



# Developing your people 'outside the square'

## Part 1 – Assessment and Workplace Training

There has been much focus on training within the security industry over the past six to ten years. Different initiatives have been implemented to encourage security personnel and companies to recognize the benefit of appropriate training for the maintenance of an acceptable level of professional service delivery to customers and clients in the marketplace. Most, if not all, of these initiatives have tended to focus on training for licensing purposes, and to that degree, on

fundamental skills for entering the industry. Once 'qualified', there has been no requirement for ongoing skill updates and refreshers. It has been left up to the discretion of the individual worker or company to decide if, when and how they will undertake further skill training.

Successful companies recognize the importance of improving staff skills to maintain standards of service delivery and job interest and tend to invest regularly in these staff-focused activities. They see it as an investment towards the overall success of the business enterprise –

spending money wisely to reap rewards through staff satisfaction and improved performance, which translates into better service and improved productivity.

The purpose of this series of articles is to raise awareness of staff development outside the traditional sphere of security training for guards, crowd controllers, investigators, and so on, and to offer options in developing staff regardless of your company's operations, be they manpower, investigations or technical security. This can serve to raise the profile of your company by the

higher development of the skills of personnel in a variety of nationally accredited qualifications, thus improving the level of efficiency within your own organization and enabling you to provide a better service to clients. It also provides the added benefit of gaining recognition within the wider business community through generic training that is accepted across all industry sectors. Recognition through consistency of staff and business qualifications can benefit security organizations by making them less insular and more accessible to external, 'non-security' organizations, assisting in open communication and the creation of new business opportunities.

These articles aim to raise awareness of the opportunities for staff development 'outside the square' of common security industry training, in the following generic areas:

- Part 1 - Assessment and Workplace Training
- Part 2 - Business Administration and Sales
- Part 3 - Frontline Management

The first in the series will examine the national assessment and workplace training qualification. There has been much discussion regarding the assessment and qualification of security personnel, especially in relation to the feasibility of conducting 'on-the-job' workplace assessments.

The ideal candidates for this qualification within your security organisation are:

- Site supervisors
- Team leaders
- Management representatives

These people are suitably placed within your organisation to monitor and review staff operational levels on a day-to-day basis. If training and assessment is integrated into your normal operations, the overall culture of your organization can shift to positive acceptance of ongoing staff development. A nominated training or staff development officer can assist with compliance to organizational procedures and standards, and training and development can be linked to staff hiring agreements and performance evaluations.

Where national accredited qualifications are concerned, only accredited training providers can issue these qualifications. However, the idea is not to become a training and security company, but rather to form a beneficial association with a professional training provider. The accredited training provider maintains responsibility for:

- Ensuring valid, fair, reliable and flexible assessment against national standards
- Establishing and maintaining accurate and confidential assessment records
- Issuing relevant qualifications or statements of attainment

The benefit of having staff qualified as workplace trainers and assessors lies in the ability of a company to internally monitor its own operational standards, identify areas of service or skill deficiency and in some cases,

respond with the appropriate refresher training in association with a chosen training partner.

This can benefit a company in several ways:

- Maintaining awareness of current licensing requirements, enabling smooth transition when upgrades are implemented
- Keeping staff skill levels proficient and current
- Having the ability to adapt to new markets and take advantage of new business opportunities as they present by having staff trained and ready
- Showing a sense of loyalty to your staff by investing in their development

### Competency Standards

As endorsed in the Business Services Training Package, these units of competency have been incorporated within the 'human resource' domain. The Assessment and Workplace Training Competency Standards are the benchmark for assessment and training in all settings across Australia.

The certificate in assessment and workplace training generally applies to people for whom training is a large part of their job, or a full job function within a structured assessment and training system. These people have considerable responsibility for training program development and delivery as well as assessment of training participants of employees. However, every organization can benefit from having staff undertake this qualification, especially in monitoring internal organizational standards.

### Qualification Overview

The assessment and workplace training package contains 2 qualifications at AQF4 and AQF5 levels. BSZ40198 Certificate IV in Assessment and Workplace Training is the basic qualification for workplace trainers and assessors across all industries and comprises 8 units of competency:

BSZ401A Plan Assessment - covers the requirements for planning an assessment in a specific context, and details the requirements for determining evidence requirements, selecting appropriate assessment methods and developing

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an assessment tool in a specific context.

BSZ402A Conduct Assessment - covers the requirements for conducting an assessment in accordance with an assessment procedure in a specific context.

BSZ403A Review Assessment - covers requirements to review assessment procedures in a specific context.

BSZ404A Train Small Groups - covers the requirements for planning, delivering and reviewing training provided for the purposes of developing competency on a one-to-one or small group basis.

BSZ405A Plan and Promote a Training Program - covers the requirement for persons to plan a training program. This involves the identification of competencies to meet the needs of a target group and the planning and promotion of appropriate training strategies.

BSZ406A Plan a Series of Training Sessions - covers the requirement for persons who implement a training program for a target group. This involves planning a series of training sessions to meet the identified competency requirements of the target group.

BSZ407A Deliver Training Sessions - covers the requirements for a person to deliver training sessions as part of a training program.

BSZ408A Review Training - covers the requirements of persons to record training data and review training.

Depending on organizational requirements, there are several pathway options available:

- Complete all 8 units of competency and attain the full AQF4 qualification. This option provides all the skills and knowledge to conduct both training and assessment, both

on and off the job, and includes all the key skill requirements relevant to undertaking this job function.

- Complete the three assessment units of competency only, Plan, Conduct and Review Assessment. This provides you with the skills and knowledge required of a workplace assessor only, either on or off the job. This option does not include any training delivery or administration strategies.
- Complete the Train Small Groups unit of competency only. This option provides the skills and knowledge fundamental to the delivering training, on or off the job, and covers presentation strategies only. If this option is chosen, a qualified workplace assessor is required to conduct final assessment after training delivery where nationally recognised training is being delivered.

BSZ50198 Diploma of Training and Assessment Systems is generally aimed at organisations that develop, implement and maintain a training system, such as a registered training organization or key staff that develop and manage training systems within an organization.

### Delivery Strategies

The program can be delivered through a variety of methods:

- Formal delivery
- Self-paced study
- Combination of the above
- RPL or RCC

Training can be structured to fit into your organizational time frames, to create effective training outcomes with minimal staff down time from normal company operations. Competencies can be linked to job functions and performance standards within your organization.

Recognition of prior learning through education, work experience or life experience, and recognition of current competence matching current job function and skills against the units of competency, are two options that can be discussed during the course development phase and integrated into the final program design. Both these processes serve to recognize skills and knowledge previously acquired through other sources and serve to further reduce course time.

In Part 2 we will look at staff development in the areas of business administration and sales. ■

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Discuss your needs prior to the development of any training package to ensure you get the best results.



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