Coming into the last few months of the year, the Training and Development team are busy facilitating completion of current Certificate IV in Leadership and Management participants, and where relevant rolling them over to the new STEPS Supervisor program, as well as coordinating new enrolments into the program. We have also been busy developing and implementing new TMS courses, working on the national training strategy to remove the Certificate II and Certificate III in Security Operations from our scope, as well as continuing to work closely with key stakeholders in each state to ensure we are meeting the training and development needs across the business. In addition to our focus on training, Courtney is working closely with the People and Culture Team to implement strategies which streamline the recruitment process in the TMS.

As always we are keeping a close eye on the TMS compulsory module results, and we are pleased to see that our national rate has reached our target end of year goal at 92%. This is the highest our national rate has even been which is a fantastic achievement, and with it continually increasing up to this figure of the last few months, we hope to see it continue to rise. Even though we’ve hit our mark, it’s not unachievable to expect this figure to rise up towards the mid-90’s by the end of the year.

<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>
</tr>
</thead>
<tbody>
<tr>
<td>Jul-18</td>
<td>98%</td>
<td>80%</td>
<td>81%</td>
<td>96%</td>
<td>96%</td>
<td>83%</td>
<td>91%</td>
<td>96%</td>
<td>94%</td>
<td>92%</td>
</tr>
<tr>
<td>Aug-18</td>
<td>99%</td>
<td>80%</td>
<td>85%</td>
<td>96%</td>
<td>97%</td>
<td>88%</td>
<td>91%</td>
<td>95%</td>
<td>95%</td>
<td>93%</td>
</tr>
<tr>
<td>Sep-18</td>
<td>98%</td>
<td>87%</td>
<td>86%</td>
<td>92%</td>
<td>96%</td>
<td>87%</td>
<td>92%</td>
<td>96%</td>
<td>94%</td>
<td>91%</td>
</tr>
</tbody>
</table>
During the development of the STEPS Supervisor program, it was brought to our attention that there was a lack of training for not only Supervisors, but for all security personnel in the Microsoft Office Suite (Word, Excel and Outlook), and the basic computer skills required to operate these programs. To this end, we have contextualised the following TMS modules:

- Microsoft Word 2013 - Beginner and Intermediate
- Microsoft Word 2016 - Beginner and Intermediate
- Microsoft Excel 2013 - Beginner and Intermediate
- Microsoft Excel 2013 - Beginner and Intermediate
- Microsoft Outlook 2013
- Microsoft Outlook 2016
- Microsoft Outlook Online

These modules will be released later this month, and although they make up a component of the required training for the STEPS Supervisor program, they will be available for all employees.
New Modules

Since our last newsletter, we have updated the TMS with 3 client specific modules that are now live and ready for enrolment:

- Australian Public Service Values and Code of Conduct
- Reserve Bank of Australia
- Crown Casino Customer Service

All three modules have a strong focus on customer service and the manner in which officers are to conduct themselves whilst on duty. The expectations of the security officer role are clearly stipulated in these modules and provide our officers with a sound understanding of the site expectations either prior to their commencement or as a timely reminder when they are completed annually.

By having modules such as these we are able to provide our employees with a robust and comprehensive induction allowing them the best start possible to their role. A big thank you to the key stakeholders who provided us with the information and guidance needed to deliver and implement meaningful and high quality modules.
Lunch & Learn

For this quarter’s lunch and learn we have developed a module on Conducting an Investigation. Working closely with HR, we have created an easy to use guide that can be utilised by our Supervisors and Managers when managing poor performance or reports of misconduct.

Investigations – Step by Step Guide

Once it has been determined that an investigation is required, the process should be structured around the 3 step process.

Step 1 – What Information is needed?
- Ensure you have all relevant information and supporting evidence to proceed with the investigation.
- Gather copies of documents that the conduct is in breach of (e.g. policies, procedures, Employee Standing instructions, employment contract, legislation, etc.).
- Review all prior disciplinary history regarding the employee before issuing a letter of allegation or determining next steps.

Serious Misconduct
- Wilful or deliberate unacceptable behaviour
- Conduct that causes serious risk to the health and safety or others or the reputation or viability of the business
- Refusal to carry out reasonable instruction
- Misrepresentation of previous employment or skills
- Breaches of applicable legislation, policy, internal process or guidelines
- Abandoning your post or place of work
- Gambling, fighting or stealing whilst on duty
- Consumption or being under the influence of alcohol
- Immoral conduct – harassment, indecency or discrimination
- Using or possessing of drugs that influence your ability to perform your role
- Absence from work without permission or notification
- Falsifying company records or documents
- Possession of prohibited items
- Theft
- Fraud
- Assault

Certificate IV in Leadership and Management

Since our last edition of the T&D Newsletter, we have welcomed two more trainers on board to help facilitate the Cert IV in Leadership and Management. Please join us in welcoming Sam Laidlaw and Victoria Mulrine who are facilitating the Certificate IV in their own states, NSW and QLD respectively. Both Sam and Victoria were already facilitating training in their states, and join us as Certificate IV Trainers with a wealth of knowledge, and who have both dived in head first to their training, with both trainers now maintaining their own portfolios and doing really well. There is great appetite for the Certificate IV qualification, particularly with the STEPS program launching soon so it is fantastic to have both Sam and Victoria on board.

Moving forward, the Certificate IV will no longer be delivered as a standalone qualification; it will always be delivered in conjunction with the STEPS Supervisor program. This combined structure facilitates a real-life training approach, and it ensures the participants on the program are receiving training relevant to their role and their industry.