INCLUSIVE OMNIBUS

Digital classroom for diverse workforce

STUDY ON HUMAN

CAPITAL PRACTICIES

IN PRIVATE SECURITY

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2022 – 2024

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Digital classroom for diverse workforce

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INTRODUCTION

This survey is part of the project **The Inclusive** ⏎
Classroom for a Diverse Workforce in the Privat

The project's **aims** and **objectives** are to imp⏎
selection and management capabilities in the private security (PS) sector
regarding inclusiveness, equal opportunities and workforce diversification.
In the current fast-changing and volatile world, by applying the principles of
Diversity, Equity and Inclusiveness (DE&I), organizations, private security
companies as well, can strengthen resilience, increase their leadership's
capabilities to face complex problems and thus enhance their competitive
advantage. Moreover, these days, embracing and adhering to the DE&I
principle is both a moral and legal obligation but, at the same time, is a
marker of a high socially responsible behaviour of companies.

A significant part of the public and even sector stakeholders
stereotypically regard private security as a "man-only" industry and less open
to diversity. At the same time, in many countries, the industry faces an acute
crisis generated by workforce scarcity and a high personnel turnover rate.
Therefore, a more diverse and inclusive recruitment process may help to
alleviate the personnel deficit. At the same time, a higher staff retention rate
may be achieved by aligning the organizational culture with the equity and
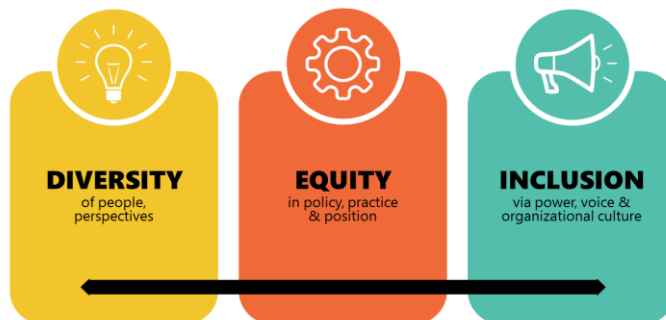equal opportunity principle.

On the other hand, applying the principles of DE&I in the private security sector has some particular aspects unique to this industry, as follows:

- ❖ Because of existing private security national regulations, applicants for private security jobs need to be physically apt, have a minimum level of education and speak the country's official language. Moreover, including applicants of other nationalities may be limited or even impossible, especially in EU member countries.
- ❖ There are specific security tasks that indeed require a higher level of physical fitness, which also may limit the diversification of the workforce.

In this context, the private security industry has to act within the legal constraints to both align itself with the moral principles of these days and to open the tap of opportunities and benefits brought about by applying the DE&I principles.

DE&I DEFINITIONS:

DIVERSITY
of people, perspectives

EQUITY
in policy, practice & position

INCLUSION
via power, voice & organizational culture

DE&I are perceived and defined in many ways, but all definitions, in essence, refer to the following:

➢ Diversity is about individuals' similarities and differences, such as nationality, culture, tradition, language, race, colour, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, military status, and family structures. It also may consider an individual's upbringing, ideology, and way of thinking.

➢ The concept of equity or equal opportunities means to equally provide to and ensure everyone the opportunity to achieve equal possible outcomes, including equal employment opportunities. Equity also refers to fairness and impartiality regarding legal obligations and civil rights.

➢ Inclusiveness is a principle of the organizational culture that values every employee regardless of their differences. An inclusive organization provides a safe and collaborative environment where people of diverse social backgrounds, spiritual or physical appearance and conditions are indiscriminately included and can freely express thoughts and perspectives. An inclusive organizational environment encourages creativity and innovation, as well.

PROJECT PARTNERS:

This project is developed in partnership by the following organizations:

- Chamber of Republic of North Macedonia for Private Security (North Macedonia).

- The Romanian Security Industry Association (Romania);

- Center For Risk Analysis and Crisis Management (Serbia).

- Chamber for Development of Slovenian Private Security (Slovenia).

AIMS AND OBJECTIVES OF THE SURVEY

The survey part of this project aims to achieve a better understanding of the existing situation regarding workforce diversity, equity and inclusiveness in the private security sector in the partners' countries of origin. Concomitantly, the survey results will help the project understand the needs in terms of skills and competencies required by a more diverse and inclusive recruitment process in the private security sector.

ABOUT THE QUESTIONNAIRE

The survey consists of 6 questions, 5 of which are structured-multiple choice answers, and one is an open-ended question.

The questionnaire was translated into the mother tongue of each country of origin of the participants in the survey. Therefore, all possible language barriers or misinterpretations have been avoided.

Question 1

(*Does your company have a recruitment policy in place?)* aimed to determine to what extent private security companies are following some systematic policies and procedures in recruiting security personnel. It is widely believed that an effective implementation of DE&I in recruiting the security workforce should be supported by a systematic body of policies and procedures.

Question 2

(*Does your recruitment policy consider diversification of the workforce and inclusiveness principles?)* explores the main categories of diversification and inclusiveness of the workforce and to what extent the recruitment policies of private security companies in each country participating in this project include such categories.

It allowed respondents to select three possible categories, namely gender equality, inclusiveness of persons of different races, religious minorities, ethnic minorities, including Roma ethnics, and other categories of disadvantaged persons.

Question 3

(*Does your company actively promote inclusiveness in the selection and recruitment process?*) aims to clarify the perceived attitude of private security companies towards inclusiveness and workforce diversification. A proactive attitude is likely to result in a higher rate of inclusiveness and workforce diversification.

Question 4

(*What are, in your opinion, the main obstacles to employing a more diverse and inclusive workforce in the private security sector?*) is an open-ended question aiming to find out the respondents' opinion on possible barriers faced by security companies in their pursuit for a more inclusive and more diverse workforce.

Question 5

(*Is the legislation in your country supporting workforce diversification and inclusiveness in the private security sector?*) is again a structured multiple-choice question. It aims to discover whether the existing national legislation fosters gender equality, workforce diversification and inclusiveness, thus helping organizations adhere to DE&I principles.

Question 6

(*Is your HR staff and the company management sufficiently qualified to deal with specific problems of diversifying the workforce and inclusiveness?*) asks for participants' opinions on the preparedness and capabilities of recruiting personnel and managers in dealing with specific issues of employing a more inclusive and diverse workforce and maintain a cultural environment based on the equal opportunity principle in their company.

PARTICIPANTS IN THE SURVEY

The survey was directed to security companies' management and employees in human resources and recruitment positions.

The questionnaire was distributed in all four countries covered by the survey, namely North Macedonia, Romania, Serbia, and Slovenia.

Therefore, the survey results reflect exclusively the participants' opinions from the countries mentioned above.

The questionnaire was answered in total by 176 respondents as follows.

North Macedonia - 54 participants.

Romania - 50 participants

Serbia - 21 participants

Slovenia - 51 participants

COMPLETION RATE

The response rate was 100%, and every participant in the survey fully answered all six questions.

Therefore the relevancy of the gathered information and the survey's results are high.

THE SURVEY RESULTS

QUESTION 1:

THE RECRUITMENT POLICY

The majority of respondents (65%) from all countries covered by this survey mentioned that their companies do have and currently use a company recruitment policy. However, a weighted average of 18% of participants admitted that their security companies don't have a recruitment policy, while 17% don't know whether their company have such a policy. Combined, a weighted average of 35% of the respondents admitted that their companies are not following formal procedures in recruiting private security personnel, thus a likely lesser formal base for recruiting a more diverse and inclusive workforce.

The detailed answers' structure is presented below, country by country.

North Macedonia

In the Republic of North Macedonia, 63% of the participants answered positively to question 1, and respectively, their company have their recruitment process based on a structured company policy. No recruitment policy was the answer of 16.7% of the respondents, while 20.4% didn't know whether or not their company have and observes a recruitment policy.

Romania

In Romania, 70% of the participants maintain that their company support their recruitment function on a recruitment policy. Only 16% of the respondents answered "NO" to this question, while 14% were unaware of such a policy.
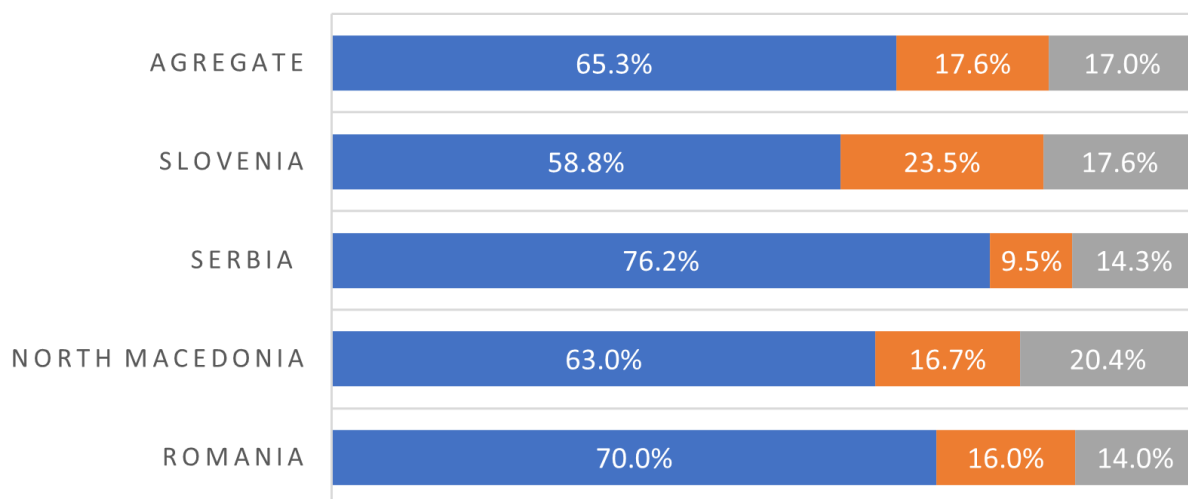
Serbia

To question 1, the Serbian Participants answered the following: Serbian Security companies do have a recruitment policy, according to the opinion of 76.2% of the respondents, while 9.5% of them answered "NO". Amongst the Serbian participants in this survey, 14.30% of them have no representation of such a policy.

Slovenia

In Slovenia, 58.8% of the participants confirm their company follows a formal recruiting policy. Another 23.5% of Slovenian respondents admitted that their company doesn't have a formal recruitment policy, while 17.3% do not know about such a policy.

QUESTION 1 - RECRUITMENT POLICY

■ Q 1 Yes   ■ Q 1 No   ■ Q 1 Don't Know

	Q 1 Yes	Q 1 No	Q 1 Don't Know
AGREGATE	65.3%	17.6%	17.0%
SLOVENIA	58.8%	23.5%	17.6%
SERBIA	76.2%	9.5%	14.3%
NORTH MACEDONIA	63.0%	16.7%	20.4%
ROMANIA	70.0%	16.0%	14.0%

QUESTION 2:

RECRUITMENT POLICY AND WORKFORCE DIVERSIFICATION AND INCLUSIVENESS

Considering all answers to this Question, across all countries covered by this survey, private security companies' recruiting policies and practices are open to women in the view of the majority (64%) of the respondents. On the other hand, the aggregate weighted average percentage of just 20% of the participants believe that their company are open to employing persons of different race and religion. The percentages are even lower concerning recruiting Roma ethnics (5%) and other disadvantaged categories (11%). Comparative structures of answers from each country covered by this survey are presented below.

Gender equality

Regarding gender equality, the North Macedonian participants in the survey appreciate their companies' recruitment policy openness to the inclusion and equal treatment of women in a percentage of 57%. In Romania, 66% of the respondents rated their recruitment policy as women-inclusive, while in Serbia, 81% have a similar opinion, respectively 63% in Slovenia.
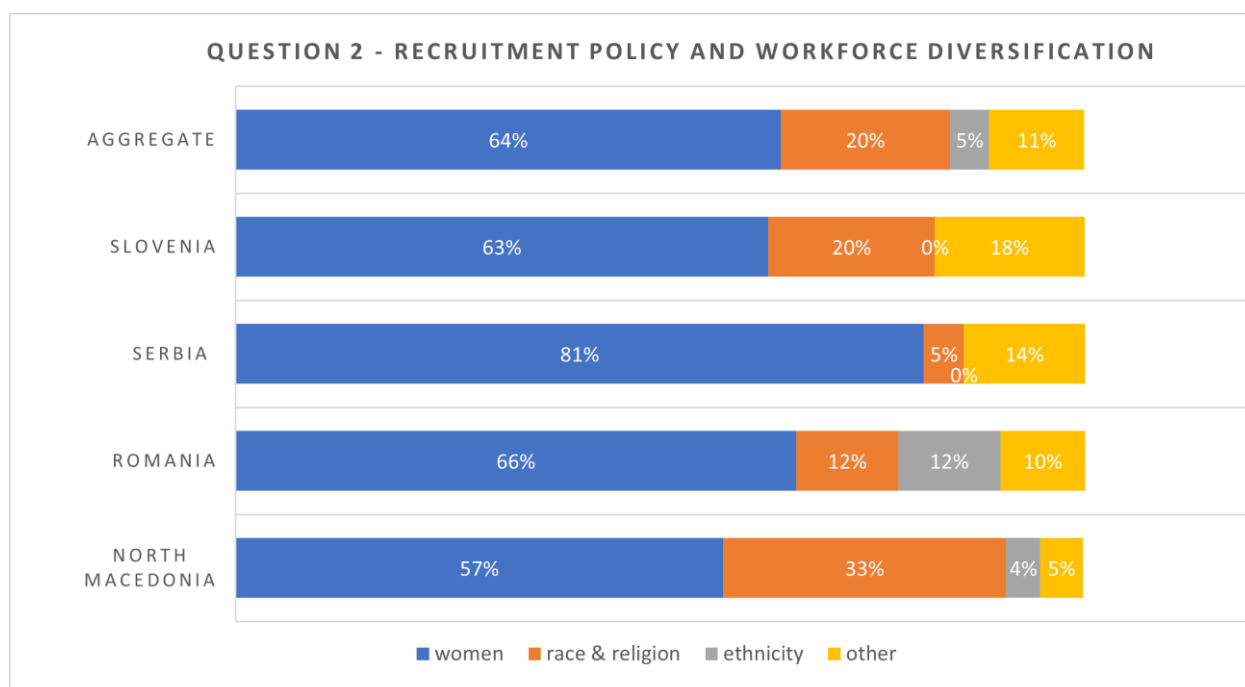
Diverse Race & Religion

Concerning the openness to the inclusion of people of diverse races and religions, the participants' opinions are less positive. In North Macedonia, 33% of respondents believe that their company has an inclusive recruitment policy for people of different races and religions, 12% in Romania, 5% in Serbia and 20% in Slovenia, respectively.

Ethnic Diversity, including Roma

The inclusiveness in a diverse private security workforce of persons of Roma ethnicity was rated at 4% in Nord Macedonia and 12% in Romania. Participants in both Serbia and Slovenia are of the opinion that people of Roma ethnicity are not represented yet in the private security sector in their countries.

Other disadvantaged categories

Concerning other disadvantaged categories, only 5% of the respondents in North Macedonia are positive about the inclusiveness of such persons in the private security sector. The percentage doubles (10%) amongst the Romanian participants, while 14% of Serbian respondents and 18% of the Slovenians are of similar beliefs.

QUESTION 2 - RECRUITMENT POLICY AND WORKFORCE DIVERSIFICATION

	women	race & religion	ethnicity	other
AGGREGATE	64%	20%	5%	11%
SLOVENIA	63%	20%	0%	18%
SERBIA	81%	5%	0%	14%
ROMANIA	66%	12%	12%	10%
NORTH MACEDONIA	57%	33%	4%	5%

QUESTION 3 –

ACTIVE MEASURES TO PROMOTE DIVERSIFICATION EQUITY AND INCLUSIVENESS

By aggregating all answers to these questions, a significant majority of the participants, i.e., 65% (aggregate), believe that their company is pursuing a proactive approach to hiring a more inclusive and diverse workforce. The remaining 35% believe that either their company hasn't a proactive attitude (11%) or they don't know (24%). Bellow are presented the answers of the respondents in each country covered by this survey.

North Macedonia

Answers to question 3 revealed that 61.1% of North-Macedonian participants believed that their company actively supports inclusiveness and diversification of the workforce. On the opposite opinion are 9.3% of respondents and other 29.6% didn't know what is their companies' attitude on the above matter.
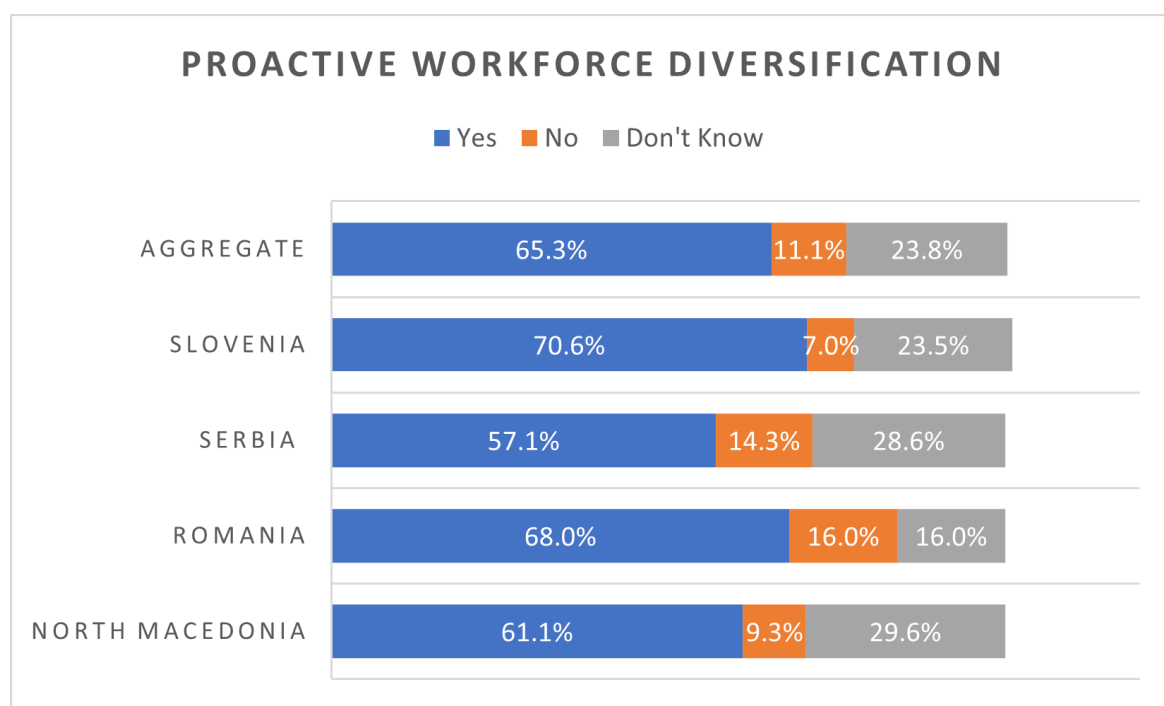
Romania

In Romania, 68% of respondents believe that their company is taking active measures to promote inclusiveness and workforce diversification. In an equal proportion, i.e., 16%, the Romanian participants either were of the opposite opinion or didn't know about any active measure of their company regarding diversification and inclusiveness

Serbia

On the same topic of active policy to support equity, inclusiveness and diversification, the majority (57.1%) of Serbian respondents were positive. Another 14.3% considered their private security company inactive in this area, while the rest of 28.6% expressed their ignorance about this topic.

Slovenia

At the same time, a vast majority (70.6%) of Slovenian participants in the survey believe that their company is actively promoting workforce diversification, equity and inclusiveness in a proportion of 70.6%. Only 7% of respondents are of the opposite idea, while 23.5% are unaware of such an active attitude of their company.

PROACTIVE WORKFORCE DIVERSIFICATION

■ Yes ■ No ■ Don't Know

	Yes	No	Don't Know
AGGREGATE	65.3%	11.1%	23.8%
SLOVENIA	70.6%	7.0%	23.5%
SERBIA	57.1%	14.3%	28.6%
ROMANIA	68.0%	16.0%	16.0%
NORTH MACEDONIA	61.1%	9.3%	29.6%

QUESTION 4 –

BARRIERS TO INCLUSIVENESS, EQUITY AND WORKFORCE DIVERSIFICATION

Respondents from all four countries covered by this survey admitted that applying DE&I principles in selecting and recruiting personnel in the private security sector is facing some obstacles that need to be overcome.

Respondents primarily mentioned the existing **prejudice**s and **stereotypes** as some main barriers preventing a DE&I-based recruitment process.

According to Collins dictionary, a **stereotype** is a *"fixed general image or set of characteristics that a lot of people believe represent a particular type of person or thing".* Many public stereotypes relate to the private security sector and the security personnel.

For instance, there is a public perception about the image of private security officers who should be big, muscular and prone to act aggressively. Also, many believe that women are not making for reliable security officers. At the same time, people of certain ethnicity, race or religion sometimes have their public image inappropriately associated with crime, theft and even terrorism. Therefore, in this biased context, individuals in the above-mentioned groups are less likely to access private security jobs.

Prejudice is *"an unreasonable dislike of a particular group of people or things or a preference for one group of people or things over another".* In the private security sector context, likely prejudices may be expressed towards racial or ethnic groups, religious minorities or LGBTQ communities.

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The participants in the survey indicated customers who apparently are not open to being serviced by security officers of a more diverse and inclusive background because of stereotypical views and prejudice.

Some other participants also admit that the security companies' recruiters may be inclined to reject the application from persons not fitting in the stereotypical image of an "ideal" security officer.

Lack of **proper education and skills** is another important obstacle to DE&I, often mentioned participants in the survey. They believe that many persons from disadvantaged groups have no basic education, and thus, their integration into the security workforce is difficult.

Nevertheless, some of the respondents are of the opinion that operational and HR managers and recruiters in private security companies are not prepared enough to properly handle the specifics of the recruitment and integration processes of a more diverse and inclusive workforce

Lastly, the sector-specific regulations appeared in answers from all four countries as a possible barrier against the full observance of DE&I principles. In essence, in the opinion of some respondents, the legal standards (physical health, level of school education etc.) that need to be met by persons wishing to work in the private security sector are limiting a more inclusive recruiting approach.

The next section of this report presents the most widespread opinions about barriers to a more diverse and inclusive private security expressed by participants in each country covered in this survey.

North Macedonia

In North Macedonia, most answers to Question 4 pointed out customers' prejudice who are not open to a more diverse security workforce, thus limiting private security companies' options in terms of inclusiveness.

Another group of respondents indicates the specific job and legal requirements to be met by security personnel as a possible obstacle in hiring persons from disadvantaged groups.

Nevertheless, some participants pointed out limited education and skills that prevent some persons in disadvantaged groups from joining the private security workforce in North Macedonia.

Romania

Among the Romanian respondents, the most mentioned barriers were mentality, stereotypes, prejudice, and lack of education. To a certain extent, security companies and customer representatives have some stereotypical, prejudiced views about inclusiveness and workforce diversity. Nevertheless, some participants in the survey pointed out the attitudes and mentality problems of some persons in the disadvantaged groups, who apparently are not proactive enough in seeking a job and would rather stay jobless and live out of the state stipends.

Some other Romanian participants in the survey believe that especially people of disadvantaged categories lack the level of education required for a security officer according to the private security legislation.

Other barriers toward inclusiveness and diversification were mentioned as follows:

❖ Low level of salaries in the private security sector is not attractive for people of disadvantaged categories who instead look for other well-paid jobs in other industries.

❖ The limited work capability of some people with disabilities makes them difficult to integrate into the work pattern of the private security sector.

❖ Access to jobs is difficult because of transportation costs in the case of some remote, disadvantaged communities.

Nonetheless, some respondents indicated insufficient specific knowledge of both recruiters and the management and private security companies in dealing with particulars of recruiting and integrating special categories of personnel.

Serbia

Serbian respondents mentioned prejudice as the main obstacle toward a more diverse and inclusive private security workforce.
In addition, some participants believe that recruiters in private security companies are not fully prepared and competent enough to deal with complex issues and challenges specific to recruiting and integrating a more diverse and inclusive workforce.
Another significant group of respondents mentioned the low attractiveness of private security sectors in terms of salaries discouraging employment, including employment of persons from disadvantaged categories.

Slovenia

In Slovenia, issues related to private security legislation were the most mentioned obstacles faced by companies in implementing workforce diversification and inclusiveness. Apparently, the existing legal criteria are difficult to be met for some people of diverse and disadvantaged groups who wish to follow a private security officer career. The second group of answers are circumscribed to some issues related to prejudices and stereotypes. For instance, some respondents mentioned the customers who limit private security companies' options in terms of workforce diversification due to bias.

The Slovenian participants mentioned some existing biases and stereotypes as follows:

❖ Private security is a sector of men only;

❖ Women are not able to cope properly with the demands and challenges of security tasks.

❖ People of diverse and disadvantaged groups are not integrating well and are less able to adjust to the working conditions in the private security sector.

❖ Finally, some respondents indicated the high costs associated with adapting the working places to employees with disabilities and companies' additional costs related to maternity situations related to women employees.

QUESTION 5 –

ADEQUATE LEGISLATION

In terms of the supporting role of the legislation, little than half (51%) of the total number of respondents to the survey believed that the existing national legal norms do facilitate the integration of people of diverse and disadvantaged categories in the private security workforce.

It has to be mentioned that the opinions about the positive role of the national legislation are in a greater percentage (61%) amongst the North Macedonian respondents. Overall, 21% of the respondents are of the opposite opinion, and 28% have no knowledge about the matter. The detailed answers' structure is presented below for each country covered by this survey.

North Macedonia

Legislation is an essential element in facilitating inclusiveness and workforce diversification.

Respondents from North Macedonia, in a proportion of 61.1%, believe that their country's current legislation supports a more inclusive and diverse approach in terms of companies' recruitment policies. Only 7.4% of North Macedonian disagree; at the same time, some 31.1 % are unaware of the legislation's role in inclusiveness and diversification.

Romania

The Romanian legislative framework is regarded as adequate in supporting inclusiveness and diversification by less than half of Romanian respondents, respectively 40%. The Romanian participants, in an almost similar proportion of 38%, consider the same legislation as being deficient. Finally, some 22% of respondents do not know the influence of current Romanian legislation on the matter of workforce diversification and inclusiveness.

Serbia

On the matter of national legislation supporting and facilitating workforce diversification and inclusiveness, the Serbian participants are of the following opinion:

A proportion of 47.6% of the respondents believes that the legislation in Serbia is suitable and supports companies' pursuit of workforce diversity for a more inclusive and equitable organizational culture. An identic percentage of 47.6% of respondents didn't know how to answer this Question. Only

4.8% of the respondents have a negative opinion about the existing legislation in Serbia.
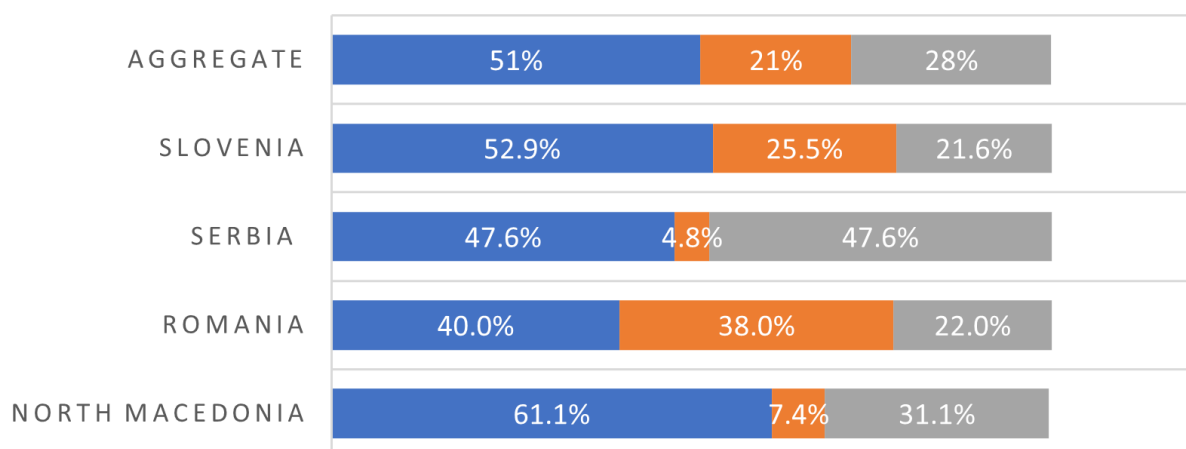
Slovenia

The Slovenian respondents' opinions regarding the adequacy of their current legislation on the same matter of workforce diversification and inclusiveness are 52.8% positive.

The negative opinions were expressed in a proportion of 25.5%, and 21.2% of the participants had not enough knowledge to answer this Question.

QUESTION 5 - A DIVERSE WORKFORCE - LEGAL FRAMEWORK

■ Yes ■ No ■ Don't Know

	Yes	No	Don't Know
AGGREGATE	51%	21%	28%
SLOVENIA	52.9%	25.5%	21.6%
SERBIA	47.6%	4.8%	47.6%
ROMANIA	40.0%	38.0%	22.0%
NORTH MACEDONIA	61.1%	7.4%	31.1%

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QUESTION 6

CAPABILITY TO RECRUIT AND MANAGE DIVERSE WORKFORCE

Recruiting and managing personnel of different backgrounds, cultures, orientations, and affiliation requires an expanded and complex range of skills, capabilities, knowledge and qualifications.

However, overall, the respondents to Question 6 are in the vast majority (70.6%) of the opinion that both managers and recruiting staff in their private security companies possess the required skills and capabilities to cope with the specificities of recruiting and integrating employees from diverse and disadvantaged categories.

It has to be noted that respondents in North Macedonia are most confident (75.9%) in their recruiters' and managers' competence in this matter.

However, the remaining 34% of overall respondents either are not satisfied by the level of competence of the staff mentioned above (13.7%), or they are not aware (15.7%) of how qualified they are in dealing with the particular process of recruiting and managing a more diverse and inclusive workforce. The next sections present the structure of answers for each country covered by this survey.

North Macedonia

A proportion of 75.9% of The North Macedonian participants (the highest amongst the countries covered by this survey) believed that the recruitment personnel of their companies are fully qualified to recruit security personnel on a diverse and inclusive basis. Another 22.2% of them regarded the recruiters in their companies as unprepared. Only 1.9% of the respondents expressed neither a positive nor negative opinion on this matter.

Romania

Regarding the skills and competencies in recruiting and managing a more diverse workforce in an inclusive manner, a percentage of 56% of Romanian respondents opinionated that the management and recruitment personnel in their companies are qualified to deal with such a task and associated challenges. Some 26% regard their management recruitment personnel as incapable of handling such challenges. In comparison, 18% don't know how to answer this question.
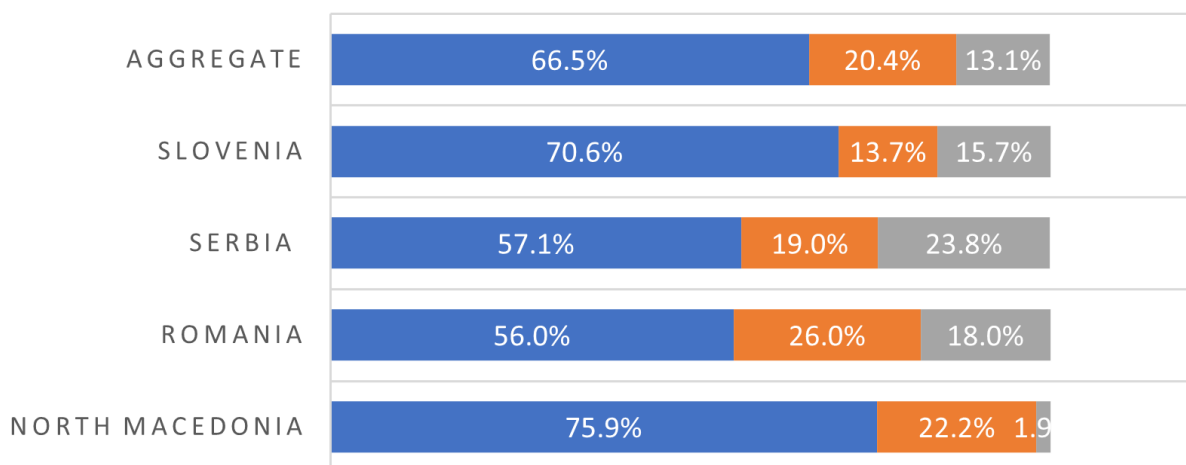
Serbia

More than half of the Serbian participants, i.e. 57.10%, regarded their countrymen in recruitment positions as well suited to a more diverse and inclusive approach in hiring private security personnel. Only 19% disagreed, while 23.8% didn't know how to answer this question.

Slovenia

On the same matter, the Slovenian participants have a positive opinion about their recruitment personnel in a 70.6% percentage. A much smaller proportion of 13.7% is of the opposite idea. Some 15.7% of participants maintained that they had no knowledge of this matter.

QUESTION 6 -CAPABILITY TO RECRUIT AND MANAGE DIVERSE WORKFORCE

■ Yes ■ No ■ Don't Know

	Yes	No	Don't Know
AGGREGATE	66.5%	20.4%	13.1%
SLOVENIA	70.6%	13.7%	15.7%
SERBIA	57.1%	19.0%	23.8%
ROMANIA	56.0%	26.0%	18.0%
NORTH MACEDONIA	75.9%	22.2%	1.9

CONCLUSIONS

The corroboration of the results of this survey could lead to the following conclusions:

❖ A majority of opinions trust the competence of the people in charge in their companies with recruitment, integration and management of an inclusive and diverse workforce and in an equitable manner. At the same time, only about half of the respondents confirm that their company do have a policy of actively recruiting and integrating women into the private security workforce. The situation is even less encouraging when it concerns persons of different races & religions, ethnic minorities including Roma or persons from other disadvantaged groups.

❖ Despite the favourable circumstances pointed out by the respondents, such as the existence (to a certain extent) of formal recruiting procedures, competent staff and appropriate legislative support, they also confirmed that the process of recruiting a diverse and inclusive workforce is facing serious barriers in each and every country covered by this survey. The most commonly mentioned are the barriers linked to cultural prejudices and stereotypes. They are mainly attributed to private security customers but also relate to the culture inside the private security sector, particularly amongst the recruiting staff.

❖ A significant number of respondents (across all four countries) mentioned the inadequate education and qualification of persons from diverse and disadvantaged groups as another barrier rendering many of them unable to apply for a private security job.

In consideration of the presented above results, the private security sector in the countries covered by this survey should focus primarily on educational programs aiming to improve the companies' capability to deal with specific challenges of inclusiveness, workforce diversity and building an equitable work environment.
Concomitantly, educational and qualifications programs should be made available and accessible to people from diverse and disadvantaged categories to increase their suitability for working in the private security sector.

Subsequently, the industry should strive to improve its public image as an inclusive sector, offering a fair and safe work environment and equal career opportunities to all people of diverse categories, backgrounds, affiliations, and walks of life.

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