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Train Brain *Soft*

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

REPORT

From

THE RESEARCH ON TRANSVERSAL COMPETENCES OF PRIVATE SECURITY PERSONNEL

December, 2016



security



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BACKGROUND OF THE RESEARCH

General recognition of the need to have the right skills set is one of the keys to sustainable and inclusive growth, both on a individual (employee's) and on a company level. The International Labor Office in 2010 had created a document, a G20 Training Strategy named "A Skilled Workforce for Strong, Sustainable and Balanced Growth" emphasizing that the cornerstones of a policy framework for developing a suitably skilled workforce are: good-quality education and training; compatibility of skills with the labour markets needs; preparedness of the workers and companies to adjust to changes and anticipating and preparing for the skills needs of the future.

However, a 2015 report from the Organisation for Economic Co-Operation and

Development, named "The G 20 Skills Strategy for developing and using skills for the 21 st Century" stresses that according available data from G 20 countries, many school leavers and adults lack the skills required to access and thrive in the labour market. The above noted is predominantly as a result of poor educational attainment but, in some cases, despite holding a qualification, large proportions of students leave compulsory education with a poor command of foundation skills that are essential for entry and progression in the labour market. Similarly, many adults do not possess the skills needed to progress at work and learn new things.

❖ Chart 1: Cornerstones for development of skilled workforce



Fundamental importance to every company is to cope with new professional and market trends, as well as with new requirements from the customers and clients. In the Private Security Sector due to the expanding role of security professionals, competences from many professional areas beyond security are needed. In this sense, validation of individual's professional knowledge, experience and capabilities in the private security sector almost in every European country is mandatory. According to a document of CoESS¹ named "Private Security services in Europe Facts and Figures 2013" licensing for private security is mandatory by law in +/- 86.67 %. The private security license is obtained after completed basic training for private security guard, which differs in duration and scope. The training and related provisions regarding the private security sector in European countries are shown below in Table 1.

❖ Table 1: Private security training and related provisions in Europe

Training and related provisions	
There is an obligation for private security guards to follow basic guard training	± 97%
This training programme is mandatory by law	± 97%
Average number of training hours	± 98.26
Upon successfully accomplishing the basic training, private security guards are issued with a certificate of competence	± 87%
Mandatory specialised training for private security managers, i.e. operational managerial staff influencing operations	± 57.58%

Source: Private Security Services in Europe-Facts and Figures 2013

However, beside positive policies in developing training activities, there is an evident competence² gap in the private security sector and significant mismatch between the every day competences demands and the knowledge that is acquired with the basic mandatory trainings for private security guards. The awareness of the skills gap and other knowledge constrains for the private security workers had led to formulation of an EU Project named *"Train Brain Soft, Development of standardized curriculum and e-tool for soft skills for private security personnel"*, awarded with a grant under the Erasmus + program. This research report is the starting point of the process of overcoming the skills gap with focus on the soft skills only.

The research had started with investigation of the 5 basic private security guard training programs from the 5 project partners (Macedonia, Norway, Romania, Slovenia and Croatia). Table 2 below shows that in the 5 project partner countries predominantly professional/vocational subjects from the security field are covered. Namely, a wide range of professional topics are justifiably covered, such as: Technical security, Private Security Operations, Standard Operations Procedures, Physical Security Incidents Response Procedures etc. Furthermore, legal matters are remarkably included, such as: Law on private security, Criminal law, Criminal procedure, Law on offences against public order and peace, Patrimony and Property Rights etc.

¹ Confederation of European Security Services

² The term competence for the purpose of this Research Report shall be the same as the term knowledge.

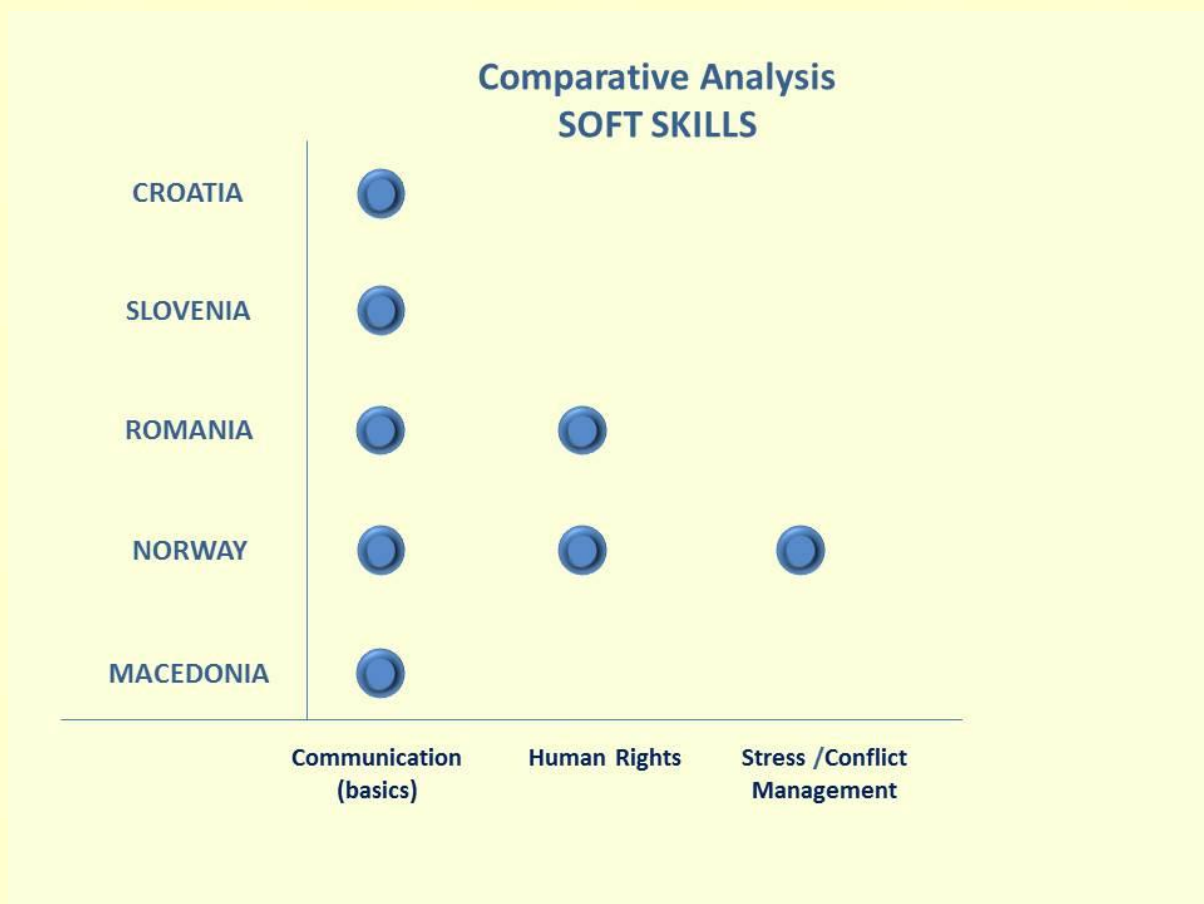
❖ Table 2 - Subjects covered by basic training programs for private security guard

Country	Subjects - Basic Training Program	
Macedonia	1.	Law on private security,
	2.	Criminal law,
	3.	Criminology,
	4.	Law on offences against public order and peace,
	5.	First aid,
	6.	Fire protection and technical security,
	7.	Psychology
	8.	Self- defense
	9.	Handling weapons and shooting
Norway	1.	Law on private security,
	2.	Criminal law,
	3.	Criminal procedure,
	4.	Law on offences against public order and peace,
	5.	First aid,
	6.	Fire protection and technical security,
	7.	Psychology,
	8.	Communication and dealing with conflicts,
	9.	Human rights
Romania	1.	Fundamental Civil Rights and Liberties
	2.	Essentials about Patrimony and Property Rights
	3.	Communication Aspects
	4.	Health and Safety related to the Specifics of Private Security
	5.	Essentials about Fire Protection
	6.	First Aid
	7.	Essentials about Environment Protection
	8.	Labor Legislation
	9.	Equipment and Self Defense Tools for Private Security Officers
	10.	Managing and Execution of the Private Security Operations in Romania
	11.	Duty and Record Documents - Content and Filling Mode
	12.	Essentials about Penal and Administrative Liability
	13.	Enforcement of Company Rules and Regulations
	14.	Statutory Powers of the Security Officers
	15.	Use of Force, Coercion and Self-defense Techniques
	16.	Standard Operations Procedures
	17.	Incidents Recording and Reporting
	18.	Security and Crises Communication
	19.	Aspects of Legal Compliance during Security Duties
	20.	Physical Security Incidents Response Procedures
	21.	Standard Operation Procedures in case of a Flagrant Infraction
Slovenia	1.	Private Security
	2.	Duties and the use of measures of security guard
	3.	Criminal offences
	4.	Intervention
	5.	Transportation and safeguarding of cash and other valuables
	6.	Safety at work, fire protection and first aid
	7.	Communication
	8.	Protection of public gatherings
Croatia	1.	Normative arrangement of areas of work and authorities of security guards
	2.	The use of technical protection devices
	3.	Basics of Criminology and the rules of security procedure
	4.	Basics of communication
	5.	Training in handling and shooting firearms
	6.	The course in the application of physical strength, self- defense

The comparative analysis of the basic training programs shows limited scope of soft skills, shown in chart 2 below. The field of communication is covered with Macedonian, Norwegian, Romanian, Slovenian and Croatian basic training programs with limited scope of basic terms or some specialized areas, such as crises communication, exc.

The human rights field is included only in Norwegian and Romanian basic training programs and only Norwegian regulations had determines the knowledge for dealing with conflicts as important for private security guards, and is included in the Norwegian basic training program for private security guard.

❖ Chart 2: Soft skills covered by basic training programs in Macedonia, Norway, Romania, Slovenia and Croatia



During the actual changing and challenging times, with the global complex ambient of economic crisis, migrant crisis, constant threat of terrorism, continual industry trends of lack of workforce, competition etc. the role of the security officer is becoming more diverse and complex.

Occupational stress has become an important issue and an essential factor in the worldwide. A recent study performed by Yadav and Kiran (2015) established that there was a significant relationship among occupational stress, attitude to work and psychological well being of the workers. Moreover, occupational stress might be harmful to people, society and organization, high levels of stress cause negative effect on employees physical and mental well being and ultimately show effect on performance. The study had investigated a total sample of 180 security guards selected from three areas: Banks, academic institutions and residential security. It has shown that Security guards suffer from high stress, face problems, are dissatisfied with their job. The study had concluded that occupational stress lead to the development of negative outcomes for the security guards.

Another relevant topic drawing interest of the professional, expert and general public is the area of *international human rights*, especially relevant in the period of migration crisis.

Namely, the private security sector with its public authorities might be directly involved in activities associated with possible human rights violations, especially misuse or abuse of authorities to follow the procedures for the use of force and/or firearms. Therefore, it is essential for the Private security sector to has a clear understanding of international human rights norms and standards.

When working in the above explained environment, good *communication skills* are considered to be an integral part of the security officer's daily duties. It is considered to be necessary for a security guard during his/her job to properly convey a professional message, as clearly as possible. (Maliwat, 2014) Moreover, projecting a professional image, enhancing liaison between outside agencies and company employees, testifying in court communicating with the general public etc are just a few examples of the importance of effective communication skills to the security professional. (Zumbrum, 2006)

Hence, a new set of skills is necessary for the private security industry, with additional competences requiring a more proactive approach, introducing soft skills important for the actual working environment. Based on the desk research of the basic training programs for private security guards, there is a clear evidence of transversal skills gap in the private security training area.

The private security industry faces many challenges to cope with the existing competence gap of their personnel. The debate exists as to what transversal skills are needed for private security employees, covering the interests of the workers on an individual level, on a team level and on a corporate level on one hand, as well as the interests of the general public on the other hand. Furthermore, debate also exists as to who may provide the most effective training i.e. who would be responsible for development of private security guards transversal skills, advocating company investments in trainings at the work place.

Still, a survey from 2014 had shown that SMEs (small and medium enterprises, as majority of private security companies in project partners' countries are) have fewer resources to train their employees. Therefore, there should be a systematic approach to soft skills development. Additional argument for a general policy creation is a survey conducted as a preparation for the European Business Forum on Vocational Training 2014 which had pointed out that companies and business associations are under the impression that individuals who graduate vocational training/education of any profession to some extent lack transversal (soft) skills.

Thus, we decided to investigate soft skills as a topic that is still not explored widely, especially in relation to the private security sector, investigating the definitions and conceptualizations of transversal skills in private security training policies and curricula across the 5 project partner countries, focusing on the way these policy guidelines are translated into practice. The research

aimed to identify the demand for transversal skills and competencies by the private security staff, investigating how transversal competencies are viewed, implemented, and adapted in the private security sector. Additionally the research tried to explore which transversal competences are further needed for development, as well as common trends in the area of transversal skills in the sector together with successful practices.

In the light of the above aims and objectives of the survey it is important to note that our work is complementary in the segment of definition of soft skills to a joint project of Confederation of Private Security Services - CoESS with UNI Europe. This project was named: "Development of a European Educational Toolkit for three Private Security Activities/Profiles: Mobile Patrolling, Alarm Response Centers, Airport Security".

However, this project has limited scope and had focused only on three job profiles in the private security sector, which primarily had drawn attention due to their specificity. Apart from those three activities there are private security activities which are more common, private security profiles which are more generalized, therefore representing greater amount of workers (approximately 80% of the private security personnel). We find that those workers would benefit from job profiles' definition of competences, skills and knowledge, which would raise the quality of their competences and work, all of which is concerned under our new project. In this sense our survey had a wider scope, covering all important private security job profiles and is considered to be relevant for all private security workers, no matter for their specialization.





METHODOLOGY

Data source:

The data presented in this report are obtained by a primary qualitative research on transversal competences of private security personnel, conducted in a timeframe of 4 months: September-December 2016. During the first month, September 2016, the database of target sample for each partner state was created, Questionnaires and Interviews were created and schedules per respondent-groups for data collection were defined. Month two, October 2016, was for used for data gathering. Month three, November 2016, was dedicated for data processing and data summarizing. Finally, during month four, December 2016, the key survey findings were used as a ground to formulate conclusions and recommendations.

Units of observation/respondent groups :

Private security workers, private security managers, general public and relevant stakeholders (NGOs and academic Institutions) were determined as units of observation for the purpose of this research.

Scope:

The scope of the research was limited to the soft skills trainings, existing practices and labor market needs for the private security sector in 5 countries: Macedonia, Norway, Romania, Slovenia and Croatia. The research provided a comparison of the 5 basic trainings for private security guards, trying to determine the existing basic training scope with respect to soft skills, especially to communication skills, stress management and international human rights norms and standards. Furthermore, the research tried to identify the existing needs of the workforce and of the labor market for soft skills among the private security employees

Data collection method:

The researchers had created 4 survey instruments, respectively to the 4 respondent groups: custom made questionnaire for private security workers; custom made questionnaire for the general public; structured interviews with the private security managers and structured Interviews with relevant stakeholders.

In order to ensure that the survey questions were clear, understenable and capture relevant aspects of the topic in consideration the survey instruments were pre-tested by approximately 20 persons per partner organization from the 5 countries, mostly by individuals who at the time being were following the basic private security trainings and/or employees of the organizations.

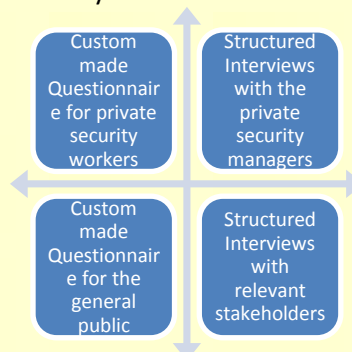
The questionnaire design was short and simple, using multiple choice questions and questions with rating scales and agreement scales.

The questionnaires were internet based, created by Survey Monkey tool and also had gathered data with field work.

The structured interviews were personal and telephone interviews.

The researchers had considered factors which may have limited the scope of the research: such as time, available resources, etc.

❖ Chart 3 : Survey instruments for 4 respondent groups





SAMPLE

The sample size for the survey, regarding the questionnaire for private security employees and managers was grounded on the official statistical data for the private security sector in the partner countries, provided by the partner organizations. The private security employees sub-group had limitation to the private security guards only (excluding the higher levels of specialized private security officers, such as alarm and response centers, cash in transit officers etc). For the managers' sub-group the sample size was determined according the number of private security companies members in the Partner organizations, limiting the sample to 1-2 managers per company.

For the other two respondent groups (general public and NGO's/academic public) sample size sub-groups were created, respectively to the characteristics of the national private security sector. For these respondent groups, the sample was created from so called informed (educated) public³ from the capital cities of the partner countries.

For the calculation of the sample size, a 3 % margin of error was used and 90 % confidence level (regarding the confidence that the sample accurately reflects the target population, within its margin of error).

The sample size for respondent groups, using Survey Monkey sample size calculator are shown in table 3 below.

❖ Table 3 - Sample Size

	Private security Workers		Private security Managers		Public opinion	
	Total No.of PS workers	Sample Size	Total No.of PSCs (members)	Sample Size	Citizens in the capital city	Sample Size
Macedonia	3.500	616	72	72-144	506.926	747
Norway	12.000	704	94	94-188	458.390	746
Romania	90.878	742	16	16-32	1.883.425	747
Slovenia	6.551	671	87	87-174	279.156	746
Croatia	13.668	709	45	45-90	792.875	747

³ "Adults who are college-educated, in the top 25 percent income bracket for their age group in their country, report regular media consumption and are engaged in business news and public policy.... Informed publics are not only more likely to have an opinion, but they are also more likely to trust." (Berland, 2014)

RESEARCH OUTCOMES

General data and private security sector information for the Macedonian Context

Country general information

Official name	Republic of Macedonia
Area	25,713 km ²
Number of inhabitants	2.107 million
Population density	81 per square kilometer
Capital	Skopje
Monetary unit	Macedonian Denar



Private security sector information

Total number of private security companies at the market	131
Total number of private security workers (PSCs)	3500
Number of private security companies members at the partner organization Chamber of Republic of Macedonia for Private Security	72
Number of mandatory hours of basic private security training	50

The survey results were provided from: 619 private security workers; 101 private security managers; 749 public opinion responders and 98 representatives from NGOs and academic institutions from the following targeted groups:

NGOs list:

Ombudsman of Macedonia; Helsinki Committee for Human rights of the Republic of Macedonia; Research Center for Security Defense and Peace; Transparency Internacional Macedonia; Association for Emancipation; Solidarity and Equality of Women; Macedonian Young Lawyers Association; Chamber of Psychologists the Republic of Macedonia; Center for Civil Communications; Institute for Human Rights Macedonia; Occupational Safety and Health Association; Crisis Center "Hope"; Association for Citizen's Tolerance and Cooperation; Association of Social Workers of the City of Skopje; Pactis Center for Strategies and Development; Give us Wings; Open The Windows; Open Gate - La Strada Macedonia; Metamorphosis Foundation; National



Network to End Violence Against Women Domestic Violence; Women Civic Initiative – Antiko; Regional lesbian Forum "Sisters Outsiders"; Akcija Zdruzenska; Association "Novus";

Academic institution list:

Institute for Security, Defense and Peace, Skopje; Faculty of Security; Faculty of Law "Iustinianus Primus", Skopje; Faculty of Psychology, International Slavic University -Gavrilo Romanovic Derzavin.

General data and Private security sector information for the Norwegian Context

Country general information

Official name	Kongeriket Norge (Kingdom of Norway)
Area	324,220 km2
Number of inhabitants	4.5 million (July 2001)
Population density	14 per square kilometer
Capital	Oslo
Monetary unit	Krone (NOK); Crown



Private security sector information

Total number of private security companies at the market	160
Total number of private security workers	12000
Number of private security companies members at the partner organization Norwegian Federation of Service Industries, NHO SERVICE NHO	94
Number of mandatory hours of basic private security training	175

The survey results were provided from: 710 private security workers; 170 private security managers; 418 public opinion responders and 50 representatives from NGOs and academic institutions from the following targeted groups:

NGOs list: The Norwegian Business and Industry Security Council (NSR); The Norwegian Industrial Safety Organization's (NSO); The Norwegian Confederation of Trade Unions (LO); The Norwegian Union of General Workers(NAF); Directorate for Civil Protection and Emergency(DSB); Norwegian security association (NoSIF);



Academic institution list: Police Academy, University Oslo(UIOA), University Stavanger(UIS), The arctic University of Norway(UIT), The Centre for Risk Management and Societal Safety (SEROS); Norwegian Business school(BI)

General data and Private security sector information for the Romania Context

Country general information

Official name	Republic of Romania
Area	238,391
Number of inhabitants	19,94 million
Population density	84 per square kilometer
Capital	Bucharest
Monetary unit	Romanian Leu



Private security sector information

Total number of private security companies at the market	1326
Total number of private security workers	90878
Number of private security companies members at the partner organization Romanian Security Industry Association (RSIA)	16
Number of mandatory hours of basic private security training	360

The survey results were provided from: 1312 private security workers; 127 private security managers; 387 public opinion responders and 108 representatives from NGOs and academic institutions from the following targeted groups:

NGOs list: Atelierul de Zambete, SO.SI.SE.SA. Foundation, Young Initiative Association, Hermes Association, CENTRAS Constanta, LOC Foundation, SinVi Foundation, Speranta pentru Romania, ADRA Romania, JCI Romania, Bunul Samaritean Foundation, Stus Pass Community, NGO Community, CAN Brasov, ConsiSENS, Am Invins Cancerul, Roua Zambetului Association, Drumetii Montane, Crestem Idei, Galati Community Foundation, VOLUM Federation, VIP Romania, Vodafone Romania Foundation, Hercules Association, Caritas Romania, Helpautism Association, Catwalk Salon, ASAS Cluj-Napoca, Young Orthodox Christians Association Cluj, AA Romania, ACTEDO, ADAM Cluj, Pretuim Familia, Hans Spalinger Association, Ajutati Copiii Foundation, Casa Aksza Association, Alfa Group Association, Alternative Unmanitare, Association Nevazatorilor din

Romania, Asociatia pentru Protejarea Handicapatilor Neuro-psihiici Cluj, Asocierea pentru Recuperare si Consiliere in Adictii si Dependente ARCADE, Asistmed Family Help Association Cluj, Autism Transilvania Association, AWANA Manastur Foundation



Academic institution list: Polytechnic University of Bucharest, University of Bucharest, Economical Studies Academy Bucharest, Ovidius University Constanta, Babes-Bolyai Cluj-Napoca, Universitatea de Vest Timisoara.

Results of the survey in the Slovenia Context

Country general information

Official name	Republic of Slovenia
Area	20,273 km ²
Number of inhabitants	2,063,077
Population density	103 per km ²
Capital	Ljubljana
Monetary unit	Euro



Private security sector information

Total number of private security companies at the market	144
Total number of private security workers	6551
Number of private security companies members at the partner organization Zbornica za razvoj Slovenskega zasebnega varovanja (ZRSZV)	87
Number of mandatory hours of basic private security training	102

The survey results were provided from: 672 private security workers; 107 private security managers; 749 public opinion responders and 24 representatives from NGOs and academic institutions from the following targeted groups:

NGOs list: The Ombudsman of R Slovenia; The Commission of preventing corruption; The Agency for Employment of R Slovenia.

Academic institution list: The list of active lecturers of professional contents; Faculty for Security, Department of defense.



General data and Private security sector information for the Croatia Context

Country general information

Official name	Republic of Croatia
Area	56,594km ²
Number of inhabitants	4,29 million
Population density	75,8 per km ²
Capital	Zagreb
Monetary unit	Croatian Kuna



Croatia private security Sector information

Total number of private security companies at the market	120
Total number of private security workers	13668
Number of private security companies members at the partner organization Hrvatski Ceh Zastitara	45
Number of mandatory hours of basic private security training	100

The survey results were provided from: 711 private security workers; 149 private security managers; 117 public opinion responders and 71 representatives from NGOs and academic institutions from the following targeted groups:

NGOs list: Croatian Association of Security Managers-CASM, Croatian Republican Union of Workers – Protection , Croatian Union of Protection and Security & Main Union of Croatian Security Services, United Croatian guards

Academic institution list: Police Academy, Faculty of Political Science, Zagreb Faculty of Economics, Rijeka Polytechnic College Velika Gorica, Institution Sigurnost Educa



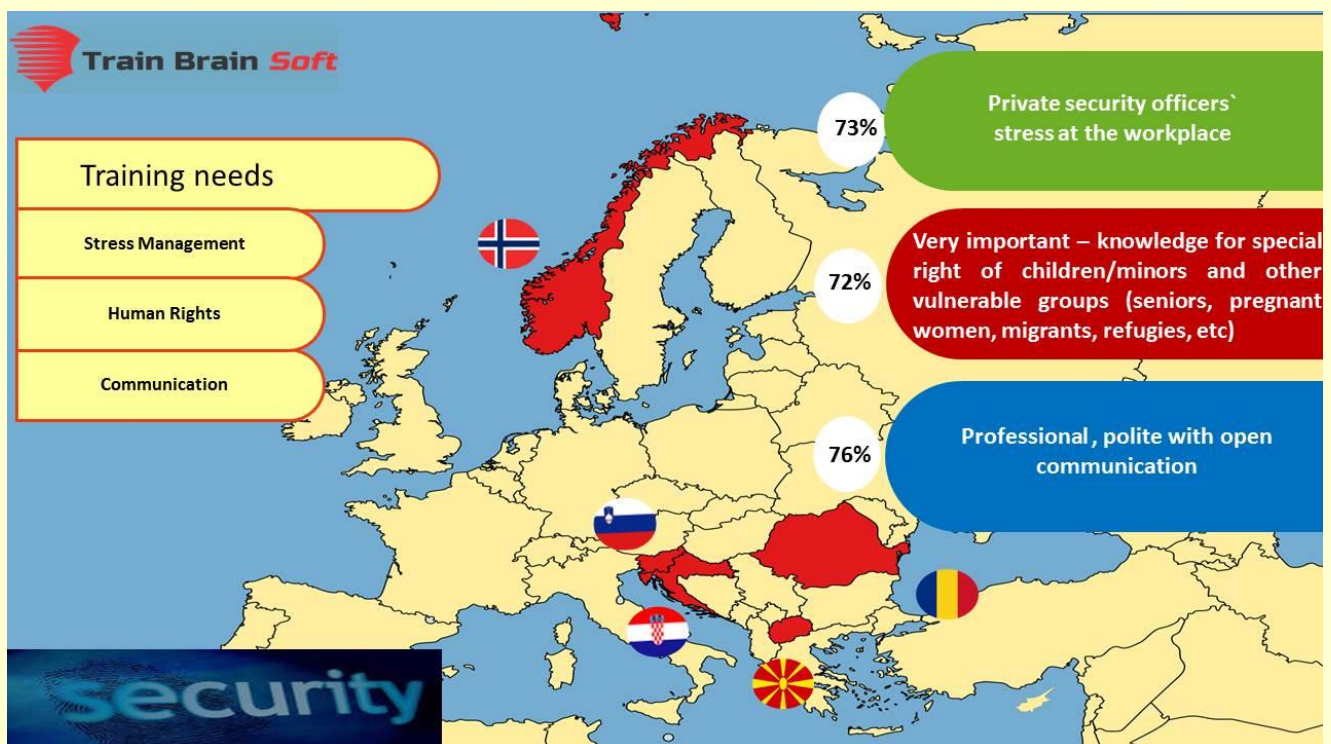


KEY FINDINGS

Discussion / Interpretation of Results

The key findings from the Research on transversal competences of private security personnel are presented summary for all 5 countries: Macedonia, Norway, Romania, Slovenia and Croatia for four fields of consideration: communication, basic human rights, stress management and training needs. For some aspects of the research analysis the results of the four respondent target groups were processed in two summary reports,

where as one report is presenting two respondent groups. The first summary report was generated from the private security employees and managers target groups, which are considered to provide a common position for the sector. The other summary report represented the remaining two respondent groups providing input from relevant stakeholders: NGOs, academic public and general public.



Communication

The field of *Communication* was investigated with a holistic approach, exploring the external and internal communication of the private security employees and managers, as well as the horizontal and vertical communication in the private security companies.

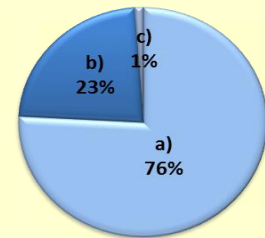
Namely the research tried to identify the communication of the private security employees and managers with the clients/consumers of the private security service and the communication with the general public. At the same time the internal communication between coworkers in the company and the communication with subordinates and superiors was explored.

Additionally the effects of lack of communication or the inconsistency in the verbal and non-verbal communication on the efficiency in the work of private security employees were investigated.

Selection of private security employees' and private security managers' questions and responses:

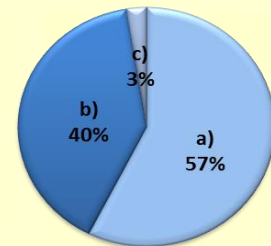
How should a private security employee/manager perform at the workplace in relation with citizens/subordinates?

- a) Professionally, politely and with open communication
- b) Professionally, rigorously and selective in communication
- c) Other



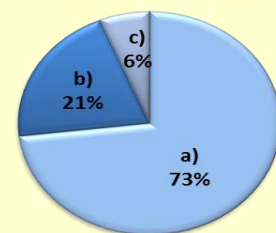
How should a private security employee/manager communicate with citizens/subordinates?

- a) Communication must be open – direct and informal
- b) Communication should be formal and indirect
- c) I do not know



Do you find that the lack of communication with colleagues, superiors and other associates affects the efficiency in performing tasks?

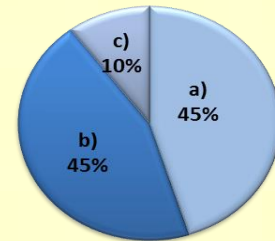
- a) Yes
- b) No
- c) I do not know



Selection of NGOs, academic public, public opinion interview responses:

How do you (find/ experience) the employees in the private security sector?

- a) *Professional, polite and communicative;*
- b) *Impolite, rude and selective in communication;*
- c) *Other*



The research results show that although 76 % of the private security employees and managers find that they should work “Professionally, politely and with open communication” almost a quarter of the respondents with 23 % find that they should work “rigorously and selective in communication”.

Moreover, 40 % of the same respondent groups had emphasized that they should work with “formal and indirect communication”. Hence, we might conclude that the employees in the private security sector, both the workers and the managers perceive their job position as with a formal, strict, bounded, limited communication, versus the needs of extensive, free, open and productive communication.

However, additionally investigating the effect of lack of communication, 73 % of the respondents had stressed that it “affects the efficiency in performing tasks” which is considered to be a positive indication in relation to the respondent groups’ understanding of the importance of good and proper communication.

The relevant stakeholders’ responses express 45 % positive versus 45% negative opinion where as positive is considered to be “Professional, polite and communicative” and negative is considered to be “Impolite, rude and selective in communication”.

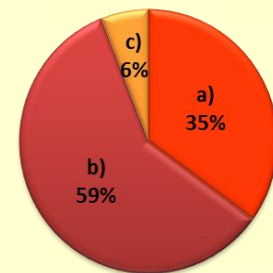
Basic Human Rights

The field of *International Basic Human Rights Norms and Standards* was explored among all target groups, trying to identify the existing awareness of the private security sector regarding the importance of the topic in consideration. At the same time it was investigated how the relevant stakeholders perceive the private security employees' behavior in terms of knowledge and implementation of norms and standards regulating basic human rights and freedoms.

Selection of private security employees' and private security managers' questions and responses:

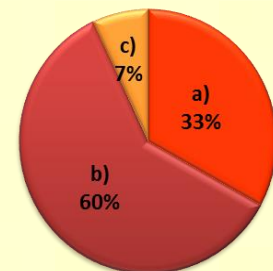
When performing private security tasks employee's/manager's priority should be:

- a) *Protection of fundamental human rights and freedoms;*
- b) *Consistent application of laws regulating private security service;*
- c) *Protection of citizens' privacy*



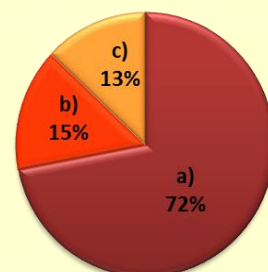
The rules on privacy of citizens need to be applied:

- a) *Always, regardless of the client's interests*
- b) *With a balance between the interests of the client and the protection of human rights of citizens*
- c) *Only when there is a special regulation*



How can you rate the importance of private security workers' knowledge and implementation of the regulations for the special rights of children/minors and other vulnerable groups (seniors, pregnant women, migrants, refugees, etc.) as perpetrators of crimes ?

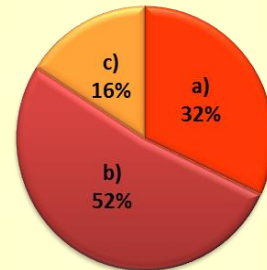
- a) *Very important*
- b) *Partially important*
- c) *Not important*



Selection of NGOs, academic public, public opinion interview responses:

Do you find that private security employees are aware of the basic human rights and freedoms?

- a) Yes
- b) Limited
- c) No



The respondent's position regarding the fundamental human rights and freedoms indicates that only 35 % of private security employees and managers consider protection of fundamental human rights and freedoms as a priority while performing their tasks. Significant number of respondents, 59 % consider that consistent application of laws regulating private security service should be a priority at the work place and 6 % pointed out the protection of citizen's privacy as leading priority while working.

Meaningful to emphasize is that 72 % of the respondent groups had referenced as "very important" the knowledge and implementation of the regulations for the special rights of children/minors and other vulnerable groups (seniors, pregnant women, migrants, refugees, etc.) showing their awareness for the special rights these groups hold.

The NGOs, academic public and general public respondent groups' view in terms of private security employees' awareness of the basic human rights and freedoms expresses only 32 % confidence versus 68 % considering that private security employees have limited or no awareness of the basic human rights and freedoms.

Stress Management

The field of *Stress management* was explored directly, investigating whether the private security employees/managers consider that they work in a stressful work environment. At the same time the researchers tried to identify whether private security sector is exposed to negative public criticism, hence trying to understand the stress possibly initiated by the public opinion/influence.

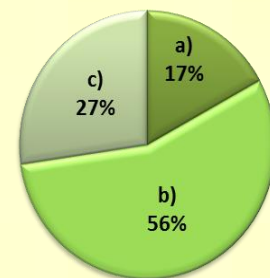
The research shows limited capabilities in private security employees regarding stress management. 73 % of respondents find that they are always or sometimes under stress in the workplace. At the same time 27 % of the respondents had expressed never to feel under stress, which given the responsibilities and authorities of these employees is rising question regarding their awareness of the stress issue, or their work position. Additionally, 63 % of the respondents had expressed that they had been exposed to negative public critics regarding their tasks.

Additionally, 53 % of the relevant stakeholder's respondent groups (NGOs and academic public) and the general public find that private security employees are not capable or have limited capabilities the handle stress and stressful situations.

Selection of private security employees' and private security managers' questions and responses

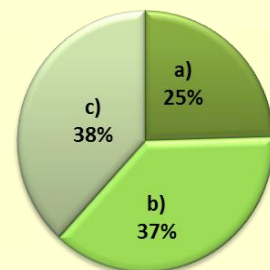
Do you consider yourself under stress (physical, psychological ...), fear or pressure, because of possible, unpredictable situations in the workplace?

- a) Yes, always
- b) Sometimes, in critical situations
- c) No, never



Do you think that you are exposed to negative public critics in performing your tasks?

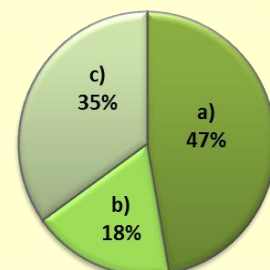
- a) Yes, very often
- b) No, almost never
- c) Sometimes



Selection NGOs, academic public, public opinion interview responses:

Do you find that private security employees are capable to handle stressful situations correctly?

- a) Private security employees are capable to handle stressful situations in most of the cases;
- b) Private security employees are not capable to handle stressful situations correctly;
- c) Private security employees have limited capabilities to handle stressful



Training Needs

The Research on transversal competences of private security personnel had investigated the *Training needs* of the private security employees regarding the soft skills.

Table 4 bellow illustrates the 4 priority areas located by the private security employees for additional training. Although the respondents were asked to identify only 3 areas, the analysis had determined that private security employees from 3 out of 5 countries had listed verbal and nonverbal communication as priorities for additional training. In this sense the researchers had taken the two areas as one, thus analysing and adding the forth area of interest.

The research results show that in all five countries: Macedonia, Norway, Romania, Slovenia and Croatia the first priority area where private security employees requested additional training is the field of communication. Besides that, taking into account that the verbal and nonverbal communication are considered as one topic, the next priorities for additional trainings are the areas of stress management and human rights.

With due respect we need to stress that Romanian private security employees had listed Procedural guarantees in judicial procedures as second priority area for training, as well as Business ethics as fourth area. At the same time, Croatian private security employees consider Limits of the property protection as a field where additional training is needed as well as Interpersonal communication, which is taken in consideration under the general field of communication.

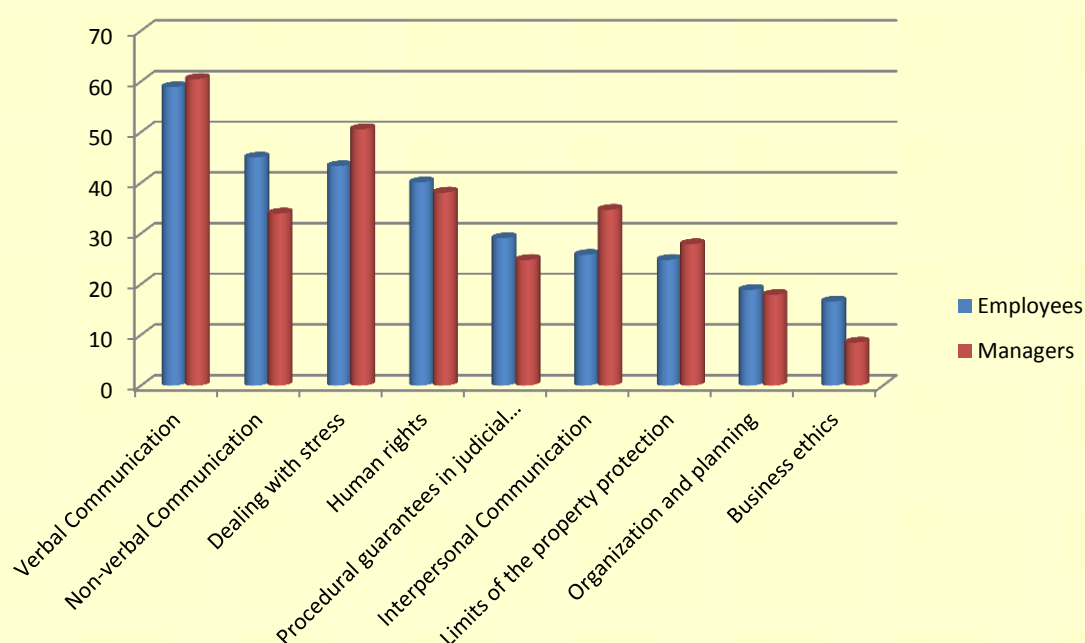
❖ Table 4 : Priority areas for additional training

	Areas for additional training			
	1	2	3	4
Macedonia	Nonverbal communication	Verbal communication	Dealing with stress	Human rights
Norway	Nonverbal communication	Verbal communication	Human rights	Dealing with stress
Romania	Verbal communication	Procedural guarantees in judicial procedures	Human rights	Business ethics
Slovenia	Verbal communication	Dealing with stress	Nonverbal communication	Human rights
Croatia	Verbal communication	Limits of the property protection	Dealing with stress	Interpersonal communication

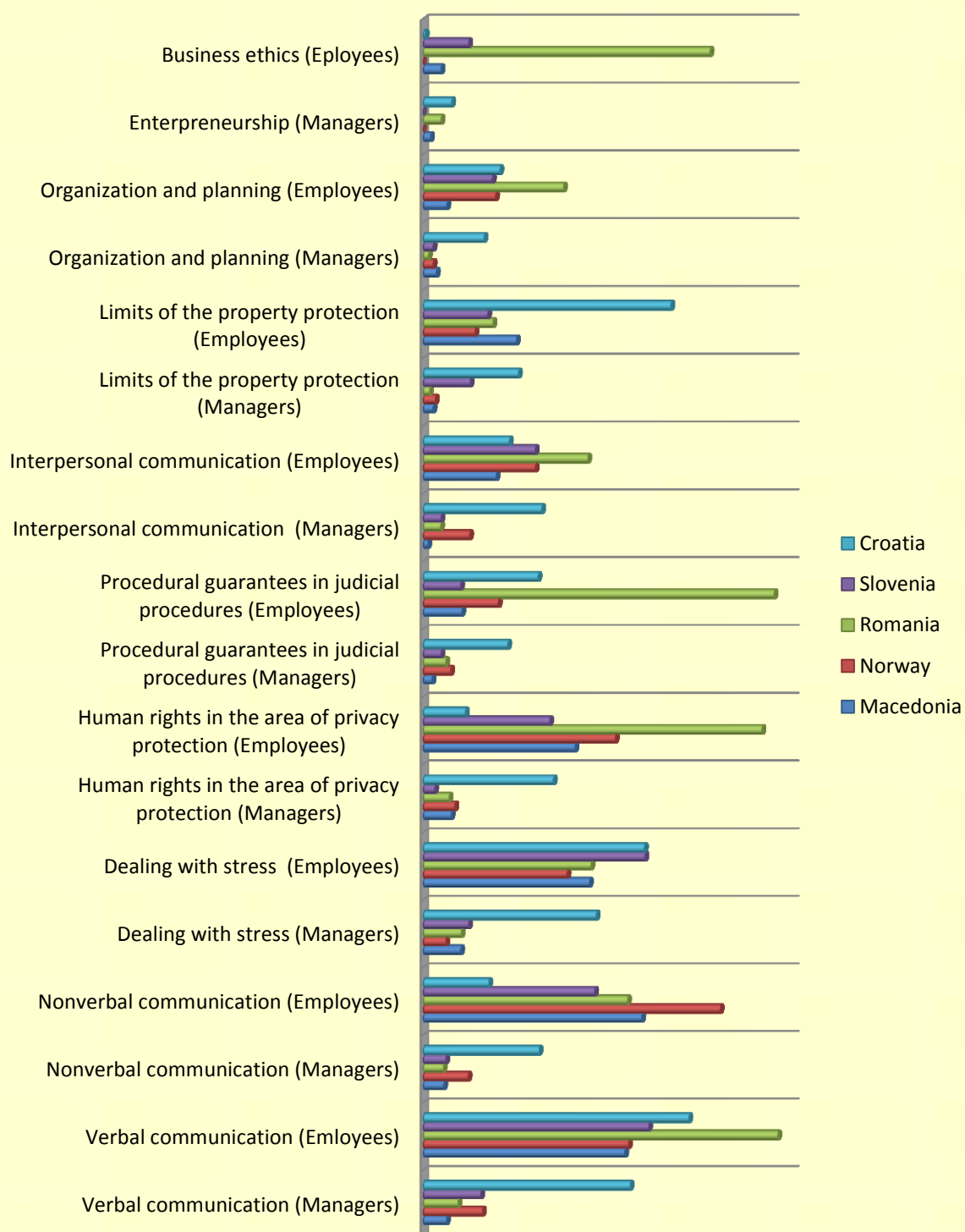
Analysing the research results from the employees' and managers' respondent groups several differences may be noted. Both respondent groups consider verbal communication as a first priority training area, with 58,9 % of the employees and 60,5 % of managers. Similar results may be found regarding the topic of human rights, with 40,1 % of the employees and 38,1 % of the managers. A bigger difference of more than 7 % is noted regarding the stress management issue where managers express bigger interest in this field than the employees. Chart 4 bellow shows a comparison of the employees' and managers' responses regarding their training needs.

Additionally, we have provided a comparison of the training needs of private security employees and managers from all 5 countries, where there is evident focus on the topics of: verbal communication, dealing with stress and human rights, shown in chart 5 bellow.

❖ Chart 4 : Employees/Managers ranking of the training needs



❖ Chart 5 : Training needs of the private security employees and managers regarding the soft skills





FINAL REMARKS, CONCLUSION AND RECOMMENDATIONS

During the Research on transversal competences of private security personnel we have found significant demand for soft skills among private security employees, which in the cases of countries whose basic training doesn't cover the specific soft skill indicates that it should be introduced in the training program. At the same time, in the countries whose basic training covers specific aspects of the soft skills' area in consideration, additional extra training was requested.

One of the most significant findings of this study is the importance of knowledge of international human rights norms and standards. According to the Universal Declaration of Human Rights not only the government, but also businesses, civil society, and individuals are responsible for promoting and respecting human rights. This study emphasizes that the private security sector is asking and is prepared take positive actions to facilitate the respect for basic human rights, predominantly by high-quality education and training of the workforce.

In this sense the basic civil, political, economic, social and cultural rights for all human beings should be appropriately acknowledged with the private security sector's general activities.

The results of the present study also imply that from the 5 partner countries (Macedonia, Norway, Romania, Slovenia and Croatia) no training program includes stress management issues. Considering that stress in the workplace may have a negative and detrimental impact on the employees and the organisation as well, the modern times impose the necessity of educating and training the employees for the respective issue. Moreover, the work of the private security sector has been dramatically burdened with the responsibilities to properly act in the changing and demanding times of migrant crisis and terrorist threats and attacks. Hence, the stress management for private security sector is receiving significant attention.

"Soft skills refer to a broad set of skills, competencies, behaviors, attitudes, and personal qualities that enable people to effectively navigate their environment, work well with others, perform well and achieve their goals."
Lippman et al (2015)

Bearing in mind all the above noted we may note that there is an evident demand for soft skills for private security employees, with respect to the stress management, communication skills and basic human rights.

In this sense we may give the following conclusion:

- The growing importance of soft skills in the modern private security workplace arises because of the global living and working conditions, which in most working environments result in occupational stress, inappropriate or no communication, both among private security employees and with clients, or other external associates and general public.
- The importance of soft skills for businesses has been receiving considerable attention from executives/managers at private security companies, academic public, relative stakeholders and the general public;

- Development and investment in soft skills is important for existing employees in order to cope with the changing times, but also to accelerate career advancement and continue personal skills development.
- The need to have good communication skills is emphasized in the security guard services due to their public authorities to deal with large public: coworkers (colleagues and higher officers), clients and their employees or customers; other professionals such as state officials, police offices, investigators and others.
- Private security employees need to follow the procedures and policies of the company and often are in a position to explain those policies to other people, which is another reason to have profound knowledge in communication, in order to express instructions or commands to follow in a variety of different situations.
- Nowadays private security guards work in stressful conditions, unexpected responsibilities and pressures and suffer from high stress and face a problem, which leads to development of negative outcomes for the security guards personally as well as for their professional and private surrounding.
- There is an evident lack of human rights training and education in the official Private Security Guards basic training programs. At the same time there is a demand to increase the private security officers' ability to carry out their job with respect to human rights, and with knowledge of International standards concerning human rights.

The recommendations bellow, emerge from a multi-faceted study that included an extensive review of research as well as broad private security stakeholder input. Consequently, we have formulated three general recommendations:

- Create a framework for defining, developing and assessing (formally and informally) private security sector relevant soft skills;
- Embed soft skills into private security basic training programs;
- Improve links between policy makers, training organizations and private security companies for cooperation and ensuring compatibility of training programs and labor market needs.



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