



INCLUSIVE OMNIBUS

Digital classroom for diverse workforce

LEARNING SYSTEM

FOR INCLUSIVE RECRUITMENT
AND SELECTION OF EMPLOYEES

- Innovative curriculum and
instructions



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**CHAMBER FOR
DEVELOPMENT
OF SLOVENIAN
PRIVATE
SECURITY**



center
for risk analysis and
crisis management



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1

TRAINING PROVIDER CHART

ORGANIZATION	<i>Chamber, association, or other national authority (body) in charge of private security issues.</i>
TYPE OF TRAINING	<i>Continuous training, specialized training for inclusive recruitment and selection of employees.</i>
TRAINING REFERENCES	<i>Mandatory basic training for private security license. Specialized vocational trainings in different private security areas. Specialized training for human resources.</i>
TRAINERS LECTURERS EDUCATORS	<i>Individuals appointed for mandatory training by relevant officials. Experts coming from higher education institutions, vocational institutions, and individual experts from practice.</i>
TRAINING PREMISES LOCATION	<i>The Chamber, national body or association should provide the material - technical conditions for the training.</i>

2

LEGAL GROUNDS FOR 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.

3

ARGUMENTS AND RATIONALIZATION FOR THE TRAINING PROGRAM

General recognition of the need to have the right skills for understanding and practicing inclusive and diversified workplace and fair opportunities for all is one of the keys to sustainable and inclusive growth in Europe. There is a growing evidence for skills gaps, lack of understanding of diversification and inclusiveness are barrier to future growth. The Private Security (PS) Sector is facing evident need for diversified employees, but also this sector is facing other employee related problems (such as big employee turnover) and constant inability to answer the needs of the market for PS services, due to the insufficient labour force. All this results with incompetence of the PS recruit diversified candidates for employment in this sector (Roma, socially marginalised, singleparenting family etc.) Hence, grounded on the "Study on Human Capital Practices in Private Security" this project will aim to develop "Learning System for Inclusive Recruitment and Selection of Employees in Private Security-

innovative curriculum and instructions" that will focus on acknowledging all aspects from the fields of inclusive and diversified recruitment and selection with fair employment opportunities that private security employees need to master in order to efficiently recruit and select diversified job candidates for the employment in the private security companies (Roma, socially marginalised, single-parenting family etc.) The innovative curriculum and instructions will be designed for the training process for inclusive and diversified employment in the private security companies. It will provide recruitment and selection knowledge and skills covering inclusive and diversification employment strategies with fair access to employment for all persons. The document will include inclusive and diversified learning objectives; the units, lessons that will be teach; the assignments and/or projects given to students with focus on inclusive and diversification of the labour force etc.

This curriculum will promote the creating of inclusive and diversified learning, teaching and assessment content, environments and experiences that will proactively foster understanding and practicing fair employment opportunities for all. The curriculum will overcome the lack of balance between General inclusive strategies, basic training and labour market needs and close the skills gap existing in the area of diversification of the private security workforce. It will determine several crucial topics that individuals need to master referring to the field of inclusive and diversified recruitment and selection of candidates for private security (defined in several training courses).

The curriculum will especially cover the skills and competences regarding the Result Description (including: needs analysis, target groups, elements of innovation, expected impact and transferability potential) inclusive and diversified processes of: sourcing screening, shortlisting and selecting candidates for positions in the PS sector.

This curriculum will be two folded, in an internal and external sense, thus intended for different beneficiaries. On an internal sector level the curriculum will cover a syllabus (course of study) for managers employed in the private security companies who deal with the processes of recruitment and selection of new employees. And on an external level it will provide syllabus (course of study) for professionals who are engaged in a process of recruitment of workers for staffing the private security companies. (For exc. this curriculum will aim to provide inclusive and

diversified skills and competences for administrative officers employed in the Agency for employment, who work in the field of selecting candidates with fewer opportunities for the employment in the private security sector). This curriculum will be beneficial for staff employed at the Faculty of security, Institute for security and other academic organizations providing education in the field of security and producing private security diversified workers.

Gaining integrated, coherent learning experiences that will contribute towards personal and professional learning and development is the basic goal of every learning system. In this project the design of the learning system will be a process of critical questioning to frame learning and teaching in the field of inclusive and diversified human resource practices, with special attention to the field of fair opportunities for recruitment and selection in the private security (PS) sector. The main purpose of the process will be to translate broad statements of intent into specific actions directly for the targeted beneficiaries (private security employees, private security companies and other relevant stakeholders engaged in the process of recruitment of PS staff). Hence, project partners express a growing awareness of the need to bring greater innovation to the process of curriculum development to cope with the changing (inclusive and diversified) requirements of the every day living and working environment. Development of this curriculum will include analyse of the existing practices in the design, implementation and

evaluation of other curriculum (exc. Curriculum for basic vocational training in the PS sector; curriculum for human rights and freedoms for private security etc.), particularly in the development of competencybased curriculum, facilitating the exchange of experiences among the partnering countries. Additionally, it will identify some common trends and successful practices, based on the inclusion, diversification and fair employment opportunities and experiences of the partnering countries. The curriculum will be developed with systematic approach defining: goals and tasks, content-subject matter definition, organization and methods and evaluationbmanner. The optimal variant of the systematic approach to curriculum planning will imply detailed answers to the following questions: why is inclusive and diversified recruitment and Please describe the division of work, the tasks leading to the production of the result and the applied methodology selection training important for the private security sector, the goal and tasks of the training process, what is the object of the training; what are the planned (anticipated) outcomes of the training (what competencies, knowledge, skills, and attitudes will the private security professionals possess on completion of the training; how, in what way will the training process be delivered (organizational forms, strategies and methods); which aids are going to be

used during the training process; anthropological, psychological and social peculiarities and characteristics of individuals who will be trained.

The learning system (curriculum) content will cover, but not be limited to the following: Chart of the training provider; legal grounds for the training (Law, Statute of the training providers, other acts.); Justification for the introduction of the training (Definition of the problem; the needs of the labour market; Connection with the modern inclusion and diversification scientific knowledge; inclusive human resources management; fair and diversified recruitment and selection process in private security; General goal and Specific goals (tasks) of the training; expected results (acquired competences); Segments (areas) / courses etc. Three-stage mode will be applied for development of this learning system including: problem definition, structuring the curriculum and evaluation. The curriculum developed process will not only meet the goals objectives of training but also it would imply an effective implementation. It will be developed as competency based learning system-curriculum which will be implemented using traditional training tools (Guidebook, slide-shows, charts etc.) and multi-media educational resources (e-training tool) that will become available with this project

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RECRUITMENT AND SELECTION OF EMPLOYEES IN THE PRIVATE SECURITY

PRIVATE SECURITY WORKFORCE: CURRENT STATE AND CHALLENGES

The private security industry in the past decade has marked a remarkable growth in companies (private security providers), in employees (private security guards, technicians etc.) in turnover, in use of new technologies and other significant success factors.

According to Eurostat, in the private security industry in the EU in 2019 there were 1.23 million employees. According to the Confederation of European Security Services in 2020 the private security industry in Europe employed approximately 1.88 million private security officers (INTEL: Skills Intelligence for the Private Security Services, CoESS, June 2022).

According to Eurostat, in 2019, the number of private security companies in the EU was 44,016. Over half of them were located in four EU Member States: France, Germany, the

Netherlands and Hungary. In 2019, around 98% of the private security companies in the EU were SMEs that employed around 42% of the European private security workforce. Large private security companies (with 250+ employees) comprised around 2% of the private security companies in the EU, but employed around 51.2% of the sectoral workforce.

According to the CoESS research that analysed publicly available data on current and future labour and skills shortages in the sector presented in the report named INTEL: Skills Intelligence for the Private Security Services, The State of Labour and Skills Shortages in the European Private Security Services: A Study there is an evident general shortage of labour and a shortage of specific skills in the current workforce in the private

security industry in the recent few years.

The findings from desk research and an EU-wide stakeholder survey undertaken in 2021/2022 indicate that most companies face difficulties in finding qualified candidates and in recruitment, there is decrease in applications for private security employment and an increase in vacant positions. The research shows that "Lack of staff is a major challenge for the companies, as it has a significant negative impact on their ability to respond to the current market demand." Furthermore, labour and skills shortages in the security services industry are recognised as a key priority by all the key stakeholders in the employer organisations, trade unions and companies. This is based on the recognition that quality staff is fundamental to meeting client requirements and ensuring better and competitive services.

What is even more concerning is that the lack of skilled labour will become even more critical in the future, given the increasing market demand for an increasingly complex set of security services in a post-pandemic era when a set of new challenges to public health, safety and security is likely to evolve. Almost 70% of the sectoral trade unions and employer organisations consider future skills shortages

significant and as likely to persist, causing a significant and negative business impact. Nearly 70% of the companies expect labour and skills shortages and mismatches to present a serious issue for their future development in the next five years. Critically, nearly half of the private security companies consider it challenging to deal with future skills and labour shortages.

Taking in consideration the above explained private security environment in terms of workforce we need to note that relevant private security stakeholders are adopting a range of strategies to deal with the labour challenges such as development and use of training programs, and other tools and solutions.

Thus, the project "Inclusive omnibus-Digital classroom for diverse workforce" is focused on improvement of the skills and performance of the employees in the private security companies who work in the fields of hiring private security guards. The main goal of this project is to improve employees' performance and productivity for recruitment and selection of private security employees with the principles of inclusion, diversification and equality of the workforce.

INCLUSIVE AND DIVERSIFIED WORKFORCE

Enhancing social acceptance, eliminating prejudice and promoting the benefits of diversity in the society are among the key objectives of the European Union. The EU values diversity as a source of enrichment, innovation, creativity and strength. A diverse, inclusive environment is one where all persons from different backgrounds receive equal opportunities, feel a sense of belonging and are appreciated for their unique contribution.

In terms of business, statistical data indicates that more diverse and inclusive teams get 60% better results than others. Moreover, three people in four job applicants consider diversity when accepting work. These numbers suggest how crucial diversity, inclusion, and accommodation are when recruiting employees.

The same is true for the physical security industry. To achieve continuous growth and innovation, private security companies should promote inclusion and diversity within their organizational structure. Companies made up of diverse employees are shown to be more productive and profitable than their less diverse counterparts. A study showing that ethnically diverse companies lead by a 33% profitability margin equates this higher success rate to a more diverse pool of talents to select from.

Thus, physical security companies should not hire based on antiquated notions of socio-cultural supremacy. Members of minority communities have time and again proven to be as efficient and hardworking as any other worker. People belonging to a minority religion, race, or sexual orientation can likewise use their different perspectives and experiences to improve company dynamics.

Moreover, the cultural familiarity that such inclusion will bring allows physical security companies to employ the best methods when dealing with clients who themselves belong to minority communities.

Additionally, current statistics show that women in the largest security companies consist of just 10% to 20% of the security workforce. Women can serve pivotal roles in the security workforce despite any physiological differences, especially since the security industry is now putting more focus on electronic surveillance, which lends less attention to physical prowess. In any case, women's capacity to learn defensive and disarming techniques can more than make up for their generally smaller build.

The perceived nature of women can also be an advantage in deescalating altercations. Women are perceived to be less aggressive and more negotiable than men, thus adding value for conflict resolution with more effective attributes.

To conclude, growing diversity in private security operation is about establishing a well-rounded process of hiring, training, and team support. By implementing diversity from the very beginning of the hiring process and carrying that into the culture of the organization, private security companies will be more likely to adopt and promote an open and inclusive

environment that will provide solution to the existing labour gap in this industry, but will at the same time contribute on a global level and will further promote the position of the private security.

5

GOALS AND TASKS OF THE TRAINING PROGRAM

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:

- RECRUITMENT OF PRIVATE SECURITY GUARD
- ATTRACTING PRIVATE SECURITY EMPLOYEES
- SELECTION OF PRIVATE SECURITY CANDIDATES

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

MAIN GOAL

The company's success in business revolves around its human capital. Without specific skills to hire the right people needed for the company, the organisation will face challenges in performance both in terms of fulfilling clients and market needs as well as in terms of achieving company's business plans and targets. Still, hiring the right people for the company is a challenge, but the more significant problem is to hire and retain the employees who will contribute for company's success.

Hence, the main goal of the Learning system for inclusive recruitment and selection of employees is to improve the skills and performance of the employees in the private security companies who work in the fields of hiring private security guards. The main goal is to improve employees' performance and productivity for recruitment and selection of private security employees, but this curriculum will also put focus on the principles of inclusion, diversification and equality of the workforce by reinforcing existing abilities, behavior, and competence and developing new skills. The Learning system will serve as an educational tool which consists of information and instructions to make existing skills sharp, introduce new concepts and knowledge to

improve the employee performance for inclusive and diversified recruitment and selection.

SPECIFIC GOALS (TASKS)

This Learning system for inclusive recruitment and selection of employees (curriculum) aims at the following specific goals:

Improve recruitment capacities of the private security companies

This goal will be acquired by providing indepth knowledge regarding the processes of: Job analysis, Job planning and job vacancy, Job description, Job specification. Participants in the training program will be able to gather and analyze information about the content and the human requirements of the private security job, as well as the context in which it is performed. Participants will also learn to create detailed descriptions of work tasks (operations), labor, materials, and tools for all types of private security work in the private security companies (i.e. private security guard, technician et.). This Learning system will provide participants with knowledge and skills on how to define a job description, explaining the tasks, duties, function and responsibilities of a position. Private security trainees will learn how to define for a specific type of work, procedures on how that work is to be completed, and the frequency and the purpose of the work as it relates to the private security Law and the contract or other specifics for that position. And finally, but very important trainees will be able to develop a formal document-job specification, as an official private security company document which will describe the duties, required knowledge, skills and abilities, and minimum qualifications for the private security job according to the basic and special regulation for the private security profession.

Improve the competences for attracting private security candidates

This goal will be acquired by providing indepth knowledge but more important to offer examples and proven practices for attracting private security employees using Advertising, Cooperation with employment agencies, Cooperation with vocational schools, training academies, Cooperation with law enforcement agencies. The learning system will offer different tactics for attracting private security candidates such as engagement on social media, as a valuable resource to assist with candidate attraction. Also, trainees will gain knowledge and practical skills on how to create employer videos on your site to showcasing the company culture, using testimonials and 'day in the life' so candidates and potential private security employees will be able to find out and be informed about what it's like to work at private security company. A great focus will be put on the process of cooperation, working together, assistance with different stakeholders who provide employees, or provide education and training for private security or other national bodies who produce state officials in the security sector.

Improve the selection process for hiring private security employees

This goal will be acquired by gaining new skills and competences and improve the acquired knowledge for the processes of: Screening applications, interviewing candidates, Pre-employment ability skills and Selecting candidates. Individuals who are engaged in the hiring and selection process are generally aware of the legal requirements for the private security profession, thus this learning system will briefly cover the must-have criteria, and will focus more on the good-to-have or preferred private security qualifications with respect to the public authorities of this profession and the possibility to use means of force and deal with basic human rights and freedoms. A specific goal will be to provide knowledge for the process of Interviewing candidates emphasising the importance of proper questions, communication with candidates regarding salary etc.

Furthermore the trainees will gain knowledge and practice on pre-employment ability testing with special focus on Criteria Basic Skills Test (CBST), Criteria Attention Skills Test (CAST), Workplace Productivity Profile (WPP).

6

EXPECTED RESULTS, ACQUIRED SKILLS AND COMPETENCES

The Learning system for inclusive recruitment and selection of employees-innovative curriculum and instructions will provide training participants with the following skills and competences:

6. SKILLS AND COMPETENCES IN THE FIELD OF RECRUITMENT

6.1. Communication skills

Trainees will acquire skills to be able to communicate clearly and concisely, both to individual candidates and co-workers but also to the public. Communication is one of the most essential recruitment skills because not only are recruiters the crucial link between candidates and the company. The training program will provide candidates with skills and competences for written communication through a variety of different channels, writing effective job and social media posts, correspond with candidates to act as the face of the company to candidates.

6.2. Attention to detail

Trainees will acquire skills to deal with a lot of information related to the employees in the private security companies and also regarding the new employment candidates themselves, to have an eye and an ear for detail, preventing that a missed detail may result in a bad hire, reputational damage, wasted time and resources.

6.3. Sourcing strategies

Trainees will acquire skills for use various sourcing strategies, to find candidates from the local recruitment market

6.4. Time management skills

Trainees will acquire skills for time management since recruiting requires juggling so many different people and processes.

6.5. Onboarding practices for higher levels of employee retention

Trainees will acquire skills for effective onboarding processes when new hires are integrated into the company, including activities that allow new employees to complete an initial new-hire orientation process, as well as learn about the company and its structure, culture, vision, mission and values.

7. SKILLS AND COMPETENCES IN THE FIELD OF ATTRACTING PRIVATE SECURITY EMPLOYEES

7.1. Strong networking and relationship-building skills.

Trainees will acquire skills to build industry connections to leverage for advice and meet potential candidates, to initiate and coordinate meetings and networking with as many qualified people as possible to make connections that may one day lead to a great hire.

7.2. Marketing and sales skills.

Trainees will acquire skills for attracting employees as a process of marketing and selling the private security company to potential candidates for employment. The trainees will learn to think and act like a marketer and salesperson rolled into one.

7.3. Use of web-based technologies, job portals, and social media

Trainees will acquire skills for use of social media as one of the most significant and influential channels for recruitment. Trainees will learn to benefit from the variety of users and online communities, will learn to interact with different users on different social media platforms aiming at finding job candidates.

7.4. Critical thinking

Trainees will acquire skills and competences for critical thinking. Trainees will learn to take all the information available about a candidate, filter out what isn't essential, and come to an unbiased conclusion about who to choose.

8. SKILLS AND COMPETENCES IN THE FIELD OF SELECTION OF PRIVATE SECURITY CANDIDATES

8.1. Interview techniques

Trainees will acquire theoretical knowledge and practical examples of different interview techniques (exc. physical meeting or an online call etc.)

8.2. Good listening skills

Trainees will acquire listening skills. Recruiters need to listen to the candidates in order to receive more information regarding the personality, expectations etc. to guide to the good decision making for choice of candidates.

8.3. Ethical issues

Trainees will acquire skills for ethical decision making, making decisions in line with a code of ethics. Trainees will learn to seek out resources such as professional guidelines and organizational policies, and rule out any unethical solutions to problems. This program will provide trainees with skills and

competences to show respect and appreciation to each candidate applying for a job, apply equality, non-discrimination and inclusion of all categories of individuals at the labour market, regardless of race, color, religion, sex (including gender identity, sexual orientation, and pregnancy), national origin, age (40 or older), disability or genetic information.

8.4. Confidence

Trainees will learn to speak confidently to candidates, co-workers, and experts.



CHARACTERISTICS AND MODULAR STRUCTURE OF THE TRAINING PROGRAM

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

- Recruitment of private security guard
- Attracting private security employees
- Selection of private security candidates

7.3 SUBJECTS/BENEFICIARIES

- Private security employees;
- Private security Human resource managers and other hiring personnel of private security companies;
- Recruiters at recruitment services, employment agencies etc.
- Others.

7.4 DURATION OF TRAINING

The training in basic module will run from 4 to 8 hours per subject (course) of instruction, including practical training, and independent training.

7.5 FINANCING OF THE TRAINING

The 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.

7.8 MODULAR STRUCTURE OF THE TRAINING PROGRAM

	Course	Program	Preconditions
<i>Module 1</i> BASIC LEVEL	RECRUITMENT OF PRIVATE SECURITY GUARDS	Syllabus for the course „ Recruitment of private security guards “	No previous specific knowledge of the course is required
	ATTRACTING PRIVATE SECURITY EMPLOYEES	Syllabus for the course „ Attracting private security employees“	No previous specific knowledge of the course is required
	SELECTION OF PRIVATE SECURITY CANDIDATES	Syllabus for the course „ Selection of private security candidates “	No previous specific knowledge of the course is required

8

GENERAL PROGRAM ON THE TRAINING SUBJECT PER COURSE

8.1 GENERAL TRAINING PROGRAM FOR THE COURSE

RECRUITMENT OF PRIVATE SECURITY GUARDS

8.2 GENERAL TRAINING PROGRAM FOR THE COURSE

ATTRACTING PRIVATE SECURITY EMPLOYEES

8.3 GENERAL TRAINING PROGRAM FOR THE COURSE

SELECTION OF PRIVATE SECURITY CANDIDATES

8.1

8.1 - GENERAL TRAINING PROGRAM FOR THE COURSE:

RECRUITMENT OF PRIVATE SECURITY GUARDS

8.1.1 DATA ON THE TRAINING PROVIDER

The educational (training) program for private security recruitment professionals is implemented by a national body/institution (chamber, association or similar organization) for private security according the Learning system for inclusive recruitment and selection of employees-innovative curriculum and instructions and other tools developed in the framework of the project "Inclusive Omnibus-Digital classroom for diverse workforce".

8.1.2. DATA ON THE TRAINERS

- The training program for the course Recruitment of private security guards will be conducted by experts for human resource management, recruitment and other similar areas dealing with this topic in general or dealing with specific areas in the field of recruitment;
- Experts from the practice with profound knowledge and experience both in private security and human resource management with focus on the recruitment process, coming from the private security sector, organizations, employment companies etc. dealing with human resource management and recruitment/employment of staff;
- Certified educators, trainers, 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

RECRUITMENT OF PRIVATE SECURITY GUARDS

TOTAL TEACHING HOURS AND TOTAL HOURS REQUIRED FOR INDEPENDENT LEARNING:

- Basic training - the number of lecturing hours will be determined in the detailed syllabus. Recommended number of teaching hours is 4 classes (lecturing hours) per course;
- The number of hours for independent learning will be determined in the detailed syllabus after the preparation of the electronic tool. Recommended number of hours for independent learning is up to 2 hours per course.

8.1.4 COURSE DESCRIPTION AND KEYWORDS (TERMS)

COURSE DESCRIPTION

Recruitment in the private security is the process of selecting the right person, for the right position in a private security company or a company from other industry that has in-house security at a certain point of time for a vacant private security position. Vacant positions within the private security companies signify the lack of human resources and these are regarded as barriers within the course of implementation of tasks and in the achievement of goals and objectives of the private security companies in terms of the private security contracts and in terms of profitability. Based on the fact that the private security industry is facing high rate of staff turnover (employees who leave the company during a specified time period, typically one year), there are studies that indicate according to the latest surveys *security officer's turnover* rates reach as high as 400% in the physical *security* industry. recruitment of employees is considered to be of great importance for the private

security companies and the industry in general.

The process of recruitment in the private security covers predominantly several activities: identifying the vacant positions of private security employees (guards, officers, technicians etc.), screening candidates (determine a candidate's qualifications and potential job fit for the proper position) and shortlisting of the potential employees for the purpose of filling up the vacant positions within the private security companies.

For the recruitment process to be efficient, providing quality employees for the companies it needs to cover the processes of conducting job analysis, job planning and creating adequate job description.

Job analysis in the private security is the process of gathering and analyzing information about the content and the human requirements of private security jobs, as well as, the context in which private security jobs are performed. Job analysis refers to a

systematic process of collecting all information about private security specific job public powers, including skill requirements, roles, responsibilities and processes in order to create a valid job description. Job analysis also gives an overview of the physical, emotional & related human qualities required to execute the private security job successfully having in mind that private security employees have public powers for use of force and means of force, thus possess the powers to restrict certain human rights and freedoms. Job analysis is an important step in ensuring that the right candidate is selected. It helps the private security employees to have a clear picture of what is actually required of them, such as: Private security activities and responsibilities; Importance of the private security to the other jobs; Legal requirements for private security employee; Qualifications for private security employee etc.

Job planning is *continuous process of systematic planning to achieve optimum use of an organization's human resources* that mainly covers: Defining plans for duties, responsibilities and objectives on a yearly basis; Standards for professional private security job performance; Analysis of private security employees' resources and skills; Preparing to find

private security job candidates from outside the company.

A job description is a simple-language document that explains the tasks, duties, function and responsibilities of the specific private security position. It details who performs a specific type of private security work, how that work is to be completed according specific regulation, with specific company internal acts such as standard operative procedures etc. A private security job description is a document that clearly states essential private security job requirements, job duties, job responsibilities, and skills required to perform a specific role in the private security operations, according private security contracts etc. More precisely a private security job description will cover: the scope, duties, tasks, and responsibilities for a private security employee; working conditions related to the private security guard job (monitoring, patrol, CIP, CIT etc.); Detailed skills and qualifications for a private security guard for a title position (unarmed security guard, armed security guard, critical infrastructure protection security guard, event security guard, security technician etc.)

Job descriptions are also known as job specifications, job profiles, JDs, and position descriptions (job PD).

KEY WORDS (TERMS) FOR THE COURSE:

Recruitment, job analysis, job vacancy, job planning, job description, job specification.

8.1.5 OBJECTIVES AND RESULTS TO BE ACHIEVED

The course will provide the trainees with the following competences:

- Recognition of the term human resource management in the field of recruitment of private security employees.
- Job analysis, collecting information about the private security job and context.
- Identifying private security relevant human qualities (physical, emotional etc.)
- Job planning, job vacancy management.
- Developing thorough private security job description, job specification according to private security regulation and public powers.

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 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)

	<i>Title of the thematic unit</i>	<i>Description</i>
1	Introduction to Recruitment	<ul style="list-style-type: none">– Introduction to recruitment.– Differences and cooperation between HR and recruitment.– Steps to an effective recruitment strategy.– Strategies used in recruitment.– Recruitment methods.– Types of recruitment (internal, external).
2	Employee turnover in the private security industry	<ul style="list-style-type: none">– What is employee turnover.– Positive and negative turnover.– How to calculate employee turnover rate (formula).
3	Job analysis	<ul style="list-style-type: none">– Job analyse data (work activities, worker attributes, and work context).

		<ul style="list-style-type: none"> - Understanding, collecting, and analyzing relevant facts. - Job requirements. - Identify the outcomes required for the job. - Importance to other jobs.
4	Job planning, Job vacancies	<ul style="list-style-type: none"> - Types of human resource planning (hard, soft). - Key elements of the the planning process. - Need for forecasting human resource needs and techniques for forecasting. - Identify the hiring needs. - Analysis of the available labor pool. - Assessing future employee supply and demand.
5	Job description	<ul style="list-style-type: none"> - What is job description. - Why is job description important. - How to write a job description. - Job description format, example-template.
6	Job specification	<ul style="list-style-type: none"> - Components of job specification. - Job description vs. job specification. - How to implement a job specification.

8.1.8 ACTIVITIES WITH EXTERNAL INSTITUTIONS

Other stakeholders in the respective field of private security and the field of recruitment and human resource management 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 labour, Employment agency or other state agency, directorate etc.
- Academic educational institutions: faculties, institutes, schools etc.
- Non-governmental organizations
- Recruitment companies

8.1.9 LITERATURE AND WORKING MATERIALS

REQUIRED READING

- Textbook "Quality workforce-comprehensive guidebook on inclusive human resource practices for the private security sector";
- Books and articles on topics of recruitment;
- Other working materials and training tools used during the training process will include: e-text book, audio book, slide shows combined with text to speech tool and stories from the practice (real case scenarios), worksheets, manuals etc.;

ADDITIONAL LITERATURE

- The professional recruiter's handbook-Delivering excellence in recruitment practice-Jane Newell brown & Ann Swain, 2009, Kogan Page Limited
- Human resource management-J.Coyle-Shapiro, K.Hoque, I.Kessler, A. Pepper, R. Richardson and L. Walker, 2013, The London school of economics and political science

8.2

8.2 - GENERAL TRAINING PROGRAM FOR THE COURSE:

ATTRACTING PRIVATE SECURITY EMPLOYEES

8.2.1 DATA ON THE TRAINING PROVIDER

The educational (training) program for private security recruitment professionals is implemented by a national body/institution (chamber, association or similar organization) for private security according the Learning system for inclusive recruitment and selection of employees-innovative curriculum and instructions and other tools developed in the framework of the project "Inclusive Omnibus-Digital classroom for diverse workforce".

8.2.2. DATA ON THE TRAINERS

The training program for the course Attracting private security employees will be conducted by experts for human resource management, recruitment, marketing and advertising, communication and other similar areas dealing with this topic in general or dealing with specific areas in the field of attraction of private security employees.

- Experts from the practice with profound knowledge and experience both in private security and human resource management with focus on the employee attraction process, coming from the private security sector, organizations, employment companies etc. dealing with human resource management and employment of staff.
- Certified educators, trainers, 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 COURSE

ATTRACTING PRIVATE SECURITY EMPLOYEES

TOTAL TEACHING HOURS AND TOTAL HOURS REQUIRED FOR INDEPENDENT LEARNING:

- Basic training - the number of lecturing hours will be determined in the detailed syllabus. Recommended number of teaching hours is 4 classes (lecturing hours) per course.
- The number of hours for independent learning will be determined in the detailed syllabus after the preparation of the electronic tool. Recommended number of hours for independent learning is up to 2 hours per course.

8.2.4 COURSE DESCRIPTION AND KEYWORDS (TERMS)

COURSE DESCRIPTION

In order to succeed and grow, private security companies not only need the best employees they can find, they also need to match the right individuals with specific private security job (exc. guard, armed guard, event guard, cash in transit officer etc.) and they need those individuals to stay engaged, fulfilled and committed to the private security profession.

Private security employers must attract and retain candidates who truly want to work in the private security industry and for a private security company. In this sense, the main challenge that the private security companies face with the employees arise from the public powers of the private security employees. Namely, private security employees in their daily work have a legal power to restrain some of the fundamental human rights and freedoms (restrict movement of people etc.) and this powers request for great responsibility, specific skills, and competences of the private security employees. At the same time, the

salary of this private security employees does not reflect the true value of those workers, that results with high rates of staff turnover in the private security industry.

Having the above noted in mind attracting employees in the private security sector is a highly demanding work. Therefore, it is considered that the process of attracting the required number of candidates to apply for a job vacancy in a private security company should consider the following aspects: advertising; cooperation with employment agencies and networking with other professionals; cooperation with vocational schools, training academies and cooperation with law enforcement agencies.

Advertising is a promotional non-personal message, a marketing communication aiming to promote or sell a product, service or idea. Regarding the process of attracting private security employees the advertising should canalise 2 messages. The first goal of the

advertising process is to inform about the job vacancies in the private security company and the second goal is to promote the private security company itself, the values, mission, organisational culture, and the brand itself.

The private security companies must put extra attention to communication with job candidates using social media, job posting sites and other channels to attract employees and to retain the private security employees that they already have.

Additional activity that is meaningful for attracting employees is networking with other professionals, which will provide insight into what other businesses in the same industry, or other industries are doing for attraction of employees. Networking will also expand opportunities with potential

long-term gains and can help find new hires through different events or conversations.

The cooperation with employment agencies as organizations (public or private) which matches employers to employees is particularly important. However, private security jobs are strictly regulated with several laws and by law, therefore the employment

agencies need to consider all the legal consideration regarding the public authorities of the private security employees.

Furthermore, the cooperation of the private security companies aiming at attraction of private security employees may result with higher rates of employment when connecting with vocational schools and training academies that produce workforce with skills and competences for private security jobs. And finally private security companies individually or through their association (Chamber or other) should strongly cooperate with law enforcement agencies (Ministry of Interior, Ministry of defence, Ministry of justice, court police, prison police etc.) because those agency have police officers, prison guards or other soldiers and law enforcement professionals who retire at a young age and are willing to continue their work for a private security company.

Hence, the process of attracting employees in the private security sector is a very demanding work that will have to be grounded on general principles for attracting human resources, still amended with specific aspects of the private security jobs and their public powers.

KEY WORDS (TERMS) FOR THE COURSE:

Advertising, social media, communication, cooperation, promotional campaigns.

8.2.5 OBJECTIVES AND RESULTS TO BE ACHIEVED

The course will provide the trainees with the following competences:

- Recognition of the term human resource management in the field of attracting private security employees;
- Marketing and advertising skills;
- Written communication skills;

- Brand immersion and representation;
- Creativity and social media;
- Interpersonal Skills.

8.2.6 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).

8.2.7 STRUCTURE OF THE COURSE (BASIC GUIDELINES)

	<i>Title of the thematic unit</i>	<i>Description</i>
1	Advertising	<ul style="list-style-type: none"> – Informing for private security job vacancies – Tone of communication – Content of communication – Social media, job posting sites and other channels
2	Company brand management	<ul style="list-style-type: none"> – Company profile – Visibility – Company culture
3	Networking and cooperation	<ul style="list-style-type: none"> – Find common ground – On-line – Events – Employee advocacy
4	Cooperation with employment agencies	<ul style="list-style-type: none"> – Professional communication – Legal considerations
5	Cooperation with vocational schools, training academies	<ul style="list-style-type: none"> – Memorandum of understanding – Promotional campaigns – Visit and practical work in PS security companies
6	Cooperation with law enforcement agencies	<ul style="list-style-type: none"> – Cooperation with Ministry of Interior – Cooperation with Ministry of defence – Cooperation with Ministry of justice, court police, prison police

8.2.8 ACTIVITIES WITH EXTERNAL INSTITUTIONS

Other stakeholders in the respective field of private security and the field of recruitment and human resource management 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 labour, Employment agency or other state agency, directorate etc.
- Academic educational institutions: faculties, institutes, schools etc.
- Non-governmental organizations
- Recruitment companies

8.2.9 LITERATURE AND WORKING MATERIALS REQUIRED READING

- Textbook “Quality workforce-comprehensive guidebook on inclusive human resource practices for the private security sector”.
- Books and articles on topics of attraction of employees.
- Other working materials and training tools used during the training process will include e-text book, audio book, slide shows combined with text to speech tool and stories from the practice (real case scenarios), worksheets, manuals etc.;

ADDITIONAL LITERATURE

- Exceptional Talent: How to Attract, Acquire and Retain the Very Best Employees, Merveyn Dinnen and Matt Alder, 2017
- Attracting and Retaining Talent, Tim Baker, 2014, Palgrave Macmillan
- Retention Strategies: The key to attract and retain excellent employees, Mark Bussin, 2018

Employee retention and turnover: Why employees stay or leave, Peter W.Hom, David G.Allen and Rodger W.Griffeth, Routledge

8.3

8.3 - GENERAL TRAINING PROGRAM FOR THE COURSE:

SELECTION OF PRIVATE SECURITY CANDIDATES

8.3.1 DATA ON THE TRAINING PROVIDER

The educational (training) program for private security recruitment professionals is implemented by a national body/institution (chamber, association or similar organization) for private security according to the Learning system for inclusive recruitment and selection of employees-innovative curriculum and instructions and other tools developed in the framework of the project "Inclusive Omnibus-Digital classroom for diverse workforce".

8.3.2 DATA ON THE TRAINERS

The training program for the course Attracting private security employees will be conducted by experts for human resource management, recruitment, marketing and advertising, communication and other similar areas dealing with this topic in general or dealing with specific areas in the field of attraction of private security employees;

- Experts from the practice with profound knowledge and experience both in private security and human resource management with focus on the employee attraction process, coming from the private security sector, organizations, employment companies etc. dealing with human resource management and employment of staff;
- Certified educators, trainers, 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

SELECTION OF PRIVATE SECURITY CANDIDATES

TOTAL TEACHING HOURS AND TOTAL HOURS REQUIRED FOR INDEPENDENT LEARNING:

- Basic training - the number of lecturing hours will be determined in the detailed syllabus. Recommended number of teaching hours is 4 classes (lecturing hours) per course;

The number of hours for independent learning will be determined in the detailed syllabus after the preparation of the electronic tool.

Recommended number of hours for independent learning is up to 2 hours per course.

8.3.4 COURSE DESCRIPTION AND KEYWORDS (TERMS)

Employee Selection also known as candidate selection is the process of choosing individuals who have relevant qualifications to fill jobs, finding a new hire best suited for the role in question in an organization, putting right individuals on the right job and in general it is a procedure of matching organizational requirements with the skills and qualifications of people.

The steps in the employee selection process depend on the role the company is hiring for, the recruiting budget, the seniority of the position, available resources, and organizational needs. There are several steps of an employee selection process:

- Initial screening applications.
- Selection interviewing.
- Pre-employment testing.
- Selection-final decision.

Initial (pre-employment) screening involves gathering all the information required to make a good hire. This includes identifying candidates that meet predetermined job qualifications and verifying the information they provide.

Employee screening is a process in which a potential employee is

investigated to verify qualifications and confirm that the person would be a safe and appropriate match for the workplace. There are several goals to employee screening. The first is to confirm that an employee is actually qualified for the position. The second is to identify any potential safety risks, including threats to safety in the workplace and the security of data the employee might handle. Screening is also designed to spot personality traits which may be beneficial or problematic. However, there are legal issues which need to be taken into consideration regarding the screening process. Companies must take in consideration anti-discrimination laws and privacy laws.

The screening process may cover, but not to be restricted to reading résumés, creating a system for cross-checking job requirements and skills as described on job description with the facts on a candidate résumé. The screening may be by phone, Checking social media networks, Email interactions etc.

Moreover, the candidate interview is a vital component of the hiring

process. There are two primary types of interviews used by companies: screening interviews, and selection interviews. The first interview with a company is often a screening interview. The purpose of a screening interview is to ensure that prospective candidates meet the basic qualifications for a given position. It may take place in person or on the telephone. If the candidate meets the basic qualifications, expresses interest in the specific position, and makes a positive impression on the interviewer, he/she will likely be selected for a selection interview. Selection interviews are typically conducted onsite at the hiring company. The purpose of a selection interview is to determine whether a candidate will be selected for the position he or she is interviewing for. A selection interview is typically more rigorous than a screening interview. The selection interview is a free-flowing and open-ended process used

to determine if the candidate is suitable for the specific job.

The most widely used types of interviewing are: The telephone prescreen interview. The direct one-on-one interview, which can take a behavioral, competency-based or situational approach. The panel interview, an interview that consists of two or more interviewers.

Pre-employment testing is a standardized method to test job candidates on their qualifications for a job during the recruitment process. These can range from tests for standard job skills and knowledge of software to emotional integrity and cognitive ability. Some of the most used pre-employment tests are: Criteria Basic Skills Test (CBTS) – basic verbal, math skills, attention to detail; Criteria Attention Skills Test (CAST) – measures, vigilance, focus and concentration; Workplace Productivity Profile (WPP) – behavioural risk assessment etc.

KEY WORDS (TERMS) FOR THE COURSE:

Initial (pre-employment) screening applications; Screening interviewing; Selection interviewing; Pre-employment testing; Selection-final decision.

8.3.5 OBJECTIVES AND RESULTS TO BE ACHIVED

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

- To understand the selection process;
- To understand matching organizational requirements with the skills and qualifications of people;
- To learn the steps of an employee selection process;
- To acquire skills and understand Initial (pre-employment) screening;
- To learn how to investigate to verify candidate qualifications;
- To understand anti-discrimination laws and privacy laws;
- To recognize screening interviews, and selection interviews;

- To be proactive in interviewing process;
- To learn about the pre-employment testing;

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).

8.3.6 STRUCTURE OF THE COURSE (BASIC GUIDELINES)

	<i>Title of the thematic unit</i>	<i>Description</i>
1	Screening applications	<ul style="list-style-type: none"> ▪ Location must-have requirements ▪ Scanning of good-to-have or preferred qualifications ▪ Matching The candidate with the role
2	Interviewing candidates	<ul style="list-style-type: none"> ▪ Preparing questions with specific details, top ten interview questions ▪ Writing efficient and meaningful notes for candidates ▪ Discuss salary ▪ Be a good listener ▪ The "STAR" method (situation, task, action, result)
3	Pre-employment ability testing	<ul style="list-style-type: none"> ▪ Criteria Basic Skills Test (CBTS) – basic verbal, math skills, attention to detail ▪ Criteria Attention Skills Test (CAST) – measures, vigilance, focus and concentration

		<ul style="list-style-type: none"> ▪ Workplace Productivity Profile (WPP) – behavioural risk assessment
4	Selecting candidates	<ul style="list-style-type: none"> ▪ Multiple Criteria Ranking ▪ Matching qualifications, personal attributes/skills, experience for private security ▪ Potential ▪ Organizational and cultural fit

8.3.8 ACTIVITIES WITH EXTERNAL INSTITUTIONS

Other stakeholders in the respective field of private security and the field of recruitment and human resource management 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 labour, Employment agency or other state agency, directorate etc.
- Academic educational institutions: faculties, institutes, schools etc.
- Non-governmental organizations
- Recruitment companies

8.3.9 LITERATURE AND WORKING MATERIALS REQUIRED READING

- Textbook “Quality workforce-comprehensive guidebook on inclusive human resource practices for the private security sector”;
- Books and articles on topics of selection of employees;
- Other working materials and training tools used during the training process will include: e-text book, audio book, slide shows combined with text to speech tool and stories from the practice (real case scenarios), worksheets, manuals etc.;

ADDITIONAL LITERATURE

- Employment Screening Handbook, Standards Australia Limited, Standards Australia Limited Staf, Volume 323, Issue 2007 of SAA HB
- Screening New Employees, John Harrison, 2005
- Complete Guide to Pre-Employment Testing: Personality and Aptitude Test Preparation, 2006

