Developing sense of security and safety awareness

Case: ICT Company X

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Developing sense of security and safety awareness, Case: ICT Company X

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Workplace violence and the threat of it has been found to have negative long-term impacts on the mental and physical wellbeing of employees under risk. The purpose of this thesis was to develop sense of security and safety awareness among the employees of ICT Company X to help prevent the abovementioned impacts. The project was implemented through training and measuring the effectiveness of it. Due to the large size of the organization, the target group was limited to sales personnel working in stores and stands in the Metropolitan area of Finland.

The research was qualitative by nature, but also quantitative methods were utilized while measuring the level of development and in the analysis of the results. In the first phase of the research current state was surveyed with a questionnaire to find out the areas requiring development. Questionnaire was sent out to 250 respondents and 62 responses were received. In the second phase, training material was created based on this data and trainings were held. The third phase, measuring of development, was implemented with the same questionnaire used in phase one to get comparable results. Questionnaire was sent out again to 250 respondents and 38 responses were received. Finally, the results were collected and analysed for conclusions.

The research showed that trainings have a positive influence on the development of knowledge and competences. Practices and processes were better known after training and the attitude towards trainings improved. In addition, the areas requiring development in terms of security and safety were recognised and vital data concerning threatening situations and other workplace violence related matters and their occurrence was gathered.

As a conclusion the project provided wanted outcomes for the organization in terms of this research and further similar projects since the tools for implementation have been established.

Keywords: Security culture, safety awareness, security training, workplace violence

Työväkivallalla sekä sen uhalla on todettu olevan pitkäaikaisia negatiivisia vaikutuksia sille altistuvien työntekijöiden henkisen sekä fyysisen hyvinvoinnin kannalta. Tämän opinnäytetyön tarkoituksena oli ennaltaehkäistä näiden vaikutusten syntyä kehittämällä ICT Yritys X:n työntekijöiden turvallisuudentunnetta sekä turvallisuustietoisuutta. Menetelmäksi valittiin työntekijöiden koulutus sekä koulutuksen vaikuttavuuden mittaaminen. Organisaation suuren koon vuoksi kohderyhmäksi rajattiin pääkaupunkiseudulla sijaitsevien myymälöiden sekä myyntipisteiden myyjät.

Tutkimus oli luonteeltaan kvalitatiivinen, mutta kvantitatiivisia menetelmiä hyödynnettiin sekä vaikuttavuuden mittaamisessa että tulosten analysoinnissa. Tutkimuksen ensimmäinen vaihe koostui nykytilaa kartoittavasta kyselystä, jonka perusteella kehitystä vaativat osa-alueet tunnistettiin. Kysely lähetettiin 250 vastaajalle, joilta vastauksia saatiin 62 kappaletta. Toisessa vaiheessa koulutusmateriaali luotiin tunnistettujen alueiden pohjalta sekä koulutukset toteutettiin. Työn kolmas vaihe koostui koulutuksen vaikuttavuuden mittaamisesta käyttäen samaa kyselyä kuin työn ensimmäisessä vaiheessa vertailukelpoisten tulosten saamiseksi. Kysely lähetettiin uudestaan 250 vastaajalle ja vastauksia kertyi 38 kappaletta. Lopuksi vastaukset kerättiin ja analysoitiin johtopäätöksiä varten.

Tutkimustulos todisti, että koulutuksella on positiivista vaikutusta sekä tietoisuuden että osaamisen kehittymiseen. Toimintatavat ja prosessit tunnettiin paremmin koulutuksen jälkeen sekä asenteen koulutuksia kohti havaittiin parantuneen. Lisäksi turvallisuuteen liittyvät kehitysalueet tunnistettiin ja organisaatiolle kerättiin tärkeää tietoa uhkatilanteista sekä muista työpaikkaväkivaltaan liittyvistä tekijöistä ja niiden esiintymisestä.

Projekti tuotti siltä odotetut tulokset organisaatiolle sekä työkalut vastaavien projektien toteuttamiseen tulevaisuudessa.

Avainsanat: Turvallisuuskulttuuri, turvallisuustietoisuus, turvallisuuskoulutus, työpaikkaväkivalta

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1 Introduction

Occupational Safety and Health Act No.738/2002 (Ministry of Social Affairs and Health, 2002) obligates the employer to address threat of violence at work. Workplace violence consists of violence that has taken place and threat of violence, both of which can result in severe physical or mental damage. Mental damages might not occur instantly but without proper intervention or after-care they can cause long-term damage as time passes (Työsuojeluhallinto 2013,15 Free translation).

According to studies field of trade is one of the high-risk lines of business where the occurrence of workplace violence is more likely. The reasons originate from alone working, handling of money and the sale of valuable items and other assets that are easily convertible into money - this makes the field attractive to possible assaulters and robbers. Employees working in the customer interface also have to face customers that are under the influence of alcohol, drugs or other psychoactive substances which directly increases the risk of violence (Isotalus & Saarela 2001, 124, Free translation). However, violence at workplace can originate not only from outsiders, but also from colleagues which emphasizes the employer's responsibility to intervention and prevention of such incidents even more. Threat of violence influences among other things the wellbeing and performance of the employee under risk which might also reflect on the spare time of the individual. For these reasons, employees need to be trained adequately regarding the encountering of threatening situations in order to guarantee proper preparedness. (Työturvallisuuskeskus TTK 2010, 14-16 Free translation).

1.1 Objectives and limitations

This thesis was implemented as a pilot project for ICT Company X - the name of the company is not published at company request. The case company provides telecommunications and digital services for personal and business customers widely in Finland and internationally. As a part of its business and service delivery the company has operations in stores and stands employing both own employees and external employees. External employees comprise of those employees who work for ICT Company X through outsourcing.

The objective of the project was to develop the sense of security and safety awareness of employees at work by increasing awareness and competences through training. Need for the project arose within the organization through empirical observations, experience and through earlier discussions with the target group. Topic has not been previously studied in the organization due to lack of resources. Therefore, the subject gained high importance and the model for implementing this kind of a project in the organization had to be established. Given this, one objective of the research was also to discover if the established model is beneficial and thus be later broaden to cover the rest of Finland, as the organization wished.

Implementation of the project was divided into four parts: current state survey, training, survey of the new state and finally conclusions concerning development based on result analysis.

Due to the large size of the organization, the scope of the project was limited to cover employees working in the metropolitan area of Finland. The number of respondents in the questionnaires could not be guaranteed and therefore it was a limitation influencing comparative analysis of the data. Heinonen et al (2013, 60-61) suggest in their book that most common reasons for the lack of answers is the reluctance to answer a questionnaire as the amount of questionnaires received by email has been in a linear rise during the past few years. This in turn has a negative effect on the motivation to answer.

The presumption was that positive development would take place as the employees would gain knowledge and competences. Thus, the research question was "Can the sense of security and safety awareness, of store and stand employees of ICT Company X, be developed through training?"

1.2   Terminology

The terminology of this thesis reflects on key concepts that are good to familiarize with to gain an understanding on the perspective and framework the work is based on. Also, the theoretical background of the research is built around concepts that follow: organizational culture, safety and security culture, safety awareness, security training, sense of security and workplace violence.

Organizational culture has no official definition, but it can be perceived as the social behaviour, customs and individual experiences affecting the way members in the group act (Schein 2010, 23-32; Robins & Coulter 2012, 52).

Safety and security culture form a part of organizational culture. It's formed as a result of actions, shared values, perceptions, behaviours, believes and assumptions of individuals and groups (HSE 2005, 3; Spencer-Oatey 2008, 3).

Safety awareness is a combination of competences, abilities and opinions. All of these factors effect on how an individual is aware of and recognises the nature and severity of possible threatening factors in their environment (Pietikäinen E., Reiman T. & Oedewald P. 2008, 30. Free translation). Safety awareness in this context consists of awareness regarding threats and incidents related to the work environment of the employee. Awareness promotes preparedness to act in such situations and should therefore be highly valued.

Security training aims to increase the knowledge, competences and promote positive attitudes towards security (Roper C. et al 2006, 22-23).

Sense of security is a result of a social process where individuals experiences, values, opinions and feelings define if the person experiences their environment safe or unsafe. (Eskola 2008,1).

Workplace violence can be dived to physical violence and psychological violence. Physical violence stands for the use of physical force that results in harm to another person whereas psychological violence targets the physical, mental, spiritual, moral or social development of the victim (International Labour Office ILO 2002, 3-4).

2   Theoretical framework

Theoretical framework of this thesis is presented through key terminology and qualitative literature review.

English language separates Finnish word 'turvallisuus' into two words: security and safety. Security is generally defined as the protection, including the protective measures in place, against external threats that are likely to cause harm (Eskola 2008,1). Whereas word safety is used to describe the state and feeling of being safe from risk or harm (Hollnagel 2014, 1). In this thesis, word security refers to physical security and the word safety is used in awareness context.

2.1   Organizational, safety and security culture

Spencer-Oatey proposes in her book that a culture can be defined as "a fuzzy set of basic assumptions and values, orientations to life, beliefs, policies, procedures and behavioural conventions that are shared by a group of people, and that influence (but do not determine) each member's behaviour and his/her interpretations of the 'meaning' of other people's behaviour." (Spencer-Oatey 2008, 3). While considering this definition of Spencer-Oatey, even though culture isn't a determining factor behind the behaviour of an individual it can be stated that culture effects and guides the behaviour. In organizations, existing organizational culture in turn guides the behaviour of the employees and internal groups.

According to Edgar Schein (2010, 23-32) organizational culture consists of three different levels that interact between each other as follows: artifacts and behaviours, espoused beliefs and values and basic underlying assumptions. Artifacts represent all phenomena entireties managed and built by people and all visible products among the group. Beliefs and values include shared moral views concerning a desired goal. Basic underlying assumptions stands for such matters that have an effect on an individual level and thus are taken for granted. (Schein 2010, 23-32; Heinonen, Keinänen & Paasonen 2013,190, Free translation). Stephen P. Robins and Mary Coulter (2012, 52) view organizational culture as a perception with shared values, principles, traditions and the way of doing things which influences on how the members of the group act. Schein also supports this view by stating that culture is the result of

experiences of a specific group as the actions of an individual are taken for granted since, with time, those have shifted into subconscious level.

Based on the presented views of professors it can be stated that organizational culture is a large entirety that consist of several sections. In the scope of this thesis, a vital section of organizational culture is safety and security culture. As a concept safety culture is still young since it has been in general use only from year 1986 after the Chernobyl accident and therefore it has no official definition (Leppänen 2008,186-194, Free translation). The International Nuclear Safety Group (INSAG) composed the first, following, definition regarding safety culture "Safety culture is that assembly of characteristics and attitudes in organizations and individuals which establishes that, as an overriding priority, nuclear plant safety issues receive the attention warranted by their significance." which was published in their report Summary Report on the Post-Accident Review Meeting on the Chernobyl Accident. (International nuclear safety advisory group 1991, 1).

Advisory Committee on the Safety of Nuclear Installations defines safety culture, as follows "The safety culture of an organisation is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organisation's health and safety management. Organisations with a positive safety culture are characterised by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures." (HSE 2005, 3) This definition emphasizes the word positive regarding culture. The dependency whether the culture can be seen as positive or negative sets its basis on the actions of management and individuals. If security and safety matters are overlooked or seen to have low value, most likely the culture will encourage towards negligence/disdain and thus create a negative culture. Correspondingly, if the actions support and comply with matters concerning security and safety the characteristics of culture are positive, as the Advisory Committee on the Safety of Nuclear Installations also refer to.

Walls, Revie & Bedford (2017) state in their book that proper knowledge regarding possible security risks has been lacking in organizations, since the focus has been on the recognized safety risks. Establishing a security culture on the side of safety culture should already start at the risk management level. When security issues are considered as a part of the operations at the very start, it is easier create common believes, attitudes, practices and procedures in the organization. Commonly, as safety and security cultures are established in an organization those are integrated to co-exist and support one another (Walls et al. 2017, 469-471). Therefore, term security culture is nowadays commonly used referring both to safety and security culture.

A widely used framework, dividing safety culture into three aspects interacting with one another, for defining safety culture was created by Dominic Cooper. The framework addresses these aspects as external factors that can be perceived and internal psychological factors. (Leppänen 2006, 197) In his framework, Dr. Cooper elaborates that the factors are based on on actions, possessions and feelings. The framework is presented below as Figure 1.
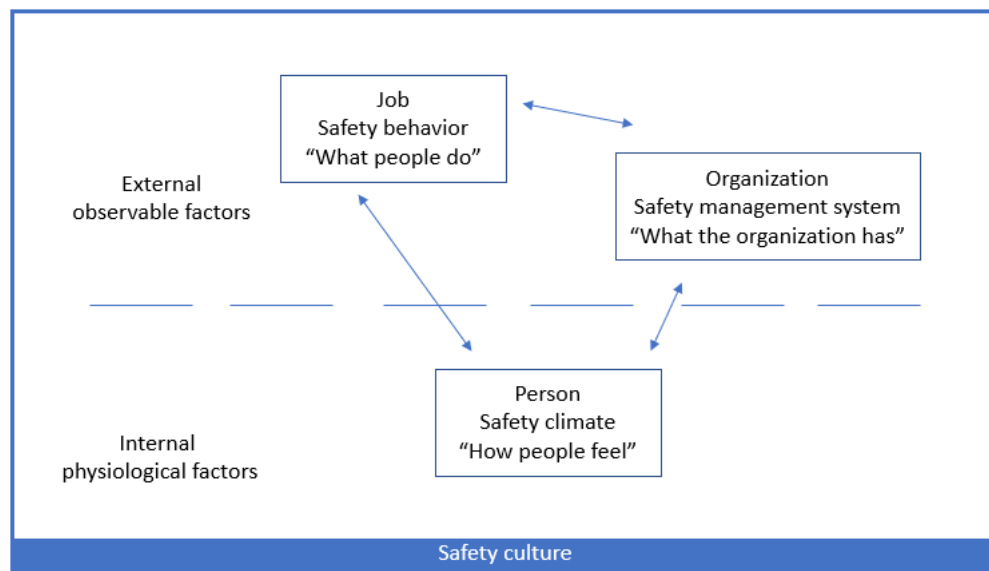

Figure 1: Safety culture in accordance with Cooper 2002 and HSE

2.2   Workplace violence

Threat of violence in customer service can originate from colleagues, customers, superiors or outsiders without an intention to be a customer. Violence and harassment at work has been defined by the European Commission as "Incidents where staff are abused, threatened or assaulted in circumstances related to their work, including commuting to and from work, involving an explicit or implicit challenge to their safety, well-being and health" (European Agency for Safety and Health at Work 2010, 16).

When discussing about workplace violence it is important to acknowledge that it consists of not only violence that has taken place but also the threat or attempt of it. According to Statistics Finland Labour Force survey (2007) the most common form of experienced violence was threatening. The survey states that 100 000 employees had experienced work-related violence or threat of violence at least once during the past year. Thus, workplace violence is a large-scale issue that should be acknowledged more and addressed with suitable means.

According to the Centre for Occupational Safety (2010), activity to report workplace violence may have a debilitating effect due the following factors: customs at a workplace, disdain towards violence and threat of violence by colleagues or superiors, negative culture towards security and safety and consideration of threat of violence as a part of work that needs to be

tolerated. Also, victims of workplace violence may blame themselves for being targeted e.g. due to lack of expertise (TTK 2010, 14, Free translation). With this in mind, it is debatable if studies can provide adequate information and a realistic number concerning the amount of workplace violence that takes place.

Alone working increases the risk of workplace violence. Sexual harassment and other forms of workplace violence commonly occur when there aren't onlookers who could act as witness to the event which undeniably increases the risk of exposure (Chappell D. & Di Martino V. 2006, 163). According to the Occupational Safety and Health Act No.738/2002 Section 29 the employer is obligated to ensure that the risks related to alone working are avoided or minimized in such situations where an employee has to work alone. Preventive measures to address the issue include shift planning, providing proper equipment and working environment and familiarization. If alone working can't be avoided in the shift planning, should the shifts be planned in a way that time allocated for alone working is minimized.

The law regulates employers' responsibilities also regarding threat of violence. Occupational Safety and Health Act No.738/2002 obligates the employer to address threat of violence in Section 27. According to the law preventive measures against this type of incidents need to be in place. Employees must be provided with proper equipment for communication, alarming for help or even self-defence. In the working environment routes for exit need to be established and unobstructed to guarantee the possibility for safe exit. Also, the employees that might have to work alone need to be given awareness training concerning instructions on how to act in a threatening situation and how the protective equipment work. When the employee feels confident on their competences regarding the use of protective means, whether it's e.g. using the alarm button or securing exit route, their readiness to act in a threatening situation increases.

As stated, workplace violence consists of not only physical violence but also the threat of violence. Any form of experienced violence can result as mental damage originated directly from the experienced situation or gradually from stress that further develops into fear and unwillingness to return work which in turn increases the amount of sick leaves and disablement. Solely, the threat of violence effects on the atmosphere of the work place and can have a negative impact on the whole team. This in turn decreases the motivation and effects on the turnover rate of employees (Isotalus & Saarela 2001, 124-125). As workplace violence can have a comprehensive influence on the mental wellbeing of the employee, it is crucial to intervene and prevent possible threatening situations from occurring.

In addition to intervention and preventative measures also the process of after-care needs to be established for those who have encountered violence at work. After-care is the measure that helps victims of workplace violence to return to their routines and get support for

possible mental or physical damage and thus deal with the trauma (Työsuojelu 2018, Väkival-lan uhka; TTK 2010, 16). Defusing or debriefing discussions are widely used to process the incident that has taken place. Defusing conversations are arranged usually at the maximum eight hours after the incident, whereas debriefing conversations take place during the following three days, but at the earliest 24 hours from the incident. These conversations can be held in a group or only between the victim and the supportive party, being usually superior of the employee. After-care can also be arranged through occupational health care to ensure the level of professionalism while discussing mental damage.

2.3   Sense of security and security training

Sense of security can refer to a positive sense where an individual feels safe in one's environment. Comparably insecurity refers to a state where the individual feels insecure and uncertain in one's environment. Uncertainty is often the result of being unaware of incidents to come, whether they are positive or negative by nature. On that account, people tend to increase their sense of security with preplanning in order to forecast on some level what is to come (Kuusela H. & Ollikainen R. 2005, 15-16, Free translation). However, with sense of security words "increased" and "decreased" are often used to describe the state instead of using these two different words.

Sense of security is highly subjective although it is a fundamental need of an individual according to Maslow's Hierarchy of Needs. In his theory psychologist Abraham Maslow states that regardless of the person, an individual protects itself from different dangers in personal, emotional and financial levels while taking care of health and well-being. This also drives a person usually to prefer familiar over the unknown (Pichère P. & Cadiat A. 2005, 8). Subjectivity is based on individuals' prior experiences, attitudes, feelings, values, opinions and principles. Thus, a situation that can be threatening or make an individual feel unsafe can make another individual to feel the exact opposite about the situation due to different background, values, feelings or opinions. However, it can be developed by affecting attitudes positively and increasing competences by providing suitable training.

The goal of security training is to increase the knowledge, competences and promote positive attitudes and feelings towards security. Roper C. et al (2006, 22-23), divide security education into four sections by using "TEAM" model which stands for training, education, awareness and motivation. Training refers to actions that aim to ensure that employees have the skills, knowledge and competences needed to fulfil their own responsibilities. Education refers to that part of the training which helps the target group to understand the reasons behind principles, policies, purposes and processes in place. Awareness consists of not only promoting awareness and recognising threats, but also activating the employees to think and recognise situations in their own work where security requirements regulate the actions. Motivation stands for the positive effect that should be achieved with the training in such means that

trained employees would experience security as an important issue and would be encouraged to perform their responsibilities in security and safety independently with care and effort.

3   Methodology

The chosen method was to do a case study research with quantitative and qualitative methods. A case study is an empirical research where limited entireties, a single event or an individual is under research by using different methods targeting several sources of information. Case study is usually chosen as a method when the researcher wants to gain in-depth understanding about the subject while considering the external influences on the context (Saaranen-Kauppinen & Puusniekka 2006, Free translation). With the scope of this thesis, it can be defined as a case study researching a limited entirety. It was chosen as a method since it provides versatile information about the topic of the research and this way aims to increase knowledge through quantitatively measurable results.

Quantitative methods measure a certain, predetermined, subject on a defined scale with statistical and computational techniques whereas qualitative methods strive to describe the nature and reasons behind the subject. Due to its functional aspects quantitative methods are commonly used while researching security culture as it is more functional than interpretative by nature. Since the methods provide partly different information between each other both can be seen useful and the gained information complementary. However, regardless of the methods used, this type of a research and development project is qualitative in nature (Reiman T., Pietikäinen E. & Oedewald P., 2008, 27-28).

As a tool questionnaires were chosen due to the size of the target group and to receive structured data that could be analysed with quantitative methods. Also, questionnaires provide information on where the target group stands with each made claim (Heinonen et al. 2013, 38 Free translation). By using the same questionnaire prior trainings and after trainings, the development was measurable as the answers were comparable between each other. The current state analysis and questionnaire are presented in sections 4.1. and 4.1.1. Trainings are covered in section 4.2. and the comparative questionnaire measuring development is presented in section 4.3.

4   Project

This chapter will address phases of the development project. The project was structured in a way that measuring the development was possible by comparing the state before the training and the state after training. Prior the project, presumption was that positive development would be seen as increased level of knowledge and competences and thereby improved sense of security at work.

4.1 Current state analysis

The current state was surveyed to collect data concerning the actual state of sense of security and level of awareness. Based on the data, areas requiring development could be defined. The implementation of current state analysis was done with an electronic questionnaire due to relatively large number of respondents. All data was handled confidentially in a general level in such manner that answers of individuals could not be identified. Also, due to the sensitive characteristics of the questions, the questionnaire was sent out to be answered anonymously. Studies suggest that disclosure of sensitive information in questionnaires enhances with anonymity versus disclosure of sensitive information collected confidentially with any information whereby the respondent could be identified. (Durant, Carey & Schroder 2002, 438–467; Richman, Kiesler, Weisband & Drasgow 1999, 754-775). With the results of current state analysis, the objectives of the training were set.

4.1.1 The questionnaire

The questionnaire was created as a structured questionnaire with five-point Likert-scale. Likert scale is a graduated scale which requests the respondent to express their attitude on a given claim (Heinonen et al 2013, 42, Free translation). Given options for answers were: strongly agree, agree, disagree, strongly disagree, neither agree or disagree. The neutral option "neither agree or disagree" was placed at the end of the scale where it doesn't get as many answers as it would if it would be located in the middle (KvantiMOVT, 2010). Despite the objective to gather as many answers as possible expressing direct attitudes, the neutral option was kept on the scale since Heinonen et al (2013, 43) state that if there isn't a neutral option available, most of the respondents feel pressure to pick their side on the claim and therefore fail to reply.

Five questions and their sub questions, out of total 31 questions in the form, had specified answers without Likert-scale options. These questions surveyed the amount of personnel that had experienced harassment, bullying, sexual harassment or violence/threat of violence at work. The sub questions addressed by whom the aforementioned incidents originated from and the handling of the situation afterwards. Other questions without Likert-scale addressed given training, the quality of the training and level of consciousness regarding criminal acts by customers. Likert-scale was not used with these questions as it measures more respondents' attitudes than experiences and knowledge regarding processes. The questionnaire form is attached (Appendix 1) to this report.

The questionnaire was firstly tested with a security manager of ICT Company X and based on discussion a few changes were made to the phrasing and dictions. After alterations the questionnaire was tested with eleven experts of corporate security unit to ensure that phrasing of the questions was clear and understandable and to ensure that the content was

comprehensive enough given the subject. Based on the testing two more questions were added into the questionnaire. Overall testing was successful and provided wanted outcomes.

4.1.2 Target group

Target group of the questionnaire was established while defining the project scope to be the metropolitan area of Finland. It was agreed with the organization that the project would concern the whole staff working in stores and stands in the target area. Thus, the sampling size was 250 people.

4.1.3 Implementation

The questionnaire was sent out as an email with a cover letter and the link to the questionnaire to 250 respondents. During the previous week all store managers were contacted with the intention to gain their interest and to ensure employees were provided time to answer the questionnaire. In addition, the importance of the topic was discussed with the store managers and agreed that there is a need for improvement and support in this area.

The questionnaire form was open for nine days. However, the number of responds did not meet the expectations and the response time was prolonged with four days. Eventually the questionnaire gathered 62 responds in 13 days. Possible lack of answers was identified as a limitation prior the project. However, response representativeness can be seen more important than response rate as the respondents represent a certain specific group (Cook C., Heath F., Thompson R. L. 2000, 821-828). The expected amount of answers was to be a quarter of the target group based on prior experiences in the organization - this was accomplished.

4.2 Training

The main objective of the training was to develop the sense of security and safety awareness of employees by increasing their competences and understanding on these matters. TEAM model, introduced in section 2.3, was utilized while creating the training material. Aim of the trainings was to activate the participants to consider the matters through their own work and responsibilities, while increasing their motivation to follow processes and principles by elucidating the reasons why those are in place.

In advance, the training was planned to address all the subjects in the survey. However, the emphasis of the training was targeted to the recognised areas requiring development based on the data received from the questionnaire. Targeted areas were different processes regarding harassment, violence, threat of violence, bullying, ways of contacting the organization, alone working, culture towards security and safety at workplace and the work and cooperation with Security Control Center of ICT Company X.

Trainings were held both live and online by utilising Skype for Business. 15 live trainings were executed in the stores and two Skype trainings covering store managers from four stores in the Metropolitan area. 61 employees took part in live trainings. Due to limited time, nature of work (working in shifts) and resources, employees who could not attend trainings were trained on the lead of their superior with the same material provided by thesis writer.

Trainings had a positive reception and received a lot of positive feedback. All superiors agreed that support and guidance in these matters was much needed as security and safety are seen as extremely important matters. It was also recognised that security matters get inadvertently, but easily, ignored over other tasks. Concerns, development ideas and other security relevant matters were gathered from store managers and employees and presented to ICT Company X representatives for further actions. Also, discussions alongside trainings were used as material for the analysis of responds as participants views, attitudes and opinions were expressed.

4.3   Comparative survey

This project was done as a pilot. Since it's in the ICT Company X's interests to utilize the project material also in other regions nationally after this thesis, it was important to measure if the trainings had a positive effect on development of sense of security and safety awareness.

As stated earlier, the same questionnaire was used to measure the state before trainings and after trainings in order to be able to compare the received results. The questionnaire link was sent by email with a cover letter to the target group and the employees were given a week to respond. During this week, two separate reminder emails were sent to activate the respondents. The questionnaire received 38 answers - more answers were anticipated, but due challenges in the schedule of the research time for answering the questionnaire could not be prolonged. In addition, possible lack of answers was identified as a limitation prior the project. Results of the current state survey and comparative questionnaire are presented in the next chapter.

5   Results

This chapter presents the findings of the research. Microsoft Excel was used to illustrate the responses in charts. In chart legends, words "before" and "after" are used to describe whether the answers were collected before the trainings, referring to the current state survey, or after the trainings, referring to the comparative survey. Findings are based on the data received through questionnaires and discussions during the trainings.

A limitation in the analysis of questionnaire responses is the fact that it can't be guaranteed or verified that the respondents are the same employees in both questionnaires. The target group is the same, and the representativeness in both respondent groups can be said to be

encompassing based on the respondents' background data presented in section 5.1. In addition, viewpoint of Cook et al. (2000) concerning the response representativeness as more important than response rate when the respondents represent a certain specific group is used as grounds. Based on this, both response groups can be thought to be a comprehensive presentation of the target group and thus findings are being generalised to cover the whole group.

5.1 Respondents

As background information age, gender, duration of employment for the organization, employer and workplace type were collected. The information was used to form a picture of the representativeness of the sample.
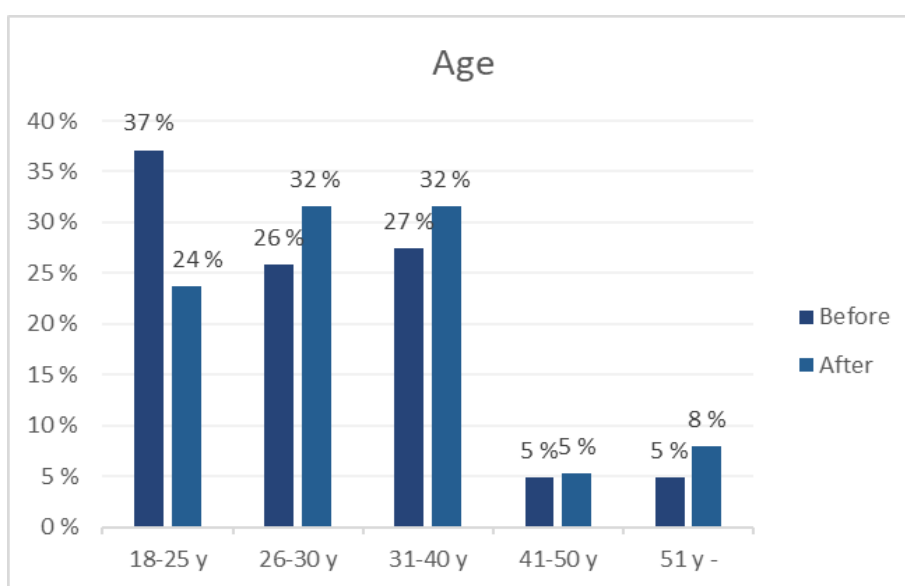
Chart 1: Age distribution; Before N=62, After N=38

Chart 1 illustrates the age distribution between respondents. Based on the information, it can be stated that most of the employees in the sample are under 40 years old; answers 18-25 years old, 26-30 years old and 31-40 years old gathered extensively responds. Due to the uniformity of the age distribution it can be stated that the sample is encompassing.

The gender distribution (Chart 2) of respondents divided rather equally. Respondents were given also the opportunity suspend judgement on the matter, as the gender of the respondents was not crucial given the topic. However, almost every respondent chose either "male"
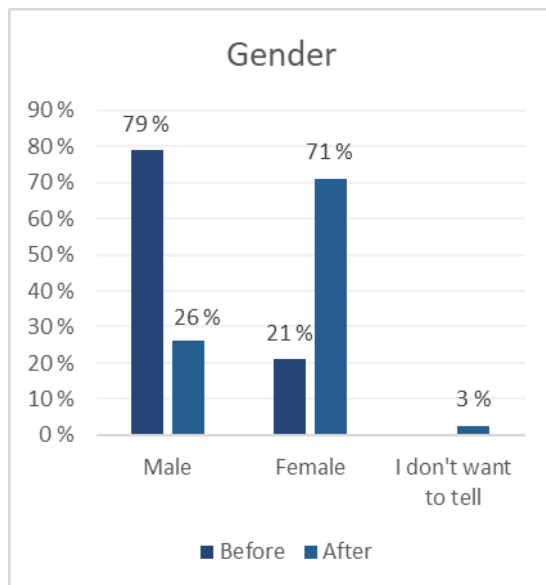
Chart 2: Gender; Before N=62, After N=38
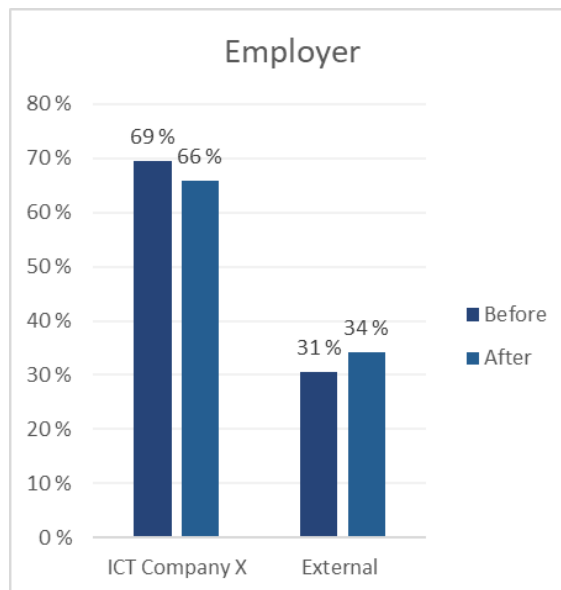
Chart 3: Employer; Before N=62, After N=38

or "female" and based on the results it can be stated that both genders were represented in the sample almost equally.

The employer of respondents is presented in Chart 3. In both questionnaires more responds were received from employees working directly to ICT Company X.
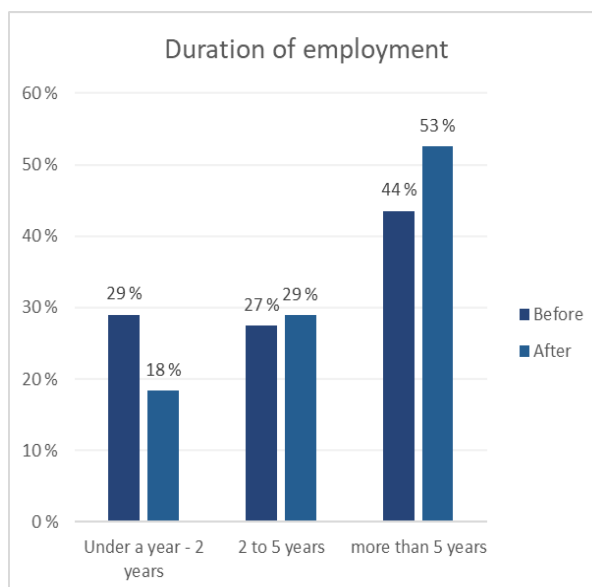
Chart 4: Duration of employment;

Before N=62, After N=38

Duration of employment of the respondents is presented in Chart 4. Data regarding this was collected to gain an understanding on how long in average respondents have been working in customer interface. Both questionnaires gathered most answers from employees who have
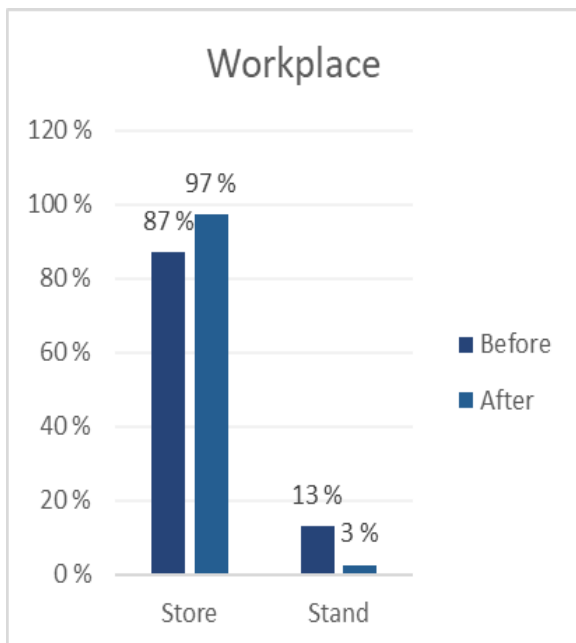
Chart 5: Workplace; Before N=62, After N=38

been working for ICT Company X more than 5 years. The longer a person works in the same environment, the more aware one should come regarding threats and deviations that might occur.

Chart 5 illustrates the amount of employees working in stores and stands. In both questionnaires, almost all of the respondents answered that they work in a store. Out of total 61 participants in the live trainings, 12 were stand employees which also reflects in the chart.

Based on the received background information, it can be stated that the sample represents comprehensively store employees in both genders and wide age distribution. Also, both long-term employees and newer employees were involved.

5.2   Questionnaire results

In this section, questionnaire results are illustrated through charts and conclusions are made based on the data and discussions with the target group.
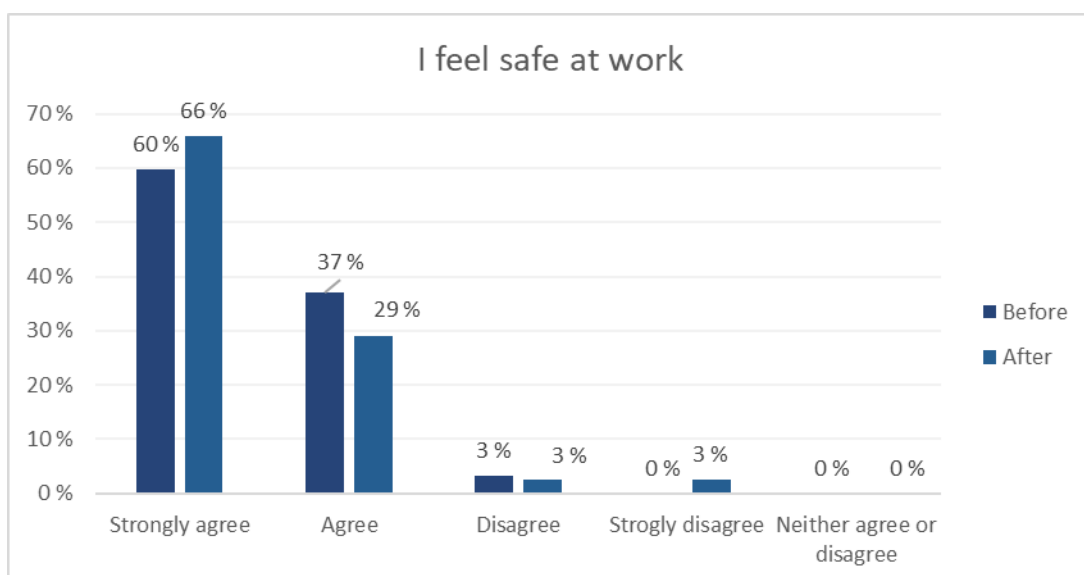
Chart 6: I feel safe at work; Before N=62, After N=38

Chart 6 presents how safe the respondents feel their work environment. Majority of the respondents experience their work environment safe and there are no distinct differences between the questionnaires.
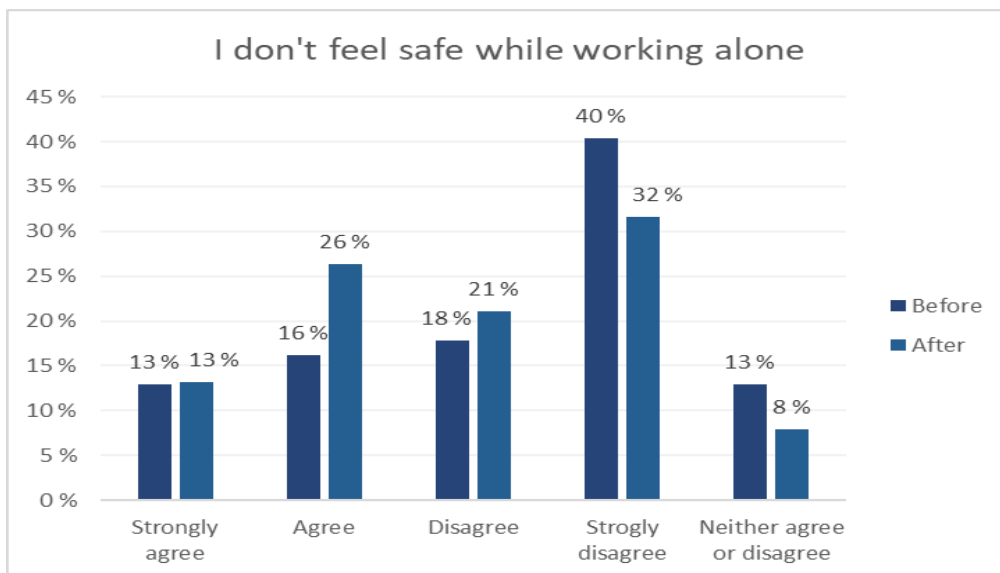
Chart 7: I don't feel safe while working alone; Before N=62, After N=38

Due to the elevated risk level regarding threat of violence in the field of trade, especially while working alone, the feelings towards alone working were mapped out. Based on the results, it can be stated that alone working is experienced insecure in such amount that organizational measures should be taken to address the matter. During the discussions in the trainings, the reason for this insecurity is mostly the variety in the customer base. It was also noted in the stores, through empirical observation, when two females are working in the store threatening situations occur more frequently than when there is male also in shift.
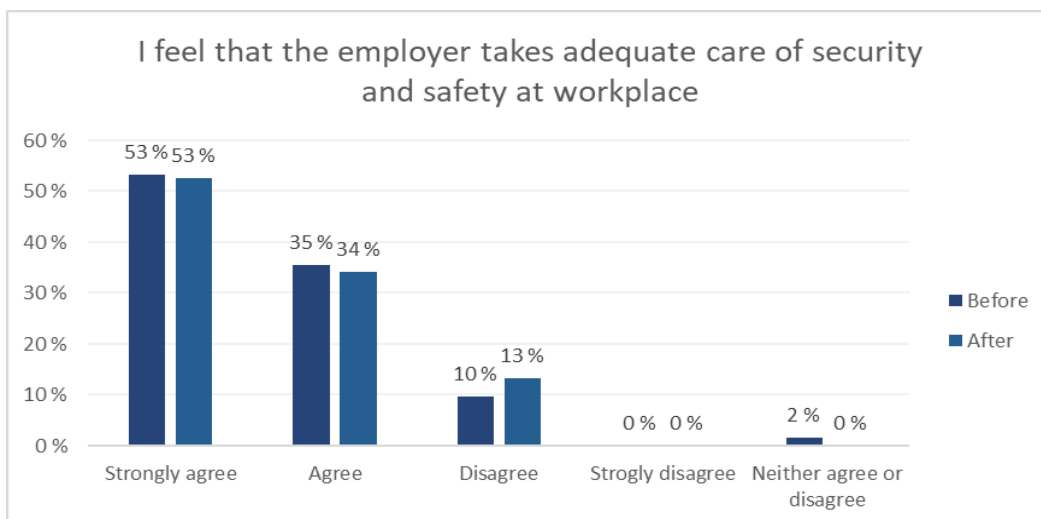
Chart 8: I feel that the employer takes adequate care of security and safety at workplace; Before N=62, After N=38

Majority of the respondents feel that employer takes adequate care of security and safety at work (Chart 8). Only a fraction of employees indicates with their answers that the employer should take better care of these matters. Reasons behind these statements can't be argued, since all the employee who took part in the live trainings felt that the employer provides adequate measures. However, it can be stated that the information provided in the training material has not influenced attitudes towards the matter in question.
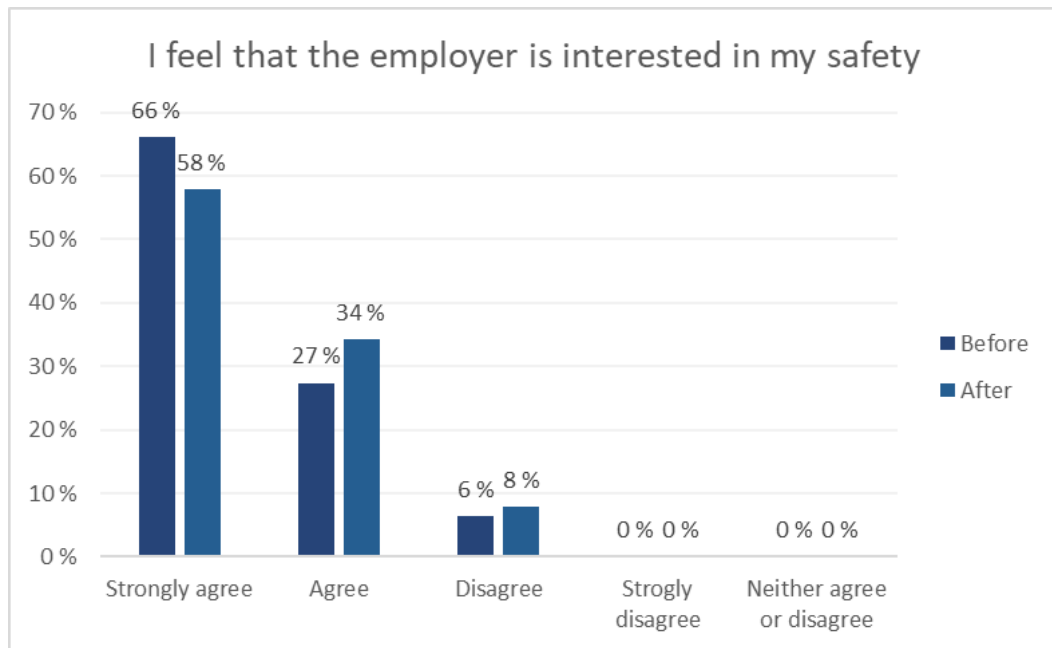
Chart 9: I feel that the employer is interested in my safety; Before N=62, After N=38

Respondents attitudes towards the employer's interest in their safety appears to be in a solid ground as most of the employees answered "strongly agree" or "agree" to the question (Chart 9). The possible grounds for the fact that the question gained also opposing answers could be based on the fact that some employees feel their own possibilities to influence on matters non-existent. This in turn can decrease the believe towards employers' true interest in the safety of personnel. The problem is addressed also in the next chart (Chart 10).
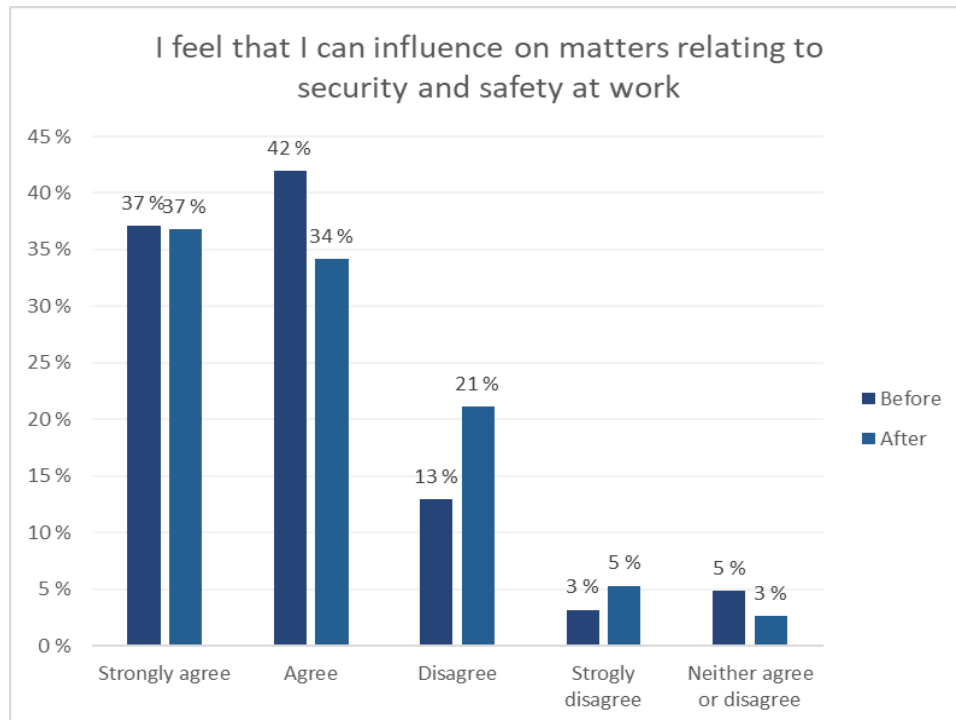
Chart 10: I feel that I can influence on matter relating to security and
safety at work; Before N=62, After N=38

Chart 10 presents the feelings of respondents towards their chances to influence on security and safety related matters. As already discovered while analysing Chart 9, some of the respondents either disagree or strongly disagree with the claim. It was discovered alongside the trainings that the employees who have tried to influence on the subject in question, have not seen any changes or effects of their ideas in their environment which reflects on the answers. It can be concluded that the employees who feel negatively towards the subject have somewhat lost their motivation to try influence on matters due lack of faith in change.
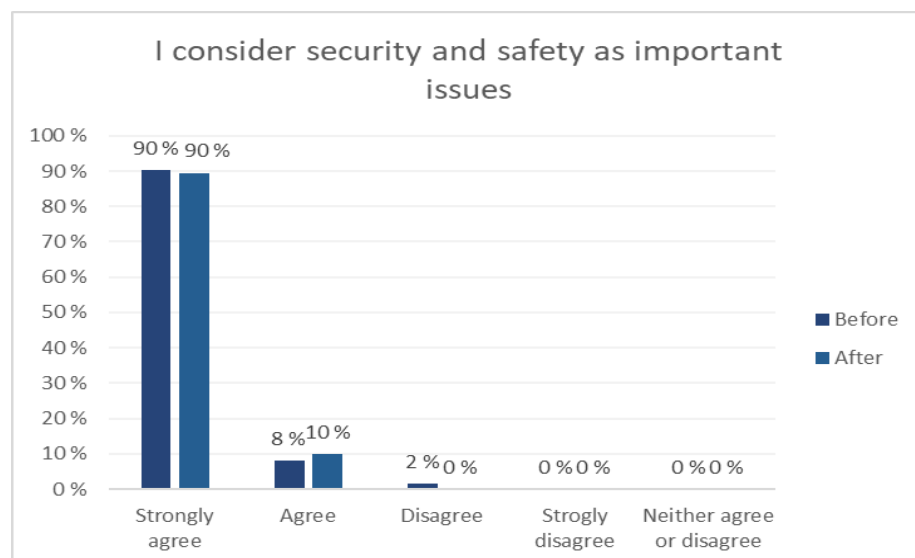
Chart 11: I consider security and safety as important issues; Before N=62,
After N=38

Attitudes towards security and safety among the target group are on an ideal level as only 2% of the respondents in the first questionnaire disagreed with the importance (Chart 11). From employer point of view this can be seen as commitment towards adherence for the proce-dures and processes in place and shared values which implicates on concordant culture.

Chart 12 presents the culture that stores and stands have regarding security and safety. Most of the re-spondents, before and after train-ings, strongly disagree with the maid claim. The fact that almost all of the respondents consider these matters important (Chart 11) is in line with the answers pre-sented in Chart 12. However, the answers also present that disdain towards security and safety is a problem in the work environment and as a finding it can't be over-looked.
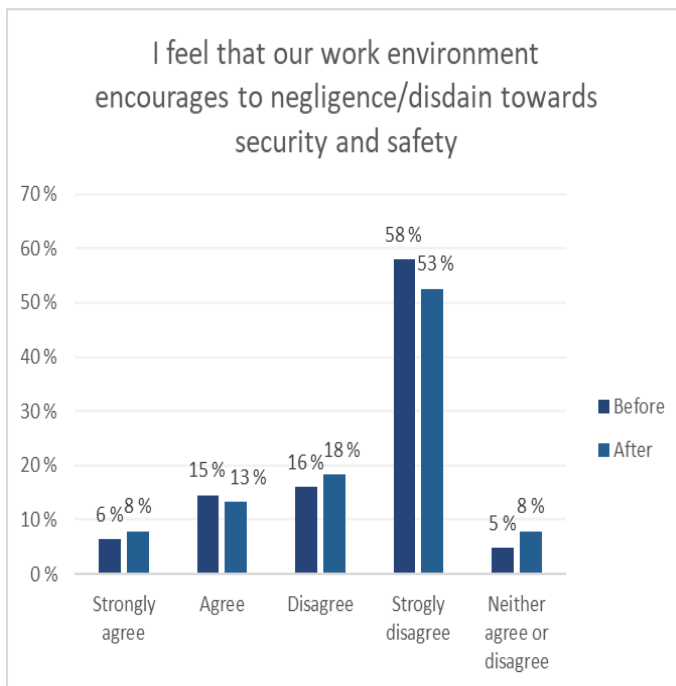
Chart 12: I feel that our work environment encourages to negligence/disdain towards security and safety; Before N=62, After N=38
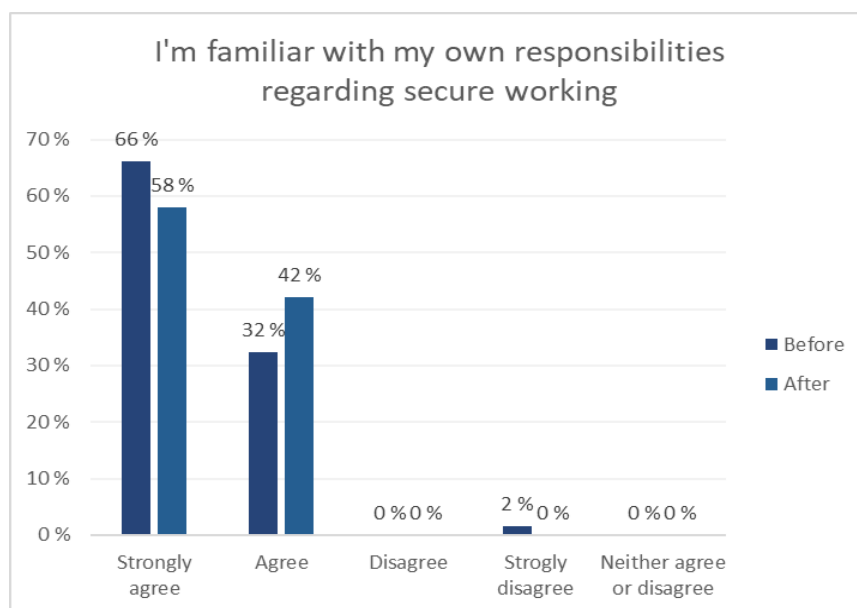
Chart 13: I'm familiar with my own responsibilities regarding secure working; Before N=62, After N=38

Regarding the content of employee's responsibilities, the respondents felt in both question-naires that those are well acknowledged. Despite this, it was recognised both prior and during the trainings that it is still a matter that needs revising - some of the employees stated that they know their responsibilities but neglect those as they don't know why some procedures are in place. As it was an acknowledged problem already before the trainings, it guided the content of the training to address employee's responsibilities based on question "why are cer-tain procedures in place?".

Chart 14: I'm familiar with the actions and means in place
ensuring the security and safety of my workplace; Before
N=62, After N=38

Actions and means ensuring the security and safety of the workplace were well known prior trainings and after trainings (Chart 14). Results received after trainings indicate more cer-tainty in the answers - it can't be concluded whether it is due to the training or the variety in respondents. However, it can be noted that the level of know-how in the matter is in an ideal level among the representatives of the group.
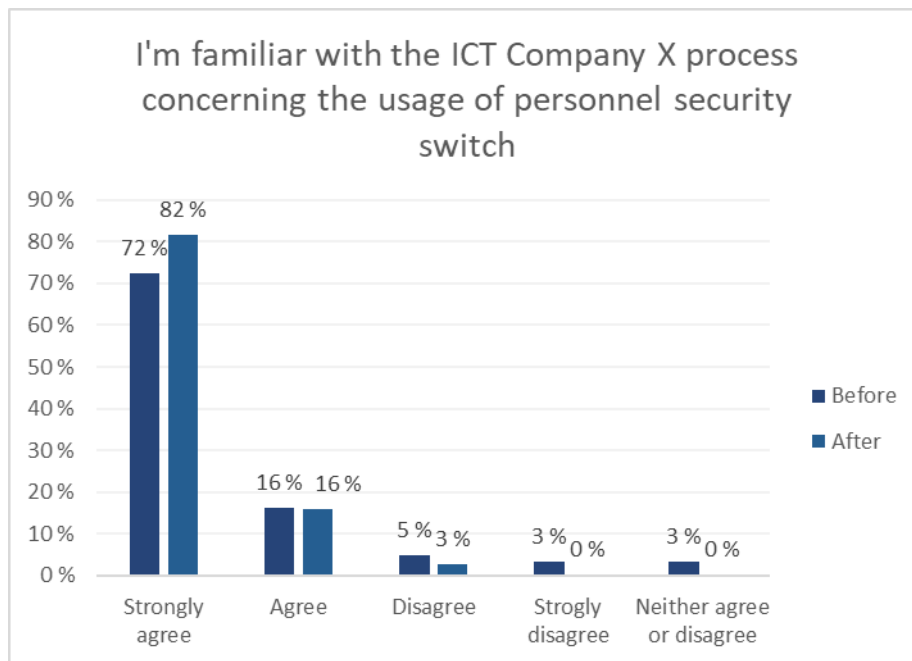
Chart 15: I'm familiar with the ICT Company X process concerning the usage of personnel security switch; Before N=62, After N=38

Chart 15 presents the level of know-how regarding the use of personnel security switch. During the trainings it was found out that in every training one to three employees were unfamiliar with the process and use of the switch. While examining the data and considering the amount of employees who learned the process during the training, it can be stated that the training had a positive impact on the development of knowledge.
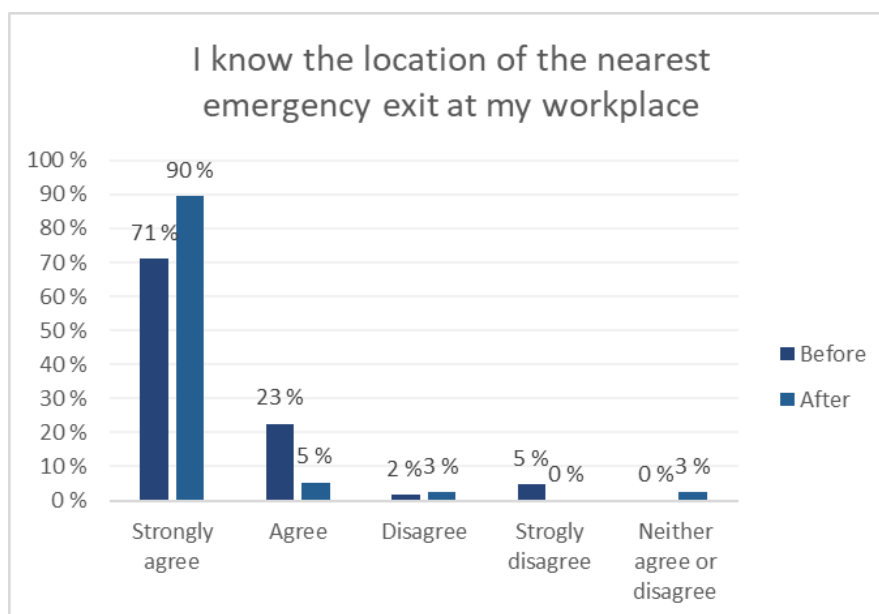
Chart 16: I know the location of the nearest emergency exit at my workplace; Before N=62, After N=38

In Chart 16 the knowledge on nearest emergency exit in the workplace is mapped out. Majority of the respondent answered strongly agree or agree on the question, but uncertainty can be seen in the 'before' answers. Presenting the location of emergency exits was a part of the training and employee's responsibilities regarding the accessibility of those was emphasized. More certainty in the answers can be seen in the latter questionnaire data.
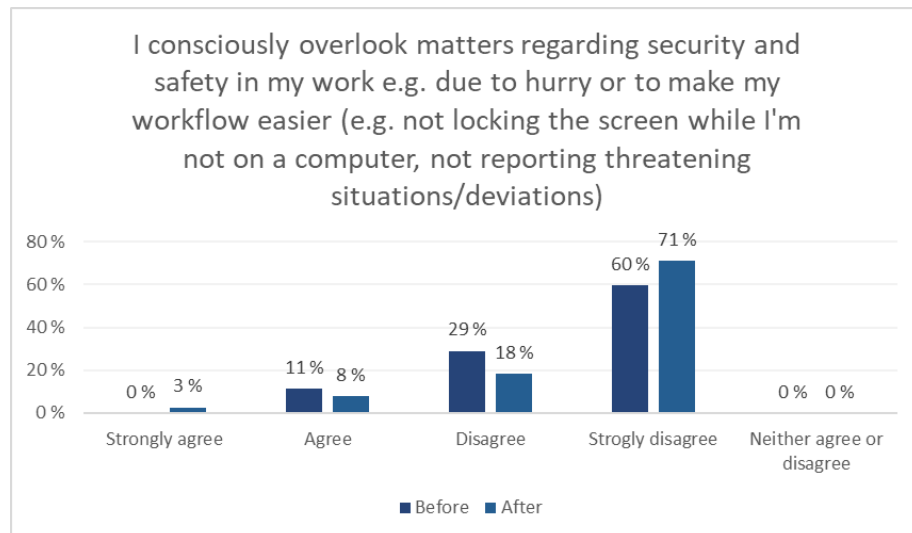
Chart 17: I consciously overlook matters regarding security and safety in my work e.g. due to hurry or to make my workflow easier (e.g. not locking the screen while I'm not on a computer, not reporting threatening situations/deviations); Before N=62, After N=38

Overlooking matters regarding security and safety (Chart 17) has a strong link to Chart 13 addressing employee's responsibilities. In addition to previously presented reasons for abrogating own responsibilities, also hurry and the amount of extra effort that needs to be done e.g. concerning reporting can be interpreted as negatively effecting factors resulting as overlooking. This can be considered as a finding which needs actions from the organization.
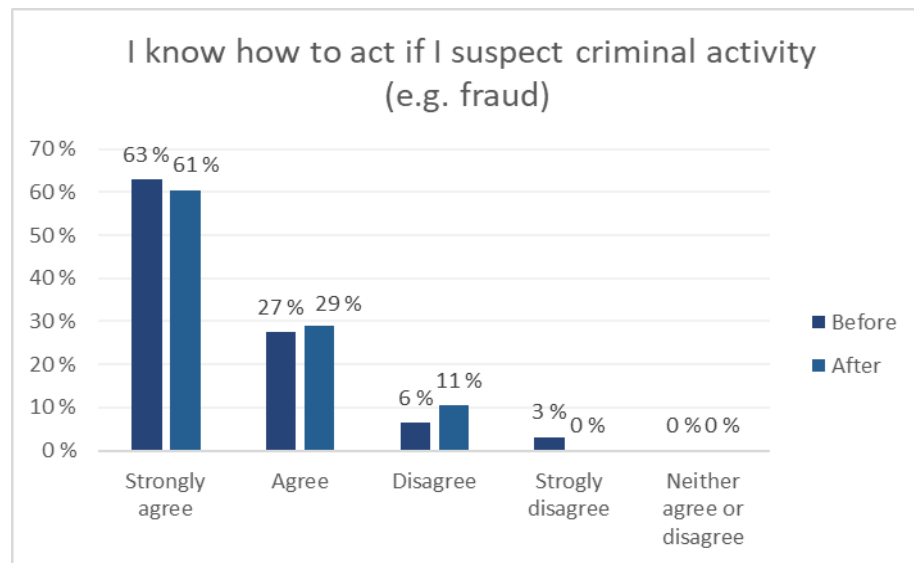
Chart 18: I know how to act if I suspect criminal activity; Before N=62,
After N=38

Majority of respondents answered strongly agree or agree while asking the level of knowledge regarding actions that need to be taken while encountering a possible criminal action (Chart 18). Based on the data the matter in its entirety is known well. The amount of incompetence needs to be taken into account given the severity of the issue - it can also be seen in Chart 19 which addressed the reasons for not intervening.
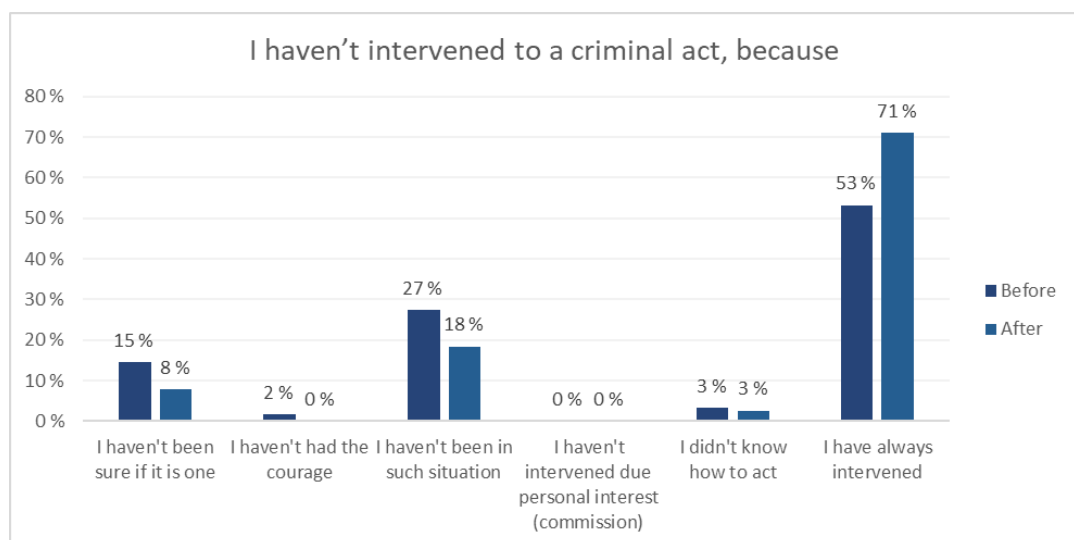
Chart 19: I haven't intervened to a criminal act, because; Before N=62, After N=38

While analysing Chart 19, it can be seen that the most common reason for not intervening has been the insecurity regarding the situation. Also, there has been lack of courage. Besides these reasons, a notable amount of the respondents has not been in a situation which might include criminal activity, or at least they have not been aware of that. For these reasons, the

organization should intervene and provide the employees a chance to train regarding the matter and also promote positive culture towards the actions that need to be taken even if it would be a so-called false alarm.
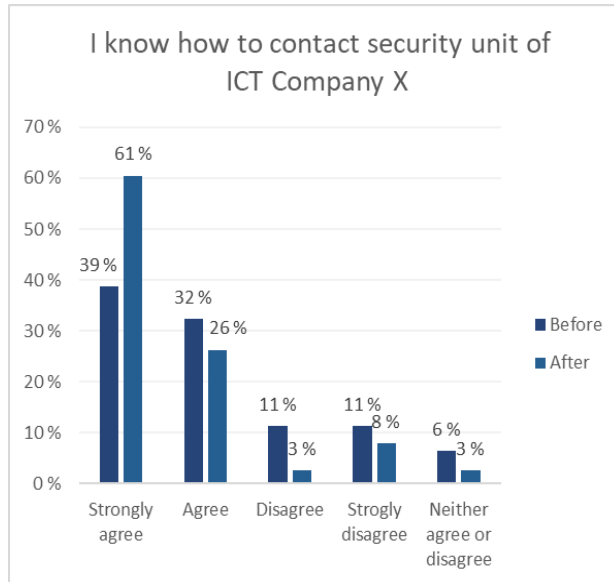
Chart 20: I know how to contact security unit of ICT Company X; Before N=62, After N=38

A clear positive development can be seen in Chart 20. The way of contacting security unit of ICT Company X has become more known after the trainings took place - 61% of the respondents in the latter questionnaire strongly agreed with the made claim and only a fraction of respondents show uncertainty or disagreement with the claim. Correspondingly in the answers of the first questionnaire, there is a notable amount of uncertainty and disagreement. Also, the role and work of security unit is known better in the latter questionnaire (Chart 21). It is a matter which was discussed in the trainings - at the same time it was find out that there was widely uncertainty regarding the work of security unit. Based on this information, it can be stated that the training provided more knowledge about the matter and development has taken place.
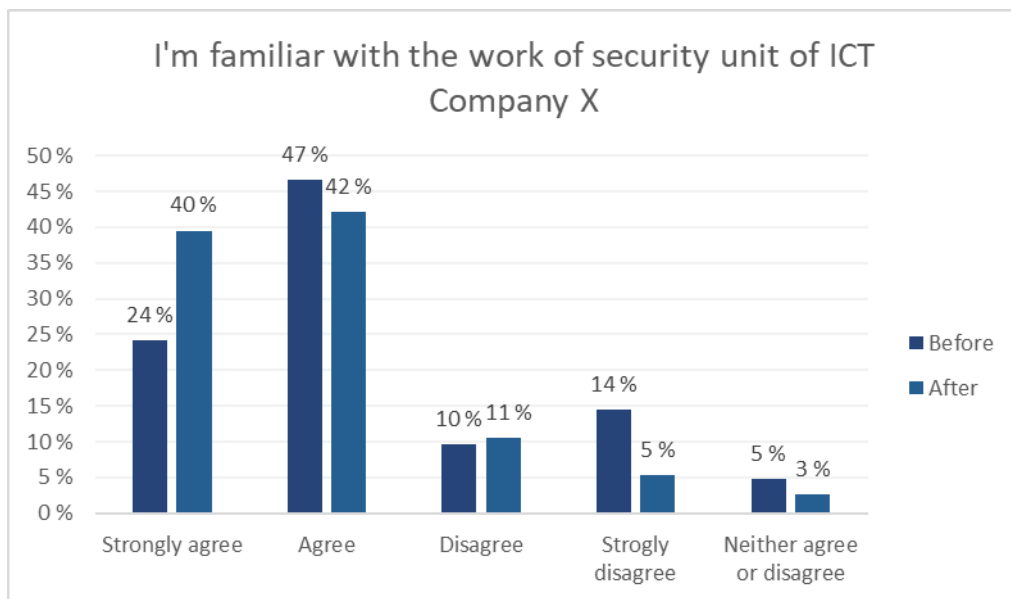
Chart 21: I'm familiar with the work of security unit of ICT Company X; Before N=62, After N=38

I'm familiar with the work of Security control center of ICT Company X

- Strongly agree: Before 24%, After 50%
- Agree: Before 48%, After 37%
- Disagree: Before 16%, After 5%
- Strogly disagree: Before 8%, After 3%
- Neither agree or disagree: Before 3%, After 5%
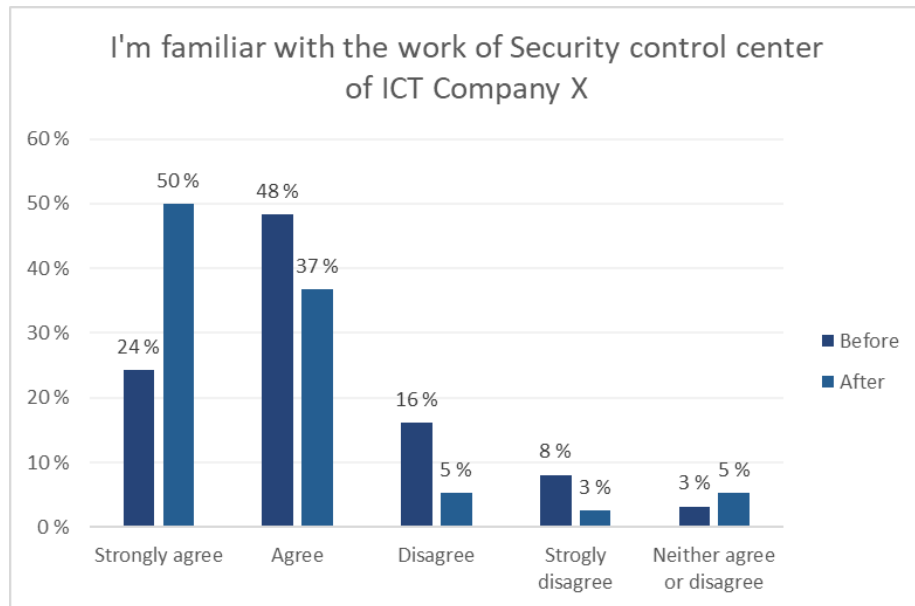
Chart 22: I'm familiar with the work of Security control center of ICT Company X; Before N=62, After N=38

Chart 22 presents the respondents know-how regarding work of Security control center, which is their first contact point in the organization and thus vital. The data shows positive development as the knowledge has increased after the trainings. In the trainings several of the employees agreed that understanding the operations lowers their threshold to be in contact with the center.

I know the channels through which I can send my questions and ideas regarding security and safety

- Strongly agree: Before 35%, After 45%
- Agree: Before 36%, After 42%
- Disagree: Before 16%, After 8%
- Strogly disagree: Before 10%, After 3%
- Neither agree or disagree: Before 3%, After 3%
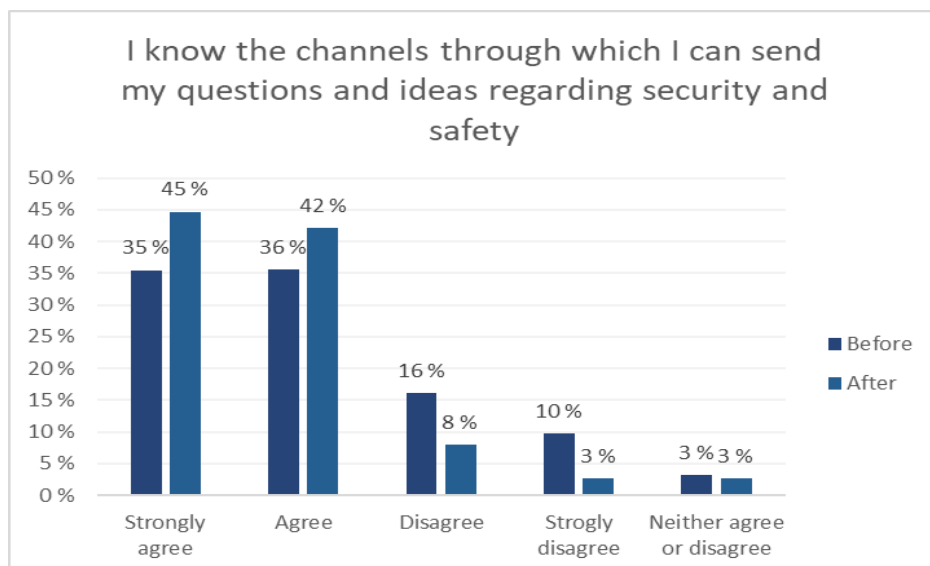
Chart 23: I know the channels through which I can send my questions and ideas regarding security and safety; Before N=62, After N=38

Employees wanted to be encouraged into the use of the channels even more by increasing the knowledge on what channels are in use and where to find them. Channels regarding questions and ideas were already known well prior trainings (Chart 23). However, after trainings the

level of knowledge has risen and the level of disagreement with the claim has decreased in such level that positive development is undeniable. It can be said that knowledge has increased, but it can't yet be said if it provides the wanted outcomes.

As trainings should increase competences and knowledge of the participants, data regarding received trainings is important. Especially while considering this research, where the development of the abovementioned is measured. In both questionnaires most of the respondents had received some type of training which can be seen in Chart 24. As only 3% of the latter respondents, being one person, states that training has not been received it can be stated that on a numeric level the amount of performed trainings is in an excellent level.

Chart 24: I have received security training from ICT Company X; Before N=62, After N=38

Prior trainings, 35% of the respondents that answered 'yes' in some form in the Chart 24 question, felt that the training has not increased their competences. After the training that was held with this research, 89% of the respondents answered that their competences have been increased as a result of the trainings (Chart 25). As the question targets all of the received
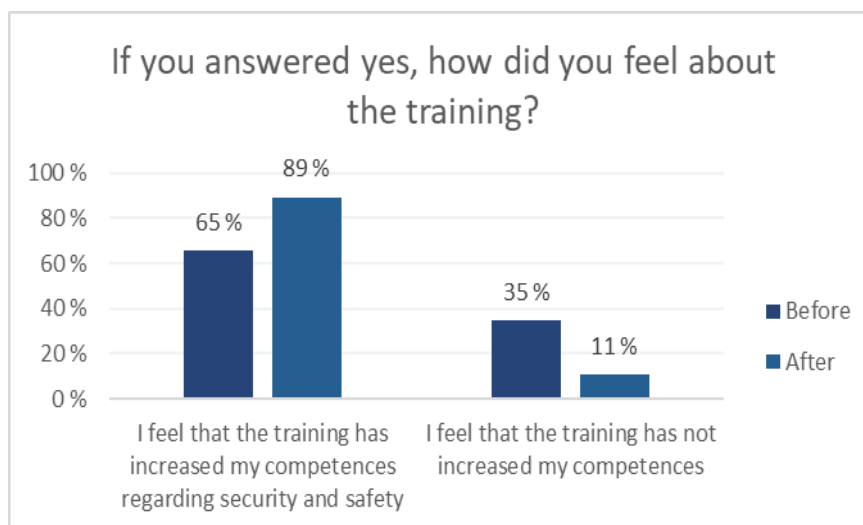
Chart 25: If you answered yes, how did you feel about the training; Before N=55, After N=37

trainings, it can't be stated that specifically this training has been the reason for the change. The fact that majority of trained personnel have experienced the content of the trainings increasing their skills, is in any case important positive data for the organization.
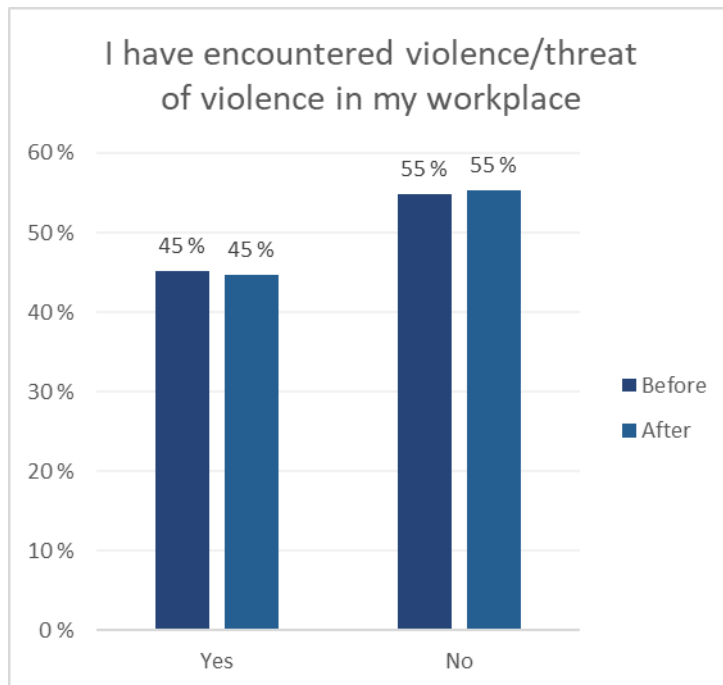
Chart 26: I have encountered threat of violence in my workplace; Before N=62, After N=38

Almost half of the respondents in both questionnaires have encountered threat of violence at work (Chart 26). As studies have shown, the risk is elevated in the field of trade and findings gathered in this research go in line with previous studies. This finding also highlights the importance of this research, since encountering threat of violence is not a part of customer service work, rather an external burden that needs to be addressed with suitable means.
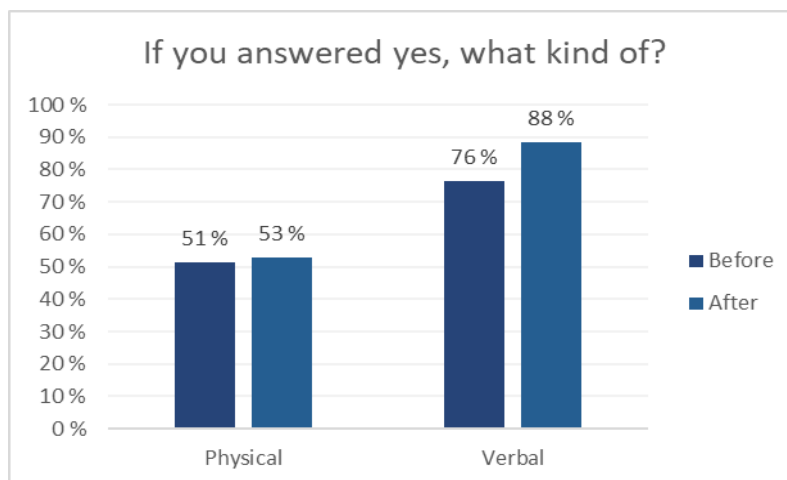
Chart 27: If you answered yes, what kind of; Before N=29, After N=17

Chart 27 presents the experienced threat of violence. The question had a multiple-choice option which can be seen in the percentage values. A notable part of the respondents had experienced both verbal and physical violence. The amount of experienced verbal violence is emphasized more in the answers collected after training - it is debatable whether this is due the variety in the sample or if it can be seen as increased knowledge regarding the types of violent acts. During the trainings a frequent phenomenon arose to be attitude towards threat of violence as many of the employees thought that it is a part of the job and it needs to be tolerated.
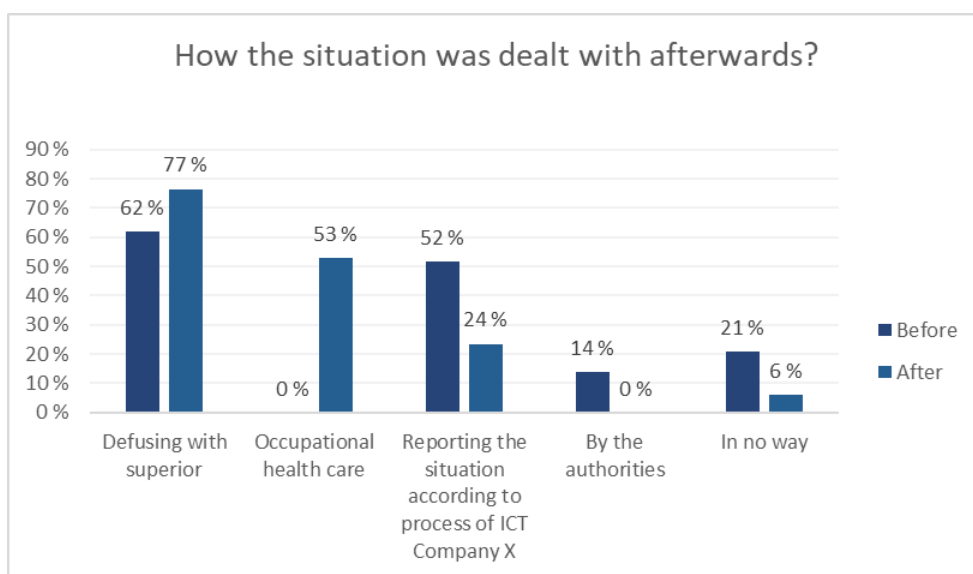
Chart 28: How the situation was dealt with afterwards; Before N=29, After N=17

Chart 28 presents the channels through which threatening situations were dealt with after their occurrence. The question had a multiple-choice option which can be seen in the percentage values. With the question, the researcher wanted to map out if the processes available are known and used. An identified problem prior research was the lack of reporting further into the organization concerning threatening situations. In Chart 28 it can be noticed that reporting has gained 3rd place among the answers. The importance and reasons behind were accentuated in the trainings, but the consequences can be seen only later as the question addresses matters that have already taken place. However, it is a positive remarkable finding that threatening situations are mostly dealt with and not left untreated.

Besides experienced violence also harassment was surveyed separately. A slight difference can be seen in Chart 29 between before and after answers. More harassment has been encountered among the latter respondents as 21% have answered yes. Discussion regarding different forms of harassment was a part of the training. The aim with the discussion was not only increase knowledge but also encourage the employees to intervene and report such situations. In the results, no link to the trainings can be perceived.
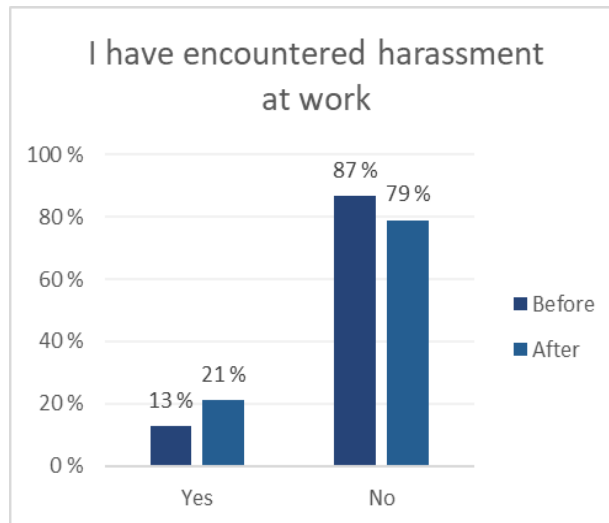
Chart 29: I have encountered harassment at work; Before N=62, After N=38
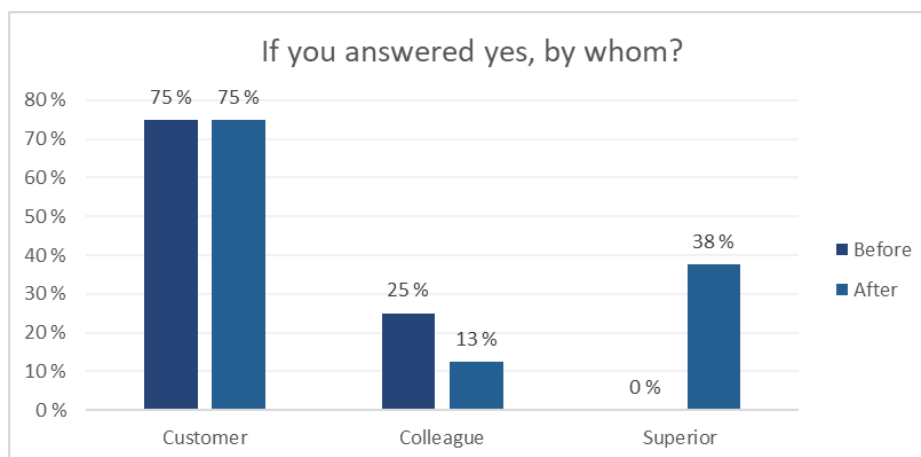
Chart 30: If you answered yes, by whom; Before N=8, After N=8

Chart 30 presents by whom the experienced harassment originated from. The question had a multiple-choice option which can be seen in the percentage values of after answers.

Harassment originating from customers is harder to forecast, but all harassment at workplace needs to be addressed. Proper means towards severing harassment by colleagues and superiors need to be executed as it is the same environment and same team where the victims need to work on a daily basis.
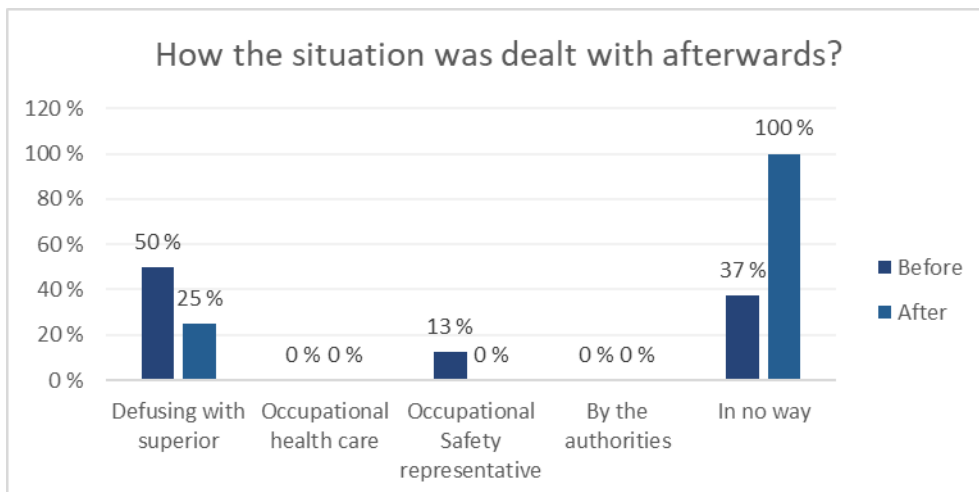
Chart 31: How the situation was dealt with afterwards; Before N=8, After N=8

As comparison between Chart 28 and Chart 31, addressing the use of procedures after a threatening/violent situation and the same procedures after harassment has taken place, it needs to be noted that the situation is not as good regarding harassment. The question had a multiple-choice option which can be seen in the percentage values of after answers. However, majority of the incidents have not been dealt with in any way which is an alarming finding given the importance of after-care.
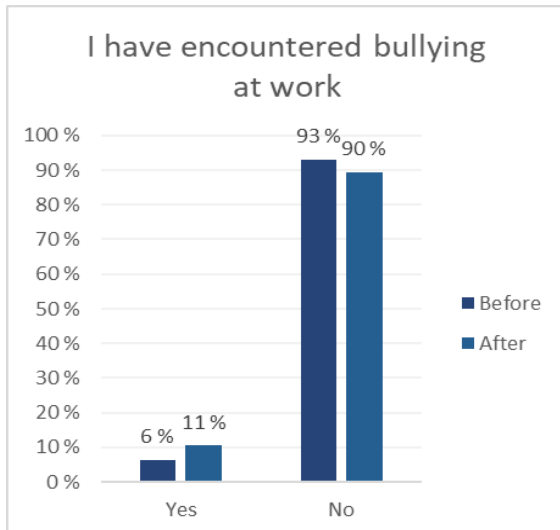
Chart 32: I have encountered bullying at work; Before N=62, After N=38

Experienced bullying at work is presented in Chart 32. Majority of respondents before and after the training have answered that they have not experienced bullying. With this said, it needs to be noted that in both surveys, there are employees who state that bullying has taken place. This is not acceptable since bullying can have the exact same influences on the mental and physical wellbeing of an individual as constant threat of violence or experienced violence.

Chart 33 presents from whom the bullying is originating. The question had a multiple-choice option which can be seen in the percentage values of after answers. As the work community in stores and stands is rather small and permanent, internal groups can form and personal disagreements arise. Also, different senses of humour, cultural backgrounds, experiences and attitudes affect individually how we receive others comments or opinions. This can
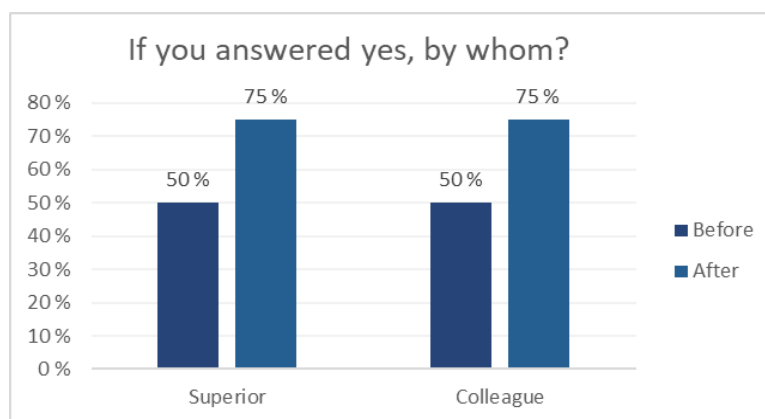
Chart 33: If you answered yes, by whom; Before N=4, After N=4

further the amount of misconceptions. However, every situation should be acknowledged and dealt with suitable means. Chart 34 presents the means that bullying situations have been addressed with. The question also had a multiple-choice option which can be seen in the percentage values of after answers. In the before answers three out of four situations were handled with defusing conversations. The after answers indicate that situations have been dealt with defusing conversations with the superior, but also that their effectivity is seen as poor since the same respondent has also chosen the option "in no way". It can be concluded that more competences are needed from the superiors to address these incidents.
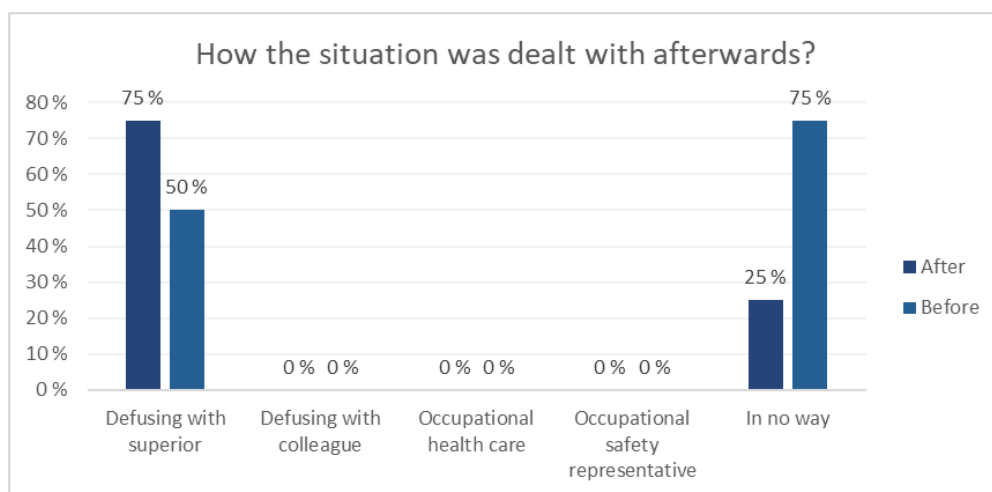
Chart 34: How was the situation dealt with afterwards; Before N=4, After N=4
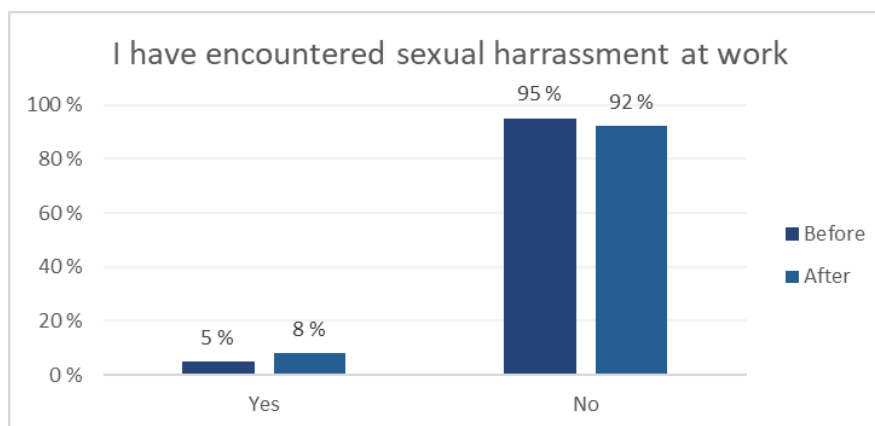
Chart 35: I have encountered sexual harassment at work; Before N=62,
After N=38

Sexual harassment wanted to be addressed separately from other harassment to gain a realistic picture out of both. In Chart 35 the amount of encountered sexual harassment can be seen. It is a positive finding that incidents regarding this are in low level, but the incidents that have taken place can't be bypassed. During the trainings arose a fact that sexual harassment is a matter discussed too rarely and is not discussed in such scale that it should be. Insecurity could be observed in the attitudes towards encountering such actions and thus more frequent training would be recommendable about the subject.

Experienced harassment was caused by both colleagues and customers (Chart 36). The question had a multiple-choice option which can be seen in the percentage values of after answers. Based on the data, it can be said that same employees have encountered harassment originating from customers and colleagues.
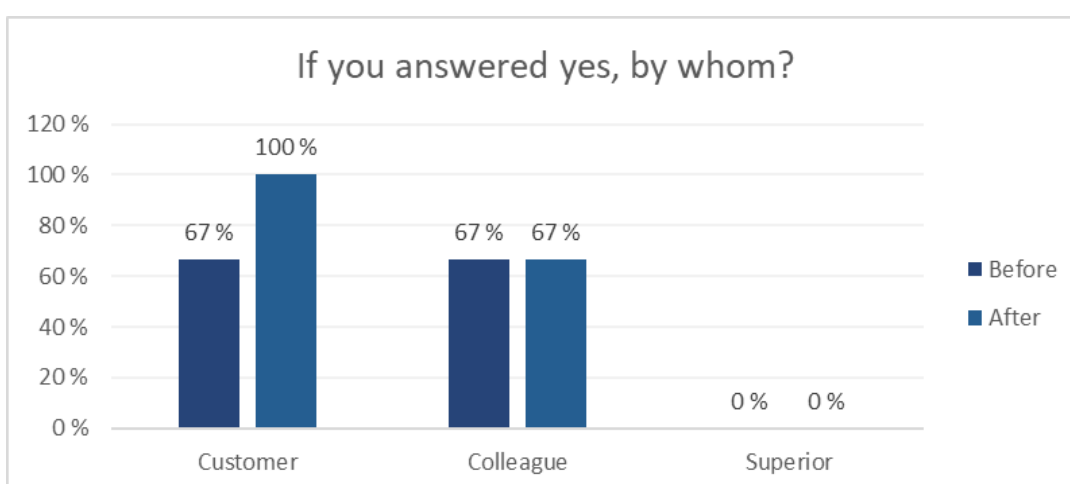
Chart 36: If you answered yes, by whom; Before N=3, After N=3
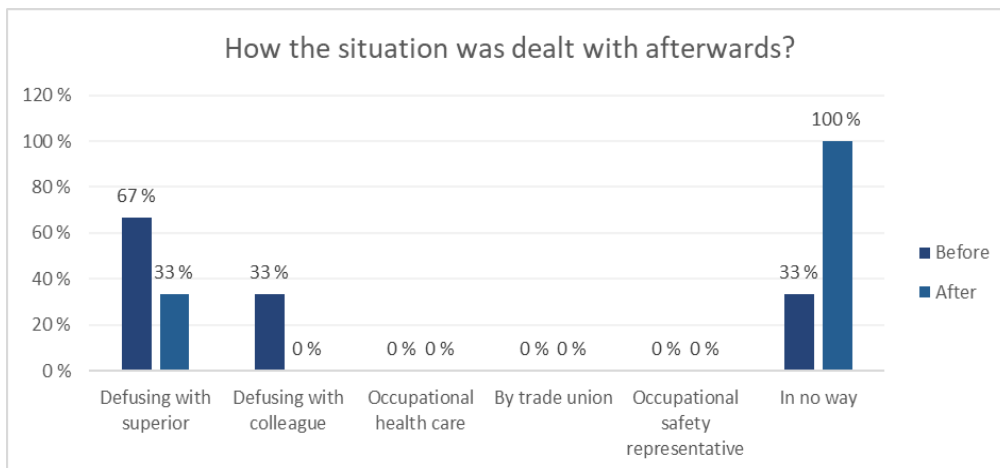
Chart 37: How the situation was dealt with afterwards; Before N=3, After N=3

Chart 37 presents the actions taken after the situation. Again, the question had a multiple-choice option which can be seen in the percentage values of after answers. Most common mean to treat the situations has been defusing conversations. However, incidents have been left unprocessed which should not happen due to the consequences it can have on the wellbeing of the victim. These finding can be seen vital.
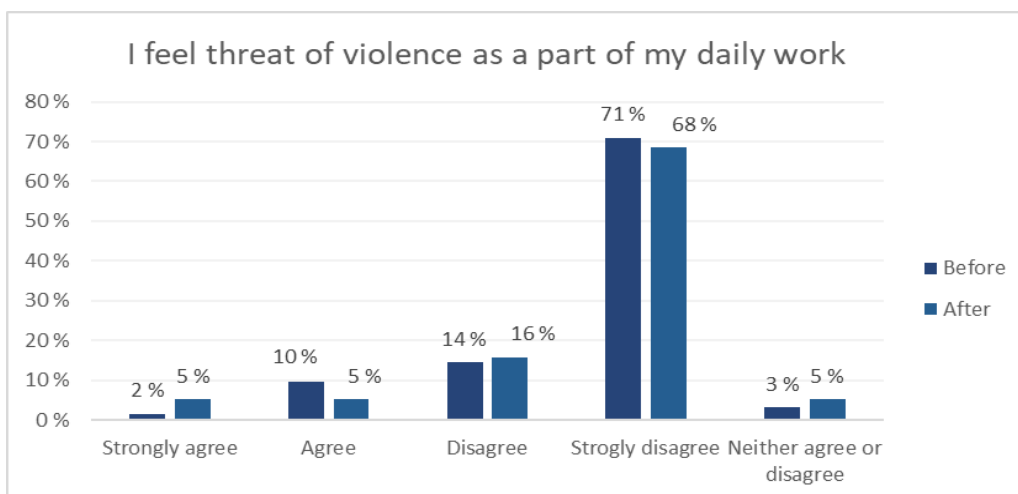
Chart 38: I feel threat of violence as a part of my daily work; Before N=62, After N=38

Threat of violence is not generally considered as a part of daily work (Chart 38). In Chart 26 experienced threat of violence was presented and 45% of the respondents in both questionnaires stated that they have encountered threat of violence. Given these results, threat of violence could be said to be occasionally experienced part of work, but not on a daily basis. This in turn indicates towards positive sense of security at work.
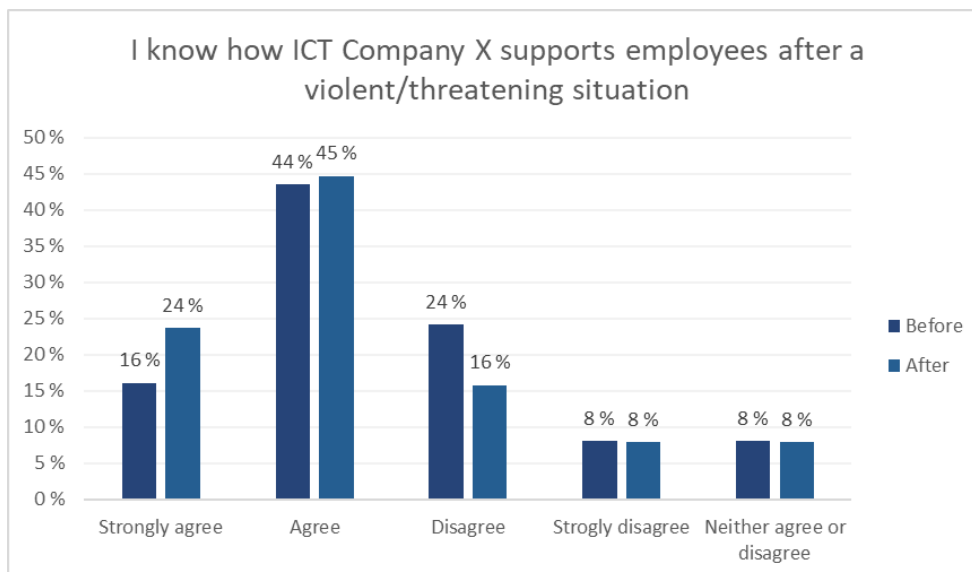
Chart 39: I know how ICT Company X supports employees after a violent/
threatening situation; Before N=62, After N=38

When asking about the knowledge regarding different processes of after-care in place, uncertainty can be seen in the answers gathered before trainings (Chart 39). Respondents show more knowledge and less uncertainty in the after training answers which indicates on positive development of knowledge, as 69% agree with the claim.

Chart 40 presents the level of knowledge regarding means of preparation towards violent/threatening situations. It was part of the training to familiarize with the means. The data shows that more knowledge can be observed in the after trainings responses. Hereby, positive development has taken place.
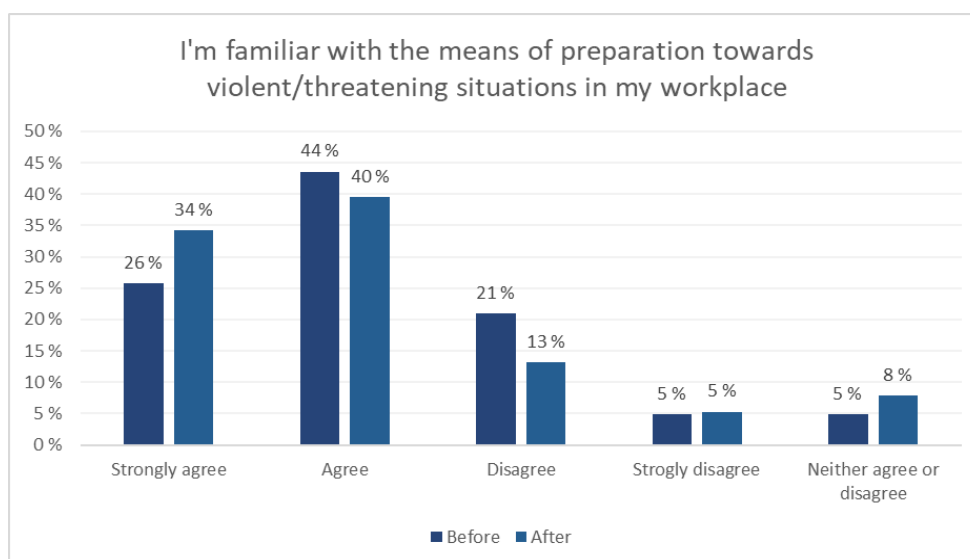
Chart 40: I'm familiar with the means of preparation towards violent/
threatening situations in my workplace; Before N=62, After N=38
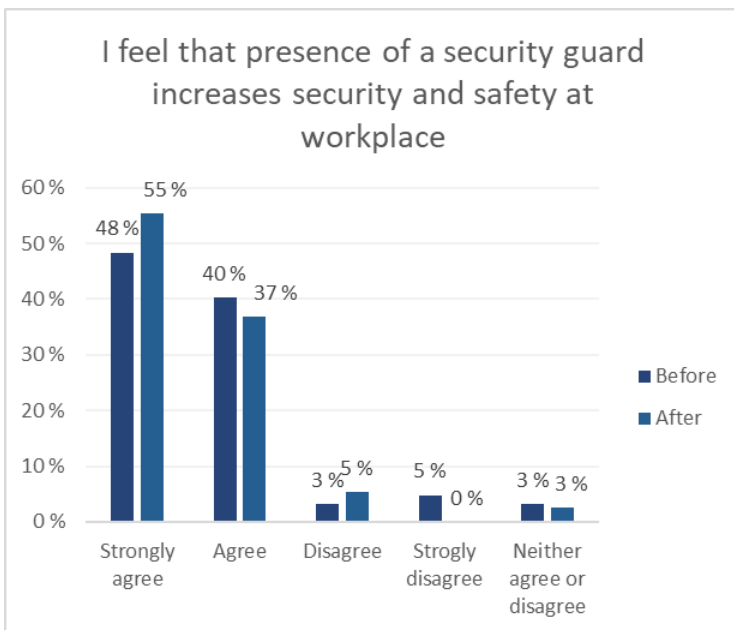
Chart 41: I feel that presence of a security guard increases security and safety at workplace; Before N=62, After N=38

As constant presence of a security guard is not a mean in place securing the environment the research aimed to discover if attitudes towards the matter change as employees are provided with more information about the other means in place. Based on the received data (Chart 41) and discussions during trainings, it is clear that presence of a guard would increase the sense of security at workplace despite the other means in place.

As stated before, threatening situations occur in this line of work both according to studies and based on employee experiences. Thus, the importance of knowing how to act in such situation needs to be emphasized. Based on the data, more certainty and knowledge can be seen on the responds gathered after trainings and the entirety of the responds is on a good level.
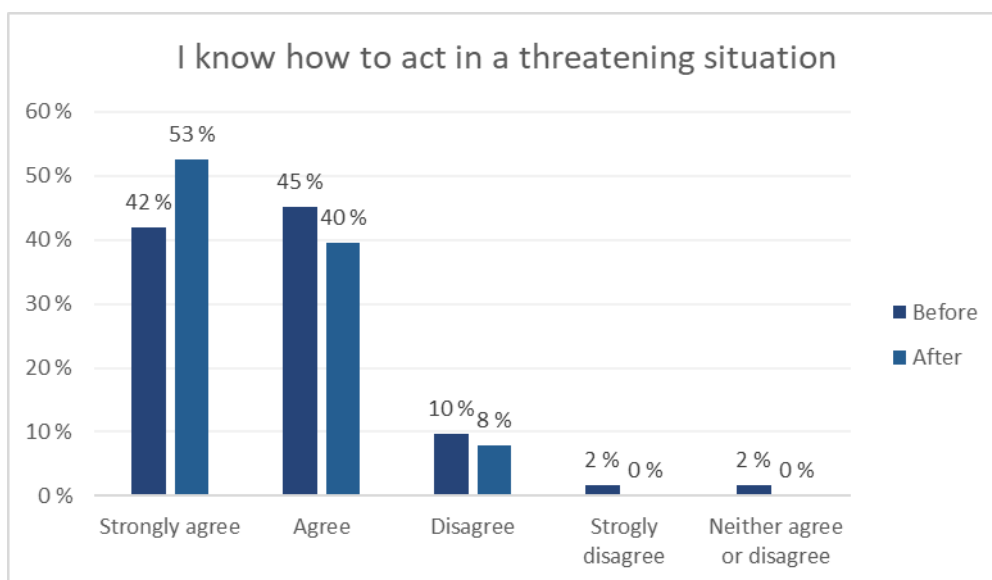
Chart 42: I know how to act in a threatening situation; Before N=62, After N=38
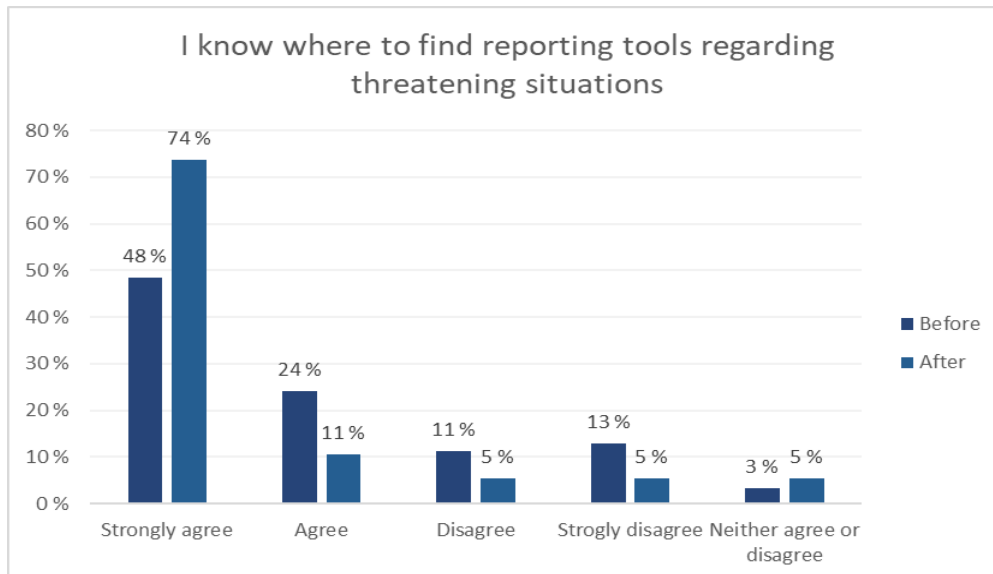
Chart 43: I know where to find reporting tools regarding threatening situations;
Before N=62, After N=38

Clear positive development of knowledge can be seen in Chart 43 addressing the location of reporting tools. It was a matter that was highlighted in the trainings as a part of the aim to increase and encourage reporting. In total, 85% of the respondents in the latter survey answered strongly agree or agree, which is a notable rise from the previous state of 72% received in the first questionnaire. Even though the sample has variety, decrease in the disagree and strongly disagree options support this view.
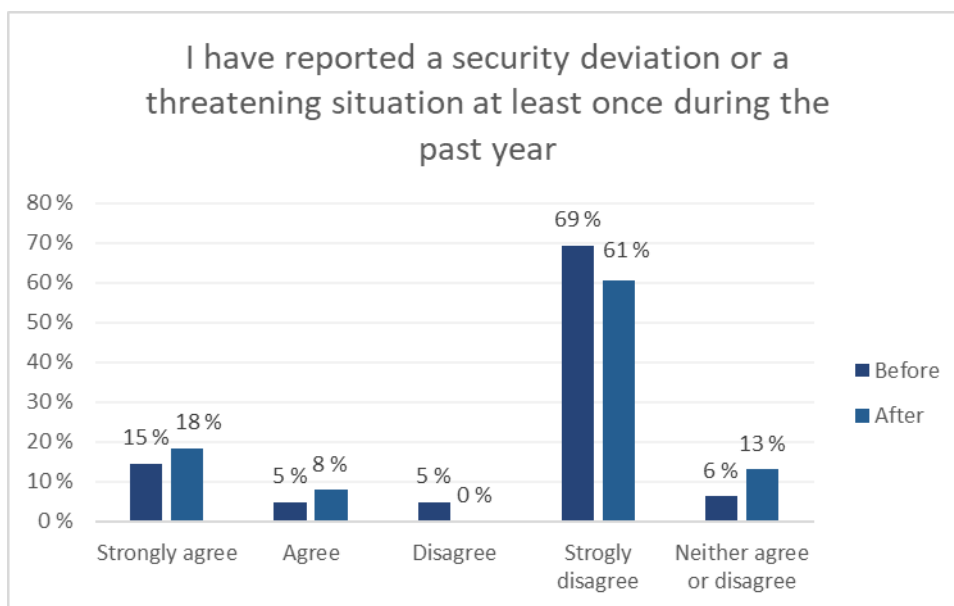
Chart 44: I have reported a security deviation or a threatening situation at least once during the past year; Before N=62, After N=38

Chart 44 presents the activity to report. Given that almost half of the respondents in both

questionnaires have encountered a threat of violence at work (Chart 26), some of the respondents have experienced harassment (Chart 29) or sexual harassment (Chart 36), the reporting rate is rather low. This was prior trainings recognised as a problem in the organization, as already stated before and the data provides more arguments on the claim. Later on, it can be observed if development in the matter will occur, since the question addresses matters in past.
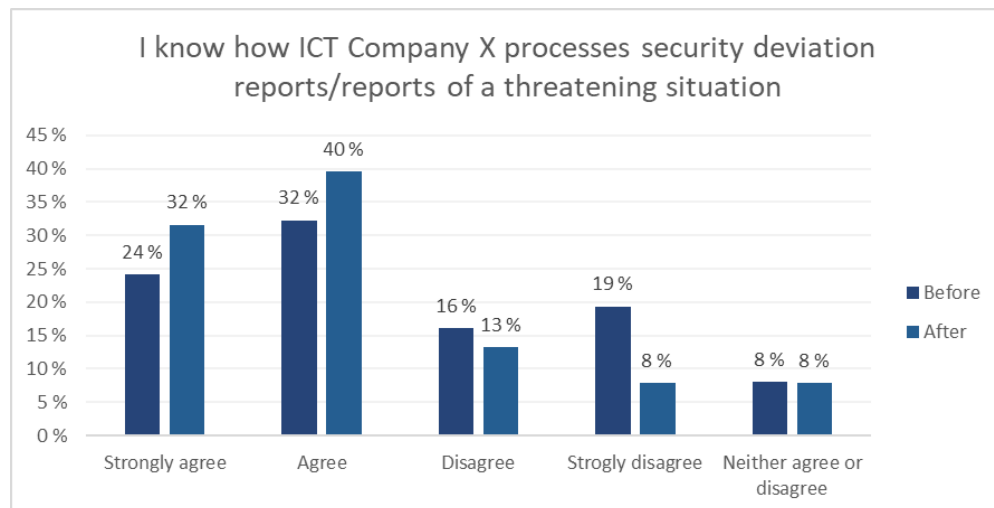

Chart 45: I know how ICT Company X processes security deviation reports/reports of a threatening situation; Before N=62, After N=38

The final question of the questionnaire addressed the knowledge regarding the process of handling received security deviation or threatening situation reports. The data (Chart 45) shows that development in the matter has taken place and more knowledge regarding the process can be seen in the after training responses. The motivation to report wanted to be increased also by providing information regarding the handling process of reports to the employees - if the employees are guaranteed actions based on reports, it might effect on their motivation to be more active in the matter.

6   Conclusions

The purpose of this Thesis was to discover if sense of security and safety awareness of ICT Company X employees could be developed through training. As it was a pilot project one objective from organizational point of view was to discover the effectiveness and the suitability of this type of a training on the above-mentioned areas. Prior the research the organization expressed their interest to utilize the established project model and materials to implement the same project also on other regions nationally if the results prove chosen methods to be beneficial.

While examining the results it can be stated that established model with chosen methods was suitable; trainings didn't only provide information to employees to develop their knowledge

and skills, but also a chance for discussion regarding the matters. This in turn increased the knowledge gained from the research as the discussions were used as part of the data. Questionnaires for their part provided tools for measuring development. Compilation of results show that positive development has taken place in terms of increased knowledge and competences among the target group. Thus, the wanted outcomes were accomplished.

In ICT Company X there was an acknowledged need for this type of a research but due lack of resources it had not been implemented earlier. Thus, the results and information gained through the project are valuable for the organization especially as the answer for the research question is positive. The project target group was limited to the metropolitan area of Finland. Given this, in addition to research results, the organization gained training material that can be utilised in the future if the trainings are broaden to the rest of Finland - this was also an accomplished outcome the organization set prior project.

Studies have shown that threat of violence can have both short- and long-term influences on the physical and mental wellbeing of the person in risk. Studies also show that with adequate training and suitable tools the preparedness of employees to act in such situations can be increased. The results of this research go in line with previous studies that were examined while creating theoretical framework for this thesis - through training the knowledge and skills of employees accumulated which in turn increased their preparedness.

Gathered results were presented to the representative of ICT Company X and areas needing development were discussed. Also, possible means for development were discussed. As harassment, sexual harassment, experienced threat of violence and after-care process were found to be the biggest issues that arose after trainings, workshops for not only promoting the means in place for such situations but also to increase the capabilities of superiors and employees to intervene and act were recommended for the organization. More frequent trainings and rehearsing of skills in practice were suggested as a mean for development in all areas, since the project showed that trainings have a positive developing influence on knowledge and competences.

Measuring of development was done by comparing the state before and after the given trainings. Limitations concerning the measurement were acknowledges prior the project: the amount of responds could not be guaranteed, and it could not be verified that the same respondents would answer both questionnaires. Due this, the results were analysed by using percentage values to increase the reliability. Despite the limitations both of the questionnaires received respondents that represented the target group widely and, on this basis, it could be stated that the representativeness of the respondents can be generalised to cover the whole group. This in turn also increases the reliability of the research.

The project was successful and provided wanted outcomes for the organization and also for the writer of the thesis. In the future similar projects can be executed also in other regions nationally as tools for implementation are already established. Further researches referring to this topic could be done by researching one specific area in the training material, for instance knowledge on data protection, information security or physical security.

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Figures

Charts

Appendices

Appendix 1: Questionnaire form

Sense of security and safety awareness questionnaire: ICT Company X

Background information

Age

18 years - 25 years	26 years - 30 years	31 years - 40 years	41 years - 50 years	50 years or over

Gender

Female	Male	Blank

How long have you worked for the organization:

Under a year - 2 years	more than 2 years to 5 years	more than 5 years

Employer

ICT Company X	External employer

Workplace

Store	Stand

Questions

Answer the following questions by choosing the most suitable option for you:
Strongly agree, Agree, Disagree, Strongly disagree, Neither agree or disagree.
Some questions have answer alternatives that are adjusted to gather factual data. With these questions choose the most suitable option/options for you. Questions, where more than one alternative can be chosen are marked with an asterisk (*).

1. I feel safe at work
2. I don't feel safe at work while working alone
3. I feel that the employer takes adequate care of security and safety at workplace
4. I feel that the employer is interested in my security and safety
5. I feel that I can influence on matters relating to security and safety at work
6. I consider security and safety as important issues
7. I feel that our work environment encourages to negligence/disdain towards security and safety
8. I'm familiar with my own responsibilities regarding secure working
9. I'm familiar with the actions and means in place ensuring the security and safety of my workplace
10. I'm familiar with the ICT Company X process concerning the usage of personnel security switch
11. I know the location of the nearest emergency exit at my workplace

12. I consciously overlook matters regarding security and safety in my work e.g. due to hurry or to make my workflow easier (e.g. not locking the screen while I'm not on a computer, not reporting threatening situations/deviations)
13. I know how to act if I suspect criminal activity (e.g. fraud)
14. I haven't intervened to a criminal act, because:
    a. I haven't been sure if it is one
    b. I haven't had the courage
    c. I haven't been in such situation
    d. I haven't intervened due personal interest (commission)
    e. I didn't know how to act
    f. I have always intervened
15. I know how to contact security unit of ICT Company X
16. I'm familiar with the work of security unit of ICT Company X
17. I'm familiar with the work of Security control center of ICT Company X
18. I know the channels through which I can send my questions and ideas regarding security and safety

19. I have received security training from ICT Company X:

Online	Live	Online & Live	I have not received training

19.1) If you answered yes, how did you feel about the training?

I feel that the training has increased my competences regarding security and safety	I feel that the training has not increased my competences

20. I have encountered violence/threat of violence in my workplace

Yes	No

20.1) If you answered yes, what kind of?

Physical	Verbal

20.2) How the situation was dealt with afterwards?*

Defusing with superior/colleague	Occupational Healthcare	Reporting the situation according to process of ICT Company X	By the authorities	In no way

21. I have encountered harassment at work (e.g. segregation from work community, threatening, intimidation, stalking)

Yes	No

21.1) If you answered yes, by whom?*

Customer	Colleague	Superior

21.2) How the situation was dealt with afterwards?*

Defusing with su-perior or col-league	Occupational Healthcare	Occupational Safety representative	By the authori-ties	In no way

22. I have encountered bullying at work

Yes	No

22.1) If you answered yes, by whom?*

Colleague	Superior

22.2) How the situation was dealt with afterwards?*

Defusing with su-perior	Defusing with col-league	Occupational health care	By trade union	Occupational Safety repre-sentative	In no way

23. I have encountered sexual harassment at work

Yes	No

23.1) If you answered yes, by whom?*

Customer	Colleague	Superior

23.2) How the situation was dealt with afterwards?*

Defus-ing	Occupational Healthcare	Reporting the situation accord-ing to process of ICT Company X	By the authori-ties	By trade union	Occupa-tional Safety rep-resentative	In no way

24. I feel threat of violence as a part of my daily work
25. I know how ICT Company X supports employees after a violent/threatening situation
26. I'm familiar with the means of preparation towards violent/threatening situations in my workplace
27. I feel that presence of a security guard increases security and safety at workplace
28. I know how to act in a threatening situation
29. I know where to find reporting tools regarding threatening situations
30. I have reported a security deviation or a threatening situation at least once during the past year
31. I know how ICT Company X processes security deviation reports/reports of a threat-ening situation

Free text field for comments concerning answers given, the questionnaire or general feed-back:

Thank you for your time and participation!