Where did time go? We are now past the halfway mark of the year, and so far it really has been a busy one for the Training and Development team. In the first half of 2018 we facilitated the completion of 11 Certificate IV in Leadership and Management qualifications, rolled out the new suite of 4 compulsory modules, implemented 13 new customised TMS courses, and developed 3 lunch and learn modules. More recently we have reviewed the training needs analysis feedback and developed framework for our company-wide succession planning program - STEPS (Supported Training & Experience Pathway for Success).

As we move into the second half of the year we will be focusing on rolling out the STEPS program for Supervisors to the business nationally, and working with each state providing support to get the program up and running. In addition to this we will continue to engage key stakeholders in each state to ensure we are meeting their training and development needs, and creating strategies which meet client requirements.

### Training Statistics

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q1</th>
<th>Q2</th>
<th>Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Students Enrolled</strong></td>
<td>50</td>
<td>55</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Student Certificates Issued</strong></td>
<td>85</td>
<td>51</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Number of TMS Modules</strong></td>
<td>354</td>
<td>366</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Number of Accredited Qualifications</strong></td>
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<td>3</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Number of Accredited Units</strong></td>
<td>63</td>
<td>53</td>
<td></td>
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<tr>
<td><strong>Professional Development Hours</strong></td>
<td>301</td>
<td>289</td>
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<td></td>
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<tr>
<td><strong>Tender Training Plans</strong></td>
<td>4</td>
<td>3</td>
<td></td>
<td></td>
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<tr>
<td><strong>Industry / Client Specific TMS Modules</strong></td>
<td>3</td>
<td>6</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td><strong>National TMS Modules Developed</strong></td>
<td>0</td>
<td>4</td>
<td></td>
<td></td>
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</tbody>
</table>

The figures above represent Q1 (Jan - Mar 2018) and Q2 (April - Jun 2018)
We are extremely pleased to announce that our national rate for the last 2 months has been at 90%, which is the highest the rate has been since mid-2016. The increased rate is a testament to the hard work of the training and development team and of course the relevant stakeholders in each state who have been following up employees and really driving completion rates in their state.

Moving forward we would love to see the rate increased up to 92% by the end of this year, with the view for it to be in the mid-90’s by the end of 2019 and 98% by 2020. In order to achieve this, each state needs to ensure they are continually updating data in the system (i.e. changing managers and sites where applicable), reviewing scheduled reports, and most importantly following up with employees when they are falling behind in the completion of their compulsory modules.

As always, if you have any questions or would like to discuss any strategies on how you can drive the rates in your state, please don’t hesitate to contact us for guidance.

<table>
<thead>
<tr>
<th></th>
<th>WA</th>
<th>TAS</th>
<th>VIC</th>
<th>NT</th>
<th>SA</th>
<th>SM</th>
<th>QLD</th>
<th>NSW</th>
<th>Aviation</th>
<th>ACT</th>
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</thead>
<tbody>
<tr>
<td>Jun-18</td>
<td>98%</td>
<td>82%</td>
<td>76%</td>
<td>92%</td>
<td>95%</td>
<td>85%</td>
<td>91%</td>
<td>97%</td>
<td>94%</td>
<td>91%</td>
</tr>
<tr>
<td>May-18</td>
<td>99%</td>
<td>79%</td>
<td>76%</td>
<td>90%</td>
<td>97%</td>
<td>84%</td>
<td>93%</td>
<td>97%</td>
<td>95%</td>
<td>90%</td>
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<tr>
<td>Apr-18</td>
<td>99%</td>
<td>72%</td>
<td>75%</td>
<td>90%</td>
<td>97%</td>
<td>86%</td>
<td>81%</td>
<td>97%</td>
<td>95%</td>
<td>92%</td>
</tr>
</tbody>
</table>
MSS Security is committed to the health and wellbeing of our employees, and as such we are developing a suite of “Self-Care” modules. The suite will consist of seven modules which will be released between now and the end of the year. Each module within the suite will provide employees with guidance relating to the different aspects of self-care. The suite includes the following:

- Module 1 – An Introduction to Self-Care
- Module 2 – Sleep
- Module 3 – Nutrition
- Module 4 – Physical Health
- Module 5 – Emotional Health
- Module 6 – Cognitive Health
- Module 7 – Social Connection

The first module ‘An Introduction to Self-Care’ has been released and is available for enrolment through the HSE category of the TMS, it is also available for users to self-enrol should they wish.

New Modules

Since our last newsletter, released in April this year, we have updated the TMS library with a considerable number industry/client specific modules, as well as some national modules as follows:

**Industry/Client Specific Modules**
- Aviation - IED Awareness
- Museums Victoria
- Parliament House - Tasmania
- Australia Post / StarTrack Online Induction
- Aviation - Inorganic Powder Restrictions
- Defence - Access Control Procedures

**National Modules**
- Self-care suite module 1
- Positional Asphyxia
- Review of HSE module
In our last newsletter we touched on the succession planning program which we were in the process of developing. Fast forward three months, and we are now pleased to announce the implementation of the STEPS program - Supported Training and Experience Pathway for Success - a structured succession planning pathway servicing all levels of our business.

The first model implemented will be the STEPS Supervisor program which is aimed at those moving into leadership positions. The learning strategy for this model includes both accredited competencies and non-accredited learning tools, which will provide the participant with the skills to work effectively as a leader. The program will provide a cost effective and innovative succession planning solution, modelled on best practice outcomes.

The STEPS Supervisor program will be coordinated by the Training Academy who will provide the framework, structure and facilitator, with a state based representative providing support for on the job coaching and management. The STEPS program will be disseminated to the business by the end of August through the HR team.

In our last newsletter we congratulated Ian Dwyer from the Aviation team on his suggestion to name the succession planning program ‘STEPS’. Ian has now been formally thanked for his recommendation; pictured is Ian receiving his voucher from the Brisbane Airport Site Manager, Adam Motum.

Thank you to all that took part, and we hope you enjoy using the gift voucher Ian!

Lunch & Learn

At the end of May the sixth module within the lunch & learn series, ‘Managing Conflict in the Workplace’ was sent out to all states ready for delivery to their site supervisors, managers and team members as appropriate.

Conflict is an inevitable part of working with others; people have different goals, needs and personalities, and this can often cause conflict. This lunch and learn module was created to provide employees with strategies which can assist to resolve conflict in the workplace. The module is built around the ‘Interest Based Approach’, focusing on building relationships that are founded on mutual respect, understanding and collaboration.

Recognise that every conflict is a story waiting to be told.
We are now well into the first year facilitating the nationally recognised Certificate IV in Leadership and Management, with 14 participants now completed. Over the past three months we have had another 4 employees complete their full qualification:

- Shane Abbott - WA
- Dennis Hartmann - QLD
- Lucas Bishop - NSW
- Cameel Bechara - NSW

The Certificate IV in Leadership and Management provides participants with the tools to become more effective leaders and managers. Majority of the employees completing this qualification are working full time in the industry in leadership roles, and the training provided through the Certificate IV allows them to develop their supervisory and management skills.

The four employees who have recently completed their qualification are based at various sites around the country and have worked tirelessly under the guidance of our national trainer in order to complete their qualification. Congratulations Shane, Dennis, Lucas and Cameel.

National Training and Development Strategy

Over the last 24 months we have noticed a change in business training expectations and wish to align our activity to ensure it’s meeting the evolving needs of the business. There has been a significant decline in accredited activity for Certificate II and III in Security Operations, and an increased demand for contextualised non-accredited training and formal leadership training (Certificate IV in Leadership and Management).

The costs associated with maintaining qualifications on scope are a significant financial and time investment. The two security qualifications on scope are due to be upgraded, and it will cost approximately $70k to add these to our registration. Demonstrating our commitment to meeting national business needs, it has been decided we will not place the new security qualifications on our scope at this point in time.

This approach will ensure our activities in formalised succession and development, and client / industry specific training can be further developed to service business needs. Through our monthly state T&D meetings we will discuss with relevant states the transition for these qualifications. This will depend on business needs and may include developing state or national partnerships with quality providers.