy extended to the assessment team throughout the visit.

10. After the assessment (follow-up action)

Corrective action

Whenever an assessment reveals a condition or deficiency in the facility's activities, it is important that the facility takes immediate action to rectify the problem. Corrective action is concerned with finding the cause (or causes) of the problem and taking appropriate action to ensure the problem will not occur again.

Corrective action involves:

- fixing the initial problem and reviewing all work to determine what other work may have been affected;
- investigation to identify the real cause(s) of the problem(s);
- deciding what action must be taken to eliminate the cause;
- taking the action and making whatever changes are needed in the facility's quality system and technical documentation; and
- continued monitoring to ensure that the action is taken and that it is effective.

Note: Examples of this process will often be seen during the on-site assessment and should be followed through at that visit.

Verification of corrective action

Before accreditation can be granted (or continued) NATA needs to be satisfied that the condition(s) identified during the assessment have been effectively corrected. It is the nature and magnitude of the condition(s) that determine the type of verification activity needed.

In the simplest case, documented evidence of action taken may satisfy NATA's requirements.

In a serious situation, a follow-up visit may be required prior to the next surveillance visit. Normally this will involve a visit specifically to examine the areas of concern disclosed by the original assessment. However, in some rare situations (where the facility has been suspended), the range of Condition(s) is so great that a complete reassessment is required.

In most circumstances, the NATA lead assessor involved in the original assessment is directly involved in the review of the corrective action undertaken by the facility. Where appropriate, the NATA lead assessor will seek advice (or confirmation of a satisfactory response) from the technical assessor involved in the assessment.

11. Assessment techniques

An assessment is a fact-finding mission. As a technical assessor, your role is to gather evidence about the facility's compliance (or otherwise) with NATA's Accreditation Requirements.

During the course of the assessment, the assessment team must:

- gather all the information it needs about the facility;
- be constantly evaluating its findings against the facility's stated management system and operating procedures; and
- identify, through objective evidence, any breakdown in the management system or departures from operating procedures.

To do all of this in the time available, the assessment team must gather the information as efficiently and effectively as possible. The assessment team must be thorough and objective in the way it gathers this information and conclusions must be based on objective evidence.

From your own professional background and experience, you will know the critical aspects of procedures and should pay special attention to these aspects in your examination of the facility.

Effective information gathering

In every assessment situation there are several means of gathering information effectively including:

- asking questions;
- listening to the answers;

- observing activities;
- examining facilities; and
- reviewing records.

Each of these techniques will be used during every assessment and will sometimes be used simultaneously. All are important tools for the assessment team in the quest for gathering information about the facility thoroughly, effectively and efficiently.

Questioning

When using questions to obtain information during an assessment, there is a range of techniques that should be used.

Open questions help:

- produce answers of substance;
- gather information effectively and efficiently; and
- keep the dialogue flowing.

The six questions that will give the most information most effectively and efficiently are:

Who ?
What ?
When ?
How ?
Where ?
Why ?

Direct or closed questions require a 'yes' or 'no' answer so should be used to:

- obtain a definite answer;
- establish something factual;
- clarify detail; and
- bring discussion back on track.

Here are some examples:

“Are you the person who normally carries out this test?”

“Do you know who does...?”

“This part of the process says XYZ and this part says ABC, which is correct?”

Hypothetical questions are helpful because they pose the unusual, can be used to test understanding of a process or allow coverage of testing or inspection that may not be in progress during the assessment.

“What would you do if?”

“If ABC were to happen, what would this mean to XYZ?”

Clarifying questions help to prevent misunderstandings obtain more detail from the interviewee.

“I don't quite understand. Could you please explain?”

Talk through the topic

Talking through the topic (rather than asking a question directly) may help to:

- avoid questioning the obvious;
- provide reassurance while you examine;

- avoid unnecessary periods of silence; and
- build a bridge for further questions.

“Now let me see - this method sheet shows the method title, the method reference number, the date of issue, the authorising officer’s signature,”

Confirm answers to questions

Confirming answers to questions provides reassurance that you have understood what was said. However, be careful that you do not come across as doubting. Answers to questions can be confirmed by:

- asking the same question from a different perspective;
- asking the same question of a different person;
- observing activities; and
- examining records.

Periodically summarise

‘So you left school, worked for two years on building sites, and then went to university and got your degree. What happened next?’

Periodically summarising is a useful technique because it:

- helps you clarify your own thoughts;
- reassures the interviewee that you are listening and understanding what they are saying;
- provides the opportunity for correction; and
- builds a bridge to the next topic.

Vary your pattern

This can be achieved by:

- starting questioning with the ‘show and tell’ technique;
- filling-in any gaps with key questions; and
- using a combination of open questions, direct questions, hypothetical questions and clarifying questions.

The **‘Show and Tell’** technique is an assessment technique that combines both observing and listening. It:

- requires attentive observation and listening;
- tends to be non-threatening;
- gathers more information; and
- requires thorough preparation.

Allow some periods of silence during question time.

During question time, a period of silence can:

- give the interviewee time to think;
- place the interviewee under pressure to respond; and
- generate tension (so use with care).

Use your quiet time effectively

During the assessment, there may be periods of quiet time. This time can be used to:

- collect your thoughts;
- write your notes;
- listen to your co-assessor; or
- prepare for the next part of the assessment.

Questions to avoid

Self-answering questions should be avoided because they:

- lead to the expected answer; and
- place unnecessary pressure on the interviewee.

“You calibrate this regularly, don’t you?”

Trick questions should never be used during assessments because they destroy credibility, create resentment and close off communication.

Consider this example:

Assessor: “Do you rotate stock annually?”

Facility staff member: “Yes”

Assessor: “It is supposed to be a six-monthly rotation!”

Ambiguous questions should be avoided because they create confusion.

For example:

“Are you sure that this is the best set of QC data?”

It is important to phrase questions carefully and clearly.

Compound questions:

- are usually directive;
- are not helpful; and
- generate more confusion.

For instance:

“If you found a box on the floor, would you check its contents, label it for quarantine or put it back on the shelf?”

Irrelevant questions are to be avoided because they:

- waste time; and
- create diversions.

Consider this example:

“How much did the new computer system cost you?”

Questions directed to the wrong person should be avoided as they waste time and can generate both confusion and tension.

Listening

Asking the right question is just the start of the information-gathering process. It is only when the answer begins that the information starts flowing back to us. If we are not listening, we are going to miss some of it.

We aren't listening when we are:

- waiting to say something ourselves;
- thinking of our response to the answer while they are still speaking;
- jumping to conclusions or making assumptions;
- thinking about something else; or
- bored, and switch off.

Poor listening can result in:

- conveying disinterest to the other party;
- missing important details; and
- missing the interactions.

To be a good listener it is important to:

- focus on the speaker;
- be willing to see things from another's point of view;
- remain calm if 'attacked', rather than being defensive; and
- accept the person (if not their actions).

To show we are listening:

- be sensitive to the speaker's feelings;
- ask relevant questions;
- use minimal encouragers;
- mirror the mode and pace of the other person's speech; and
- use appropriate body language and eye contact.

Observing activities

You will obtain a great deal of information from the questions you ask and the answers you receive. However, what is documented in the procedures or told to the assessment team may not be occurring in practice. This may be because:

- the answers given to the assessment team may not be the truth. (Deliberate deception happens occasionally, but not very often. Honest misunderstandings are far more common than deliberate deception);
- there may be special variants of procedures which have not been documented in the manual and were not elicited during the discussions; and
- unknown to the supervisors, staff may not be following the standard procedures through carelessness, ignorance or inadequacies in the system or the resources available to them.

In addition, there will be aspects of the implementation of the management system and the procedures which cannot be explored by discussion and can only be established by examination.

Benefits of observing activities

Observing activities will help you to:

- see whether or not prescribed procedures are being followed;
- determine whether or not staff have the skills required to perform tasks;
- evaluate the effectiveness of the training and supervision provided;
- evaluate adequacy of resources available;
- detect defects in the equipment, for example, equipment instability; and
- confirm the answers to questions asked earlier.

What to observe

Routine work

Observing the normal routine work of the facility is better than witnessing a special demonstration. Seeing people working at their normal tasks and undertaking on-going activities, will enable you to appraise the real standard of a facility's operation.

Work not being performed can be discussed in the hypothetical sense. It is also possible to arrange the performance of a test or inspection by requesting this prior to the assessment. This should be discussed with the NATA lead assessor.

Special demonstrations

Sometimes, the assessment team will want to witness work which is not a normal part of the daily routine. On these occasions, the facility will have to provide a special demonstration for the purpose.

The facility should always be advised in advance of any requests of this nature. Items may have to be diverted from other tasks so providing advice in advance will enable the facility to make appropriate arrangements prior to the assessment. Advising the facility in advance gives them time to brush up on their techniques.

If a test or inspection is too lengthy to see from start to finish, it is acceptable to ask to see just the critical phases which are of special interest.

Dealing with tension

An assessment is a stressful experience for staff at every level in the organisation. Pride, reputation, and status are all at stake and some people may even feel that their jobs are at risk. Most of us don't look forward to examinations of any kind. These factors can lead to an assessment being a time of tension.

Tension during an assessment can lead to:

- defensive responses;
- reluctant communication;
- occasional aggression; and
- poor performance.

To reduce tension in an assessment situation:

- be human;
- put people at ease;
- project an appropriate image; and
- recognise your own tension.

Maintaining a professional approach

Throughout the assessment it is important to maintain a professional approach.

Ensure your preparation is thorough and complete and your appearance is appropriate and professional.

To **project the right image**, ensure you:

- are courteous and constructive;
- maintain an objective and unbiased approach;
- remain calm and self-controlled; and
- maintain a balanced perspective.

To **maintain a professional approach**, it is important that you stay on track during the assessment. To do this:

- avoid diversions, however interesting;
- follow your plan (as far as possible);
- manage your time; and
- keep control of your part of the assessment.

Throughout the assessment, ensure you:

- are prepared to probe to find the information you need; and
- are satisfied with the information you have obtained and with your findings.

But always remember:

An assessment is a fact-finding mission, not a fault-finding safari.

Teamwork

Teamwork is essential. During an assessment, teamwork involves a common purpose among the technical assessor(s) and with the NATA lead assessor. It involves a mutual understanding of team roles, and a willingness to surrender individuality to the team unit.

To work as a team:

- support one another;
- don't interrupt one another;
- don't undermine anyone in the team; and
- respect each technical assessor's approach.

Be aware of the other team member's needs by allowing time for:

- everyone to collect their thoughts;
- clarifying questions; and
- technical support.

If you disagree with a comment or suggestion made by another technical assessor or the NATA lead assessor, be sure you:

- ascertain whether or not the issue is important enough to be raised;
- determine whether or not it can wait and be raised at another time;
- in consultation with the NATA lead assessor, call a team meeting, if necessary; and
- never have an argument with a fellow technical assessor or NATA lead assessor in front of others.

Keeping the assessment flowing

It is important for all members of the assessment team to keep the assessment flowing.

To keep the assessment flowing:

- examine a systematic sequence of activities;
- avoid back-tracking unnecessarily;
- maintain an orderly flow of questions;
- avoid long unnecessary periods of silence; and
- project quiet confidence.

When things seem wrong

During an assessment, you may come across something that seems wrong. When this happens it is important to carefully clarify the situation.

To clarify anomalies:

- be specific about the anomaly or inconsistency;
- challenge the specific issue, not the person;
- avoid judgemental or dogmatic descriptions; and
- avoid absolutes (such as never, always).

12. Contacts

Contact addresses, telephone and facsimile numbers of the NATA offices may be found in the document *About NATA and Accreditation* which forms part of this package. Updates to the information may be found on the NATA website: www.nata.com.au.

Field contacts

Biological Testing	Neil Shepherd
	Life Sciences Manager
	Melbourne
Chemical Testing	Judy Smart
	Accreditation Advisor
	Melbourne
Construction Materials Testing	Bettina Poxleitner
	Accreditation Advisor
	Melbourne
Forensic Science; Veterinary Testing	Lisa Bartlett
	Life Sciences Deputy Manager
	Melbourne
Calibration and Performance & Approval Testing (formerly Measurement Science & Technology); Information and Communications Technology Testing	Paul McMullen
	Calibration Manager
	Melbourne
Mechanical Testing; Non-destructive Testing	Brett Hyland
	Infrastructure Manager
	Melbourne

Program contacts

Medical Testing	Andrew Griffin
	Life Sciences Deputy Manager
	Melbourne
Inspection Accreditation	Julian Wilson
	Inspection Manager
	Sydney
Medical Imaging	Tracy Fleming
	Clinical Services Manager
	Melbourne
Proficiency Testing Scheme Providers Accreditation	Jan Beattie
	Program Advisor
	Melbourne
Reference Material Producers Accreditation	Mohan Sabaratnam
	Program Advisor
	Sydney
Research and Development Accreditation	Jenny Pyke
	Program Advisor
	Melbourne
OECD Good Laboratory Practice Compliance	Louise Calder
	Program Advisor
	Sydney
Diagnostic Imaging Accreditation Scheme	Diane Hobday
	Program Advisor
	Melbourne

Enquiries

In addition to the State Managers, the following staff are able to assist you with enquiries you may have:

Jennifer Evans	General Manager, Accreditation Services
Regina Robertson	General Manager, International
Eric Lo	General Manager, Business Services
John Styzinski	Technical Manager
Tony Vandenberg	Quality Manager
Glenn Biollo	Manager, National Marketing, Communications and Business Development
Andrew Johnson	Manager, Business Development, Training Services and Education

Using email to contact NATA staff

If you wish to contact any NATA staff member by email their email address is as follows:

firstname.surname@nata.com.au