



# **WEED OUT**

## **PR1/A3: Curriculum**



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Weed Out Occupational Violence  
from HORECA

## WEED OUT curriculum – description

The WEED OUT curriculum integrates the project results 1, 2 and 3. It is based on the Learning Teaching and Training Event (LTTE) in Latvia in June 2023. The LTTE evaluation can be found in the annex. The WEED OUT curriculum aims to:

- Integrate the WEED OUT curriculum and the corresponding training material including presentations and blended learning elements such as videos to educate and prepare HORECA managers and employees.
- Teach the use of the WEED OUT modules in theory and practice (training)
- Teach the use of the WEED OUT Game *Recognize and Act* (board and online) and deliver it as part of the Methodology in theory and practice

The WEED OUT curriculum supports:

1. A blended learning elements for flexible course delivery
2. A digital approach that allows delivering over distance
3. Physical training seminars

The WEED OUT curriculum is designed in a way to tend to the specific learning needs of HORECA managers and employees, to equip them with the necessary knowledge, skills and competences that will allow them to improve the sector's performance regarding occupational violence and support them in their efforts to prevent/manage the issue.

Therefore, the structure of the WEED OUT curriculum is as follows:

- Required skills and competences for trainers
- WEED OUT Management knowledge areas
- Overview WEED OUT training materials
- Overview WEED OUT game *Recognize and Act*
- Course specification WEED OUT
- Annexe



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## A. Required skills and competences for trainers

### A.1. Active listening

Skills related to active listening:

- Self-reflection
- Recognizing personal bias
- Questioning
- Observation
- Body language management

### A.2. Provision of feedback

Skills related to the provision of feedback:

- Gathering/documenting evidence
- Analysis of performance
- Communication/transfer of knowledge

### A.3. Empathy

Skills related to empathy

- Self-reflection
- Self-awareness
- Employees needs analysis
- Observation
- Establishing boundaries
- Communication/transfer of knowledge
- Fostering trust
- Leadership

#### A.4. Decision making

Competences related to decision making:

- Implementing strategies to identify strengths and weaknesses of the HORECA sector/its employees
- Implementing tools for the creation of actions to counter occupational violence
- Identifying resources required to support the development of counteractions
- Establishing and implementing strategies to improve of the HORECA sector in reference to occupational violence
- Establishing boundaries
- Communication/transfer of knowledge
- Leadership

#### A.5. Staff management

Skills related to staff management:

- Understanding of the definition, symptoms, and implications of occupational violence
- Designing and implementing strategies to identify/prevent/manage this issue
- Implementing tools for the creation of actions to counter occupational violence
- Establishing boundaries
- Communication/transfer of knowledge
- Leadership

## B. WEED OUT Management knowledge areas: Details

### Knowledge area 1: The context of training in the HORECA-sector

HORECA-managers and its employees need to know:

- The definition of occupational violence and its characteristics
- General symptoms of occupational violence in the HORECA-Sector
- General information around occupational violence in the workplace
- The impact and value of preventing occupational violence for employees, employers, and the HORECA-sector at all

### Knowledge area 2: Curriculum and training design

To support managers and employees in the HORECA-Sector in their efforts to prevent and manage occupational violence, they need to acquire the necessary skills and expertise as well as acquire methodical knowledge that will allow them to design and implement effective measures against occupational violence. Specifically, they need to:

- Gain knowledge on the principles of an effective handling of occupational violence
- Gain knowledge on the principles of prevention measures
- Gain knowledge on the best practices available in this context
- Gain knowledge and skills for the establishment of a better environment against occupational violence in the HORECA-sector
- Design and establish internal support mechanisms, aimed at the long-term prevention of occupational violence
- Learn how to transfer knowledge to colleagues and subordinates, aimed at the consistent and long-term mutual support
- Manage their resources effectively
- Set professional targets to reduce or even eliminate occupational violence
- Learn how to use related tools such as the WEED OUT-Game Recognize and Act

### Knowledge area 3: Confidentiality and trust building

To establishment a better environment against occupational violence, the HORECA-sector needs to develop the following knowledge, skills, and competences:

- Knowledge trust building and confidentiality principles
- Communication
- Active listening
- Empathy
- Problem solving
- Establishing clear objectives
- Adaptability
- Teamwork
- Creativity
- Leadership
- Learn how to use related tools such as the WEED OUT-Game Recognize and Act

### Knowledge area 4: Activities, strategies and tool uses

Managers and employees in the HORECA-sector need to be able to effectively use strategies against occupational violence, that will help them document, monitor and evaluate programmes and tools. Specifically, the following features are the necessary:

- Clarifying personal goals, aspirations
- Establishing parameters of a successful application of counterstrategies (terms, boundaries, liberties)
- Tools to record thoughts and issues for the employees before and after the application of counterstrategies
- Tools to record key points and details for managers regarding the applied strategies before and after the application of counterstrategies

## Knowledge area 5: Strategies for overcoming barriers and learning from best practices in the HORECA sector

This knowledge area will cover the foreseeable challenges that managers and employees may have to face throughout establishing counterstrategies and provide possibilities sharing best practices to create a sectoral learning atmosphere:

- Ensuring effective participation of managers and employees in further education on occupational violence in the HORECA-sector
- Overcoming cultural and language barriers
- Ensuring equal distribution of and access to resources in the HORECA-sector
- Describing best practices to learn from expectations and behaviours of other actors in the HORECA-sector

## Knowledge area 6: Review and assessment

To be able to review programmes, progress, and counterstrategies in general to support managers and employees, they need to acquire the necessary skills that will enable them to:

- Establish targets
- Monitoring these targets
- Evaluating and establishing review session intervals in the company and the sector itself
- Use of tools with the aim to continuously monitor and evaluate programmes
- Use of tools with the aim to evaluate the well-being and progress of employees and to assist managers in evaluating/re-evaluating and achieving goals
- Implement and learn from relevant best practices



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## C. Overview WEED OUT training materials

The WEED OUT curriculum has been developed in such a way, as to allow for blended, physical and/or digital delivery depending on the circumstances. The course consists of a total of seven modules adopting the ECVET model to develop an EQF Level 5:

- **Module 1: Causes and mechanisms of action**
- **Module 2: Effects of exposure to workplace violence**
- **Module 3: EU and national instruments to combat workplace violence including legal basis**
- **Module 4: Gender considerations/intercultural management in understanding occupational violence**
- **Module 5: Organizational factors associated with exposure to various forms of violence**
- **Module 6: Conducting conversations in challenging situations**
- **Module 7: Prevention and management strategies**

Each WEED OUT training module includes a corresponding presentation, video, and a training manual. Specifically:

- **The WEED OUT module presentations** contain images and text designed to introduce learners to the key learning points of their corresponding modules during training sessions.
- **The WEED OUT curriculum** act as guides for trainers and they contain the 'narrative' of presenting each module.



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## D. Overview WEED OUT game *Recognize and Act*

The WEED OUT game *Recognize and Act* allows a real life adaptation of scenes of occupational violence in the HORECA sector by providing a board and online game.

- **WEED OUT provides a board game** with stories on occupational violence in the HORECA sector with possible reactions differentiated between action, communication and thinking.
- **WEED OUT provides an online game** with stories on occupational violence in the HORECA sector with possible reactions differentiated between action, communication and thinking.
- **WEED OUT provides a manual** for both versions of the game to make its application in different settings as easy as possible.



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## E. Course specification WEED OUT

### E.1. Course objectives

- To train employees in the HORECA sector. More specifically:
  - i. Apply the WEED OUT curriculum
  - ii. Evaluate, establish, and maintain an improved handling of occupational violence in the HORECA sector
  - iii. Professionally support and develop counteraction in the sector against occupational violence.
- To include training components that will support blended, physical, and digital delivery methods.

### E.2. Course Target Groups/Trainee Profile

The target groups of the WEED OUT curriculum are:

- VET trainers on this subject and in this sector
- Employees in this sector

### E.3. Course Duration and Structure

The WEED OUT course will have a duration of three full working days, a total of 24 hours.

The WEED OUT course content and materials will be designed in a specific way, to allow for blended, physical and/or digital delivery.



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**Indication of a WEED OUT seminar**  
(In a blended, physical and/or digital format)

<b>Training day 1</b>	09:00 – 11:00	Module 1
	11:00 – 13:00	Module 2
	14:00 – 16:00	Module 3
	Ending the day/Discussion	
<b>Training day 2</b>	09:00 – 11:00	Module 4
	11:00 – 13:00	Module 5
	14:00 – 16:00	Module 6
	Ending the day/Discussion	
<b>Training day 3</b>	09:00 – 11:00	Module 7
	11:00 – 13:00	Game <i>Recognize and Act</i> Part 1
	14:00 – 16:00	Game <i>Recognize and Act</i> Part 2
	Learner's Feedback/Discussion	





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# ***Annex 1.***



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## Links to WEED OUT modules, manuals, online game and videos:

### 1. Modules, manuals and game can be found here:

- <https://weedout.eu/de/#project-results>

### 2. Videos:

- <https://youtu.be/PGAJH2Hgziw> (Czech)
- <https://youtu.be/Yw3eADbPLOg> (English)
- <https://youtu.be/LF2SZngcCOY> (German)
- <https://youtu.be/MtMsDRsYUuk> (Greek)
- [https://youtu.be/m7A2ygZ\\_DeE](https://youtu.be/m7A2ygZ_DeE) (Latvian)
- <https://youtu.be/LF0uQA4rKUc> (Lithuanian)



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# ***Annex 2.***



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# Participants list WEED OUT LTTA in Jurmala, Latvia



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Occupational Violence  
ECA

## June 14-16, 2023

#	First name	Last name	Organization	Country
1.	Līga	Berzina	Out Loud	Latvia
2.	Anete	Eglīte	Out Loud	Latvia
3.	Christos	Nicolaides	DEKAPLUS	Cyprus
4.	Eleni	Laouri	DEKAPLUS	Cyprus
5.	Korina	Tzika	DIAS VET	Greece
6.	Paraskevi	Theodosiou	DIAS VET	Greece
7.	Jana	Pitrova	CZU Prague	CZ
8.	Tereza	Balcarová	CZU Prague	CZ
9.	V.Zivile	Jonyniene	SIF	LT
10	Vita	Krivickiene	SIF	LT
11.	Eleni	Asprogenou s	PASIDIXE	Cyprus
12	Alexia	Georgiou	PASIDIXE	Cyprus
13	Jens	Prinzhorn	Beneke&Prinzhor n	Germany
14	Barbara	Ewald	Beneke&Prinzhor n	Germany





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# ***Annex 3.***



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# Timetable LTTA – Weed out Occupational Violence from HORECA!

**LTTA**  
**Jurmala, Latvia**  
**14.-16.6.2023**

Venue: “LIELUPE by Semarah hotels”, Bulduru prospect 64/68, Jurmala, Latvia-2010

## AGENDA

### 14.6. – Day 1

<b>09:15 to 09:30</b>	<b>Welcoming words and organization (OUT LOUD, B&amp;P and CZU)</b>
<b>09:30 to 11:00</b>	<b>01 – Causes and Mechanism of action</b> (leading: DEKAPLUS) - training session, presentation of learning video
<b>11:00 to 11:15</b>	<i>coffee break</i>
<b>11:15 to 12:45</b>	<b>02 – Workplace Violence Prevention and Management</b> (leading: DEKAPLUS and PASYDIXE) - training session
<b>12:45 to 14:00</b>	<i>lunch break</i>
<b>14:00 to 15:30</b>	<b>03 – EU &amp; National instruments to combat workplace violence</b> (leading: DIAS) - training session, presentation of learning video
<b>15:45 to 15:45</b>	<i>coffee break</i>
<b>15:45 to 17:15</b>	<b>04 – Gender considerations and intercultural management</b> (leading: SIF) - training session, presentation of learning video
<b>17:15 to 18:30</b>	<i>closing and transfer to Jurmala</i>
<b>18:30 to 20:00</b>	<i>check-in and arrival</i>
<b>20:00</b>	<i>dinner</i>
<b>After dinner</b>	<i>Get together (optional)</i>

## 15.6. – Day 2

9:00 to 9:15	<b>Organization of the day 2 (OUT LOUD, B&amp;P and CZU)</b>
9:15 to 10:45	<b>05 – Organizational factors associated with exposure to various forms of violence</b> (leading: DEKAPLUS and PASYDIXE) - training session
10:45 to 11:00	<i>coffee break</i>
11:00 to 12:30	<b>06 – Conducting conversations in challenging situations</b> (leading: OUT LOUD) - training session, presentation of learning video
12:30 to 13:30	<i>lunch break</i>
13:30 to 15:00	<b>07 – Prevention and management strategies</b> (leading: CZU) - training session, presentation of learning video
15:00 to 15:15	<i>coffee break</i>
15:15 to 16:45	<b>PR2 – Workplace Violence Prevention and Management Strategy (Part 1)</b> (leading: DEKAPLUS)
16:45 to 17:00	<i>closing</i>
19:30	<i>dinner</i>

<b>16.6. – Day 3</b>	
<b>9:00 to 9:15</b>	<b>Organization of the day 3 (OUT LOUD, B&amp;P and CZU)</b>
<b>9:15 to 10:45</b>	<b>PR2 – Workplace Violence Prevention and Management Strategy (Part 2)</b> (leading: DEKAPLUS)
<b>10:45 to 11:00</b>	<i>coffee break</i>
<b>11:00 to 12:30</b>	<b>Game “Recognize and Act” (Part 1)</b> (leading: OUT LOUD) - play and learn
<b>12:30 to 13:45</b>	<i>lunch break</i>
<b>13:45 to 15:15</b>	<b>Game “Recognize and Act” (Part 2)</b> (leading: OUT LOUD) - play and learn
<b>15:15 to 16:00</b>	Closure and departure



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# ***Annex 4.***



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# Quality and Evaluation Report

## June 14-16 2023, Jurmala, Latvia

Prepared by DIAS VET Ltd – Greece July  
2023



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## Background

### Project Summary

Occupational violence has taken on a new dimension under the COVID-19 pandemic. The vulnerability of the employed at-risk groups and the increasing aggression by third parties lead to an urgent need for action to halt this dynamic. Hotels and catering enterprises provide employment to large numbers of staff, some of whom have lower formal qualifications or little training and come from vulnerable groups of the population such as young people, women with family responsibilities, migrants or members of ethnic minorities. Such staff are in particular need of support to prevent, and cope with, situations potentially generating violence and stress. The inability to handle workplace violence in the HORECA sector causes a socioeconomic ripple effect. Employees who have been bullied at work or working in a violent environment may experience long-term physical and psychological problems related to stress, alcohol and drug abuse, and poor sleep habits. In addition, these employees feel consumed by this problem, thus reducing their productivity which, in its turn, lowers organizational profitability. According to the Fourth EWCS, the risk of experiencing bullying is highest in the healthcare and in the hotel and restaurant sectors. According to the same report, the HORECA sector ranks among the top sectors experiencing third party violence as well.

This project will design a unique training program and develop the relevant tools for HORECA management to prevent, identify and manage occupational violence. The project will consider not only workplace related violence but also third-party violence. At EU level, research confirms that staff in hotels and restaurants, health, education and social care, and public administration are more likely to be exposed to third-party violence than other sectors. Certain sociocultural aspects influence why violence and harassment appears at the workplace and the level of reporting on it. Such aspects can be: - Working conditions can foster violent and harassing behavior in the workplace. - Being aware of what constitutes an incident as violent or harassing - The clarity in legislative definition of violence and harassment influences reporting such incidents.



## Main Objectives of the Project

- Enhance the role of VET in the effective prevention and management of workplace violence in HORECA.
- Increase awareness of occupational violence among HORECA management and stakeholders.
- Offer HORECA managements training to further develop their Occupational Health and Safety management plans against workplace violence including third party violence.
- Foster inclusive, healthy and safe HORECA employment.
- Improve the Occupational conditions in the HORECA sector to attract more labor;
- Manage the emotional, social and psychological stress of the workplace violence victims.
- Contribute to a violence free Tourism and Catering sectors in Europe.

In order to achieve the above mentioned objectives, WEED OUT will implement the following activities:

- develop a WEED OUT VET Training course designed to be delivered in a physical, blended or virtual learning environment.
- create a board game and its equivalent online version to be used as a learning tool during the WEED OUT course.
- design an occupational prevention and management strategy, which constitutes a set of actions leading to the deactivation of the possible instigation sources of violent behavior in the workplace, to improve the Occupational Health and Safety Plans of HORECA enterprises.
- organize a training the VET trainer event which will aim to equipped VET trainers with the additional knowledge and skills to train HORECA managers on the prevention and management of workplace violence.

## Target Group

The HORECA (HOTel, REstaurant and CAtering) sector has been identified by studies as one of the sectors that demonstrate increased levels of occupational violence. This sector offers more opportunities violence instigation than others because some of its human resources have lower formal qualifications or very little training or come from vulnerable groups of the population such as young people, women with family responsibilities, migrants, or members of ethnic minorities.



The project will meet the needs of the target groups in the following manner:

- VET organizations/trainers: are interested in strengthening the role of VET in combating occupational violence in HORECA
- HORECA staff: are interested in working in a safe and healthy working environment
- HORECA management: are interested in protecting occupational health and safety of their staff, achieve greater staff retention, and increase productivity
- HORECA stakeholders: are interested in the early identification of workplace violence instigators in order to protect HORECA SMEs and their staff from a combination of socioeconomic complications
- Social and Economy stakeholders: interested in promoting Health and Safety in the workplace for all employees and elimination of all negative impacts on productivity and social cohesion.

### **Partnership of Weed Out Project**

The partnership of the project is comprised by a total of seven organisations from six European Countries:

1. Česká zemědělská univerzita v Praze (CZU) – Czech Republic (coordinating organization)
2. Out Loud – Latvia
3. KENTRO EPAGELMATIKIS KATARTISIS DIAS EPE – Greece
4. Cyprus Hotel Managers Association – Cyprus
5. DEKAPLUS BUSINESS SERVICES LTD – Cyprus
6. SOCIALINIU INOVACIJU FONDAS – Lithuania
7. Beneke & Prinzhorn - Germany

### **Processes - Report**

DIAS VET Ltd. as the partner responsible for Quality and Evaluation, has provided partners with a link to an online survey, in order to collect qualitative feedback on the quality of the materials produced and to evaluate and ensure that the training contents of the project results are effective in offering high quality of the trainees' learning experience.

In the following section, the results of the aforementioned quality evaluation procedure will be summarized and briefly discussed.

## Evaluation of the Weed Out C1 training activity (14<sup>th</sup> - 16<sup>th</sup> June 2023)

The Weed Out C1 3-day activity took place in June 2023 in Jurmala, Latvia. Out Loud hosted the event, which was attended by 2 representatives from each of the 7 partner organizations (14 participants).

The 3-day training session included the presentation and training on the content of the modules of the Weed Out Training Course, as well as the developed “Recognize & Act” game, both the board and the online version. Right after the end of the event, DIAS provided the participants with an online survey (using the Google Forms tool) to assess its presented content. The participants provided their answers. A brief analysis of the results derived from this survey is provided below:

### **Q1. What did you like most about the modules' content?**

According to the feedback on the content of the modules', the participants highlighted the uniformity of the modules' framework and flow of the content, the scientific and clear information they provide, the variety of the subjects covered and the combination of theory and practice (group activities) that allows for interactive learning. Based on the responses, it derived that the modules of the Weed Out curriculum are engaging, well-structured and professionally developed, offering a clear alignment between training needs and objectives.

### **Q2. What improvements could be made on the modules' content (if any)?**

There have not been many suggestions for improvements on the modules' content, a factor that also reflects the general satisfaction presented above. However, a few participants mentioned their preference for more interactive learning methods as well as better presentation approaches (but this is up to the trainers).

### **Q3. What did you like most about the training curriculum?**

There has been variation regarding the responses to this question. The majority of the participants showed preference on the game, the sequence and flow of the modules and the satisfying balance between theory and practice. As in the first question, the answers to this question constitute a very good indicator of the structure, the content

and the professional framework upon which the curriculum has been developed.

#### Q4. In your opinion, what improvements could be made on the training curriculum (if any)?

Again, only few suggestions have been given to this question; these involve the inclusion of PR2 in the training curriculum and the possibility to play the game according to different pedagogical methods.

#### Q5. What did you like most about the WEED OUT Game Recognize and Act?

All answers to this question emphasized the easiness with which the game has been integrated in the training course, its interactive character and the participants engagement, the variety of the scenarios and options as well as its design (both the board and the online version). The responses are indicative of the game's simplicity to use and participate in, its high-quality structure and the successful learning experience it provides.

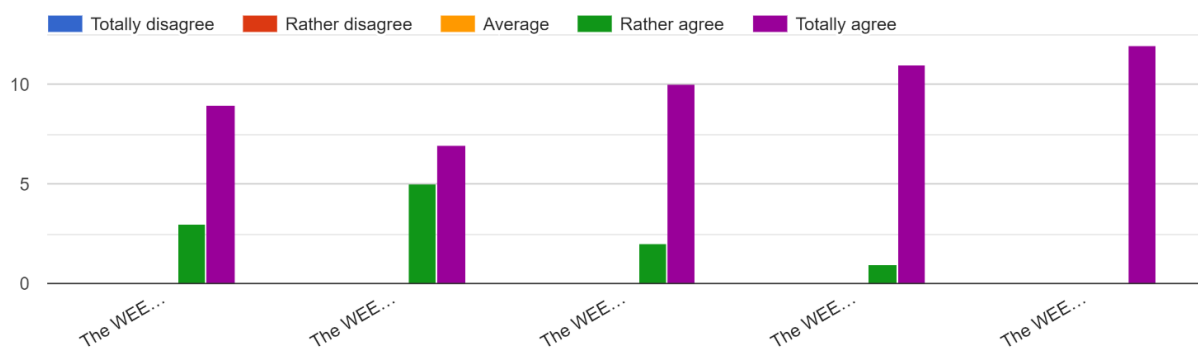
#### Q6. In your opinion, what improvements could be made on the WEED OUT Game Recognize and Act (if any)?

Few answers were given in the question. The participants suggested improvements on the online version regarding the presentation of scenarios and options (not clarified if they refer to technical issues, design, etc.) and the possibility of having shorter and preselected options for each scenario.

#### Q7. Please rate the following statements using a scale ranging from "Totally Disagree" to "Totally Agree"

The table below shows the results of this question.

7. Please rate the following statements using a scale ranging from "Totally Disagree" to "Totally Agree"





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The WEED OUT modules are an effective learning resource on occupational violence in the HORECA sector: The majority of the responders totally agreed with the statement and it received a score of **4,8** out of 5, indicating the general satisfaction of the participants with regard to the learning outcomes of the modules.

The WEED OUT curriculum is practical and can easily be used by employers and employees in the HORECA sector: This statement scored **4,2** out of 5, which is also a remarkable indicator of the practicality and usefulness of the training curriculum.

The WEED OUT training curriculum is based on relevant theory and practices: The statement scored over **4,8** out of 5, signifying the curriculum's professional and scientific content.

The WEED OUT game "Recognize and Act" (board and online) is a useful assessment resource for the HORECA sector: The usefulness of the Recognize & Act game as an assessment resource received an exemplified score of **4,9** out of 5, demonstrating success regarding the logic it was built upon.

The WEED OUT game "Recognize and Act" is a useful resource to raise awareness on occupational violence in the HORECA sector: Finally, participants rated with **5** out of 5 the game's function as a resource in raising awareness on occupational violence, thus accentuating its objectives, theme and strategy.

**Q8. Are there any other final comments you would like to add regarding the WEED OUT training materials, curriculum and game Recognize and Act (board and online)?**

Most answers in this last question had a positive tone, indicating the fine structure and professional style of all the developed materials. Few suggestions for improvements mention the need for an assessment methodology for the board game and the potential to choose the scenarios in the online game according to the situation instead of them randomly appearing.

## Summary

In a nutshell, the results of the evaluation survey analyzed briefly above present an outstanding indication of how the C1 activity has been developed and delivered. The participants have commended particularly on the structural cohesion of the course and its focused and simplified content, the interactive elements that provide opportunities for practice, as well as the lining-up between training needs and learning objectives. With regard to the “Recognize & Act” game, the participants endorsed the interactivity of the game that allows learners to become actors and reflect on their own experience, its simplicity and the variety of scenarios and options. It is worth pointing out that all the factors of the training curriculum (course & game) mentioned above reflect the delivery of high-quality outputs. On the other hand, some suggestions for further improvement include the amelioration in the presentation of scenarios and option in the online version of game, the development of an assessment methodology for the game, as well as the possibility of shorter and preselected answers. Finally, the answers in Q7 are an illustration of a great satisfaction among participants with regard to the overall training curriculum. The lowest rate in any of the above included questions did not go below the rate of **4,2** out of 5, which is a remarkable indicator for the development, effectiveness and general high-quality of the training outputs.