Welcome to the Autumn edition of the training and development quarterly newsletter, and our first for 2018. Before we focus on the year moving forward, it would be remiss of us not to look back at the year that has been. 2017 was a busy and exciting year in T&D; the Certificate IV in Leadership was implemented with over 30 participants enrolled throughout the year, over 30 customised modules were added to our library of online training in the Talent Management System (TMS), and we commenced engagement on a national panel to review the current accredited training issues in the security industry.

Since commencing the new year, the T&D team have had a very productive start; amongst other projects, our major wins so far are rolling out the new-look compulsory modules, distributing the training needs analysis (TNA), and commencing the framework for a company-wide succession planning program.

Moving forward there will be a continued focus on the succession planning framework, which will be developed in line with the feedback received from the TNA. There will also be a large focus on internal customer engagement whereby the T&D team will work closely with each state to understand their business and their clients, and assist to develop training strategies to meet their operational requirements. On a final note, the T&D team hope everyone had a wonderful and safe Easter, and we look forward to assisting with your training and development needs over the coming months.

The figures above represent Q4 (Oct - Dec 2017) vs Q1 (Jan - Mar 2018)
Throughout the past 6 months, the T&D team have been working closely with representatives in each state on how to best use the TMS in order to drive completion rates. Each state has been provided with guidelines on how to manage their data integrity and how it directly affects the functions within the system, and how the report functions can be used to drive completion.

Following on from these sessions, each state is now working on a strategy for how they can apply the learnings to their business, in particular how they can use the scheduled reporting function to send reports not only to indirect management, but also to site managers and supervisors, who can encourage employees to complete modules in time, and further increase the completion rates.

The overview of rates (as per the above table and chart) show a general increase across the business between December and January; in particular Aviation and NSW, which saw their rates increase to the highest since August 2016 and February 2017 respectively. The increase across the business is a combination of the compulsory course consolidation, which saw our compulsory modules decrease from 8 down to 4, as well as the data clean up and dedicated work from each state.

Moving forward, we will continue to provide support to the states to ensure strategies are being followed, and we hope to see a continual increase in the rates, with a national average over 95% by the end of 2018.
Late in 2017 the T&D team rolled out a training needs analysis survey (TNA) which was distributed via the TMS to all MSS Security employees throughout the business, from our dedicated site security personnel, right up to the executive team. Following completion of the survey, the T&D team conducted a thorough review of the responses, in order to gain a solid understanding of what the training requirements were throughout the organisation.

At a site based security officer level, it was indicated that training in report writing and conflict resolution would be beneficial, and at the business manager level more training in understanding the finance of the business and a more detailed view of human resources is required. The T&D team have taken the feedback on board and we will be working with relevant stakeholders to develop additional training in these areas. In the interim the following modules are available in the TMS, and if you would like further information on them please do not hesitate to contact the T&D team.

Security Personnel Training
- Report Writing
- Conflict Resolution
- Security Officer Refresher

Business Managers / Operations
- Finance for Operational Managers - Understanding LCR
- Managing Workplace Rights

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**Entitlements and Accruals**

To ensure costs are accurately forecasted and managed, it is important to regularly check entitlements and accruals. To do this:

- **Check entitlements and accruals**
- **Ensure that rates and allowances are up to date**
- **Understand the terms and processes**
- **Review any changes**

Labour cost reduction is a daily exercise in every business.
Compulsory Module Consolidation

The newly consolidated compulsory modules were rolled out and made available to the business in early February 2018. The new suite of induction training consists of 4 modules, which have been consolidated from the previous 8 modules. Although the modules include the same information they are presented in a more methodical and standardised manner. If you’ve had the opportunity to look at or complete these new modules, you will see they have been numbered to structure the content which flows from one program to another. We are positive that the new, more engaging format will provide a better learning experience for new and current employees.

Since implementation of these new modules, we have experienced some very minor technical difficulties which has impacted the usability of the modules, but we are positive these teething issues have now been resolved. To that end, if you do experience any difficulties completing these modules, or if you have any feedback regarding the new suite of training, we encourage you to contact the T&D team.

Feedback Mechanisms

MSS Security values feedback from our employees and we have therefore introduced a short survey at the conclusion of each TMS module. You will notice upon completion of a TMS module you will be invited to participate in a short survey which is completed via Survey Monkey.

We would like to thank those who have already taken the time to participate in these surveys as your feedback plays a very important role in the ongoing development of our training modules. These surveys should take you no more than 5 minutes to complete and assists us to ensure we are providing quality training products on topics that are relevant to each role within the business.

New Modules

Since our final newsletter of 2017, we have continued to update the TMS library and have added a number of modules; Australian Grand Prix 2018 Induction, Improvised Explosive Devices - Aviation Sector, and we are about to release Understanding Workplace Rights. Applicable employees will be enrolled in the modules which directly relate to their role. If you have any suggestions for modules which may benefit your business or the organization as a whole please contact the T&D Team.
Succession Planning

Throughout the past year in T&D, we have been working with the people and culture team to create a strategy for development of a succession planning program. In line with this, the TNA was sent out and the T&D team were able to really understand where the gaps are, not only in the generic training throughout the business, but in what areas our employees would like to grow in order to progress in the business.

Once of the questions we asked within the TNA, was for our employees to provide a suggestion of a name for the succession planning program. Although we had many fantastic and creative ideas, we decided to go with a version of the idea Ian Dwyer from our Aviation division put forward:

**STEPS - Structured Training and Education Program for Success**

The framework for STEPS provides a structure for employees to follow that will assist to build their knowledge in specific areas of the business, and place them in the best position to progress in the business when the need arises. STEPS will be facilitated through the TMS as well as face to face, and will ensure our employees remain engaged in their meaningful employment. Watch this space for further information!

**National Certificate IV in Leadership and Management**

The Certificate IV in Leadership and Management qualification continues to attract a strong participation rate with a total of 28 participants enrolled. Since its implementation in mid-2017 there have been 7 MSS Security employees who have successfully completed the training, with many of the participants due for completion over the coming months. We would like to congratulate the following employees on their successful completion of the Certificate IV:

- Jeanette Rhodes
- Amanda Watkins
- Natash Oliveri
- Yasir Salem
- Leandra Grant
- Amber Wilton
- Lucas Bishop

**Certificate III in Security Operations QLD**

The Queensland business continues to conduct Certificate III in Security Operations Training, with the training facilitated by their state trainer, Victoria Mulrine. Victoria always receives fantastic feedback and we congratulate her on a job well done, and her participants in successfully completing the security training.