



**DEVELOPING OUR PEOPLE:
TALENT MANAGEMENT
AND TRAINING SUCCESS**





Larry Rodo
 President – Brink’s U.S., and
 Executive Vice President
 – North America

Great news is meant to be shared. Since announcing in February our commitment to, and investment in, a comprehensive new Training and Development platform, a lot has happened. In the Southeast Region, for example, a team of trainers is already in place and we’ve rolled out the new Operational Training program, which includes an exciting new coaching element. The Branch Manager Program is currently rolling out after a successful pilot phase—and early reviews are overwhelmingly positive. And this is just the beginning.

In the following pages, you’ll get an in-depth look at the new Brink’s Training and Development strategy, meet the Southeast Region Area Trainers and read about the tools and technology that will support our world-class training program. More importantly, you’ll learn why this training is so vitally important to Brink’s success and how it impacts you, personally and professionally.

This is truly an exciting time for our Company, and I am pleased to share it with all of you.

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Chuck Hazelton, Vice President –
Training and Development

Howard Schultz, founder and CEO of Starbucks, once said, “We are not in the coffee business serving people, but in the people business serving coffee.” The same can be said of Brink’s. People are the essence of what we do, and the integrity, innovation and quality that characterize Brink’s can be directly attributed to the smart, well-trained employees who work here.

And it’s about to get even better.

***Brink’s Link* interviewed Vice President – Training and Development Chuck Hazelton to learn more about Brink’s new training strategy and how it will impact Business Partners, the Company and our customers.**

BL: What is the new training strategy?

CH: It’s a long-term commitment to giving our people the skills and knowledge they need to be successful and doing it in a way that is more efficient, more effective, more flexible and more engaging. It’s about growing our people and helping Business Partners reach their full potential.

BL: Why is Brink’s making this investment in training? Don’t we already have training?

CH: Yes, Brink’s has training programs today, but it’s not enough to stay competitive, attract the best people and provide the development opportunities our people want and need to build lifelong careers at Brink’s. People development is an integral part of our Path to 2015 corporate strategy. By investing in our people, we are also investing in the Company’s long-term success. It’s a win for our Business Partners, a win for our customers and a win for the Company.

BL: How is it a win for customers?

CH: In addition to helping us deliver operational excellence and service quality, customers are interested in what we’re doing from a training perspective. They look to us to be creative and innovative in solving their problems and helping them improve their businesses. Our investment in our leaders and our front-line Business Partners is important to them. In fact, many RFPs now have a training component. Customers see this as an integral part of the Brink’s solution.

BL: You mentioned training that is more efficient, effective and engaging. How will you make this happen?

CH: First, we’re building a new regional training infrastructure that leverages Area and Branch Trainers to bring training to the field where we can be more responsive and proactive. We’ll continue to grow our Brink’s University curriculum, too, and will incorporate virtual training into the program over time.

Second, we are adopting a blended training approach that uses a mix of mediums. Gone are the days of looking at PowerPoint slides for hours on end and tired, out-of-date training videos. We know people learn faster by doing rather than talking. You will see a combination of classroom exercises, role-playing, simulations, reading, practice and one-on-one coaching using our new Learning in Field Experience (LiFE) approach.

Finally, we’re changing the way we staff our training programs. Our trainers will be full-time professionals selected for their expertise and their communication skills. They know the material, our culture and the high-end facilitation methods necessary to connect to their audiences in a powerful way. We then invest significantly in developing their training skills.

BL: What training programs can we expect to see?

CH: One of our first priorities is Core Training. We are in the midst of rolling out our new Branch Manager Program, and will follow with a new supervisor training program later this year. Leadership development and other skills training also will be integrated into the program.



John Carmichael, Vice President – Organizational Development and Training, Brink’s, Inc.

A CENTER OF EXPERTISE THAT REACHES ACROSS THE GLOBE

The new training strategy is more than an investment in the Brink’s U.S. infrastructure. According to John Carmichael, Vice President – Organizational Development and Training for Brink’s, the new strategy is an investment in our Company and in our people, not only in the United States where the strategy was first developed, but across the globe, too.

AN INVESTMENT IN OUR COMPANY

Brink’s U.S. has been selected as a Center of Expertise for Operational Leadership Training

and Operational Training. These two training programs will serve as a model for Brink’s locations throughout the world. “The idea is to get the training up and running here in the United States,” says Carmichael. “We’ll then distribute the programs globally, adapting the training to the specific realities for each country.”

Although the manner in which the training is executed may be different depending on country-specific needs, the content will be the same to leverage existing work that has been proven successful and to ensure a global standard. “We’re working toward a common framework for sharing knowledge that saves time and money while driving consistency and quality,” says Carmichael. “The faster and more effectively we can train our Business Partners and help them become successful, the more agile our workforce will become—and that is a key element of success in today’s rapidly changing global economy.”

AN INVESTMENT IN OUR PEOPLE

Training also is important to our number one priority of bringing our people home safely every day. “With strong training programs in place, we have better trained people on the streets and better trained managers to guide them,” says Carmichael.

The investment in our people delivers other benefits as well. Carmichael adds, “By providing more comprehensive and robust training, Business Partners gain more than just job skills; they learn about service quality and how to get their jobs done efficiently.”



Geoff Gerks, Senior Vice President – Human Resources, Brink’s U.S.

THE TRAINING OUR BUSINESS PARTNERS NEED

At Brink’s we have long realized that being a secure logistics industry market leader is about much more than profit and loss projections and quarterly results. That is one reason why right now, as an organization, we are making significant training and development investments in all areas. These investments, over time, are expected to have a dramatic impact, in particular, to Business Partners and management at the branch and regional levels, as well as in U.S. Headquarters.

Classroom learning, as well as a projected distance-learning system that is now in the planning stage, will make it possible for us to deliver exceptional, specialized training to as many Business Partners as we can to enable self development, in addition to organizational resource development.

Gerks says the primary philosophy driving this initiative is simple: “We care. We care about our Business Partners’ development and their success within Brink’s, and we care about the success of this Company. By investing in training and development that supports people at all levels of this organization, we are confident that this will create a clear pathway to meet our commitment to People Development on the Path to 2015.”

To operate a successful business, we spend a great deal of time concentrating on our people, our customers, our suppliers and our communities. “We realize our Business Partners are no less important to the future of this organization,” says Gerks. “That is why we are focused on implementing an expansive training and development platform to prepare our people for the challenges ahead and for greater roles within this historic Company.”



Chuck Hazelton, Vice President – Training and Development

Chuck Hazelton started his career with Brink’s in Canada as Director – Training and Development where he played a lead role in establishing a strong training presence, developing new programs in operations and leadership and the development of senior leaders.

Hazelton brings to Brink’s more than 28 years of practical experience as a professional trainer, consultant and leadership coach. He has worked with several world-leading organizations, across multiple industries, in the areas of leadership, strategy, change, sales and service excellence and personal performance. Born in Oshawa, Ontario, Hazelton enjoys running, music and travel.

Since accepting his new position as Vice President – Training and Development with Brink’s U.S., Hazelton has been instrumental in co-designing a comprehensive U.S. training strategy that includes the new Branch Manager Program, supervisor development, the revitalization of all front-line operations training and the development of a Brink’s corporate university. In this new role, Hazelton will continue to be responsible for implementing this plan and developing the future programs and tools needed to maintain a motivated, skilled workforce and to fulfill the long-term strategy of the organization. Hazelton is based at U.S. Headquarters.



Alisa Alvarez, Manager – Selection & Development

Alisa Alvarez began her career with Brink’s more than seven years ago, working in Human Resources as an HR administrator and then manager of HR Services. Most recently, Alvarez worked on the launch of the Brink’s Employment Selection Tool (the BEST) and the design, development and delivery of the 2009 Interaction and Communication module

for Brink’s Operational Leadership, which was delivered to nearly 900 Brink’s leaders in 40 locations across the country.

Born in Dallas, Alvarez received a Bachelor’s degree in Business Administration from Pepperdine University. When she’s not at work, Alvarez likes reading, music, art photography and travel.

In her new role, Alvarez is responsible for improving the Company’s selection process, rebuilding existing training programs and developing new programs and tools that will provide essential support to Brink’s operations and strategies. Alvarez is based at U.S. Headquarters.



Leslie Popieluch, Branch Manager Program Leader

A 20-year Brink’s veteran, Leslie Popieluch began his career with the Company as a driver and has served in a variety of positions, including district manager for two years in California and four years in the Southwest Region. As a trainer, Popieluch has helped Brink’s employees become drivers, messengers, route supervisors, operations managers,

branch managers and district managers.

Popieluch was born in Lagunillas, Venezuela, and lived in Venezuela for 21 years. Often described as the ‘ultimate volunteer’, Popieluch likes to spend his free time serving his community as a Dallas Police Reserve Officer, a position he has held for over 15 years.

Based at U.S. Headquarters, Popieluch has been instrumental in developing the Branch Manager Program (see page 7 for more about the Branch Manager Program) and will continue to focus on creating operational leadership bench strength and developing future branch managers from the Company’s leading supervisors.



Kim Watts, Operational Training Leader

Kim Watts joined Brink’s more than 12 years ago, working in various positions such as ATM messenger and Cincinnati branch trainer. For the past nine years, Watts served as Great Lakes Regional Training Manager where she was responsible for the development and delivery of operational training for the region. Watts is based in Cincinnati.

Born in Youngstown, Ohio, Watts is a Basic Blue facilitator and instructor as well as a Brink’s firearms and NRA instructor for handgun and shotgun. Watts lives in Cincinnati, Ohio, where she enjoys supercross and hiking.

In her current role, Watts is responsible for implementing operational and educational programs across the regions. You can read more about the regional roll-out on page 4.



Sebastian Apelt, Director – Organizational Development and Training, Brink’s Incorporated

Apelt and Hazelton are the architects of Operational Training and the Branch Manager Program that will serve as the foundation for the Global Training Programs.



Infrastructure

Each region will have a Regional Training Manager, a role dedicated to assessing and serving the needs of Business Partners in that region and a minimum of four training centers, each located within a current branch. An Area Trainer—a full-time professional trainer—will be responsible for his or her training center and a specified footprint surrounding it. Additional full- and part-time branch trainers will be assigned within the footprint according to the size and needs of the region.

All training centers will mirror each other and reflect Brink's University. This will ensure consistency in training quality and make sure all Business Partners have access to the same tools, content and quality training experience.

Delivery

Training delivery will differ in a number of key ways. First, instead of the traditional PowerPoint/classroom style of the past, the delivery method will be mixed, using a combination of one-on-one coaching, simulations, classroom exercises and more.

In addition, the Area Trainer, a new position within the Brink's organization, is a full-time, salaried position dedicated solely to training. "In the past," says Kim Watts, Operational Training Leader, "our field trainers held full-time branch positions in addition to their training responsibilities, which put them under tremendous pressure. The new Area Trainer position allows trainers to focus all of their attention on the training and development needs of their training center and learners in the surrounding footprint."

Designed with Business Partners in mind, the new training structure leverages the best of Brink's current training practices and expands and improves the approach in a number of key areas, including delivery, content and infrastructure.

For on-the-job support, another new position—the LiFE (Learning in Field Experience) Coach—has been created. LiFE Coaches are Brink's Business Partners who, in addition to their current functions, will mentor new Business Partners, provide guidance and give on-the-job feedback for a job-specific period of time.

Content

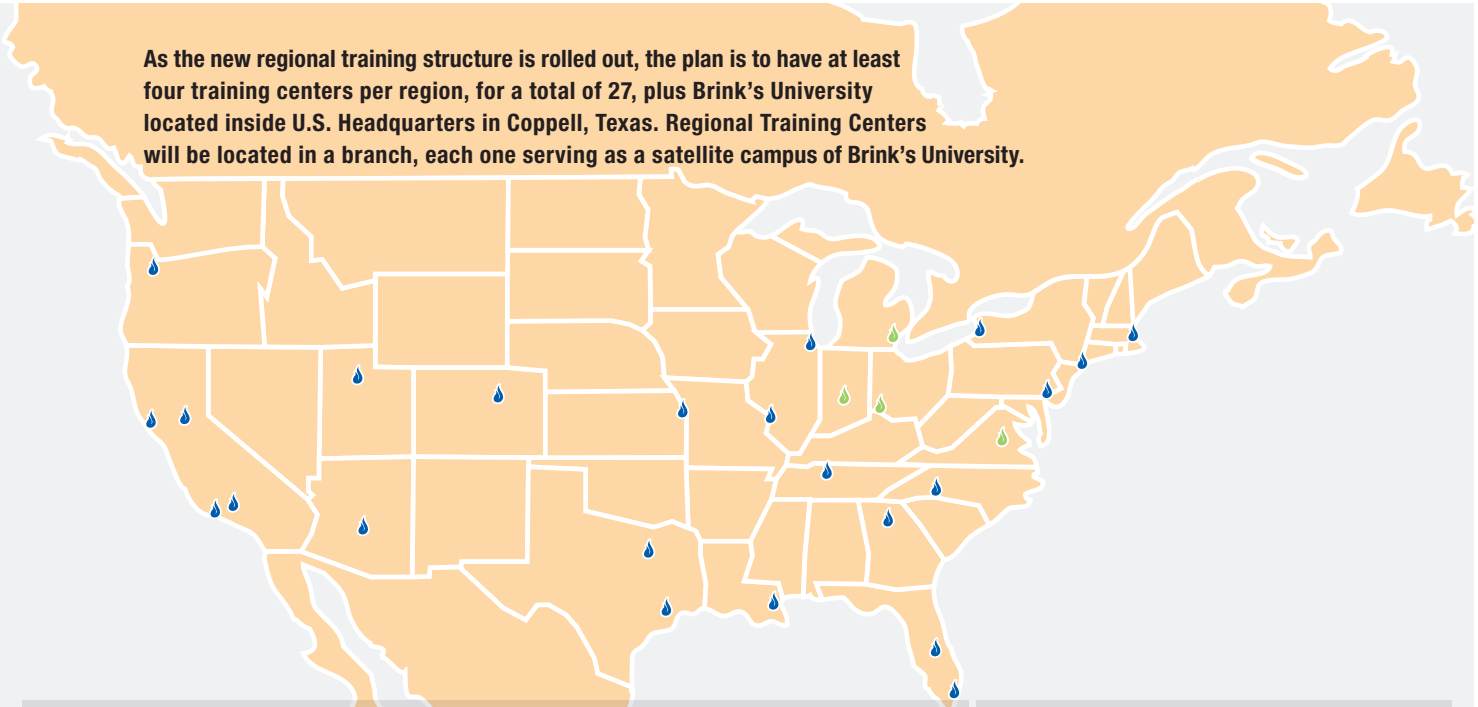
The new training content is designed to be practical, rather than theoretical, with more structure and uniformity to ensure consistency of training and real-life application. For example, those going through Teller Certification training will use actual Brink's tools, such as a currency counters, for hands-on practice.

The training structure also calls for more training than ever before. Whereas in the past, training has centered heavily on CIT, the new program offers new-hire skills certification and annual training for all operations positions, and provides a structured path for job success and advancement (see page 10 for more information).

Rollout Schedule

The Training and Development group is rolling out a new structure one region at a time, starting with the Southeast Region in May, followed by two, or possibly three, more by year-end 2010. The remaining regions will be rolled out in 2011. "Meeting the training needs of over 9,000 Business Partners is no easy feat," says Watts. "The new structure is so logical that it may seem simple, but there are layers and complexities to making it right."

As the new regional training structure is rolled out, the plan is to have at least four training centers per region, for a total of 27, plus Brink's University located inside U.S. Headquarters in Coppell, Texas. Regional Training Centers will be located in a branch, each one serving as a satellite campus of Brink's University.



TRAINING CENTERS – CONFIRMED

Southeast Region

- Atlanta
- Charlotte
- Miami
- Orlando

Northeast Region

- Philadelphia
- New York
- Boston
- Buffalo

Southwest Region

- Dallas
- Denver
- Houston
- Phoenix
- Salt Lake City

Central Region

- Chicago
- Kansas City
- Nashville
- New Orleans
- St. Louis

Pacific Region

- Oakland
- Portland
- Los Angeles
- Sacramento
- San Bernardino

TRAINING CENTERS – PROPOSED

Great Lakes Region

- Cincinnati
- Detroit
- Indianapolis
- Richmond



The first regional training manager and area trainers are already hard at work. Meet the new Southeast Region training team.



Megann Marsalis, Regional Training Manager – Southeast Region

The Southeast Region's area trainers will be led by Megann Marsalis, who has been with Brink's since April 2008 as regional training manager, where she leveraged her unique interpersonal style in developing, motivating and guiding the team toward success.



Jose Rodriguez, Atlanta Area Trainer

Jose Rodriguez joined Brink's in June 2009, and has served as a driver and a messenger before stepping into his new role as an area trainer. Jose's territory responsibility includes all lines of business in Atlanta, Savannah and Albany, Ga.

Part-Time Trainers

| | |
|-------------------------------|-------------------------------------|
| Michael Berry, Jacksonville | Bivian Stephens, Atlanta |
| James Bowler, West Palm Beach | Miguel Suarez, Miami |
| Bruce Kilroy, Pensacola | Kenneth Randolph, Tallahassee, Fla. |
| Efrain Santiago, Fort Myers | Christian Tenorio, Orlando |



Craig Colegrove, Charlotte Area Trainer

Craig Colegrove has been with Brink's since December 1997, and has extensive experience as a driver, messenger, branch trainer and route coordinator. Craig's territory includes all lines of business in Charleston and Columbia, S.C, as well Charlotte, Raleigh and Winston-Salem, N.C.



Jose Orlando Garcia, Orlando Area Trainer

Jose Orlando Garcia joined Brink's in October 2002. He has experience as a driver, messenger and a driver trainer. Orlando's territory includes all lines of business in Daytona, Gainesville, Jacksonville, Orlando and Tampa, Fla.



Luis Figueredo, Miami Area Trainer

Luis Figueredo, who has been with Brink's since November 2005, has worked as a driver, messenger, branch trainer and operations supervisor prior to stepping into this role. Luis's territory responsibility includes all lines of business in Ft. Myers, Miami, Pensacola, Tallahassee and West Palm Beach, Fla.

Full-Time Trainers

| |
|---|
| Stephen Bill, Raleigh |
| Orlando Crespo, Tampa |
| Maybelyn Garcia, Orlando Cash Logistics |

The new Branch Manager Program (BMP), which kicked off its first official session in May, delivers a unique interactive experience that gives branch managers the skills they need for success, plus the networking and problem-solving skills to make their branches better.

The new program comprises three multi-day sessions, each progressively more interactive. “The new BMP is not about PowerPoint slides and classroom instruction,” says Leslie Popieluch, Branch Manager Development Leader. It’s very interactive and open with a lot of discussion and hands-on experiences.”

Fifteen Business Partners at a time go through the training and are selected on the basis of tenure and line of business to ensure a blend of experience and representation across product lines including CIT, Money Processing, Document Destruction and Brink’s Global Services.

According to Popieluch, the best part of the training is the network participants build over the three sessions. “The classroom is a safe zone where we can talk freely,” he says. “By the time they go through the third session, participants have shared their branch experiences and worked through problems together, giving them a network through which they can share knowledge across state lines and product lines.”

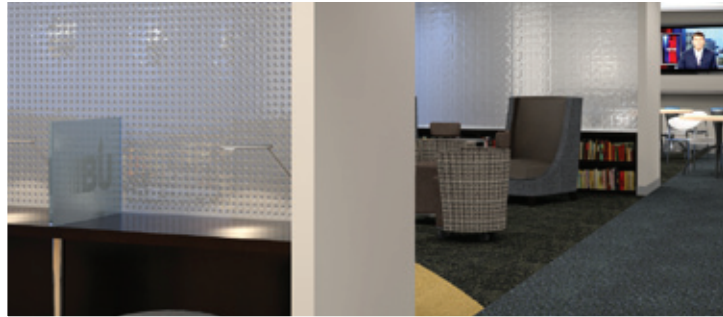
In addition to discussing product lines, participants get to work directly with various Brink’s products. For instance, Session II includes The Branch Experience, a tour of the Dallas branch facility where they see and discuss in detail the risks, challenges and issues associated with each aspect of branch operations. For Document Destruction, participants get the chance to see a shredding

truck in action. “This gives branch managers insight into areas they might otherwise only hear about,” says Popieluch. “When you learn about product lines and then immediately follow up with real-life experience, it all makes more sense.”

The people who benefit most from the training—branch managers—also helped design it. The Training and Development team, including Chuck Hazelton, Megann Marsalis and Alisa Alvarez, worked with Brink’s subject matter experts to develop the initial program, then presented it to a pilot group of successful, veteran branch managers for candid feedback. “We truly listened,” says Popieluch. “We corrected and adjusted, based on branch manager feedback, and then shared the changes with them before finalizing the program.”

Feedback gathering continues with each BMP session. “We ask participants for their feedback; what they think should be changed,” adds Popieluch. “So far, the response has been overwhelming positive. Participants are very excited about the program.

The Path to 2015 sets forth an imperative that defines Brink’s commitment to cultivating internal talent and providing greater mobility and career development opportunities for Business Partners. The Training and Development strategy helps achieve the goals of this imperative by giving Business Partners a means through which to develop skills and grow within the organization. “Training and development is as important to



Business Partners as it is for the Company,” says Chuck Hazelton Vice President - Training and Development. “When Business Partners see a clear path to long-term career growth and a way to reach those goals, we retain and build a stronger, more skilled workforce.”

Hazelton adds that with training, Business Partners are better able to contribute to the Company’s success, too. “Talented people want to be part of the Company’s success and look for ways to contribute. Training develops competencies that help Business Partners reach their full potential, both on the job and in life.”

The investment in learning couldn’t have come at a better time. “The workplace is going through a critical change,” notes Hazelton. “Baby boomers still comprise the majority but soon the millennials will outnumber them.” Millennials are often characterized by a need for challenge in their work environment. “Development is the key to retention, particularly for the millennial generation,” Hazelton adds. “The new learning strategy helps us grow succession internally, so we can give our Business Partners the challenges and opportunities they seek right here at Brink’s.”

Regional Training Manager

In addition to assessing and serving the training needs of a region, the Regional Training Manager (RTM) also will take a leadership role in planning and producing key regional events related to training and development within the region, such as the Annual Regional Meetings, and for issues relating to compliance, including firearms permits and re-qualification requirements, CORE and advanced training requirements and more. “The region and everyone in it is my customer,” says Megann Marsalis, Regional Training Manager – Southeast Region. “The branch managers have a lot on their plates; I try to help them any way I can.” As an example, Marsalis cites computer training. “Sometimes managers promoted from within have not had exposure to computers or certain programs. I’ve arranged outsourced Microsoft Office training for my region to help Business Partners get up to speed quickly and feel more confident in their new roles.”

The RTMs are also responsible for recruiting, training and developing the regional training team of area and branch trainers and for ensuring the region is staffed to provide a quality training experience for all Business Partners.

“The RTM is an exciting role in an exciting time at Brink’s,” explains Marsalis. “Not only are we investing in our people, we’re also investing in the Company. Proper and consistent training gives Business Partners the knowledge and power to be successful in their roles in turn, impacts the branches, the region and the Company as a whole.”

LiFE Coach

The Learning in Field Experience (LiFE) Coach is a posted position for which any Business Partner may apply. According to Operational Training Leader Kim Watts, “The LiFE Coach position allows us to recognize internal talent and dedication, and enables Business Partners to share their talents and skills with other employees.”

LiFE Coaches are carefully selected based on experience, expertise and, most importantly, communication skills, and must undergo LiFE skills training and learn the paperwork processes they will need in their coaching position.

Once LiFE Coaches earn their certification, they are ready for action. As new Business Partners come on board, branch managers identify

All trainers will dress alike when conducting training: Operational Training Leader Kim Watts is wearing black TDU/BDU pants, a white supervisor shirt with the Brink’s logo on the shoulder and a lapel pin that identifies her as a trainer.



and select a certified LiFE Coach for the new hires. The LiFE Coach’s job is to work with new hires, giving them guidance and feedback as they learn their new skills. Alternate LiFE Coaches are available to ensure continuous coverage. As new hires move into the pre-certification process and are expected to perform job functions on their own, LiFE Coaches remain just a phone call away.

“The mentoring aspect of the LiFE Coach position is very important in the learning process,” says Watts. “It represents a critical investment in our people.”

Regional Support Team: The Wheel of Change

Breaking down silos. Core values. Teamwork. These are just some of the foundational elements of Brink's first-ever Regional Wheel training conducted in August 2010. The "wheel" refers to members of the Regional Support Teams—cross-functional teams charged with providing training, resources and support to help the branches be their most successful. "Regional Support Teams were created as part of last year's Organizational Design project," says Fred Lowstetter, Senior Director – Organizational Development. "The training is designed to cultivate high-performance teams and help those teams function at their best."

The training was broken down into three one-day sessions:

Day One. The first day of training focused on the Regional Support Team leadership role in the region, from its structure to its charter. Included were exercises to hone skills on setting a vision, documenting current state, identifying the gaps between the two and identifying projects and metrics to close those gaps.

Day Two. The teams engaged in a competitive team-building exercise

APP Training: Because We Said We Would

Every branch has an ATM Point Person and now, thanks to ATM Point Person (APP) training, every APP has a mission: To enforce the ATM Daily Habits. Each branch had an opportunity to send the ATM owner from their facility to training at U.S. Headquarters in August 2010 for a two-day session to learn the five ATM Daily Habits. "The training is based on our 'Because We Said We Would' message," explains Scott Johnson, Director Product Support - CIT/ATM. "Each Business Partner left with the knowledge they need to make a difference in this company and the tools to do so."

The knowledge and training included direct interaction with the support staff located in Coppell, Texas, and breakout sessions that focused on each of the five daily habits. Each Business Partner in attendance signed a commitment letter stating they will follow each of the following ATM daily habits at their branch:

Reporting: Reporting must be accurate, on time, and all inventories must be in balance.

designed to stimulate discussion, cross-functional learning and trust.

Day Three. The final day of training focused on team agility and balanced scorecard measurement, including key performance indicators. Also included were exercises to strengthen skills on holding and facilitating a meeting, tracking and communicating results and staying informed.

For participants, the training was transformational. "The training forced us to develop and discuss in detail our vision statements for our prospective regions," says A.J. Romano, Regional Vice President, Southeast Region. The training also served to promote cross-functional teamwork. "Our regional wheel team discovered how to truly work as a cohesive team," says Stephen Marteen, Regional Vice President – Great Lakes Region.

The training also secured from participants a commitment to serve as a unified force. Adds Romano, "We are committed to working together to break down silos so we can better drive results through waste elimination and core maximization."

Variances and Claims Investigations: Out-of-balance investigation begins upon discovery, with a sense of urgency, and continues with determining root causes and pinpoint contributing variables.

Training and Audits: Initial ATM training and follow-up training are crucial for strong performance including controllable faults/on-site ATM audits and tracking.

Route Performance: Proper set up of a route for success includes providing the necessary tools to make it efficient and productive. Daily interaction and use of system reports improve route performance standards.

Customer Interaction: Communication is essential in developing, maintaining and improving business relationships among APPs, Customer Advocacy and the customer and, ultimately, is the key to providing Brink's world-class service.

Practice. Practical application. Interaction. One-on-one coaching. These are just some of the basic tenets of Brink’s new Operations Training. With courses for all front-line branch positions, the new program is designed to give Business Partners the tools and skills for job success. “It’s one thing to hear someone tell you what to do,” says Kim Watts, Operational Training Leader, “but it’s an entirely different experience to apply what you’ve heard to real-life situations. The learning is more immediate, and that helps Business Partners make an immediate contribution on the job, too.”

The new Operations Training program comprises three phases:

- **Classroom and practical training.** During this phase, Business Partners learn about job functions, policies and procedures, and have an opportunity to use real equipment and on-the-job tools to practice their new skills (see The Right Tools, page 11).
- **Coaching and mentoring.** Business Partners work with a LiFE Coach in a real-world setting to apply and hone their skills and gain confidence in their abilities (see LiFE Coaches on page 8).
- **Pre-certification.** Business Partners “fly solo” during the pre-certification phase, but may contact their LiFE Coaches for support. During this phase, Business Partners prove they’ve learned the job functions and are ready to step into their new role.

While the length of each phase differs by position, the phases, training delivery methods

and training quality are the same. “Consistency is key,” says Watts. “We hold ourselves and the Business Partners we train to the same high standards, not only to help prevent crashes, injuries and losses on the job but also to enhance productivity and promote standardization across branches.” Watts explains, “If, for example, Business Partners change branches, they can step into the new jobs with complete confidence, knowing the skills they learned at one location also apply at their new location. It’s a benefit to the entire branch team.”

After each completed training course, Business Partners will graduate and receive a lapel pin that serves as visual recognition of their skills and capabilities. According to Watts, the certification process puts Business Partners in charge of their career development. “It’s a stepping-stone process,” she explains. “If a driver wants to become a messenger, for instance, they will have to complete the messenger certification process and turn in the driver’s pin for a messenger pin.”

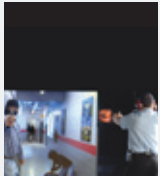


Upon graduating a skills training course, a lapel pin (pictured above) is awarded to acknowledge Business Partners for their achievement and convey their skills to others. Each lapel pin is designed to coordinate with a specific training for fast identification and instant recognition.

The new regional training strategy will be equipped with a multitude of tools, equipment and other items to allow Business Partners to get the practical, hands-on training they need to be successful—before they enter their real-world jobs. Some of the tools and equipment you'll see in the Regional Training Centers include:



Trucks. Each Training Center will have a new, fully equipped training truck. All of the new trucks are alike and completely up-to-date to meet Department of Transportation requirements and Brink's standards of quality, safety and security. The new trucks have been repainted and include staggered seating and multiple indicators so that everyone in the truck can see what's happening during a training session.



Shooting Simulations. The Canadian Academy Practical Shooting (CAPS) System allows Business Partners to engage in live scenarios, such as servicing a customer location or a shoot/don't shoot situation, in a simulated environment. The scenarios are played out on video and can be replayed at regular speed or in slow motion for detailed analysis

of the judgment call, reaction times and shot accuracy.

Currently, each region has one CAPS system. Under the new regional training strategy, the CAPS system will become more formalized, and each region will have at least four CAPS systems, one at each Training Center.

The CAPS system also provides the information necessary for initial certification and will be used in annual skills certification, a training program that also involves gun simulation and the Smith System driver safety training—all of which will be conducted on site, at a Training Center.



The Seatbelt Convincer. The University of Kansas developed the Seatbelt Convincer to enable users to experience the force generated during a simulated five- to seven-mile-per-hour collision. The impact of the force at this low speed is designed to 'convince' the participant to always wear their seatbelts. The question posed following the ride is, "What if this were a 30-, 45- or 60-mile-per-hour collision?" The Seatbelt Convincer is used by the U.S. armed forces and multiple law enforcement agencies around the country.



Equipment. Brink's smart safes, ATM cassettes, currency counters and other pieces of branch and customer equipment will be used for hands-on training. As Brink's technology evolves and changes, so too will the training equipment, ensuring that all Business Partners are up-to-date and ready for any operational challenge.



Recorded Evaluations. Each Training Center will have equipment that will be used to record Business Partners performing requisite job functions. This visual record will provide immediate feedback and, at the end of training, will help determine whether or not a trainee has learned the skills.

Training for Success

In less than three years, Sales training at Brink's has grown from a nominal program into a full, comprehensive curriculum. With the help of a cross-functional team representing Sales, sales support, Product, IT, Marketing and other areas from across the Company, Brink's now has a three-phased Sales training program that supports and trains Sales professionals from the point of hire through partner-based strategic solutions sales and beyond. "The goal of the training is to get new sales professionals productively trained as soon as possible after hire while helping current sales professionals and leaders hone their skills," says PJ Johnson, Vice President – Field Sales.

As part of the development process, the cross-functional project team studied the needs of the organization, the processes and tools used in the field and the skills of Brink's current sales teams. "We found selling skills gaps, such as effective questioning and closing techniques, that needed to be addressed," says Johnson. "We also identified tools and resources that needed to be updated to meet the Company's changing needs and Path to 2015 objectives."

The new sales training curriculum focuses on driving a consistent approach across the organization for sales management and, most importantly, delivering the right solutions for our customers. "In the end, successful selling is about working with customers to uncover their needs and identifying the solutions that relieve their pain points and improve their businesses. That's the Brink's Selling Solution," adds Johnson.

Brink's New Hire Development Program

The first of the three modules in the Sales training curriculum is the Brink's New Hire Development Program. This customized new-hire program is required of all Sales professionals new to Brink's in addition to new hire orientation. "Our goal was to make sure Sales professionals had the benefit of baseline product knowledge and sales techniques within, at a minimum, the first year of hire in a Sales or Product position," says Johnson.

The four-day New Hire Development Program, originally developed in 2007, has been updated and upgraded to provide greater emphasis on strategic solution selling techniques. Specific aspects of the New Hire curriculum include:

- Product knowledge
- Solutions value propositions
- Customer needs and buyer types
- Solution drivers, benefits and features
- Objections and responses
- Learning exercises

Strategic Solutions Training

The Strategic Solutions Training program introduces Sales professionals to the Brink's Sales Solution process and offers advanced skills training for those Brink's Sales professionals with more experience. Here, Business Partners learn the stages of the sales process, the differences between working with a small customer versus a larger business and how to talk with specific buyer types for customers in various industries. "We give participants the tools and knowledge to help them penetrate the types of businesses Brink's serves so that they're more comfortable and skilled at identifying industry-specific needs and challenges," says Johnson. "Then we work on the solutions that meet those needs."

The Strategic Solutions Training is four-day program complimented by critical in-field coaching by a sales leader on an ongoing basis. Specific elements of the training include:

- Sellable product knowledge for Brink's CompuSafe®, CompuSafe Daily Credit and Money Processing
- Needs-based selling concepts
- Steps of the Brink's Solution Selling Process

Regional Sales Leadership tr



ip training in progress.



- Use of questions and listening skills
- Closing skills
- Targeted application of the Brink's Solutions Selling Process
- Pipeline management and forecasting
- Partnering with external resources (advanced)

Coaching Effectiveness Training

The third part of the Sales training curriculum is Coaching Effectiveness, a program developed to help drive more consistent sales management discipline across the organization and help leadership support and promote top sales performance among their teams.

Coaching Effectiveness training includes:

- Assessing individual performance
- Diagnosing performance gaps
- Coaching fundamentals and high-impact coaching techniques
- Advanced pipeline management processes
- Consistent sales management discipline

“Coaching Effectiveness training is designed to help RSDs and other Sales leaders drive productive pipeline management discipline and increase sales performance through effective coaching,” says Johnson.

Strategic Selling = Strategic Differentiator

The impact of the Sales training programs is significant, not only for the participating Sales professionals but for the Company and its customers. “As we interact with customers and deliver our approach, we’re hearing that it is a competitive differentiator,” says Johnson. “We’re spending our time with customers much differently than we have in the past, and that’s resulting in stronger relationships and highly focused strategic solutions that truly help our customers.”

Brink’s U.S. Chief Solutions Officer Shellie Crandall agrees. “We’ve identified needs-based selling as the preferred approach, and now we’re preparing our Sales teams to deliver that message. We’re not just saying it; we’re showing it, and that’s how we compete on value instead of price.”

BRINK'S UNIVERSITY: COMING SOON TO A REGION NEAR YOU

Already an established learning facility, Brink's University continues to grow and expand under the new training strategy. As the regional structure is rolled out, each region's training branches will reflect the Brink's University in the form of local campuses (minimum of four per region). "We can't possibly bring every Business Partner to our main Coppell, Texas, campus for training," says Chuck Hazelton, Vice President – Training and Development. "The regional training centers will extend the Brink's University learning experience throughout the organization."

In addition to the physical training sites, Brink's University also is going virtual. "A virtual presence, through a learning management system (LMS), is essential for a company of Brink's size and fast-paced dynamics," says Hazelton. "Our Business Partners need a way to connect with others in a learning environment, stay on top of changes in the industry and in our Company and be more involved in their career development."

The Brink's University virtual presence will provide online learning programs, training materials, white papers, coaching tools, feedback forms, career maps and, through collaborative relationships with colleges, universities and other learning institutions such as the LEAN Enterprise Institute, will offer extended leadership training opportunities and workshops to help Business Partners achieve greater personal and professional success. The virtual experience also will provide regional and national classroom-based programs for each region and nationally.