Train Brain *Soft*

Development of standardized curriculum and
e-tool for soft skills for private security personnel

CURRICULUM

FOR TRANSVERSAL SKILLS

FOR PRIVATE SECURITY PERSONNEL

CONTENTS

Name	Chamber, association or other form of national authority (body) in charge of private security issues.
Type of training	Continuous training, specialized training for development of soft skills for private security personnel.
Other trainings organized by the same provider	Mandatory basic training for acquiring a license for private security; Specialized trainings in different areas of the sphere of interest of private security
Data on the trainers	Individuals appointed for mandatory training; Experts coming from higher education institutions, vocational institutions and individual experts from practice.
Data on the location and premises for the training	The Chamber, national body or association should provide the material - technical conditions for the training.

The grounds for continuous training of private security employees, in the comparative legislations is commonly found in the provisions that stipulate the purpose of the private security and its establishment aimed at providing quality services by personnel characterized by professionalism and competence and that constantly upgrades and improves itself.

The legal acts that establish these goals are often the laws regulating this sector, as well as by-laws aimed at proper operationalization of the provisions of the relevant laws, also the statutes and similar acts regulating the competences of the chambers and other forms of association in this area.

The improvement of the expertise of the private security providers, which is initially verified by obtaining a license after passing the competence exam, may be accomplished by continuously upgrading the already acquired knowledge and skills, as well as by acquiring new knowledge and skills.

Accordingly, continuous training aiming at improvement of the expertise of the private security is not only a right and an opportunity, but also an obligation of the national body responsible for the activity of private security in order to meet the overall legally and statutory goals.

JUSTIFICATION FOR INTRODUCTION OF CONTINUOUS TRAINING PROGRAM

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3.1 DEFINITION OF THE PROBLEM
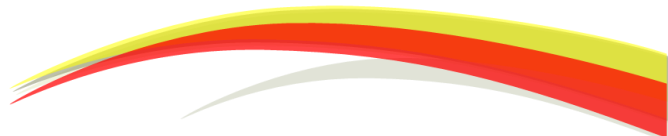
The introduction of a continuous training (education) program for the providers of the private security service emerged as a need in the results of several studies, carried out both by the providers themselves as well as of the professional and the general public.

The Report of a research on transversal competences of private security personnel, carried out within the scope of the project "Train Brain Soft – development of standardized curriculum and e-tool for private security personnel" supported by the Erasmus + Program of the EU, and implemented by the Chamber of Republic of Macedonia for private security together with the corresponding bodies from Slovenia, Romania, Norway and Croatia, also confirmed the existence of a serious gap, a gap between the needs that arise in performance of the daily tasks and the knowledge that was gained with the compulsory basic training for workers in private security. The research has proved that serious attention should be paid to the acquisition of knowledge and skills in three key areas: communications, human rights and stress management.

In the findings of another study,[1] the following is stated: "The segment of the research that focused on the training of workers for private security in terms of continuous training resulted with clear conclusions. In terms of whether and where the legal entity sends employees on continuous training (basic and specialized training) over 80% of respondents noted that they participate in common, basic training. At the same time, respondents expressed a need for specialized trainings in areas such as security culture, communications, use of means of force, anti-fire protection, use of firearms etc. Additionally,

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[1] Research conducted by the Chamber of RM for private security for the preparation of the Strategy for development of private security in the Republic of Macedonia, whose results were published in the Strategy, which was adopted on 11.07.2016.

respondents expressed an evident need for special continuous vocational training, which will cover current trends and ensure continuous professionalization in performing their duties, particularly in the area of physical security, protection of personal data and technical security, transport of money and other valuable items and providing security on sports competitions and other public events. "

The continuous training programs[2] are mandatory in several countries in the form of continuous training of staff in the private security industry, but problematic aspect of such solutions in many countries is the absence of content pertaining to development of soft skills. For illustration, in Croatia according to the data listed in COESS Facts and Figures for 2013[3], there is no mandatory continuous training on the level of managers and senior positions in the industry, but there are opportunities at a lower level to conduct specialized training. According to the same source, in Romania special training is required at all levels of the areas that are mandatory for the basic training. Slovenia also requires additional training as well as many other countries covered by the aforementioned analysis. Nevertheless, in practice problems arise because, as indicated, in addition to the formal fact of having responsibility for additional training in most states, the substantial-essential part, namely the content of such training does not correspond to market needs.

In support to the above noted statement correspond also the data presented in the Report on the research on transversal competences of private security staff of 2016,[4] according to which the analysis of programs for training in soft skills shows that they are rarely present and that in most countries in this respect mostly covered is the field of communications. However, the communication skills of workers in the industry are often inadequate and insufficiently achieved, so training in this, as well as in other areas of soft skills, is more than needed.
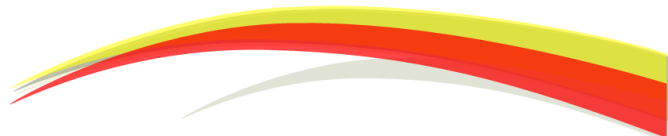
It is obvious that the private security vocational training in the form of compulsory basic training prior to the professional exam is far from satisfying the needs of continuous improvement and enhancement of knowledge and skills of workers in the private security sector. Still, additionally to the upgrade of the professional competence, more important is the development of skills and competences which are not in the very focus the scope of the activity, yet are closely connected with it and have a great importance in the proper and successful performance of tasks in this scope.

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[2] Follow up

[3] Confederation for Private Security Services, Private Security Services in Europe, CoESS Facts and Figures, 2013

[4] Report from Research on transversal competences of private security personnel, Train Brain Soft Project, 2016

At the same time, a considerable number of the existing strategic documents for development of private security sector highlight the continuous training as one of the main strategic objectives, as integral part of the professionalization of this sector.

As stated, for example in the Strategy for development of the private security in the Republic of Macedonia, "the vocational education is a process of continuing activities to ensure upgrading of the mastered basic knowledge and skills and continuously promoting new practices. The continuous training is considered a significant factor for success, especially having into consideration that the conditions for operation change over time, so there is a need for new trainings and skills."

As stated above, research shows that although according to comparative experiences, workers in private security always go through a training process, it is not sufficient guarantee for high quality of the private security. Moreover, the practice confirms that the private security work is very complex. Hence, the private security employees are expected to have broad knowledge of many different areas and posses the ability to act in specific situations or manifest skills and competences which by their nature are related, but do not belong exclusively to the field of private security.
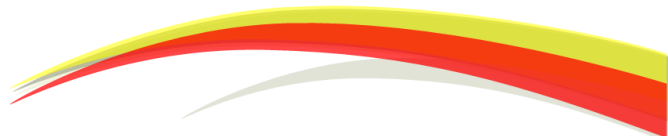
The existing gap that occurs between the actual skills and the practical experience is due to the insufficiently developed skills in several segments, and therefore continuous training proves to be necessary and essential.

3.2 IMPLEMENTATION OF MANDATORY CONTINUOUS TRAINING AND THE LABOUR MARKET NEEDS

Given the foregoing, in particular the results of the research, there is an evident need of the labor market for skilled and professional private security workers. Manifesting necessary expertise and interpersonal skills, those workers will contribute for the private security service to overcome the long-standing stigma and to get a brand new presentation and acceptance by the general public. Furthermore, the improvement of the quality of the private security services, will contribute for the achievement of the preconditions for other strategic goals, such as professionalization, standardization (definition of minimum service cost etc.), and thus the private security service will become more attractive as a profession.

The model of the private security continuous training will be additionally determined by the training provider in compliance to the defined strategic objectives.

It is also important to note that the continuous training for private security workers should have compulsory (mandatory) character, which requires future interventions in the legislative in order to be regulated by a legal act.

3.3 CONNECTION WITH THE MODERN SCIENTIFIC KNOWLEDGE

The continuous training is conducted according to a precisely planned program (curriculum) from which elaborated syllabuses (lecturing programs) will emerge for all planned modules. The syllabuses (lecturing programs) will cover: topics to be processed, the number of hours required to achieve these skills, goals and expected results, the method of implementation of the training, the literature needed and other study materials and tools that will be used in the implementation of training etc.

The continuous private security training will focus on development of skills and competences, however, its implementation will take into account all current modern scientific knowledge and methods.

The lecturing programs (syllabuses) may be periodically updated in order the topics covered in the training in a particular area, to be adapted and tailored to the needs of the labor market in a given period.

SOFT SKILLS IN THE FIELD OF PRIVATE SECURITY

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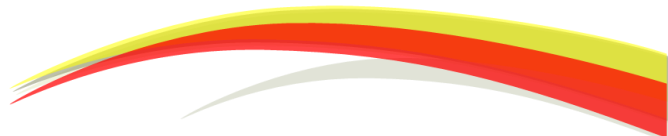
Transversal competences known as soft skills represent a wide range of skills that are essential in carrying out the tasks because they are aimed at improving interpersonal relationships, effectiveness at work, achieving goals etc. In the European Union are as well identified as cross-sectoral skills and competencies for the reason that bring together, i.e. transfer themselves in different professions. The application of these skills can be multifunctional, and their uses in various fields necessarily require additional training.

The abovementioned studies have shown that although the private security workers pass mandatory basic training primarily closely related to their immediate responsibilities and competences, the private security employees, also the clients, and even the general public noted deficiencies of a specific nature (inadequate and insufficient polite communication, rude and even unjustified violent reaction in situations that are a source of danger, although workers for private security are supposed to expose themselves to the danger as it is the specific of their tasks, misconduct in situations involving vulnerable categories, such as children, the elderly, refugees, etc.).

Exactly these findings point to the need of compulsory continuous training for the private security workers at all levels. The focus of attention needs to be placed on the issues of communication skills, the ability to appropriate behavior in situations that are a source of professional stress, and skills for recognition and adequate protection of the human rights enjoyed by citizens in general, but in particular specific groups or categories of persons.

Hence, the soft skills that need to be further developed for the private security personnel are undeniably the fields of communication and professional stress management. However, the area of human rights needs to be addressed not solely from legal and political perspective, but also from the point of view of the acknowledgment of the right methodology of performance in the situations where private security workers intervene, that are always interfering a certain right or freedoms of the citizens. This means that the area of

human rights that is not a soft skill by itself, but will be treated from the point of view of recognition and appropriate acting in these sensitive situations.

4.1 THE IMPORTANCE OF SOFT SKILLS FOR THE PRIVATE SECURITY SECTOR

In the area of private security, people and property are to be protected from harmful illegal actions, namely from the actions that meet the system of elements of a particular criminal offence. The rejection or removal of such an attack or danger often means entering into a sphere of privacy or personal rights of another person. The coercive character of the private security activities give extra dose of sensitivity to the security activities, so practicing highly professional interpersonal, communicating, psychological and other qualities is essential for the private security employees.

Performance of the service involves interpersonal relationships and numerous interactions, so it is very important that all stakeholders receive accurate, professional and proper treatment with full respect of their integrity and dignity, respect for their rights etc.

In other words, it is important that the rigidity and the nature of the private security service are to be covered and reduced by possession of expressed soft skills by private security workers, which will additionally confirm the professionalism, expertise and strong preventive social dimension of the private security sector in general.

GOALS AND TASKS
OF THE TRAINING POGRAM
5

The list of the key areas where intervention is necessary in the further training of workers for private security, as already noted, consists of the following areas:

• Interpersonal communications,

• Human rights and freedoms,

• Professional stress.

Accordingly, the objectives to be achieved by training are the following:

5.1 GENERAL GOAL
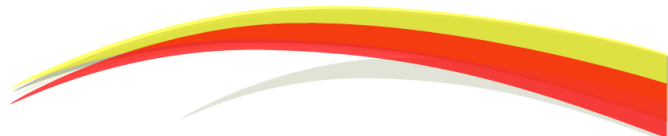
The general goal of the continuous training is improvement of the quality level of the private security scope of work together with the improvement of the expertise of the private security providers. Thus, the efficiency and the effectiveness in the job performance will increase, and continuation in the development of new skills and knowledge and good practices of performance will be maintained. The realization of the basic goal – professional and competent private security sector – will contribute to the trust raising of the general public in the area of private security and creation of a realistic perception for this profession in general.

5.2 SPECIFIC GOALS (TASKS)

Development of new skills and competences and improvement of the existing skills and competences of the private security providers with the objective to act in certain specific situations, such as:

5.2.1 Improving communication skills in all forms (written, verbal, nonverbal, etc.) by which the employees in the private security industry will be better and more appropriately accepted by all stakeholders in each particular situation, as well as by the general public. Thus, a person will acquire the knowledge and develop skills of the basics of interpersonal communication and the means and components of successful communication; gain

knowledge of the three basic positions of awareness and ways of communicating in each of them; develop skills of recognition of the "ego-state" in each person and its manifestations and appropriate ways of addressing such situations etc.

5.2.2 Acquiring theoretical but above all practical knowledge about how to act in certain situations where specific human rights and freedoms are affected, especially when dealing for example with vulnerable groups and/or persons. Moreover, what are the limits by which private security employee must not apply actions within the scope of competencies. Persons who are subject to training in this field will be introduced to the basic international instruments on human rights and freedoms, as well as national legislation where the aforementioned are transposed and operationalized. Furthermore, trainees will develop skills of how to act in situations of need to protect the life and physical integrity of the person that is under protection and the protected property where that protection can only be achieved by (legitimate) breach of the same or similar legal goods of the attacker (life, body, property, freedom Int.); they will recognize situations that would be a source of danger in the event of migrant and refugee movements with a mixed structure of subjects and to prevent them in a timely manner, they will also gain knowledge about the narrower limits of their own powers when potential danger comes from a person who belongs to a particular vulnerable category (for example, child, mentally ill person, etc.).

5.2.3 Acquiring knowledge and skills from anthropological and psychological nature for appropriate rational treatment in situations of danger which are a source of stress and panic that are particularly important for the providers of the private security service, because despite their own behavior, they need to manage the stress that, for example, faces a group of citizens in the specific situation. In this sense, the subject of the training will be introduced the meaning of the term stress and to know how to detect the sources of stress, how to become aware of and recognize the personal stress, as opposed to that of his colleagues; he/she will be able to adequately acknowledge the personal reactions of certain stressful situations and mechanisms of dealing with them as well as dealing with current stresses etc.

EXPECTED RESULTS (ACQUIRED COMPETENCES)

6

As a result of the conducted training, the persons are expected to develop the following skills and competences:

6.1 IN THE FIELD OF COMMUNICATIONS:

• Skill of creating a style of interpersonal communication that will be adapted to the respective situation,

• Ability to use verbal and non-verbal communication,

• Knowledge of language and grammar rules in order to achieve proper written communication and correspondence,

• Ability to adequate, clear and accurate transmission of information by private security workers in order to ensure the preparation and transmission of reports,

• Other knowledge and skills.

6.2 IN THE FIELD OF HUMAN RIGHTS AND FREEDOMS:

• Introduction of national and international standards of human rights and freedoms stipulated in international instruments for their protection (declarations, conventions, etc.).

• Ability to recognize the situation or entity that enjoys special protection or repertoire of specialized rights

• Recognition of the limits of using force, rejection of attack and in general on taking actions within the scope of competences through which they lose legitimacy and become unlawful because it would represent a violation of individual or collective rights.

• Recognition of specific situations involving vulnerable groups of people: children, sick people, migrants, refugees, the elderly, etc., knowledge of their rights and the specific form of protection

• Knowledge of standards established by the practice of the European Court of Human Rights for their scope and protection of the relevant rights and freedoms.

6.3 IN THE FIELD OF PROFESSIONAL STRESS:

• Ability of self-control and appropriate response to the problem that the worker faces in the field and performance of the tasks according to the highest standards of conduct,

• Ability to maintain peace and composure in highly stressful and dangerous circumstances,

• Ability to predict and recognize the impact of the mental, psychological, cultural and other differences among people in different actions in similar situations

• Skill of recognizing their own biases and their impact in specific situations.

CHARACTERISTICS AND MODULAR STRUCTURE OF THE TRAINING PROGRAM

7

7.1 TYPE OF PROGRAM

The continuous education or additional specialized training is recommended to have a mandatory nature which will take place after the initial exam and will be performed periodically in order to upgrade/improve the knowledge and skills of the private security workers.

7.2 SEGMENTS (AREAS) / COURSES

- Interpersonal communications;
- Human Rights and Freedoms;
- Professional stress.

7.3 SUBJECTS/BENEFICIARIES

- Private security employees;
- Private security managers and other personnel of private security companies,
- Others.

7.4 DURATION OF TRAINING

The training in each module will run from 5 to 15 hours per area (course) of instruction, including practical training, where appropriate for the area, and at least 1 hour per area (course) of independent training on the use of electronic tools.

7.5 FINANCING OF THE TRAINING

Continuous training will be financed through the participation of the applicants and organizers will contribute to its realization through the organization, providing facilities, technical resources, and personnel etc.

7.6 CONDITIONS FOR PARTICIPATION IN THE TRAINING

No formal requirements are needed that a person must meet to follow continuous training. However, in order to participate in a higher - an advanced level of training, it is considered that the trainee has knowledge of the extent and quality of the lower level of training in the relevant field / area (course).

7.7 METHODOLOGY OF IMPLEMENTATION OF THE TRAINING

The training will be implemented through lecturing and through independent use of the electronic tool. The electronic tool will be used also during the implementation of classical teaching in order trainees to be trained to use it independently. Depending on the module, level and the training area, the methodology will be developed with certain specifics that will be listed in the syllabuses for each area in each module separately.

Overall, the training will be conducted by use of:

• Classical lectures (explanations)

• Presentations

• Case studies,

• Simulations,

• Using a soft skills manual (handbook), instructions, worksheets,

• Debates, discussions and other interactive forms

• Using electronic tool (Open on-line multimedia training tool for soft skills) etc.

7.8 ASSESSMENT AND EVALUATION

7.8.1 ASSESSMENT OF TRAINEES - SUBJECTS OF TRAINING

Persons who complete certain training module from one of the three areas (courses) will undergo a screening process of the acquired knowledge and skills. The verification will be performed mostly in writing or electronically, and depending on the area can be elaborated in detail in the specific syllabus other means of assessment (oral, combined etc.). The purpose of this evaluation is the training subjects to assess their own progress in mastering the specific knowledge and skills and it would not formally affect the fact that the person has completed the training conducted.

7.8.2 EVALUATION OF EFFECTIVENESS OF THE CONTINUOUS TRAINING

The organizer of the training will conduct periodic analysis of the average success according to the individual results for each module and field separately. In order to obtain successful evaluation, ad hoc polls may be implemented, questionnaires and interviews to be performed in order to get a picture of the perceptions of the target groups for the level of knowledge and skills at the moment, vis a vis the perceptions detected in the previous studies**.**

7.9   MODULAR STRUCTURE OF THE TRAINING PROGRAM

		Course	Program	Preconditions
Module 1 BASIC LEVEL		Communication skills in private security – basic level	Syllabus for the course „Communication skills in private security – basic level"	No previous specific knowledge of the course is required
		Human rights and freedoms and the private security - basic level	Syllabus for the course „ Human rights and freedoms and the private security – basic level "	No previous specific knowledge of the course is required
		Professional stress in the private security– basic level	Syllabus for the course „Professional stress in the private security– basic level "	No previous specific knowledge of the course is required
		Course	*Program*	*Preconditions*
Module 2 ADVANCED LEVEL		Communication skills in private security – advanced level	Syllabus for the course „ Communication skills in private security – advanced level "	Previous basic level knowledge of the course is required
		Human rights and freedoms and the private security – advanced level	Syllabus for the course „Human rights and freedoms and the private security – advanced level "	Previous basic level knowledge of the course is required
		Professional stress in the private security- advanced level	Syllabus for the course „Professional stress in the private security– advanced level "	Previous basic level knowledge of the course is required
		Course	*Program*	*Preconditions*
Module 3 TRAINING OF TRAINERS		Train the trainer for Communication skills in private security (all levels)	Syllabus for the train the trainer course for „Communication skills in private security "	Previous advanced level knowledge of the course is required
		Train the trainer for Human rights and freedoms and the private security (all levels)	Syllabus for the train the trainer course for „ Human rights and freedoms and the private security "	Previous advanced level knowledge of the course is required
		Train the trainer Professional stress in the private security (all levels)	Syllabus for the train the trainer course for „Professional stress in the private security"	Previous advanced level knowledge of the course is required

GENERAL PROGRAM ON THE TRAINING SUBJECT PER COURSE

8

8.1   GENERAL TRAINING PROGRAM FOR THE COURSE

COMMUNICATION SKILLS IN PRIVATE SECURITY

8.2   GENERAL TRAINING PROGRAM FOR THE COURSE

HUMAN RIGHTS AND FREEDOMS AND THE PRIVATE SECURITY

8.3   GENERAL TRAINING PROGRAM FOR THE COURSE

PROFESSIONAL STRESS IN THE PRIVATE SECURITY

GENERAL TRAINING PROGRAM FOR THE COURSE: COMMUNICATION SKILLS IN PRIVATE SECURITY

8.1.1 DATA ON THE TRAINING PROVIDER

The program is implemented by a national body/institution (chamber, association or similar organization) for private security.

8.1.2. DATA ON THE TRAINERS

- The training program for the course Communication skills in private security will be conducted by experts of communicology, psychology and other similar areas dealing with this topic in general or dealing with specific areas in the field of communications;

- Experts from the practice with profound knowledge and experience both in private security and communications, coming from the private security sector, or from NGOs from the field of communications;

- Trained teachers or other experts from the organization implementing the training (or similar relevant institution);

- Others.

8.1.3 BASIC DATA ON THE COURSE:

TITLE OF COURSE :

COMMUNICATION SKILLS IN PRIVATE SECURITY

TOTAL TEACHING HOURS :

- Basic training - the number of lecturing hours will be determined in the detailed syllabus;
- Advanced training - the number of lecturing hours will be determined in the detailed syllabus;
- Training of Trainers -the number of lecturing hours will be determined in the detailed syllabus.

TOTAL HOURS REQUIRED FOR INDEPENDENT LEARNING THE MATERIAL WITH THE E- TOOL:

Will be determined in the detailed syllabus after the preparation of the electronic tool

RECOMMENDET NUMBER OF TEACHING HOURS:

- Basic training – 5 classes (lecturing hours) per course;
- Advanced training - 10 classes (lecturing hours) per course;
- Training of trainers - 10 classes (lecturing hours) per course.

SUGGESTED NUMBER OF HOURS NEEDED FOR INDEPENDENT LEARNING WITH THE ELECTRONIC TOOL:
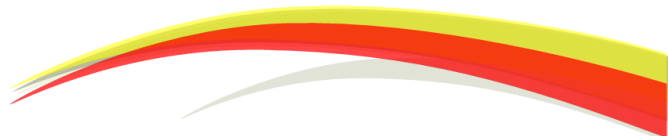
Up to 2 hours per course.

8.1.4 COURSE DESCRIPTION AND KEYWORDS (TERMS)

COURSE DESCRIPTION

Good communication is one of the most important skills required in order to be successful in life. It is getting more and more important how we present ourselves in public, explain our points of view and convince people to agree with us. In order to communicate successfully we need communication skills that help us form and present our opinion in a

way that is understandable and convincing. Sadly, this ability does not come naturally to everyone (it is not hereditary) but one can learn to exchange his or her regular methods of communication with new ones – more effective ones.

At work, we meet many different types of people, rude, upset, impatient, sometimes even violent and aggressive, which requires various communication skills mainly to manage a conflicting situation. Communication can be exhausting for some people, causes them stress, others do not allow clients and co-workers to throw them off the track, to burden them and cause them uncomfortable feelings. It is imperative that we are ready for communication with different people. That will make us more efficient in our job and we will be able to add a note of professionalism to our expertise. Professionalism means that we are able to use our expertise in the correct way - for security guards that means what they are allowed and not allowed to do. We are talking about the appropriate approach - how will we do that.

Suitable communication is also the basic tool in jobs providing security. People working in the area of private security (security guards and others) have to be especially well prepared for specific communication situations because the law allows them to interfere in basic human rights. This makes people even more sensitive.

Conflict is a situation in which there are two opposing interests present at the same time, therefore it is understandable for a security guard to find oneself in it quite quickly. Even more, a security guard often finds oneself in a situation where there are even more opposing interests. Besides the guard's interest, who has to do his job by the book, and the interest of the person not following certain rules, the security guard must also provide satisfaction to the person that hired his or hers security services. Security guards must also deal with individuals under the influence of alcohol, drugs and visitors of the event that are in mutual conflict. These situations are very demanding to handle because they represent intensive conflicts that have to be resolved in specific ways.

KEY WORDS (TERMS) FOR THE COURSE:

Communication, conflict, professionalism, emotions, empathy, critique, listening, speaking, behaviour, stance.

8.1.5 OBJECTIVES AND RESULTS TO BE ACHIEVED

The course will provide the trainees with the following competences:

- Recognition of the term interpersonal communication;
- Verbal communication;
- Non-verbal communication;
- Barriers;
- Recognizing situations when the interlocutor is lying;
- Recognizing and practicing different communication styles;
- Work with problematic employees and troublesome customers;
- Resolving Conflict;
- Identification and controlled expression of emotion.

8.1.6 METHODOLOGY OF TRAINING AND ASSESMENT

- The training will be performed through lectures, seminars, workshops, as well as through individual work using previously prepared materials and/or electronic tools;
- The training of this subject encourages interactive approach through discussions and exchange of opinions between participants and their trainers, especially with lecturers who will practically demonstrate the trainees how to act in different situations;
- Facultative evaluation will be periodically performed in order to test the results of the training (the methodology in a more detailed manner will be managed in the appropriate syllabus depending on the module of the training in this area).

8.1.7 STRUCTURE OF THE COURSE (BASIC GUIDELINES)

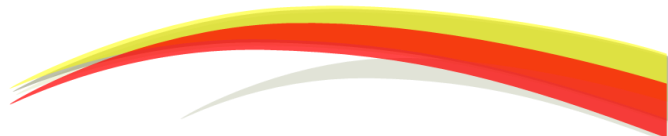| theme	Title of the thematic unit	Description
1	Introduction to Communication	What is communication? Types of communication; Verbal communication; Communication skills (speaking and active listening); Disruption of the communication process (barriers); The most important rules in the communication.
2	Non verbal communication	First impressions; Mimicks; Gestures; Holding the body; Tone; Distance or proximity (personal space)
3	Body language	Elements of conduct; Reading of the body language; Signs that the interlocutor is lying, not telling the truth and does not intend to perform a task or to abide by the order; Reducing elements that hinder proper communication.
4	How to talk, how to listen / understand	One-way and two-way communication and deficiencies of both; How to communicate successfully; Techniques of intensive listening (passive and active listening); Paraphrasing; Reflection.
5	Professional communication	Types of communication attitudes; Appropriate and inappropriate communication attitudes; Establishing assertive (confident) manner of communication.

6	Emotions and feelings	When and why we experience emotions; Control of emotions in professional communication; Communication positions according to experience and expression of emotions.
7	Giving and receiving criticism	How to criticize behavior in order to achieve its change; Techniques of criticism; Why is criticism useful and how to accept it.
8	Conflicts	What is a conflict; Types, sources, division and development dynamics of conflicts; Why avoiding conflict is not good; Conflict management (analysis and transaction)
9	Strategies for Resolving Conflicts	Why we settle conflicts in a certain way; Learning about different ways to resolve conflicts.
10	Communicating with Difficult employees; Communicating with Difficult clients	Who is difficult employee / client; Types of difficult employee / client; Handling difficult employee / client;
11	Styles of communication	Assessment of the circumstances in which the style of communication is / is not appropriate; Identifying own communication style.
12	Personal appearance of the private security workers	

8.1.8 ACTIVITIES WITH EXTERNAL INSTITUTIONS

Other stakeholders in the respective field of private security and the field of communication may be invited to take part in the training process. Depending on the subject, visit to specific institutions may be organized or representatives from relevant institutions will be guest lecturers.

List of relevant stakeholders for participation in the training process may include:

- State bodies: Ministry of education or other state agency, directorate etc.,
- Academic educational institutions: faculties, institutes, schools etc.
- Non-governmental organizations.

8.1.9 LITERATURE AND WORKING MATERIALS

REQUIRED READING

- Textbook on soft skills - Learning materials for transversal skills for private security;
- Books and articles on topics of communications;
- Other working materials used during the training process will include customized training tools: e-text book, audio book, slide shows combined with text to speech tool and stories from the practice (real case scenarios), worksheets, manuals etc.;
- The training program may also be implemented by using a specific e-tool: Open on-line multimedia training tool for soft skills.

ADDITIONAL LITERATURE

- Birkenbihl, V, F, 2005, *The body message – From the brain owner to the brain user*;
- Covey, S. R, 1989, *The 7 habits of highly effective people*;
- Hay, J, 2009, *Understanding attitudes and building relationships*;
- James, M. and Jongerward, D, 1996, *Born to win*;

GENERAL TRAINING PROGRAM FOR THE COURSE: HUMAN RIGHTS AND FREEDOMS AND THE PRIVATE SECURITY

<div align="right">8.2</div>

8.2.1 DATA ON THE TRAINING PROVIDER

The program is implemented by a national body/institution (chamber, association or similar organization) for private security.

8.2.2 DATA ON THE TRAINERS

- The Course for training in human rights and freedoms will be conducted by experts in the area of legal sciences, that deal with this topic in general or deal in certain areas of protection of rights and freedoms, in particular, specific fields and subjects;
- Experts from the practice with profound knowledge and experience both in private security and human rights, coming from the private security sector, or from NGOs from the field of human rights;
- Trained teachers or other experts from the organization implementing the training (or similar relevant institution);
- Others.

8.2.3   BASIC DATA ON THE COURSE

TITLE OF THE COURSE :

HUMAN RIGHTS AND FREEDOMS AND THE PRIVATE SECURITY

TOTAL TEACHING HOURS:

- Basic training - the number of lecturing hours will be determined in the detailed syllabus;
- Advanced training - the number of lecturing hours will be determined in the detailed syllabus;
- Training of Trainers-the number of lecturing hours will be determined in the detailed syllabus.

TOTAL HOURS REQUIRED FOR INDEPENDENT LEARNING THE E-TOOL:

Will be determined in the detailed syllabus after the preparation of the e-tool

RECOMMENDED NUMBER OF TEACHING HOURS:

- Basic training – 5 classes (lecturing hours) per course;
- Advanced training - 10 classes (lecturing hours) per course;
- Training of trainers – 10 classes (lecturing hours) per course.

SUGGESTED NUMBER OF HOURS FOR INDEPENDENT LEARNING WITH THE E-TOOL:

Up to 2 hours per course.
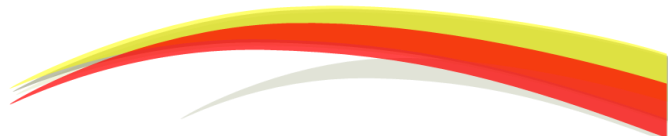
8.2.4 COURSE DESCRIPTION AND KEYWORDS (TERMS)

COURSE DESCRIPTION

The area of human rights and freedoms is an independent scientific discipline arising from international law on human rights. It covers a majority of norms primarily stipulated in the international conventions and agreements that are commonly transferred into national legislations of the states. The modern concept of human rights is based on the globally accepted principles, social goals and individual values as, for example are the following ones: justice, peace, dignity, equality, freedom etc.

Within the private security sector, the service providers are often faced with situations that are directly or indirectly related to issues of human rights and the limits over which they must not be harmed or challenged. In this sense, workers of private security

guards are required to have knowledge of the right to life, which can be taken when performing physical security, for example, or to be threatened during the protection of property, to have knowledge about standards established through its practice by the European Court of Human rights; right to privacy, which may be endangered or injured while performing responsibilities within the scope of the legal competences; the set of rights of the child, the rights of refugees and migrants, which are very actual in recent years etc.

KEY WORDS (TERMS) FOR THE COURSE:

Right, freedom, life, movement, privacy, property, protection, integrity, dignity etc.
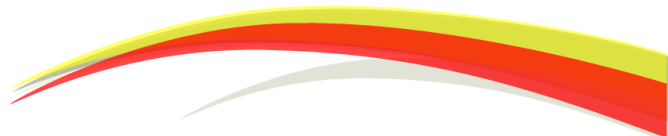
8.2.5 OBJECTIVES AND RESULTS TO BE ACHIVED

- Within the scope of the training, the main goal is that individuals who will complete it, to be familiar with the term and characteristics of human rights, their classification (first and second and next generation of rights), as well as their division and a special focus will be put on rights that correlate with the activity of private security.

- Depending on the level of training, participants will obtain knowledge about the basic features and limits of protection of the relevant rights and freedoms, as well as exceptions to them with clear guidance for action, to deeper knowledge of standards of conduct established in comparative legislations and practices and in the conventional law (which would be the subject of training at an advanced level in this area).

- By completing the course, depending on the level (corresponding module), persons undergoing training will be trained in practical actions to recognize and appropriately address situations in which a human right or freedom is at stake or specially protected category of citizens.

With the acquisition of such knowledge and skills, it is expected to raise the quality and professionalism in the performance of activities and to avoid or significantly reduce the situations in which workers for private security would turn from people who protect one's rights, freedoms and values, in persons who violate the rights and freedoms of citizens. This will not only raise the level of professionalism and expertise, but will also increase the trust of citizens in the private security workers.

At the advanced level, the participants will develop skills to recognize the limits of the legitimate competence performance that are set up in the so called "conventional law"

that arises from the ECrHR precedents, that will be of utmost importance in the achievement of the highest level of professionalism combined with the pure soft skills developed in the area of communications and stress management.

The future trainers within the respective module will also acquire highest level of knowledge, but also skills on teaching and explaining human rights practicing and protection.

8.2.6 METHODOLOGY OF TRAINING AND ASSESSMENT

- The training will be performed through lectures, seminars, workshops, as well as through individual work using previously prepared materials and/or electronic tools.

- The training of this subject encourages interactive approach through discussions and exchange of opinions between participants and their trainers, especially with lecturers who are representatives of authorities that practically implement certain competencies connected to the protection of human rights and freedoms (for example, judges, prosecutors, representatives of Ministry of Interior and other institutions, etc.) as well as discussions on established standards of conduct set up in the case-law of the European Court of Human rights (with university professors, representatives of the bureaus that represent the state before the ECtHR, etc.).

- Facultative evaluation will be periodically performed in order to test the results of the training (the methodology in a more detailed manner will be managed in the appropriate syllabus depending on the module of the training in this area).

8.2.7 STRUCTURE OF THE COURSE (BASIC GUIDELINES)

theme	*Title of the thematic unit*	*Description*
1	Definition and basic characteristics of the human rights	Universality, Inalienability, Absoluteness, Indivisibility
2	Classification of human rights and freedoms	Civil - Political Rights, Economic - Social and Cultural Rights, Solidarity rights, New generations of rights.
3	Right to life	Art.2 of the ECHR Prohibition of the death sentence. Criminal law protection of the life and physical integrity.
4	Prohibition of torture and other degrading and inhuman treatment	Art.3 of the ECHR. Criminal law protection from torture.
5	Right to liberty and security; Right to free movement; Rights of migrants and refugees;	Art.5 of the ECHR. Prohibition of deprivation of liberty and exception from it. Illegal deprivation of liberty. Migrations and types of migrants. Definition of asylum and temporary protection. Refugee status Global policies on treatment of migrants and refugees
6	Right to a fair trial Right to an effective remedy Right to a judicial protection	When and why we experience emotions; Art.6 of the ECHR Art.13 of the ECHR The concept of judicial protection of the human rights
7	Right of peaceful assembly Right of association	Art.11 of the ECHR Exceptions of the freedom of association and peaceful assembly.
8	Right to privacy Prohibition of discrimination	Art.8 of the ECHR Right to respect for private and family life Art.14 of the ECHR Equal enjoyment of the rights and freedoms.

9	Rights of the child	Convention on the Rights of the Child; Juvenile national legislation.
10	Protection of vulnerable groups (the elderly persons, pregnant women, prisoners, children, etc.)	Categories of vulnerable persons; The vulnerable persons in different situations: more rights, higher protection.
11	The Convention Law and the Human rights	The standards for protection of the human rights established in the practice of the European Court of Human rights
12	Trainings and the Human Rights	Methodology of recognition, presentation and teaching human rights

8.2.8 ACTIVITIES WITH EXTERNAL INSTUTUTIONS

Other stakeholders in the respective field of private security and human rights may be invited to take part in the training process. Depending on the subject, visit to specific institutions may be organized or representatives from relevant institutions will be guest lecturers.

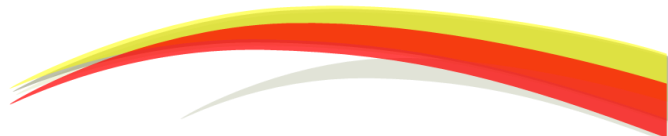List of relevant stakeholders for participation in the training process may include:

- State bodies: Ministry of internal affairs or other state agency, directorate etc.,

- Judicial bodies: Public Prosecution Offices, Courts, Attorneys etc.

- Ombudsman,

- NGOs: Helsinki Committee or other human rights organization.

8.2.9 LITERATURE AND WORKING MATERIALS

REQUIRED READING

- Textbook on soft skills - Learning materials for transversal skills for private security.

- Books and articles on topics of human rights.

- National laws and corresponding bylaws or other regulations (relevant for the respective rights and freedoms).

- Other working materials used during the training process will include customized training tools: e-text book, audio book, slide shows combined with text to speech tool and stories from the practice (real case scenarios), worksheets, manuals etc.

- The training program may also be implemented by using a specific e-tool: Open on-line multimedia training tool for soft skills.

ADDITIONAL LITERATURE

- Charter of the United Nations;

- Universal Declaration of Human Rights;

- International Covenant on Civil and Political Rights;

- International Covenant on Economic, Social and Cultural Rights;

- Convention on the Elimination of All Forms of Discrimination against Women;

- Convention on the Rights of the Child;

- European Convention of Human Rights and Fundamental Freedoms;

- Charter of Fundamental Rights of the EU;

- Other acts.

GENERAL TRAINING PROGRAM FOR THE COURSE: PROFESSIONAL STRESS IN THE PRIVATE SECURITY

8.3

8.3.1 DATA ON THE TRAINING PROVIDER

The program is implemented by a national body/institution (chamber, association or similar organization) for private security.

8.3.2 DATA ON THE TRAINERS

- The training program on the subject of professional stress in the private security will be conducted by experts in the area of psychology, clinical psychology, psychotherapy or other compatible scientific area, that treat this subject in general or certain specific areas;
- Experts from the practice with profound knowledge and experience both in private security and in the area of psychology, coming from the private security sector, or from NGOs from the field of human rights;
- Trained teachers or other experts from the organization implementing the training (or similar relevant institution);
- Others.

8.3.3 BASIC DATA ON THE COURSE

TITLE OF THE COURSE :

PROFESSIONAL STRESS IN THE PRIVATE SECURITY

TOTAL TEACHING HOURS:

- Basic training - the number of lecturing hours will be determined in the detailed syllabus;

- Advanced training - the number of lecturing hours will be determined in the detailed syllabus;

- Training of Trainers -the number of lecturing hours will be determined in the detailed syllabus.

TOTAL HOURS REQUIRED FOR INDEPENDENT LEARNING WITH THE E-TOOL:

Will be determined in the detailed syllabus after the preparation of the electronic tool.

RECOMMENDED NUMBER OF TEACHING HOURS:

- Basic training – 5 classes (lecturing hours) per course;

- Advanced training - 10 classes (lecturing hours) per course;

- Training of trainers - 10 classes (lecturing hours) per course.
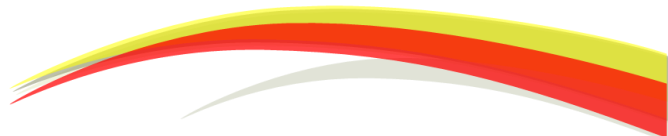
SUGGESTED NUMBER OF HOURS NEEDED FOR INDEPENDENT LEARNING THROUGH ELECTRONIC TOOL:

Up to 2 hours per course.

8.3.4 COURSE DESCRIPTION AND KEYWORDS (TERMS)

The most important capital of any organization, in any area, are the human resources as a major carrier of the market competition. Their effective, relatively speaking, use is linked to productivity which can be clearly seen through relaxed fulfilment of safe working tasks. At the same time, we realize that the dynamic changes in the world we live in often cause stress making it an integral part of everyday life. Its influence is enormous on all segments of the human functioning, and especially is a key factor for effectiveness in performing tasks. Complete knowledge of issues related to the impact of stress, primarily professional stress on employees in organizations, particularly in the area of security within the Republic of Macedonia is very important to properly and effectively reduce the effects of stress at the individual and at company level.

In order to be successful in the process of minimizing the impact of professional stress, it is important that employees in organizations in the area of the private security sector in the country, have the necessary knowledge and information for individual management of stress, but it is equally important the companies to be transformed into "learning organizations" self-sustainable and to transmit information internally in the system. These are the leading goals of the training subject that aims to allow employees to recognize and effectively manage stress and organizations to train internal trainers who will maintain and transfer their acquired knowledge.

The prevalence and the negative consequences of professional stress on employees in the sector of private security are well known and often explored through the literature, data and statistical indicators are worrying. For example, the European Agency for Health and Safety at Work confirms that every 4th employee suffers from stress in the workplace, and if these data focus only on developing countries, which includes Republic of Macedonia, these figures will be even greater. We are aware that at the individual level, the most visible consequences of stress are the psychosomatic diseases, there is a study showing that 70% to 80% of all doctor visits are related or are more specifically a result of stress. But the professional stress is not only concern on the individual level; the effects of stress are "fatal" for organizations in terms of aimlessly spent working hours, sick leaves, absence and dismissals. Studies show that 50% to 60% of lost working days are due to stress.

The most common factors that lead to stress, especially in the workplace are: excessive workload, meaningless tasks, excessive working hours and low pay, irregular breaks, irrational demands, unclear responsibilities and expectations, conflict behaviour, more supervisors, reduced autonomy or participation in decision making, ineffective communication skills etc. Knowing the sources of stress lead us a step forward to creating conditions for its prevention. On the other hand, ignoring the risk factors, contributes to the steady rise in the number of employees who experience professional stress, suffer the consequences, and this causes damage at individual, family, and at company level.

The subjects of the training will learn how to recognize stress and how to cope with it preventing negative effects by strengthening the own psychological "immunity" or personal strategies of confrontation and stress management. In parallel, part of the training will focus on building training skills in order to achieve internal sustainability of the information, knowledge and strategies for managing workplace stress. The benefits of the program are visible for employees and companies in the field of private security.

Stress, sources of professional stress, phases of stress, management strategies of stress, professional efficiency, consequences of stress, strengthening the person, "learning organization", internal trainers.

8.3.5 OBJECTIVES AND RESULTS TO BE ACHIVED

The training will provide the participants to develop the following abilities/skills:

- To understand the nature of stress;
- To recognize the phases of stress;
- To recognize when they are under stress and when they experience professional stress;
- To recognize stress and consequences of stress among their colleagues;
- To be proactive in managing professional stress;
- To acquire skills that will help them cope with professional stress;
- To learn specific relaxation exercises and control of behaviour and emotional reactions;
- To learn to control reactions and to "choose" how to respond to a particular stressful situation;
- To live healthier, more relaxed and more fulfilled, i.e. to protect themselves from the effects of chronic stress
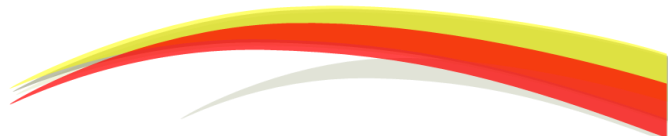
The participants in the advanced training will achieve the following skills:

- To recognize the presence of professional stress in the company where they work;
- To anticipate potential sources of professional stress at company level;
- To manage change and stressors according to capacities and needs of the employees;
- To create a stimulating, not a stressful work environment;
- To learn organizational strategies for managing stress in professional staff;
- To decrease the effects of the professional stress on the company.

The participants in the training for educators will achieve the following skills:

- Skills on methods and rules of conduct of training for adults
- Presentation skills and organizing group work in educational purposes

- Sensibility to customize and manage their approach as an educator to the needs of the group with which they work with;
- They will be able to act proactively and to make stress management interventions in group work

8.3.6 METHODOLOGY OF TRAINING AND ASSESSMENT

- The training will be performed through lectures, seminars, workshops, as well as through individual work using previously prepared materials and/or electronic tools.
- The training of this subject encourages interactive approach through discussions and exchange of opinions between participants and their trainers, especially with lecturers who will practically demonstrate the trainees how to act in different situations.
- Facultative evaluation will be periodically performed in order to test the results of the training (the methodology in a more detailed manner will be managed in the appropriate syllabus depending on the module of the training in this area).

8.3.7 STRUCTURE OF THE COURSE (BASIC GUIDELINES)

theme	Title of the thematic unit	Description
1	Stress: prejudices, stereotypes and beliefs about stress	Comfort Zone Beliefs / prejudices and stereotypes about stress Personal Change - insight into stress and the need for change - facing resistance to change
2	The nature of stress	What is stress? Good and bad stress Stress and thinking process Stress and professional efficiency How to reach noticeable changes in thought and action?
3	Professional stress	Sources of professional stress Stimulating or blocking stress Effects of stress - per person and organization
4	Recognition of the professional stress	Signs and symptoms of professional stress Attack, escape or "paralysis"? Awareness of professional stress Your starting point listening (passive and active listening); Paraphrasing; Reflection.
5	Strategies of cognitive / mental change	Managing one's own mental state Body - thought connections / brain responses Creation and / or selection of positive thought Thought / purpose / activity - a cluster that acts
6	Lifestyle / diet, exercise, relaxation	Lifestyle and stress The exercise in combating stress Exercises for rapid relaxation - Breathing The process of decision making and strategies for proactive management of stress
7	Stress in private security workers	Specifics of the private security profession significant for

		professional stress A sense of security v.s. private security The most common sources of stress among workers for private security
8	Leadership and stress	Management stress-prevention, recognition and management Individual strategies for stress management Overflow of stress in private and professional life Signs and symptoms of professional stress among employees in private security sector
9	Organisational stress management strategies	Human resources management Control of organizational sources of stress Communication / motivation / satisfaction of work aimed at the prevention of professional stress
10	"Learning organization"	Company culture - principles, implementation and management The process of making decisions and choices Readiness of the company to change - expected resistance and strategies for resolving
11	How to do successful presentations?	Initial introduction "Story" and why is it important How to "control" group in order to achieve the objectives Cycle of attention from participants Evaluation of success
12	How to become a successful educator?	Self-confidence and proactive behaviour First model and then educator Priority of alternatives and acceptance of diversity Activities that help personal rest and relaxation

8.3.8 ACTIVITIES WITH EXTERNAL INSTITUTIONS

Other stakeholders in the respective field of private security and the field of communication may be invited to take part in the training process.

Depending on the subject, visit to specific institutions may be organized or representatives from relevant institutions will be guest lecturers.

List of relevant stakeholders for participation in the training process may include the following subjects:

- State bodies: Ministry of labour and social policy, Ministry of Health, Ministry of interior affairs or other state agency, directorate etc.
- Health institutions: clinics, hospitals, healthcare homes etc.
- Non-governmental organizations, associations and other bodies active in the area of professional stress: World Health Organization etc.

8.3.9 LITERATURE AND WORKING MATERIALS

REQUIRED READING

- Textbook on soft skills - Learning materials for transversal skills for private security.
- Books and articles on topics of stress management.
- Other working materials used during the training process will include customized training tools: e-text book, audio book, slide shows combined with text to speech tool and stories from the practice (real case scenarios), worksheets, manuals etc.
- The training program may also be implemented by using a specific e-tool: Open on-line multimedia training tool for soft skills.

ADDITIONAL LITERATURE

- Lazarus, R, S and Folkman, S, 1984, *Psychological Stress and the Coping Process*
- Goleman, D and and Cherniss, C, 2003, *The Emotionally Intelligent Workplace*
- Rohn, J, 1991, *Five Major Pieces to the Life Puzzle*

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