

Student Guide

Maximizing Organizational Trust

A Guide for DoD Leadership and Security Managers

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Using the Student Guide

This document is a written transcription of the *Trust Guide* (available in an online interactive training format). This transcription has been prepared for users who prefer (or require) this training in a written document format.

Introduction

NARRATOR: By the authority of the National Security Act of 1947 and presented by The National Military Establishment now known as the Department of Defense, we bring to you this important educational program.

You the American worker, are one of the most productive in the world and our nation is stronger and safer as a result.

But not every work environment is the same. In some places you may find dissatisfied workers who care little about the organization.

Dissatisfaction and disinterest can happen when employees do not trust their organization and its leaders to make fair and transparent decisions that result in a safer workplace.

As a leader or security manager you can't afford to jeopardize your organization and weaken your security program by neglecting organizational trust.

The Roles and Responsibilities of Leadership

NARRATOR: Dissatisfied and disinterested employees could become threats to the organization and to each other. While these high-impact incidents are rare, they can be avoided.

Malicious insiders seldom begin working at an organization with an intent to do harm. Instead, they become threats over time as a result of individual and environmental factors. For the good of the country, and the safety of the homeland, each of us has a responsibility to protect our organization against insider threats.

Meet Captain Jordan. She has recently taken command of a new unit:

JORDAN: As a commander, my responsibility is to create a safe work environment that allows my employees to carry out our mission.

NARRATOR: Captain Jordan works with Kyle, the Security Manager.

KYLE: As a security manager, my responsibility is to identify, and mitigate security concerns that come across my desk.

NARRATOR: And this is Carla, a valued staff member.

CARLA: I'm a member of the team and I know from my training that I have a duty to report. Even though I know that it is my responsibility to report concerning behaviors I see that threaten the safety and security of this organization, reporting is sometimes easier said than done.

Course Objectives

NARRATOR: Everyone in an organization is responsible for safety and security, but sometimes not everyone is on board with the security program. This educational program is about learning how to earn and build organizational trust. What does it mean and why is it important? We'll answer these two questions first.

Then, we'll see how organizational trust directly affects workplace security and safety.

And last, we'll put into place some tips and best practices for assessing and improving organizational trust within your unit.

Course Navigation

NARRATOR: Before we get started, there are some things you should know when navigating this course. First, you can pause and rewind any time to stop and think about the course material.

The navigation menu gives you quick access to all of the information in the course.

When you click the Resources button, a new window will appear providing links to documents and websites that may be useful as you strive to improve organizational trust in your unit.

As each page completes, click Next to continue to the next page. Let's jump in...click Next!

Good Response, Good Outcome

NARRATOR: Here's Captain Jordan again. She oversees many offices that handle classified information. As she gets to know her staff, she encounters one office with exceptionally low morale and performance.

She's talking with John, the office supervisor. Let's listen in.

JORDAN: Hey John. You've been here for a while. Tell me about your office.

JOHN: Yes ma'am. I've been here about two years. What would you like to know?

JORDAN: It seems like morale is pretty low. You've got some really talented people who don't seem to care about their work or the mission, and a lot of people have left. The turnover causes major disruptions in the workflow. What's going on?

JOHN: I'm afraid we have a bad apple who brings a lot of people down, and I just don't know how to fix it.

JORDAN: Tell me about this person.

JOHN: (hesitating) (sighs) His name is Sam. Two years ago when I came on board, several of his coworkers talked to me about him, saying he was a bully. In nearly every interaction, they described him as hostile, rude and condescending.

JORDAN: That's quite a challenge. How did you respond?

JOHN: I was going to talk to him, but he actually came to me first. He told me he was going through a tough time with a divorce, and other stuff in his life. I didn't know what to do other than listen. I started to talk with him about his behavior in the office but he just accused everyone of conspiring against him.

JORDAN: Did he become verbally abusive with you?

JOHN: He stopped short, but just barely. Sam's been here forever and he complained that none of his supervisors ever helped him – he was always on his own. He threatened to sue us if we made him take anger management courses.

JORDAN: What did you do then?

JOHN: I talked with Human Resources. They didn't have any negative reports. In fact, his performance evaluations were really strong! At that point, I just figured we all could just work around Sam and leave him alone. I didn't really think it was a serious issue.

JORDAN: Yeah, that's a tough situation. I've been in some of those myself. It was something that should have been reported, but I get why you didn't. Now, Human Resources doesn't have any records of his behavior though. It seems like his behavior is affecting the rest of your department too: your performance numbers are low, turnover is high, and you're spending a lot on training new employees.

Lesson 1

The Importance of Organizational Trust

NARRATOR: Not every challenge has a clear solution. Often, you will have competing priorities that demand your time and attention. People come and go on their own, and leaders change. It is tempting to wait until people like Sam are no longer your responsibility rather than dealing with his concerning behavior. You may even be tempted to transfer him, not solving anything. That only makes him someone else's responsibility.

When a concerning behavior is not corrected early, employees may believe that the behavior is acceptable and depending on its severity, think their safety is not a priority.

When John started, his staff confided their feelings about Sam. Sam also reached out to John when he told him about his divorce, even though he ultimately rejected John's help. These were missed opportunities to earn and build trust. John should have followed up on what he learned.

The question is, what did John do with this information, and did his actions earn and build trust?

John was in a difficult position.

He knew there was a problem but had no formal documentation, other than Sam's strong performance evaluations. He decided to leave Sam alone, and hoped this would help. Just like deciding to act, the decision to not act has consequences.

John's staff trusted him to act but when he didn't, they gave up. Morale was low, turnover was high, and the mission suffered.

Unfortunately, Sam also learned from this experience. Even though John thought he was being helpful, Sam learned that John was no different than his other supervisors who only cared about his work, and not about Sam himself.

John failed to earn and build the trust of his staff.

Meanwhile, the concerning behavior worsened.

Reflection

Worried about making a bad decision, John decided not to pursue any corrective action for Sam. What do you think are the likely consequences of this inaction?

- A. [✓] An opportunity to earn and build employee trust is lost.
- B. [✓] Concerning behavior might continue, and might negatively affect employee retention and performance.
- C. [✓] Concerning behavior might escalate and endanger the organization and its employees.

Answer: John's decision to not act meant that an opportunity was lost to help an employee in need, as well as show that he is willing to addressing other employees' concerns. As a result, employees learn that their reports have no effect, and the behavior may continue or worsen.

The Risk of Neglect

NARRATOR: Let's check in with Captain Jordan. To get the mission back on track, she talks with Sam's co-workers. Sam works with Jim and Carla on several projects.

JORDAN: Hey Jim, hey Carla. How's everything going?

JIM: Going well, Captain.

CARLA: Yes ma'am. Everything is good.

JORDAN: I saw you just wrapped up that new logistics program. It seemed like you all pulled together and made it happen. Isn't Sam on your team?

CARLA: Thank you, ma'am. I hear my phone ringing, please excuse me.

JORDAN: Jim, tell me something. How did all of you in the group work together?

JIM: (Hesitates) Um, we figured it out. Sorry, ma'am, I've got to run to a meeting. Excuse me.

NARRATOR: Captain Jordan talks with other employees, and quickly recognizes a pattern: employees who work with Sam avoid her questions on team interactions.

Influencers of Malicious Acts

NARRATOR: People like Sam who exhibit concerning behaviors are not necessarily bad people. Sometimes, their behavior is caused by stressors that happen over time

and build up until they reach a breaking point. These stressors may include personal problems, like financial or health issues, problems at work, like a difficult project or a new assignment. These stressors can weigh down a person if left unaddressed. Captain Jordan pays her next visit to Kyle, the security manager. Listen in.

JORDAN: Good afternoon, Kyle. I want to pick your brain about John's office. It looks like morale there is very low. What can you tell me about it?

KYLE: Morale has been low in that office since I came on as security manager. I haven't seen it myself, but I've heard some talk that people there are wary of Sam.

JORDAN: What can you tell me about him?

KYLE: I've got some pretty old incident reports, dating back to seven years ago, which was before my time. Looks like security was notified about two separate cases of verbal harassment by Sam.

JORDAN: What actions were reported?

KYLE: It says here his supervisor talked to him. Just informal verbal counseling.

JORDAN: Nothing formal?

KYLE: No. As I said, Captain, I have heard talk about Sam. I even talked with one of the previous commanders. He didn't want to take any formal action against Sam because he has some special training that no one else here has, so I dropped it.

Trust Deficit

NARRATOR: Captain Jordan now knows that she is operating from a trust deficit.

And she recognizes that there were significant failures in reporting.

Reporting can be difficult for employees, which is why trust in leadership is key for security.

When it comes to reporting, employees must think that their information will be handled responsibly and confidentially, that the process for dealing with the information is fair and that the outcomes from that process are adjudicated fairly.

As a leader, you are the face of the organization, and are responsible for earning and building trust. Showing employees that you can be trusted to handle concerning situations responsibly will help earn and build their trust.

Reflection

What do you predict will happen if Captain Jordan does not take action to repair trust in leadership and in the organization?

- A. [✓] Employees might ignore their duty to report concerning behaviors.
- B. [✓] Captain Jordan might be seen as an ineffective leader.
- C. [✓] Employees might not feel safe and secure in their workplace.

Answer: All of these statements are predictable outcomes if Captain Jordan fails to take action.

Lesson 2

Workplace Safety and Security

NARRATOR: Organizational trust provides numerous benefits, not the least of which is a staff that wants to take proactive steps to protect their organization's security and its mission.

Leaders and security managers like Captain Jordan and Kyle must take action to earn and build organizational trust, but how do they tackle such a big concept? We'll turn our focus to three areas you can work to improve that will help earn and build organizational trust: organizational identification, job involvement, and job satisfaction. These three factors serve to reinforce a trusting relationship among leaders and their staff. Let's start with organizational identification.

Organizational Identification

NARRATOR: Organizational identification is the degree to which your staff's values, goals, aims, and desires align with those of your organization. When your staff identifies with the organization, they'll exhibit these attitudes and behaviors:

- Feelings of solidarity with the organization,
- Actions that support the organization, and
- A sense of shared purpose with their coworkers.

When your staff positively identify with your organization, their trust increases. But that's not the only benefit. They will perform better at their jobs, and will have a greater sense of ownership in organizational outcomes. They will want to protect the organization.

Reflection

As Captain Jordan reflects on rebuilding trust with her staff, she recalls the benefits associated with organizational identification. What do you think are the benefits of organizational identification?

- A. Reduced turnover
- B. Better performance
- C. Decreased training costs
- D. Better networking opportunities
- E. Greater sense of well-being

Answer: Organizational identification is primarily exhibited by reduced turnover, better job performance from your staff, and a greater sense of personal well-being. Other indicators to look for include increased job satisfaction and an increased desire to go above and beyond for the good of the organization.

Job Involvement

NARRATOR: Next is job involvement, which refers to how enthusiastic, empowered and engaged your staff is about the work they do. Involved employees are collaborative, transparent, and accountable. As a leader you must be aware of cases of under-involvement as well as over involvement, such as indifference and workaholism.

As an effective leader, Captain Jordan promotes a work-life balance to ensure positive outcomes.

Enthusiastic, empowered and engaged employees are more likely to help Captain Jordan reach her organizational goals and objectives, which include a safe, secure and productive workplace.

Reflection

Captain Jordan and Kyle discuss how their own actions and behaviors influence their staff's sense of empowerment. Do you think that employees who feel more empowered at work are more involved in the organization?

A. Yes

B. No

Answer: When employees are empowered to proactively influence events at work rather than passively accept them, they feel more involved.

Job Satisfaction

NARRATOR: Next is job satisfaction: the degree to which your staff is content with their work.

Increased job satisfaction has a number of benefits, including a higher sense of meaning and higher personal fulfillment. Like organizational identification and job involvement, job satisfaction helps to build trust.

As she walks through the office observing her staff, Captain Jordan reflects on ways she can rebuild trust in her organization.

Reflection

While Captain Jordan can't control the attitudes of each of her staff members, there are some things she can do to increase job satisfaction. Which of the following do you think would enable her to increase job satisfaction?

A. Address security concerns promptly.

B. Execute policies behind closed doors at the discretion of leadership.

C. Recognize the contributions of your staff's efforts in reaching your organization's mission.

D. Invite employee feedback via face-to-face discussions or anonymous polls.

E. Discipline employees to further encourage a sense of empowerment.

Answer: As Captain Jordan affects job satisfaction in her organization, she recognizes the importance of all of these options except for executing policies behind closed doors. Instead, she'll assure her staff that she will act transparently take seriously feedback given to her. For additional resources on how to measure these concepts and take steps to improve them, you can check the Resources page for more information.

Lesson 3

Organizational Trust and Security Best Practices

NARRATOR: You now know about organizational trust and have learned about steps you can take to earn and build trust by maximizing organizational identification, job involvement, and job satisfaction.

But how can you build and maintain trust in your organization, or as in Captain Jordan's case, rebuild trust after it's been lost?

Let's catch up with Captain Jordan.

A Safety Concern

KYLE: Captain Jordan, I need to discuss a serious security matter with you.

JORDAN: Sure Kyle. What's happened?

KYLE: You know Carla?

JORDAN: Yes of course.

KYLE: I caught her bringing in a Taser to work.

JORDAN: Brought a Taser? Do you know why?

KYLE: She avoided my questions at first, but then admitted that she brought it for protection.

JORDAN: Protection? Whatever for? What did she need to protect herself from?

KYLE: Carla said she felt threatened by Sam, and was worried for her physical safety. She felt she needed to do something to protect herself since we never do anything about Sam's behavior.

JORDAN: Is this the first time she has brought the Taser?

KYLE: No ma'am. Carla admitted to bringing it in because she was worried about Sam being in one of his moods. Captain, I recommend we schedule a meeting with human resources, the employee assistance program, legal, and the others right away. I'll also talk with John about how to respond to Carla.

JORDAN: Good idea, let's get a working group together on this. We need to address Carla's and Sam's behavior right away.

Reflection

As we just heard in the conversation between Kyle and Captain Jordan, they've agreed to take immediate action for both Sam and Carla. Why does Carla's decision to bring a Taser into the workplace require corrective action?

- A. It does not require corrective action. She only brought it in because of Sam's behavior.
- B. Leaders must make sure that all employees abide by policies.
- C. Bringing unauthorized weapons into the workplace is never acceptable.

Answer: Captain Jordan and Kyle cannot allow employees to take matters into their own hands because it could potentially disrupt the workplace, and may even cause harm. Carla's actions violated a policy, and Captain Jordan and Kyle need to ensure Carla's behavior does not become an acceptable practice.

Best Practices in Action

NARRATOR: Captain Jordan is committed to earning and building trust, even when there is a security incident or a crisis. Today, with the help of her security working group, she will prioritize safety and security concerns to limiting any potential damage and protecting her people. Afterwards, she will focus on repairing relationships and getting things back to normal.

Four best practices will help you respond to incidents without sacrificing organizational trust: Collaborate at all levels to address concerning behaviors, take fair and appropriate actions, attend to the needs of your staff, and debrief your staff after the incident is resolved, when possible.

Competing Priorities

NARRATOR: Later that day, the security working group got together to discuss an action plan for Sam. Everyone agreed that safety is the most important outcome, but each member of the group presented different ways to achieve that goal.

A lot of ideas came up during the discussion, some that helped earn and build trust, and some that did not.

Captain Jordan, Kyle, and John, Sam's supervisor, had very different opinions on how to proceed.

CAPTAIN JORDAN: As the commander of this unit, I am focused on my staff. I believe that if Sam's behavior continues, others will quit. I am willing to give Sam a chance, but I suggest that he be required to take stress management courses.

SECURITY MANAGER KYLE: We have to follow our rules. I have seen Sam's pattern of bad behavior over the years, and I don't believe it will ever change. I think that Sam should be fired.

SUPERVISOR JOHN: As the supervisor of this office, I have to focus on our work. Sam brings required expertise to the team, and replacing him would be costly and time-consuming. I think we should move Sam to an office by himself and set up a telework arrangement for him.

Action Plan

NARRATOR: Every organization and incident will be different. It's important to include all levels of appropriate leadership when making decisions about safety and security of your staff and organization. In this case, the organization's security working group included human resources, a representative from the employee assistance program, legal counsel, the security manager, the supervisor and the commander.

Collaborating across all levels of the organization will produce a fair, transparent and appropriate response.

Action Plan: Carla's Weapon

Carla will be formally disciplined and required to take a training on security policy that emphasizes weapons are not permitted within the organization. Further, her behavior will be documented with human resources. She will also be offered access to an employee assistance program that could help her cope with her environment.

If she rejects the disciplinary action and corrective measures, the working group will reconvene again to discuss next steps.

Action Plan: Sam's Behavior

The working group decided to make clear that Sam's behavior did not meet organizational standards. John and a human resources officer will meet with Sam and offer stress management courses. They will also offer him a flexible work schedule to accommodate personal stressors that have affected his work.

Kyle will be aware of the meeting with John and human resources, but not be present. He will be available in case Sam acts aggressively. If Sam accepts the corrective measures, the working group will reconvene after a month to evaluate Sam's progress.

If Sam rejects the corrective measures, Sam will be placed on administrative leave. The working group will reconvene immediately to develop a new action plan.

Taking Fair and Appropriate Action

JORDAN: Tell me about your talk with Sam.

JOHN: I did what we talked about. I brought a human resources rep with me, and we talked through the action plan with Sam. We told Sam that he is a valued member of the team, but that his behavior is unacceptable. We used concrete examples. Then, we told him what he would need to do to stay on the team, the changes we wanted to see, and how we would monitor his progress. He did not take it well.

JORDAN: What do you mean?

JOHN: Well, he turned red-faced, pounded on the desk a few times, and demanded to know who had complained about him. He stormed out of the office before we could finish, slammed every door he passed through, and yelled that he quit. I don't know where he went.

JORDAN: Contact Kyle immediately so we can find Sam. I also want him to search Sam's office to make sure there are no weapons there.

Securing the Office

NARRATOR: When conducting a search of Sam's desk, Kyle didn't find any weapons. However, he did find an unauthorized thumb drive and several classified files left unsecured. When he asked around the office, Kyle learned that Sam took classified work home and left files on his desk, but no one had reported it. Kyle suggested a follow-up inquiry, and that Sam be put on administrative leave in accordance with the action plan.

Barriers to Gaining Trust

NARRATOR: Incident management has many phases and many possible outcomes. In this case, what began as an human resources issue, quickly escalated to a security threat.

Captain Jordan, Kyle, and John did the right thing, but Sam chose to storm out. Because of their earlier coordination with the security working group, they all knew how to react to Sam's behavior. Captain Jordan knew that as the leader, she would be dealing with the fallout for a long time.

Captain Jordan's first step to rebuild trust is to talk with her staff about what happened, and answer their questions, when possible. This is a very difficult situation, but it also is an opportunity to earn and build trust.

Captain Jordan schedules an all-hands meeting.

By communicating with your staff, both in the immediate aftermath of an incident and more generally, you can encourage them to share more, which can help head off relatively small issues before they become bigger problems.

Reflection

As Captain Jordan and her team meet again to discuss the next steps in addressing Sam's departure, they decide upon an after-action plan. What do you think should be included in their after-action plan?

- A. Workforce training on reporting.
- B. Workforce training on counterproductive workplace behaviors and concerning behavior.
- C. An all-hands meeting to discuss security policies.
- D. Regular check-ins with employees in the affected office.

Answer: An after-action plan should address the issues brought up by the incident through training and reinforcement. Leaders and security managers should talk frequently with their staff, and incorporate lessons learned.

Making it Matter

JORDAN: Thank you for coming today. As you know, Sam no longer works here. I cannot tell you much more than that, but I do want to talk with you about the steps we are taking to make everyone here feel valued, safe, and secure. Each and every one of you matters to me and to this organization. Your contributions make a

difference I want you to come to me or to Kyle if you are concerned about something you see or hear. I know this can be difficult, and Kyle and I hope to make it easier by walking around the office and checking in more often.

JORDAN (Cont.): We do incredible work here, and more opportunities are coming our way. I want to make sure that we get the work done well and along the way, earn and build trust in one another through collaboration, communication, and transparency. I want you to like coming to work, and to believe that your work is meaningful. I want you to have a voice in our decisions, so that we can create the best products we can. This is my promise to you.

KYLE: I have a few announcements, too. First, congratulations to all of you for making this team successful. I promise you that your safety is our top priority. It's only by ensuring that you feel safe coming to work every day that we can achieve these goals. Captain Jordan and I are committed to improving this organization, and ask for your dedication and help.

Trust: Leaders

NARRATOR: Captain Jordan is on the right path. As a leader, she is the face and representative of the organization.

As she continues her assignment with this unit, Captain Jordan will earn and build trust, and maintain that trust over time.

Earn and Build Trust

After an incident, it is critical for leaders to continue to earn and build trust. They must consistently execute and follow all policies.

As a leader, you must communicate with your staff and check in to see how they feel about any action taken.

You will reinforce the values of your organization through leading by example.

As a leader, help your staff through difficult times by offering options like flexible work schedules and employee assistance programs. Everyone is different, and you will need to tailor your actions to improve the workplace and accomplish the mission. Today's troubled employee can be tomorrow's top performer.

Maintain Trust

As a leader, it is unlikely that you will have to deal with security matters like Captain Jordan's on a daily basis. Even in times of stability, you can still maintain and even enhance the trusting relationships you have with your staff, but it begins with a daily commitment to do so.

As a trusted leader, you empower your staff to offer innovative solutions to everyday problems. You will seek feedback from your staff and collaborate with others in your organization.

Trust: Security Managers

NARRATOR: Like Captain Jordan, Kyle has an important job ahead of him. Frankly, he was a little embarrassed that he didn't do more when he found out what was happening around the office as a result of Sam's behavior.

Security managers are in a tough spot. The first time that many employees personally interact with a security manager is when something has gone wrong – which is a challenging time to earn and build trust.

Your staff is the first line of defense when it comes to reporting, and a security manager is often the first responder. Security managers can take action before, during, and after incidents to ensure that their staff continue to trust the process and the organization. The more that the staff sees that their reports lead to positive outcomes, the more they will be likely to report.

Earn and Build Trust

Security managers earn and build trust by being visible, sharing success stories and checking in on the workforce. As a security manager, you also should educate yourself about employee assistance programs as options to resolve incidents.

Security managers like Kyle must make an effort to fairly address issues and, when possible, communicate why certain actions were taken.

Maintain Trust

Kyle will maintain trust by applying policies fairly across the workforce. As a security manager, you will reinforce training and update policies and procedures as needed.

When an incident does occur, having a well-formulated plan will help maintain trust throughout.

Course Wrap-Up

NARRATOR: Not every situation you're faced with will be black and white. Every case you experience will be unique, and will require a tailored action plan.

This is not a problem for you. You will stand tall when you face difficult conversations. Your staff will see your efforts and under your wing, your staff will feel they can trust you to make the right decisions. To be fair. To be willing to go the extra mile to keep them safe and secure.

Be sure to check out the Additional Resources section for:

- More information about how to assess trust in your organization
- Information on how other leaders have addressed the kinds of issues presented in this training
- Access to the posters used throughout this course, which are available for you to print and use as reminders for actions that promote trust, as well as a safe and secure work environment.

Posttest Answers

Q: Which of the signs below describe an organization that has organizational trust?

- A. Leaders and security managers make decisions based on gossip and rumors.
- B. Leaders and security managers make fair and consistent decisions.
- C. Leaders and security managers provide a clear and consistent message when communicating standards of employee conduct.
- D. Leaders and security managers lead by example by acting with integrity and keeping their promises.

Q: How is organizational trust defined?

- A. Leaders and security managers act fairly and are transparent about their decisions.
- B. Leaders and security managers provide a clear and consistent message when communicating standards of employee conduct.
- C. Leaders and security managers take appropriate disciplinary actions given the nature of the problem.
- D. Leaders and security managers avoid taking disciplinary action unless they personally are affected by troublesome employees.

Q: Why is organizational trust in the workplace important?

- A. When employees do not trust their organization and its leadership, they may not report behaviors that could threaten their own safety and the success of the organization.
- B. When employees do not trust their organization or their leadership, they effectively become bystanders to the organization's Insider Threat Program.
- C. When employees do not have trust in their organization, they believe that leaders and security managers will still do the right thing.
- D. When employees do not trust their organization or their leadership to make fair and transparent decisions, it's okay if they take matters into their own hands.

Q: Cultivating a culture of trust is the responsibility of each individual employee, not leadership.

- A. True
- B. False

Q: Organizational identification is comprised of all of the following except which factor?

- A. Feelings of solidarity with the organization
- B. Attitudinal and behavioral support for the organization
- C. Perception of shared characteristics with other organizational members
- D. Increased employee desire to enhance professional status

Q: Employees who report themselves or others demonstrate their willingness to engage with the security objectives and practices of the organization.

- A. True
- B. False

Q: Job satisfaction is ____.

- A. the level of contentment that an employee feels about work
- B. the measure of how much an employee finds work to be meaningful and fulfilling
- C. completely determined by the organization's leadership
- D. unrelated to job performance

Q: High levels of organizational trust will lead to less turnover, willingness to go above and beyond, and commitment to the organization.

- A. True
- B. False

Q: As job involvement increases, which of the following factors is true?

- A. Employees' enthusiasm about their jobs increases
- B. Engaged employees are more committed to the organization
- C. Employees' job performance increases
- D. Organization meet their mission more effectively

Q: By fostering job satisfaction, leaders can increase organizational trust.

- A. True
- B. False

Q: Why is a collaborative approach important to address organizational safety and security concerns?

- A. A single individual may not have all of the relevant pieces of information to make a fully-informed decision.
- B. Collaboration helps to reduce the likelihood that decisions will not stand up to legal muster or will contradict organizational policies.
- C. Actions may be one-sided without consideration of the wider effect on the organization.
- D. Collaboration takes into account the effects of the decision on the organization as a whole.

Q: Which of the following best practices should leaders and security managers use to earn and build trust daily?

- A. Get feedback from staff to assess perceptions about trust within your organization.
- B. Keep the door open for one-on-one conversations, but only when it's convenient.
- C. Do not communicate any follow-up to staff.
- D. Prioritize problems, leaving things that are easy to fix for last.

Q: "Making it matter" is a way that leaders and security managers can show the larger purpose of the organization's mission and highlight the employee's contributions that help to achieve that mission.

- A. True
- B. False

Q: Events in an employee's personal life could adversely affect job performance. Which of the following are best practice(s) that leaders and security managers can use to attend to employees' needs?

- A. Provide resources that will help employees through events in their lives and improve their well-being.
- B. Provide flexible work arrangements or schedules to allow employees to balance work-life demands more effectively.
- C. Assume that work-life balance is intact and that employees will find the resources they need on their own.

- D. Given the demands and expectations of the organization's customers, implement a strict time and attendance policy.

Q: In the training, the organization had a history of distrust followed by events that caused employees to further lose faith in their leadership. Which of the following strategies is a best practice that leaders and security managers can use to help rebuild trust after an event such as the one you've just witnessed?

- A. When rebuilding trust, leaders and security managers should walk the walk and talk the talk.
- B. Change security policies and procedures every 10 years to ensure they are up-to-date.
- C. Leaders and security managers don't need to do anything differently.
- D. Top performers should be rewarded while those who are not performing adequately should be fired immediately.

Q: When maintaining trust, leaders and security managers should only focus on reviewing policies and procedures.

- A. True
- B. False