

The Role of Higher Education in Recruitment, Hiring and Promotion Practices In Loss Prevention/Asset Protection/Security Management

Background and Survey Results
June 2012

See separate executive summary



N.R.F. Education Committee

Dan Faketty – Chair
VP, Asset Protection
Winn Dixie Stores Inc.

Howard Stone
Director, Loss Prevention
The West Seal, Inc.

Scott Glenn
Sr. Director, Loss Prevention
Sears Holding Corporation

Karl Langhorst – Vice Chair
Director, Loss Prevention
The Kroger Co.

Steve Welk
Director, Loss Prevention
B&N College Booksellers

Ray Cloud
VP, Loss Prevention
Ross Stores, Inc.



Academic Professional



Professor Robert Hanson served eight years in counter-intelligence and criminal investigations with the U.S. Army prior to entering academia. Since coming to Northern Michigan University in 1976, he has directed the Regional Police Academy, created the American Legion Cadet Officer Program and served as a trainer for law enforcement and correctional officers. Currently he is serving as the coordinator of Northern's Loss Prevention Management program.

Professor Hanson has a B.S. in psychology and economics from University of Wisconsin at LaCrosse, and an M.A., M.S. in executive development for public service from Ball State University. In addition to teaching in the masters' program, he also teaches judicial function, investigating, interviewing and interrogation.

Education committee objectives

Promote professionalism in the Loss Prevention industry by focusing on education at the following levels:

- In-store training programs
- Professional designates, certifications
- Higher education

Committee discussion topics on “higher education”

- Educate colleges on opportunities in our field
- Go to colleges
- Develop materials to be sent to colleges
- Have colleges come to us (invite them to our conference)
- Learn how to attract and hire college students
- Identify colleges for those working in our field that do not have degrees

Questions

- What are we doing as an industry with respect to higher education
- Is a college education important in our field
- If so, at what level?
- Does a college degree have relevance (pay, promotional opportunities, executive level positions) in our industry
- How do we find out?

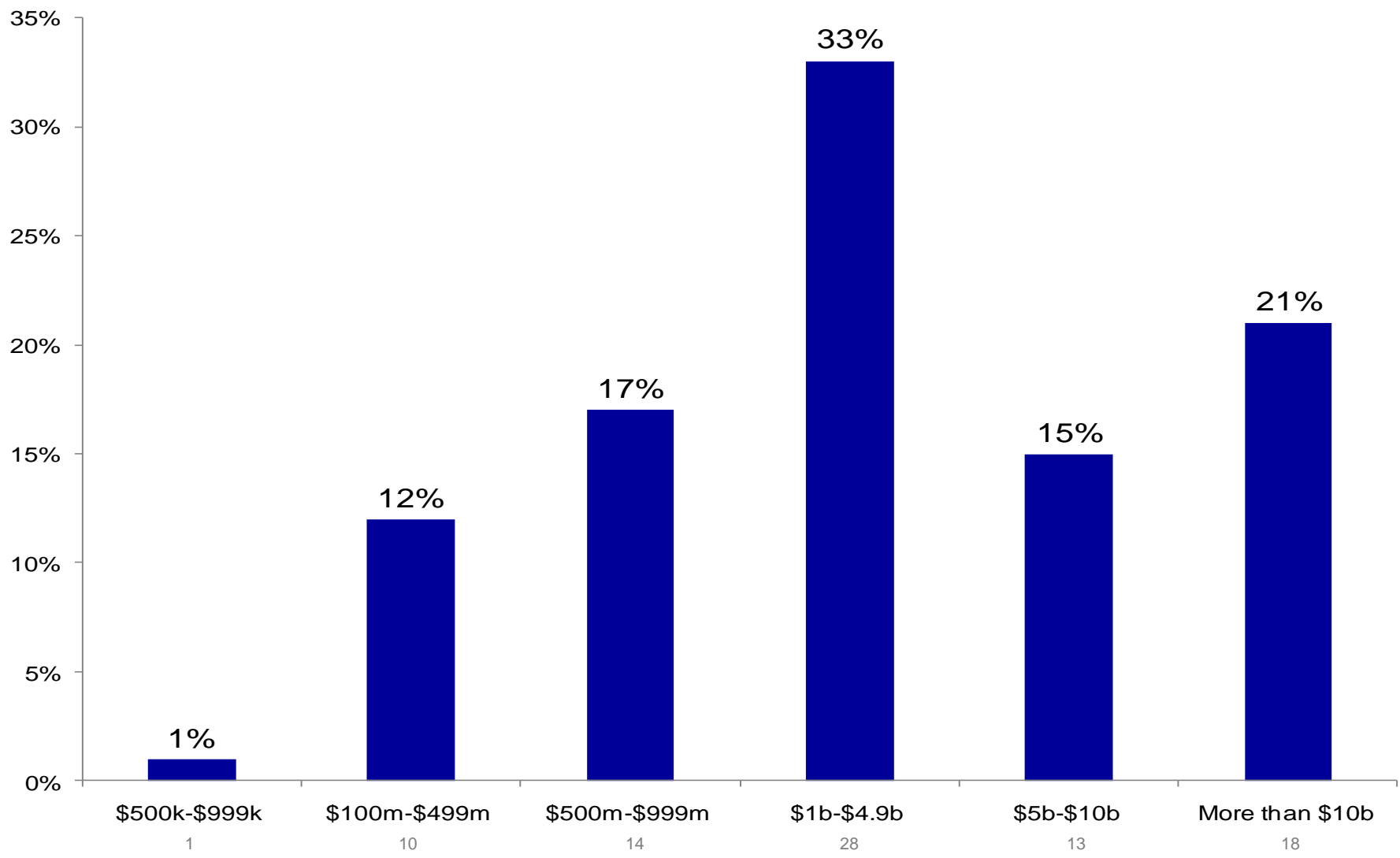
Higher education survey / research

1. Identify an independent body with a level of expertise in research that could compile and report on findings
2. All questions drafted by Education Committee
3. Questions, format, measurement, approved by N.R.F. and key N.R.F. member company executives
4. Test concept / survey
5. Report findings

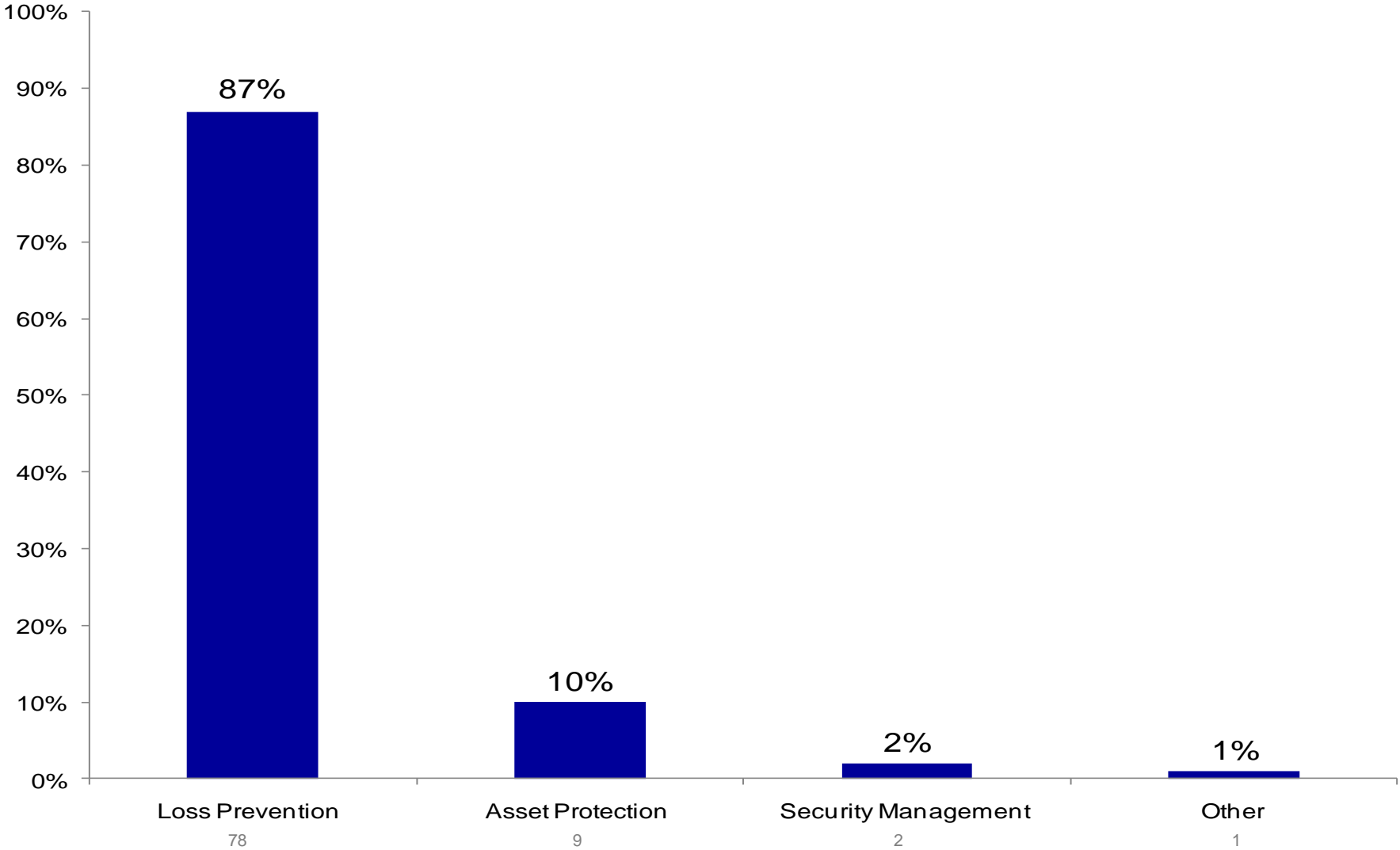
Q1: Which retail sector most closely describes your current corporate affiliation?

Rank	Answer	Companies	%
1	Men's & Women's Apparel	17	20%
2	Department Store	9	10%
3	Books/Magazines/Music	6	7%
4	Food Service/Restaurants	6	7%
5	Sporting Goods/Recreational Products	6	7%
6	Supermarket/Grocery	5	6%
7	Discount Store	5	6%
8	Electronics/Computers/Appliances	4	5%
9	General Merchandise	4	5%
10	Children's Apparel	3	3%
11	Household Furnishings/Housewares	3	3%
12	Accessories	2	2%
13	Jewelry & Watches	2	2%
14	Office Supplies/Stationery	2	2%
15	Pet/Animal Supplies	2	2%
16	Shoes	2	2%
17	Auto Parts/Accessories	1	1%
18	Convenience Store	1	1%
19	Cosmetics and Bath Products	1	1%
20	Drug Store	1	1%
21	Entertainment/Media/Games/Video/Music	1	1%
22	Home Center/Hardware/Lumber/Garden	1	1%
23	Cards/Gifts/Floral/Novelties	1	1%
24	Other	3	3%
Total		88	100%

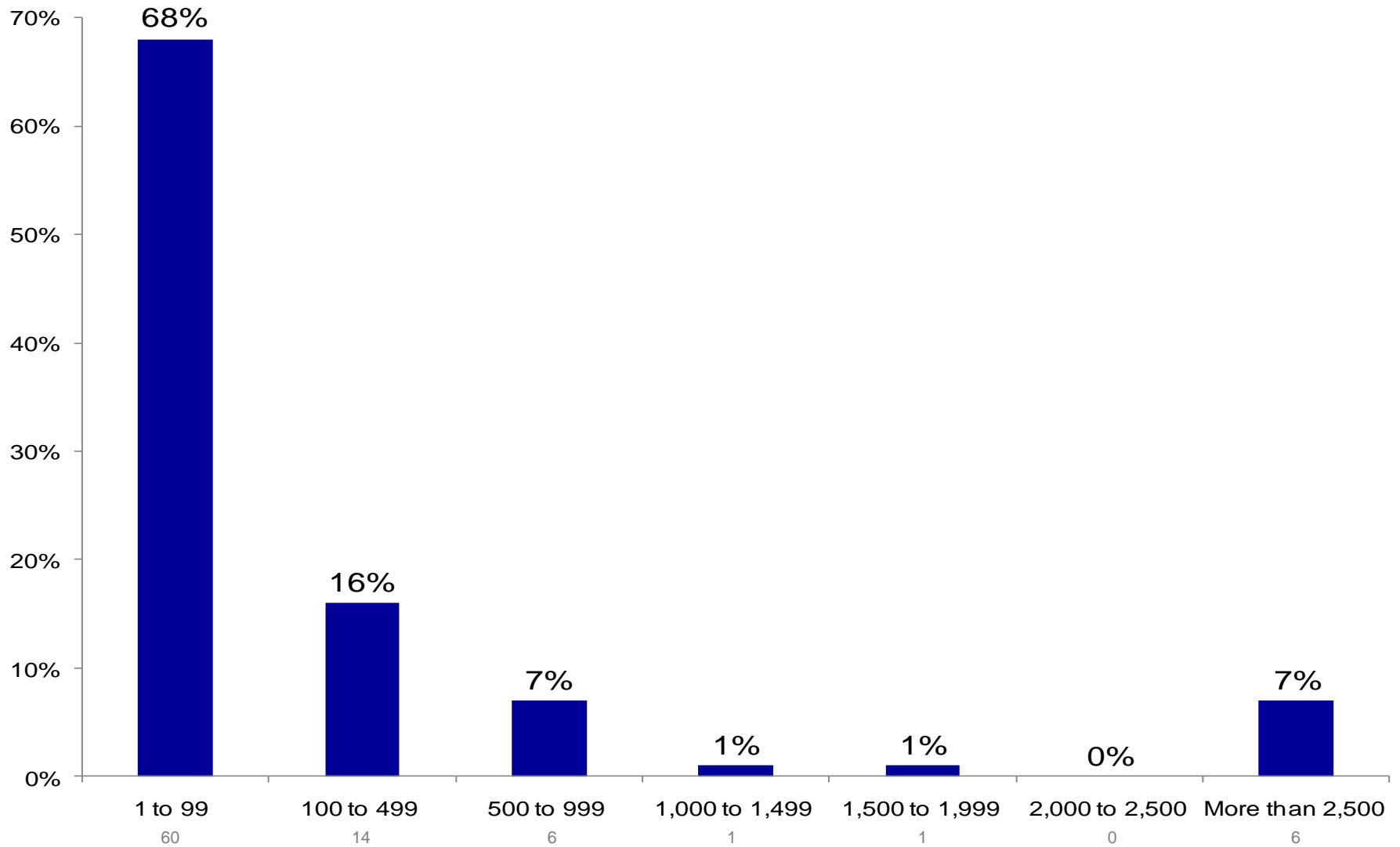
Q2: Approximately, what are the annual sales of your company?



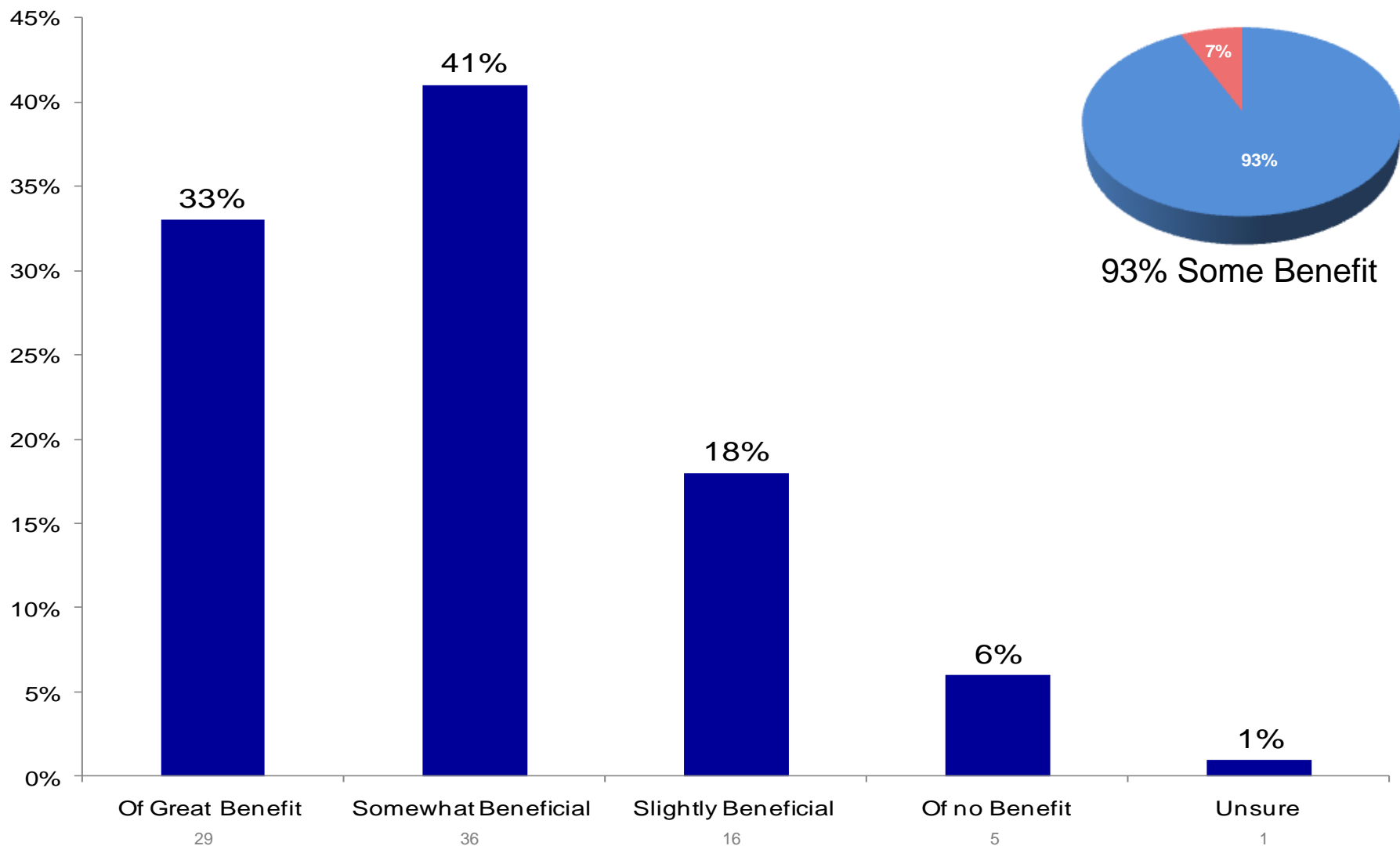
Q3: Which term is used in your company to describe your function?



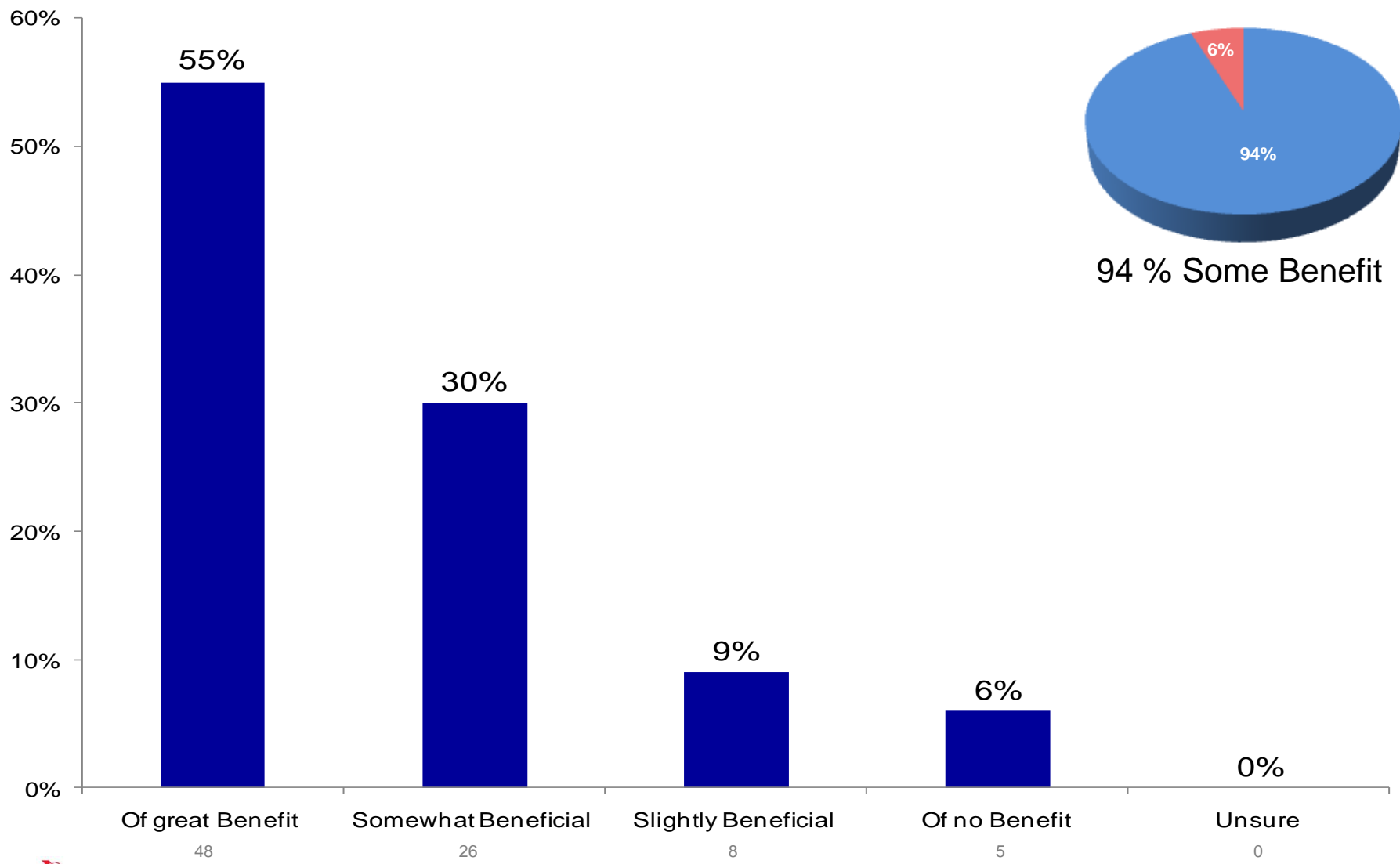
Q4: In your company, approximately how many people work in Loss Prevention?



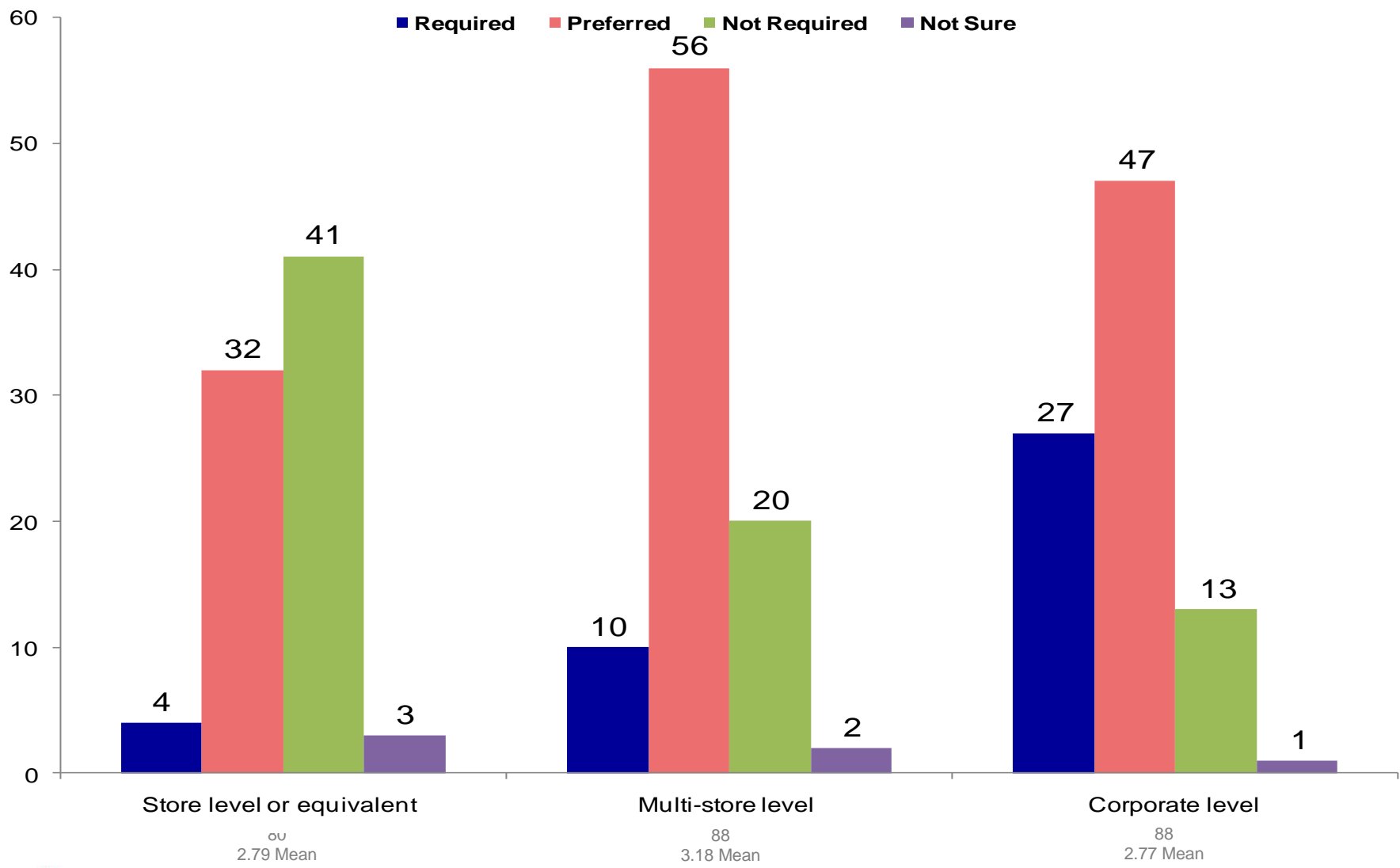
Q5: In your corporate structure, how beneficial is a baccalaureate degree in promotion an individual to a multi-store (district/regional) managerial position?



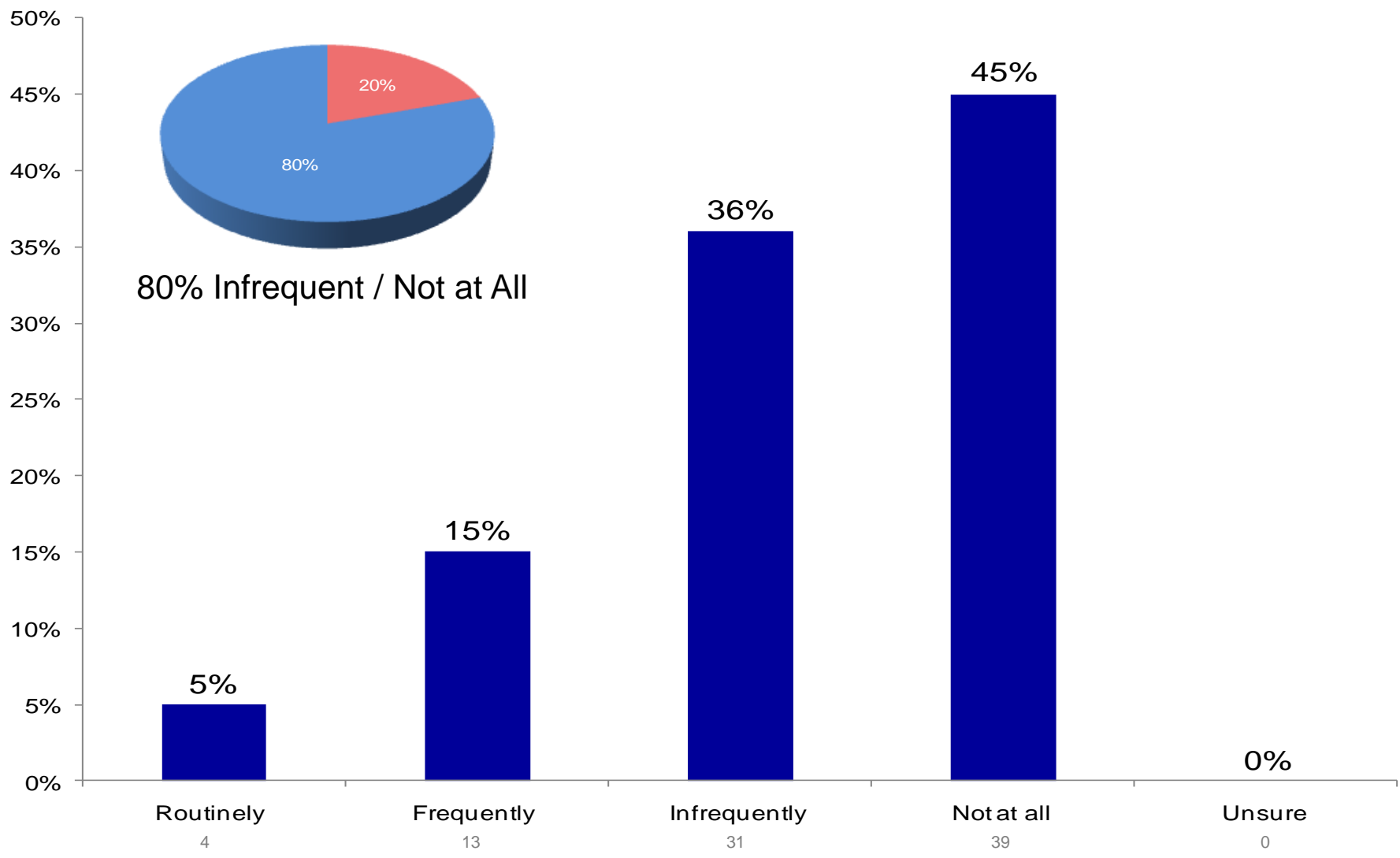
Q6: In your corporate structure, how beneficial is a baccalaureate degree in promoting an individual to a corporate managerial position?



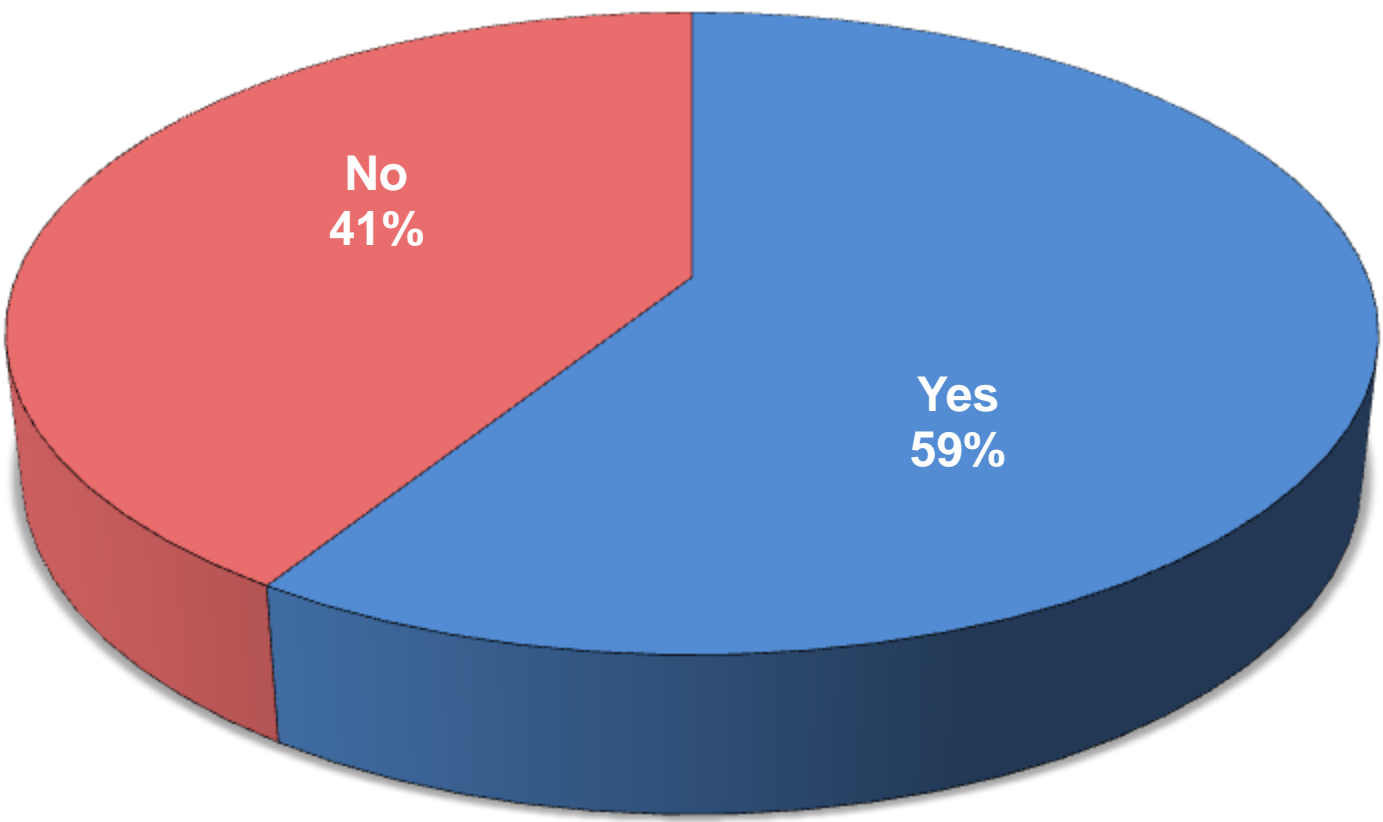
Q7: In your corporate structure, is a baccalaureate degree included in the job description as a requirement for any of the following positions?



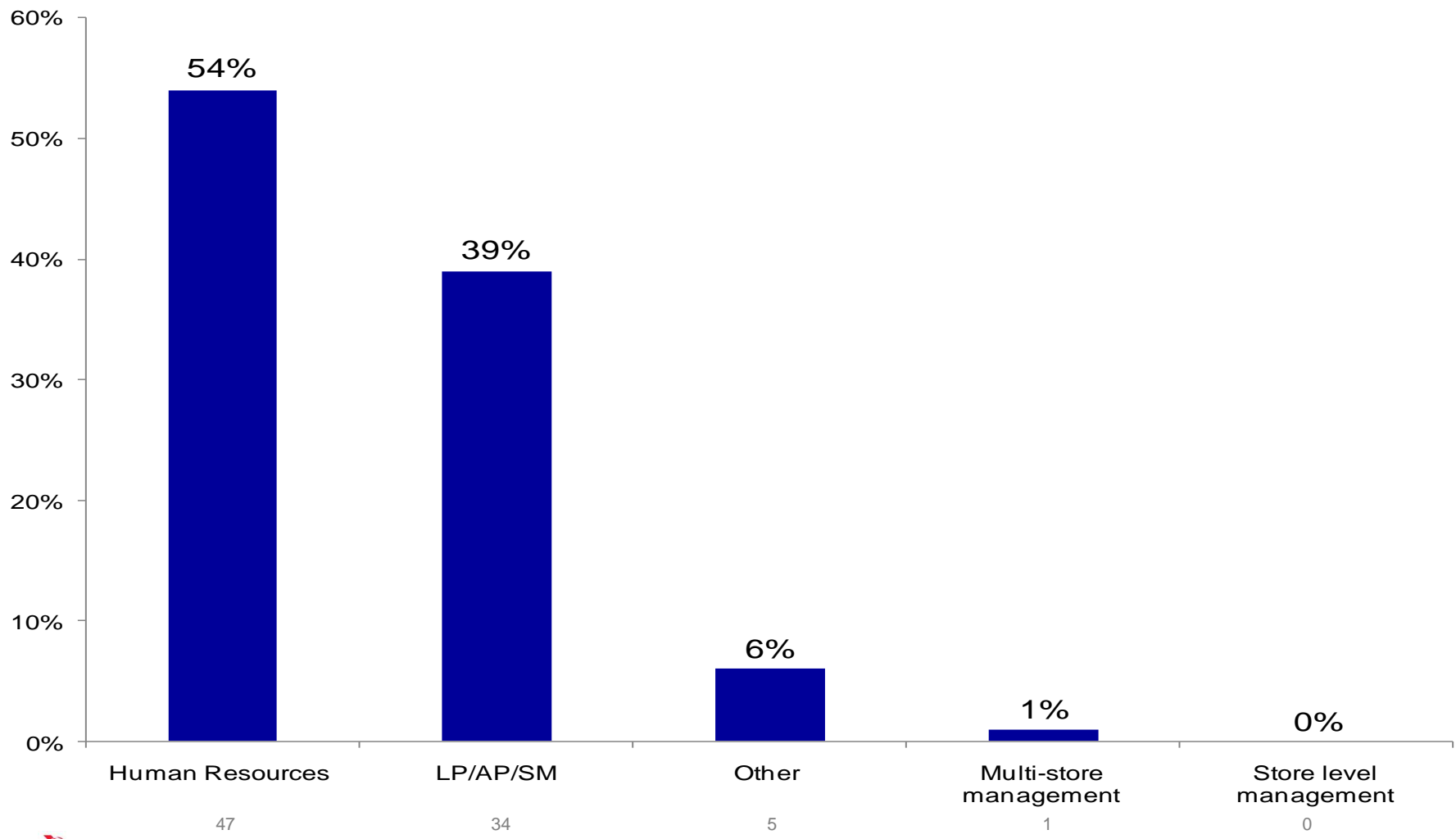
Q8: To what extent does your company utilize internships for college students in the Loss Prevention area?



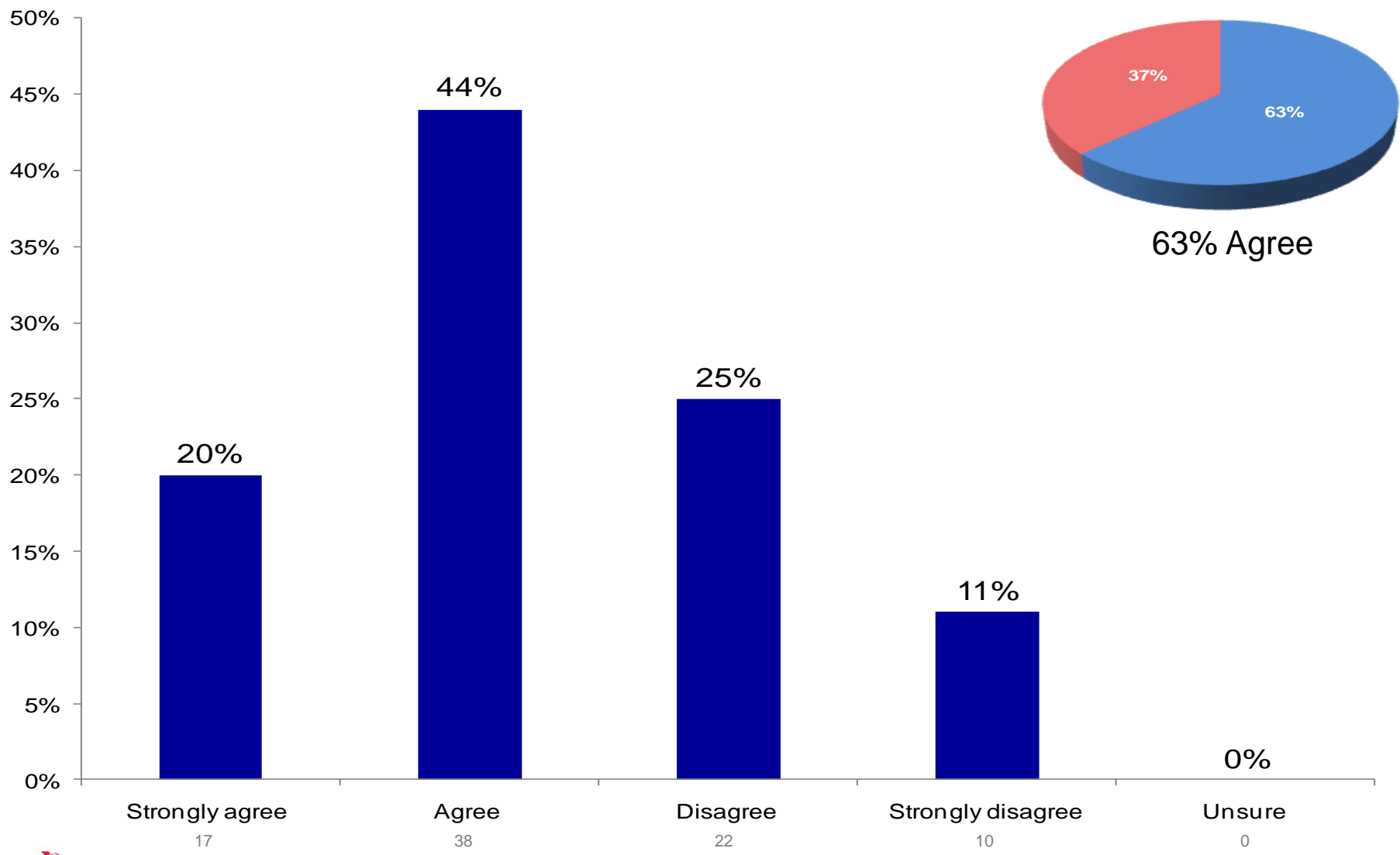
Q9: Does your company have a continuing education program that reimburses Loss Prevention associates for college credits?



Q10: Which department in your company has primary responsibility for recruiting college students to the Loss Prevention area?



Q11: Human Resources is actively involved in recruiting talent for my department.



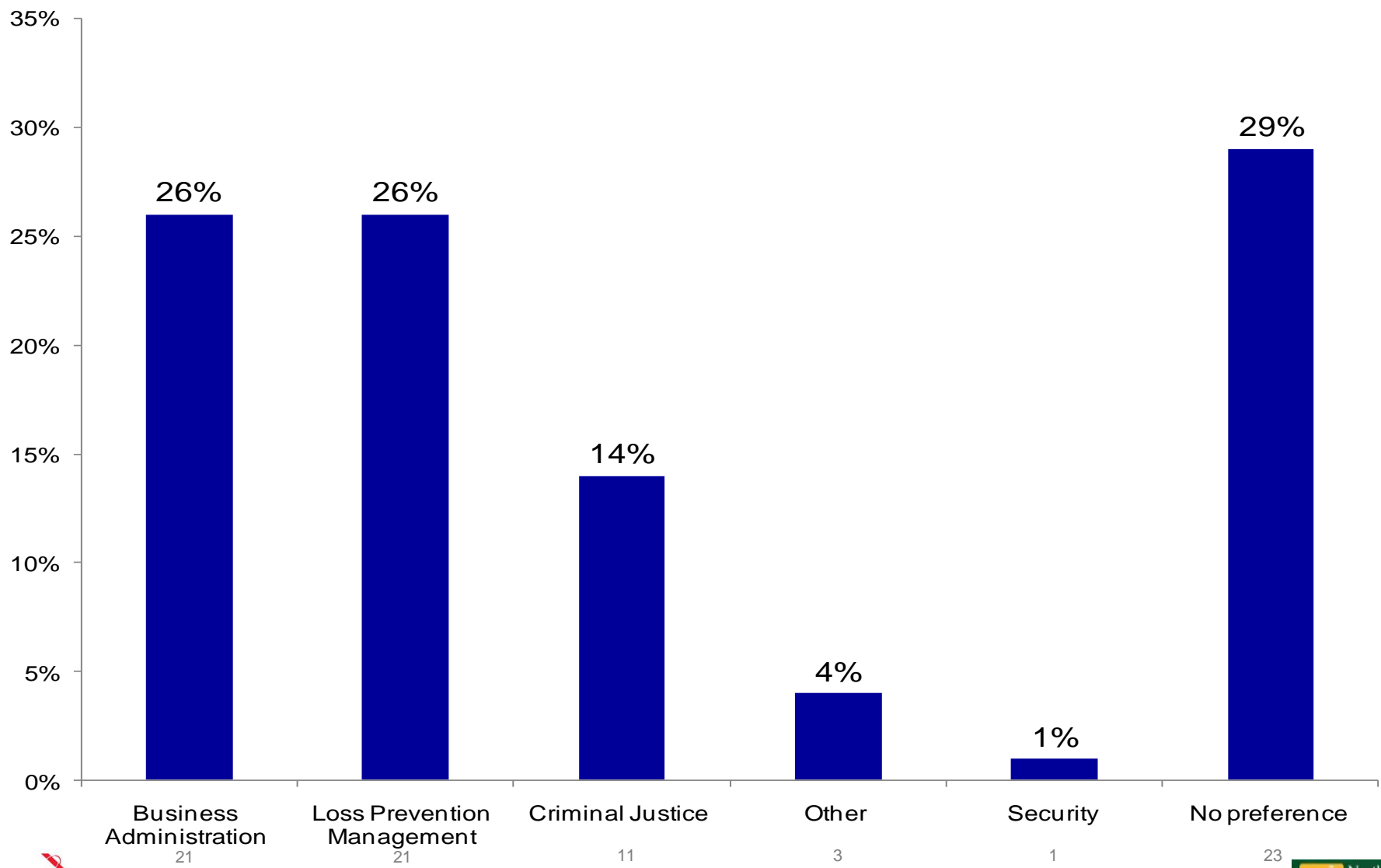
Q12: Which of the following describe your reaction to the recruitment process with current college students? Check all that apply. I have found...

58%	Academic programs in business, criminal justice, law enforcement and security know little about loss prevention professional opportunities
52%	Current students have little or no knowledge of the loss prevention profession
44%	A lack of collegiate programs that target the loss prevention industry
23%	It is difficult to identify contacts at the collegiate level to recruit talent for into the loss prevention department
19%	A lack of available college applicants applying to work in the loss prevention department
10%	Other

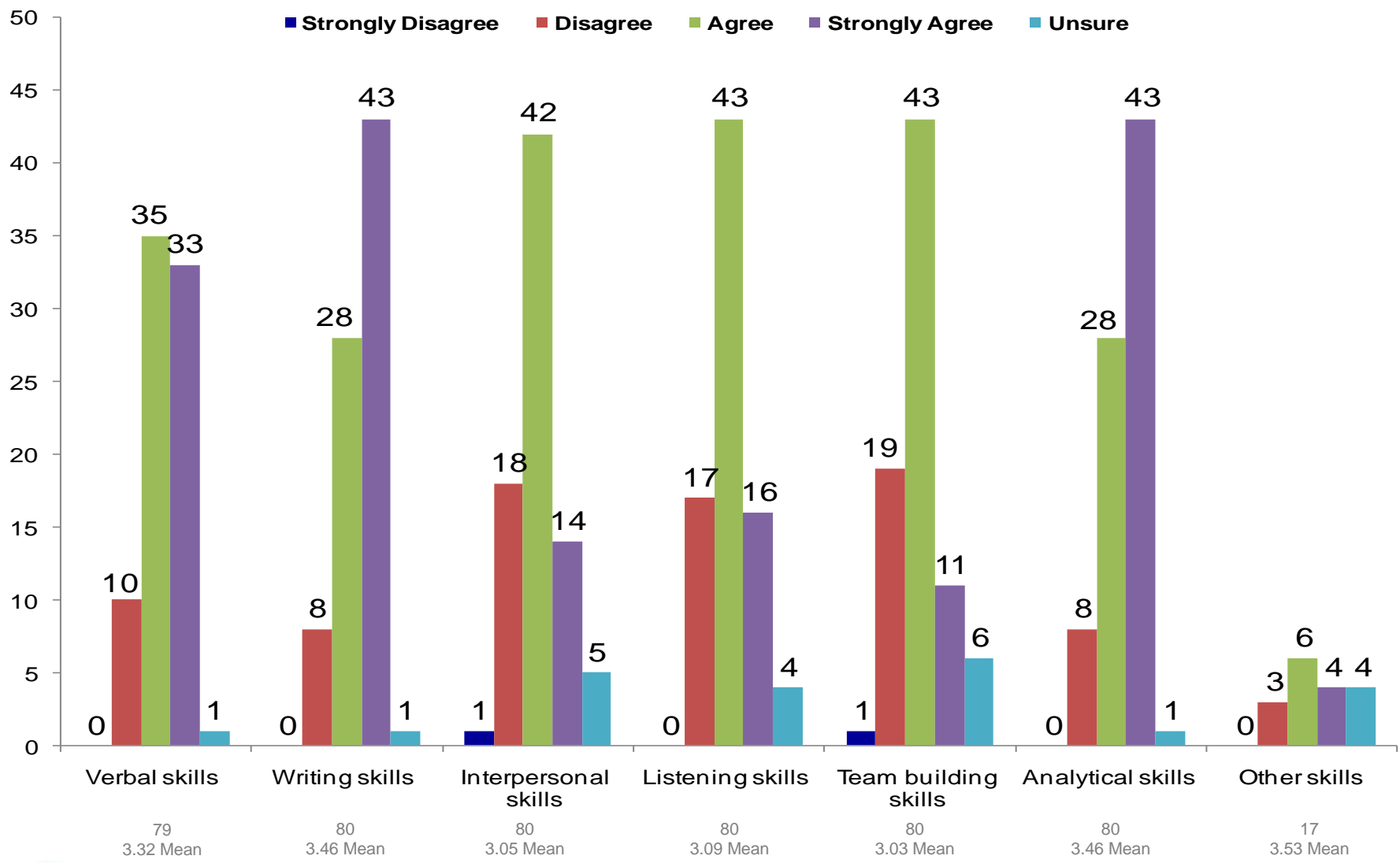
Q13: Over the past year, have you or someone in your department engaged in any of the following activities? (Check all that apply)

45%	No relevant activities.
28%	Established an internship with a current college student.
27%	Participated in a job fair or career day at a college or university.
24%	Made a formal presentation to students on a college campus.
18%	Actively recruited on a college campus.
8%	Invited at least one academic professional to spend time at my company.
1%	Other

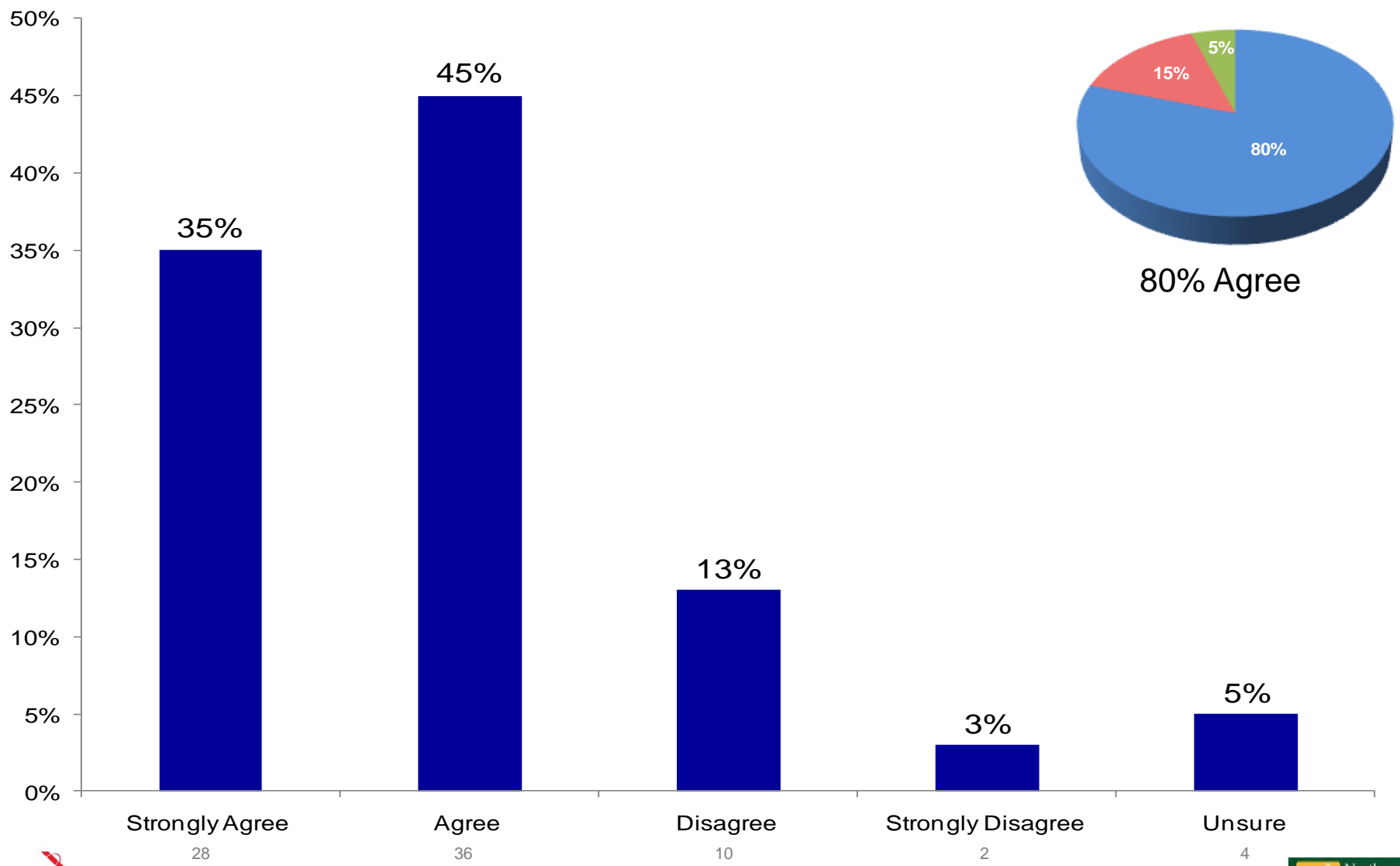
Q14: When considering applications for Loss Prevention, your preferred major would be:



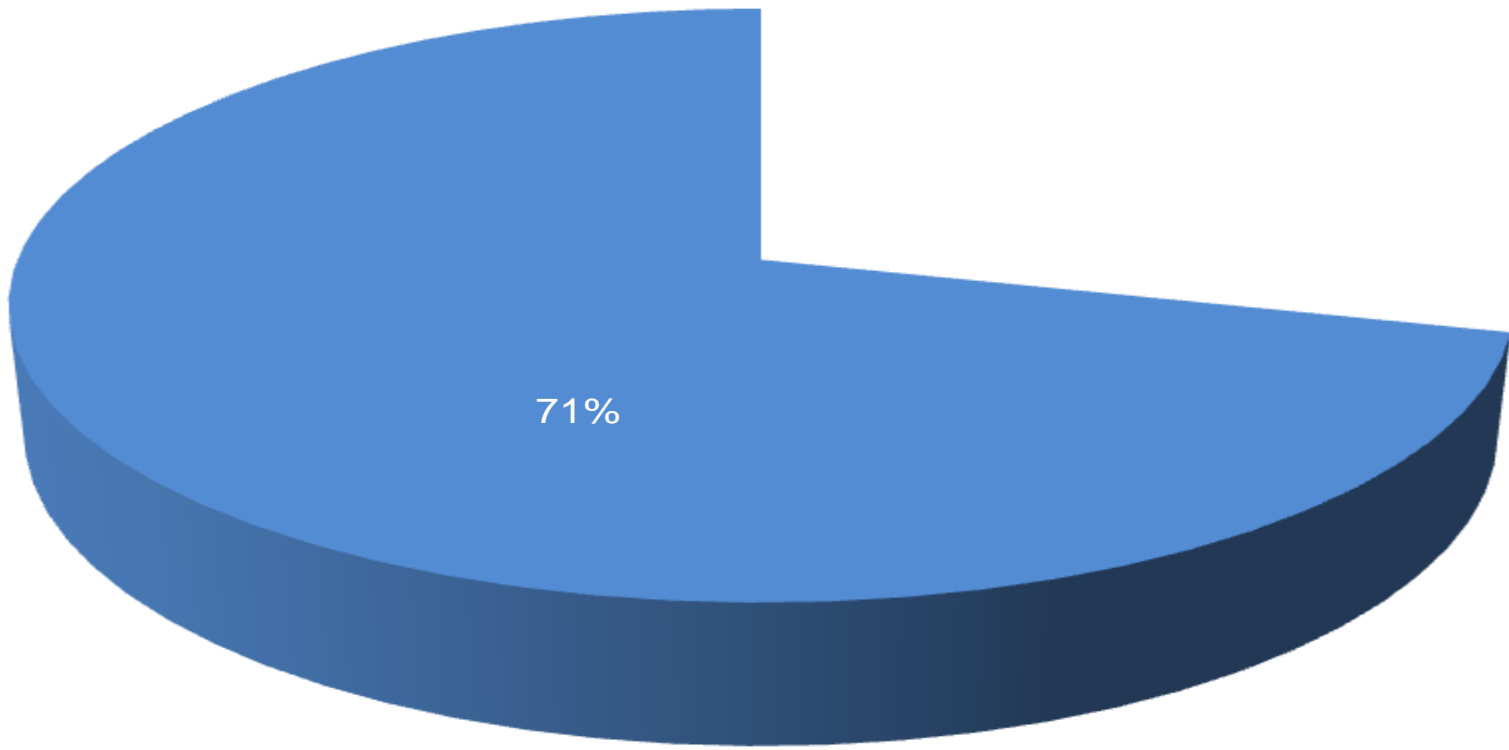
Q15: When openings occur in my area, I have found that applicants with a college degree generally possess competencies that I am looking for (compared to those without one):



Q16: Assuming a comparable level of experience, I am more likely to hire a new employee with a relevant bachelor's degree than another individual without a degree.

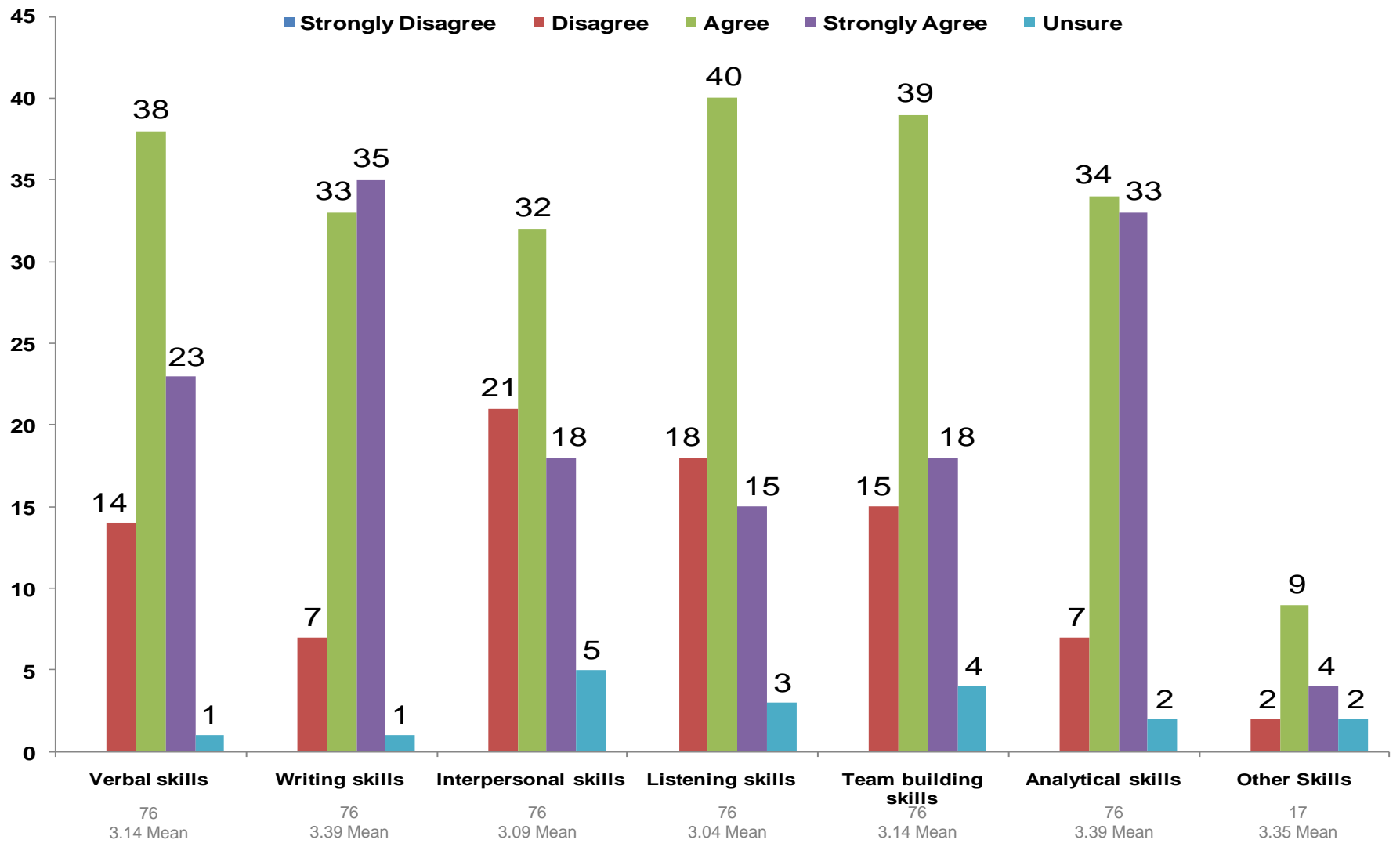


Q17: A Loss Prevention employee with a college degree adds organizational credibility to my department. Move the slider to the position that best approximates your opinion.

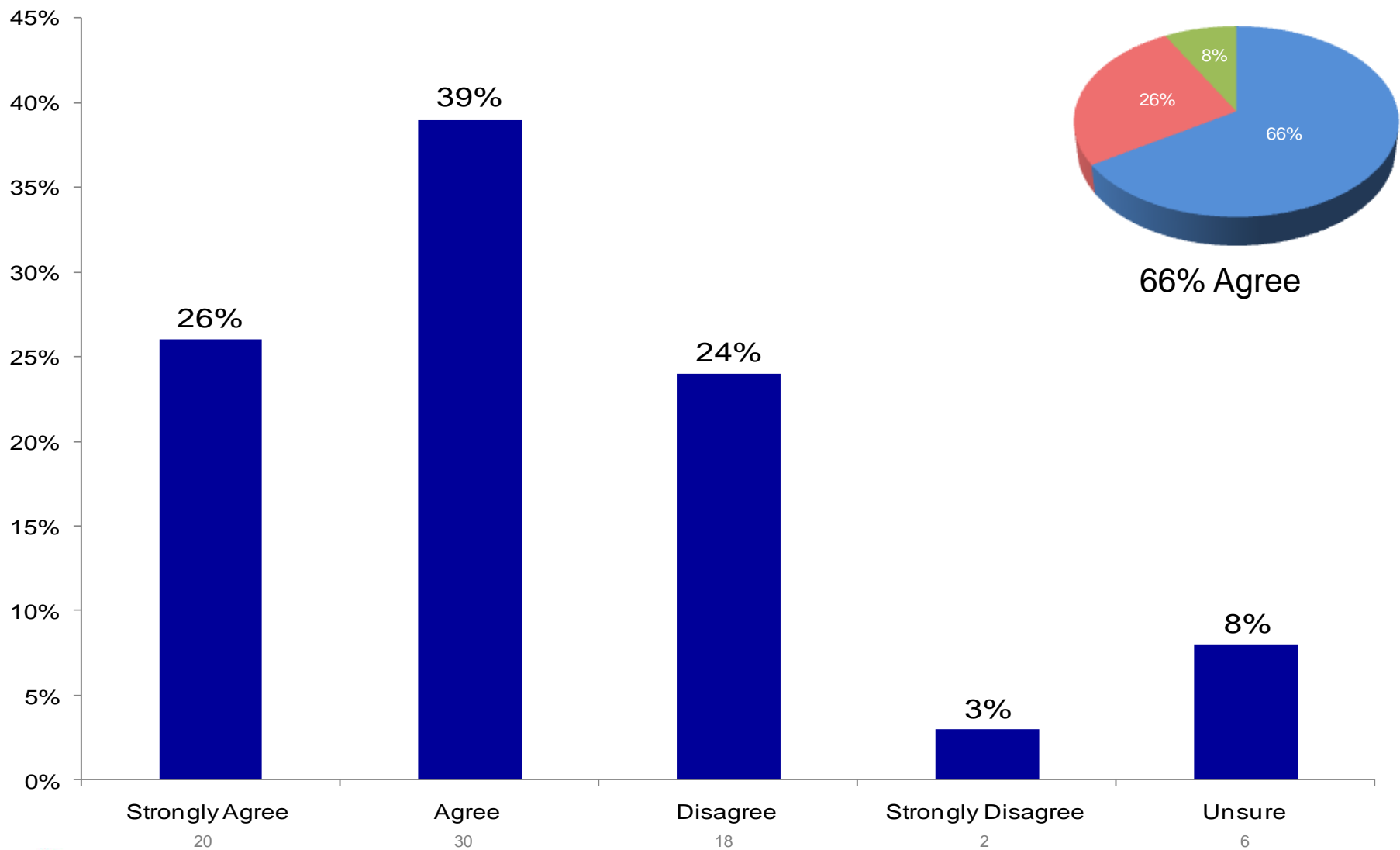


Min Value: 10
Max Value: 100
Standard Deviation: 21.56

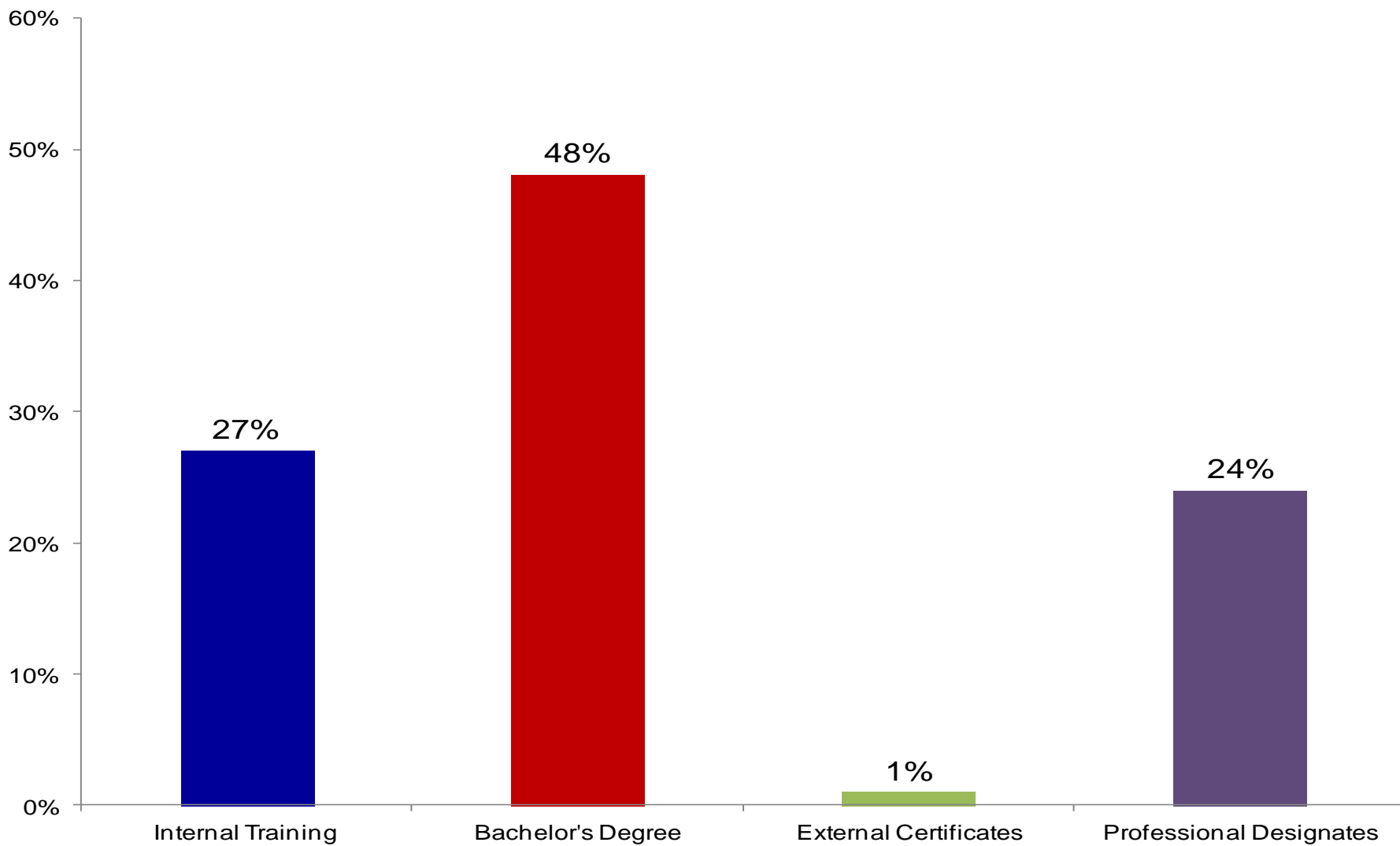
Q18: When looking to promote internally within my organization, I have found that current employees with a college degree possess competencies that I have looking for (compared to those without one):



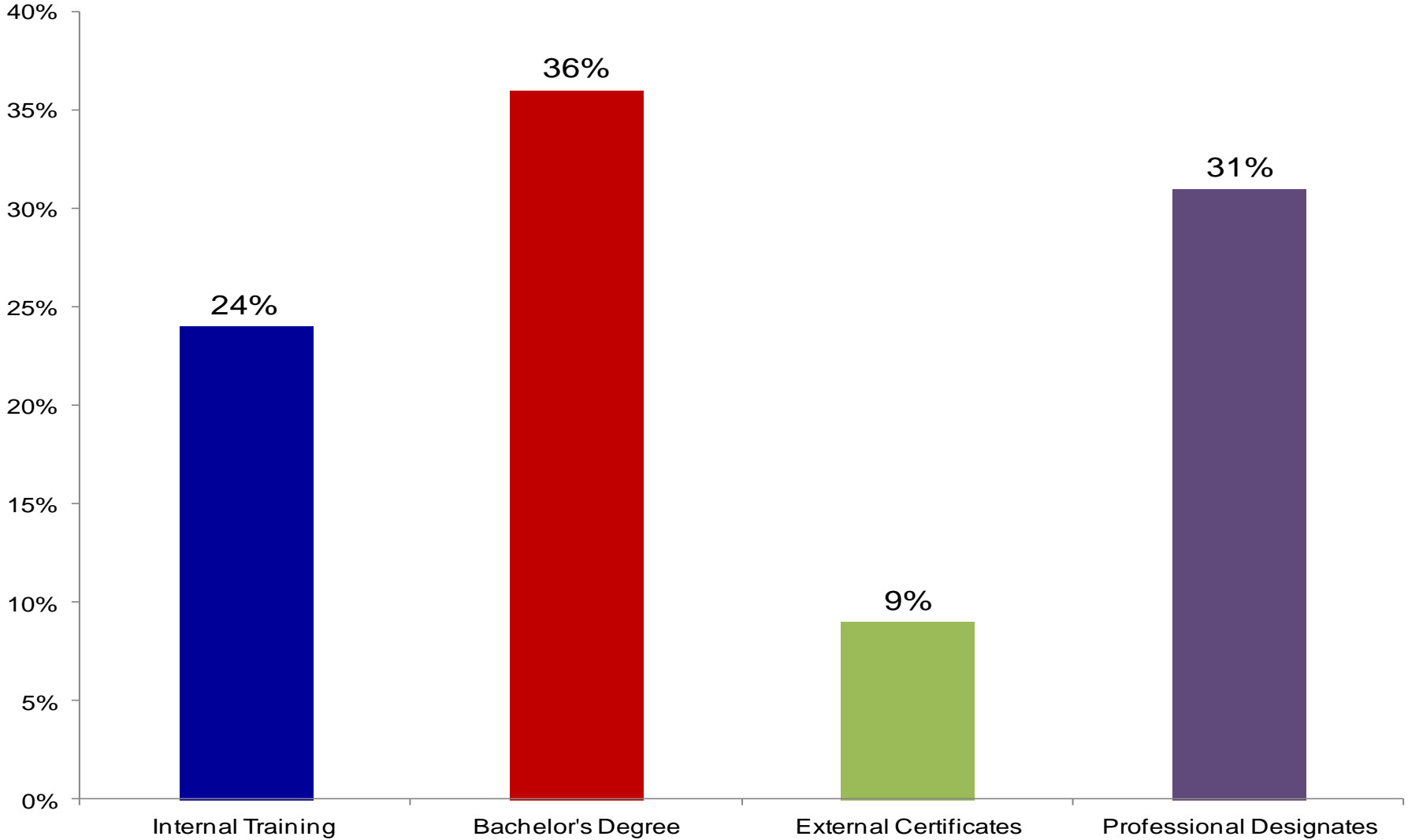
Q19: Assuming a comparable level of experience and past work performance, I am more likely to promote an employee with a relevant bachelor's degree before another individual without a degree.



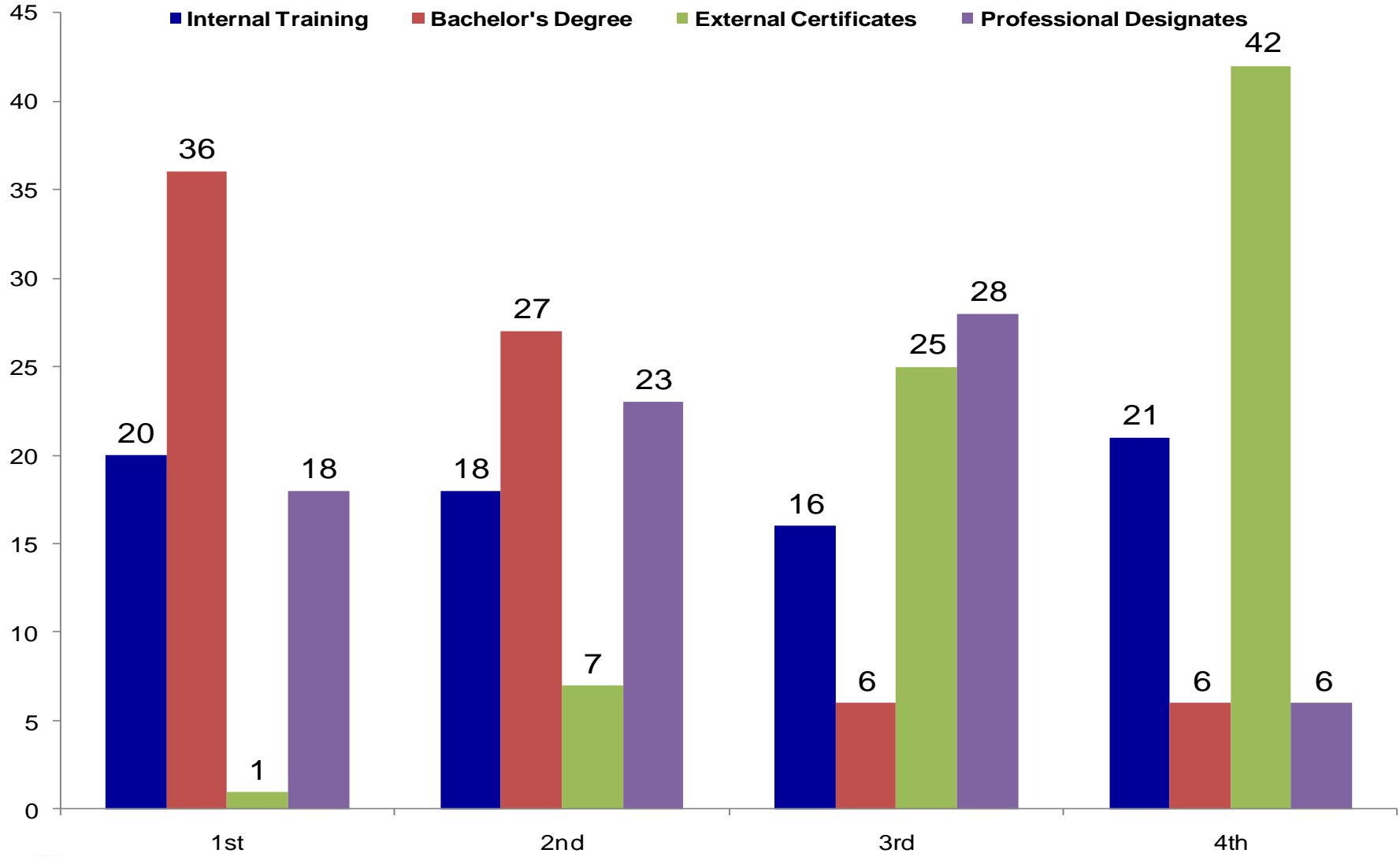
Q20: View 1-Assuming an internal candidate for promotion meets work experience and performance. Enter your educational selection to reflect your first choice.



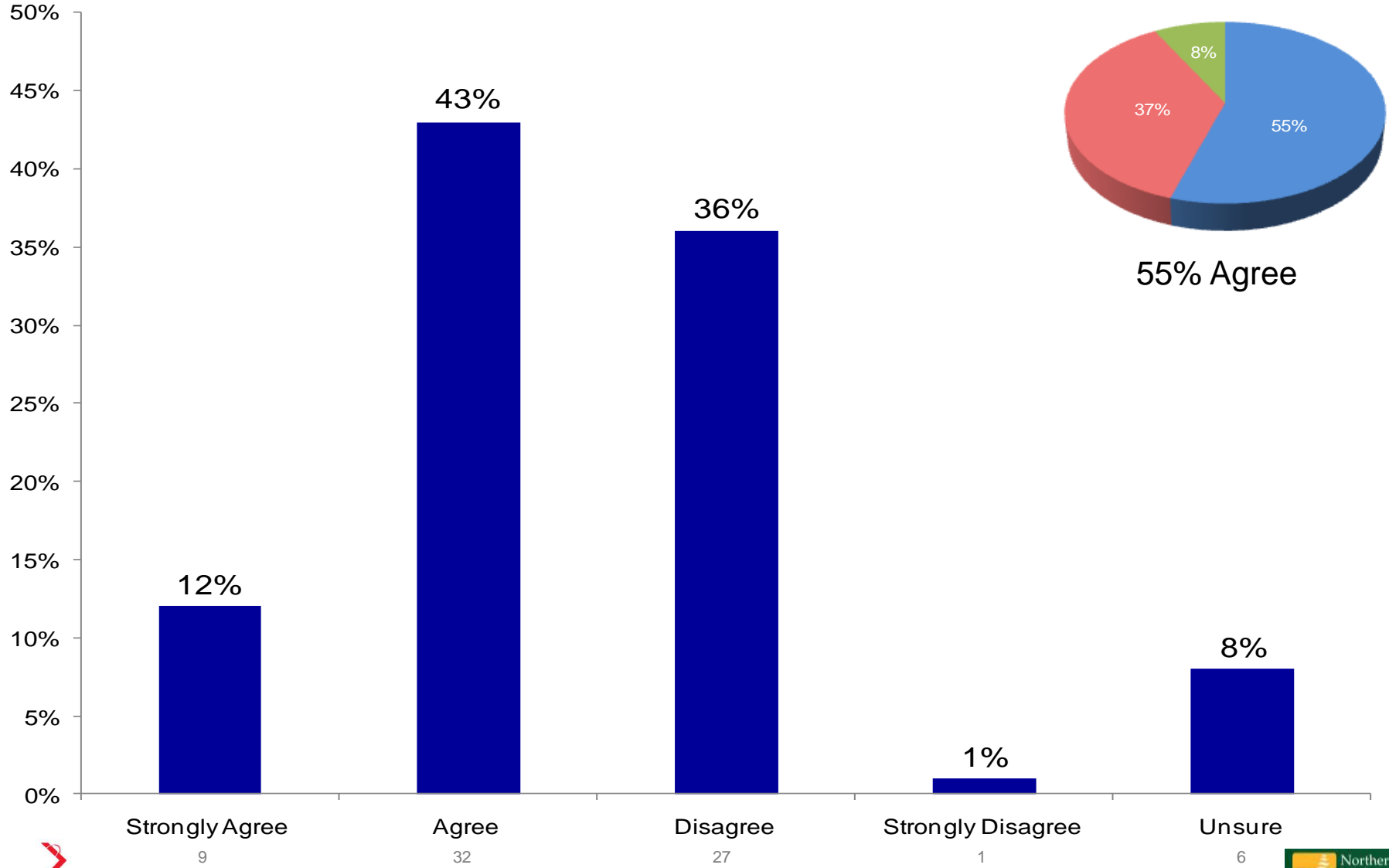
Q20: View 2-Assuming an internal candidate for promotion meets work experience and performance. Enter your educational selection to reflect your second choice.



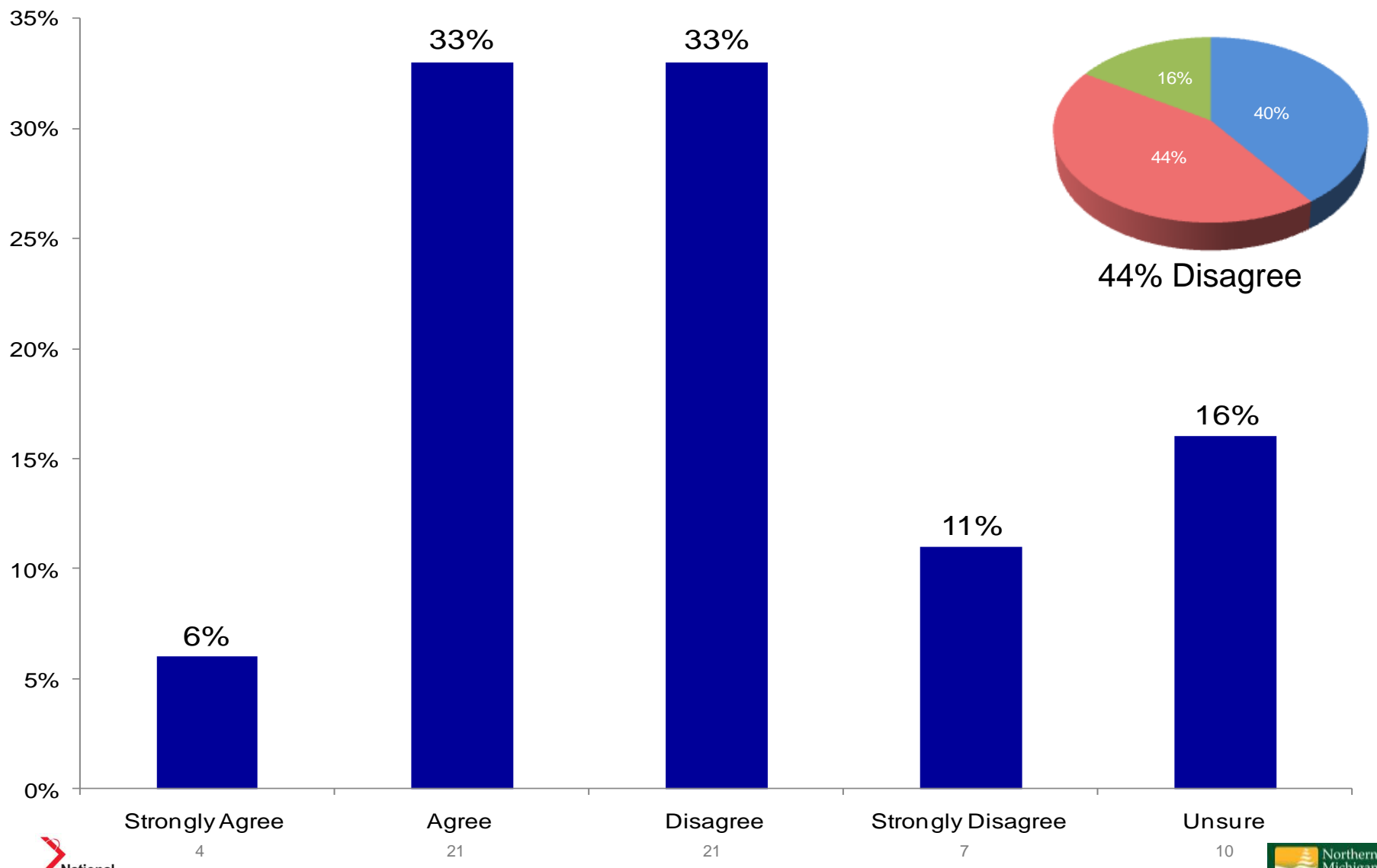
Q20: View 3-Assuming an internal candidate for promotion meets work experience and performance. Enter your selection to reflect your choice. (One being the most important and four the least important).



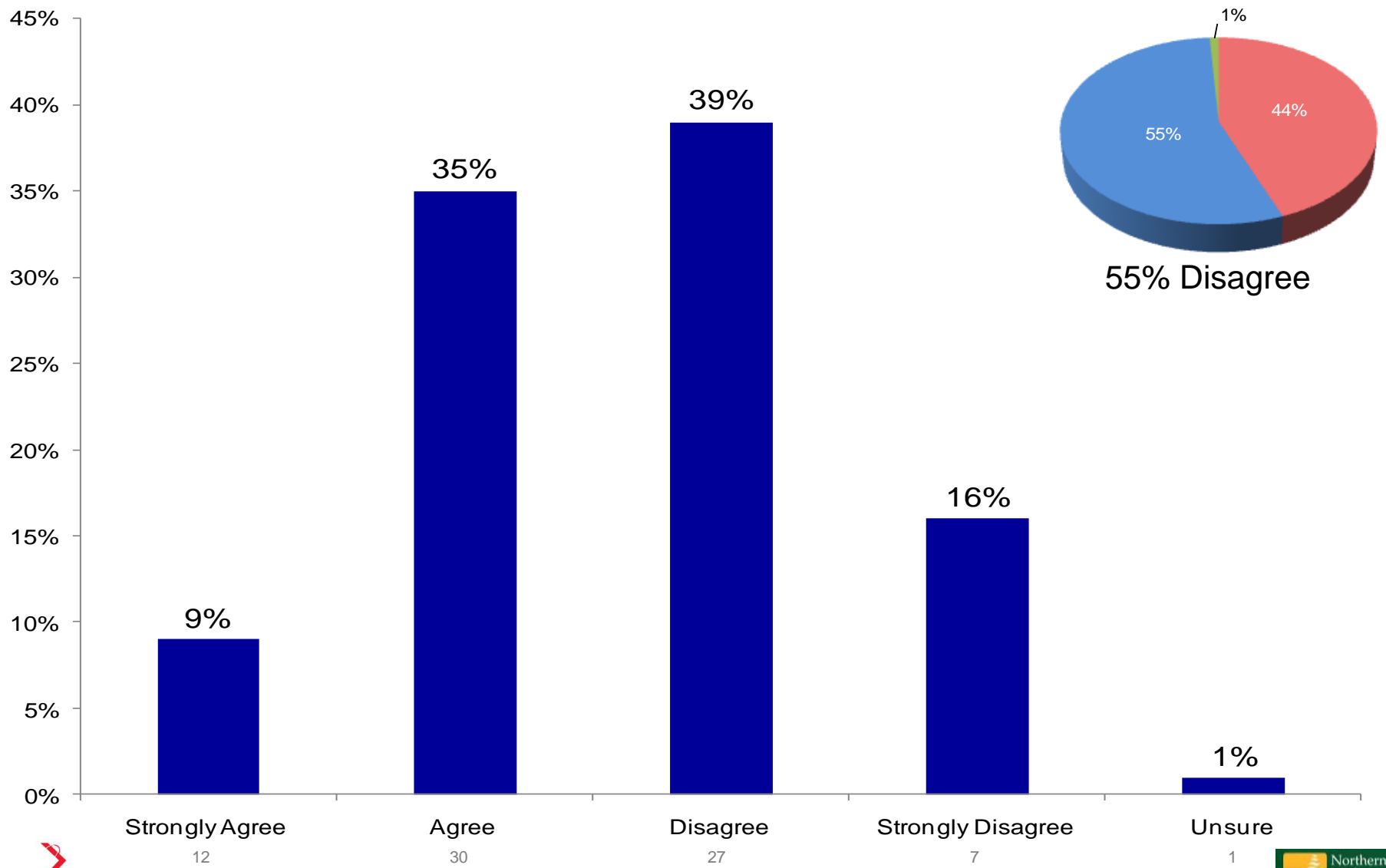
Q21: In general, associates in my department with college degrees tend to outperform those without college degrees.



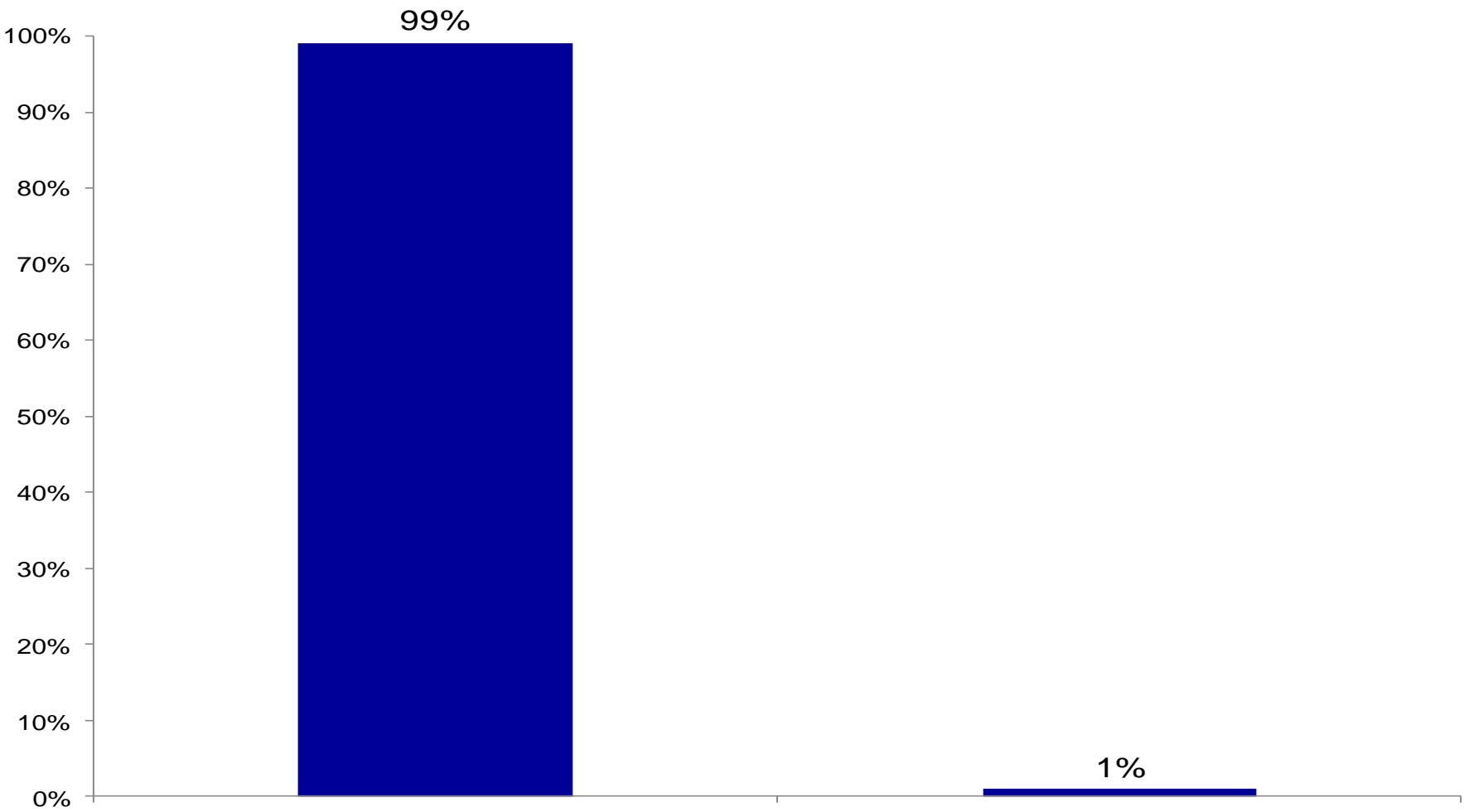
Q22: Defense or plaintiff's attorneys have focused on the education level of my associates called to testify in a deposition or court.



Q23: A prominent Loss Prevention recruiter told recent workshop attendees that if you don't have a college degree, you don't have a future in this business. Do you...?



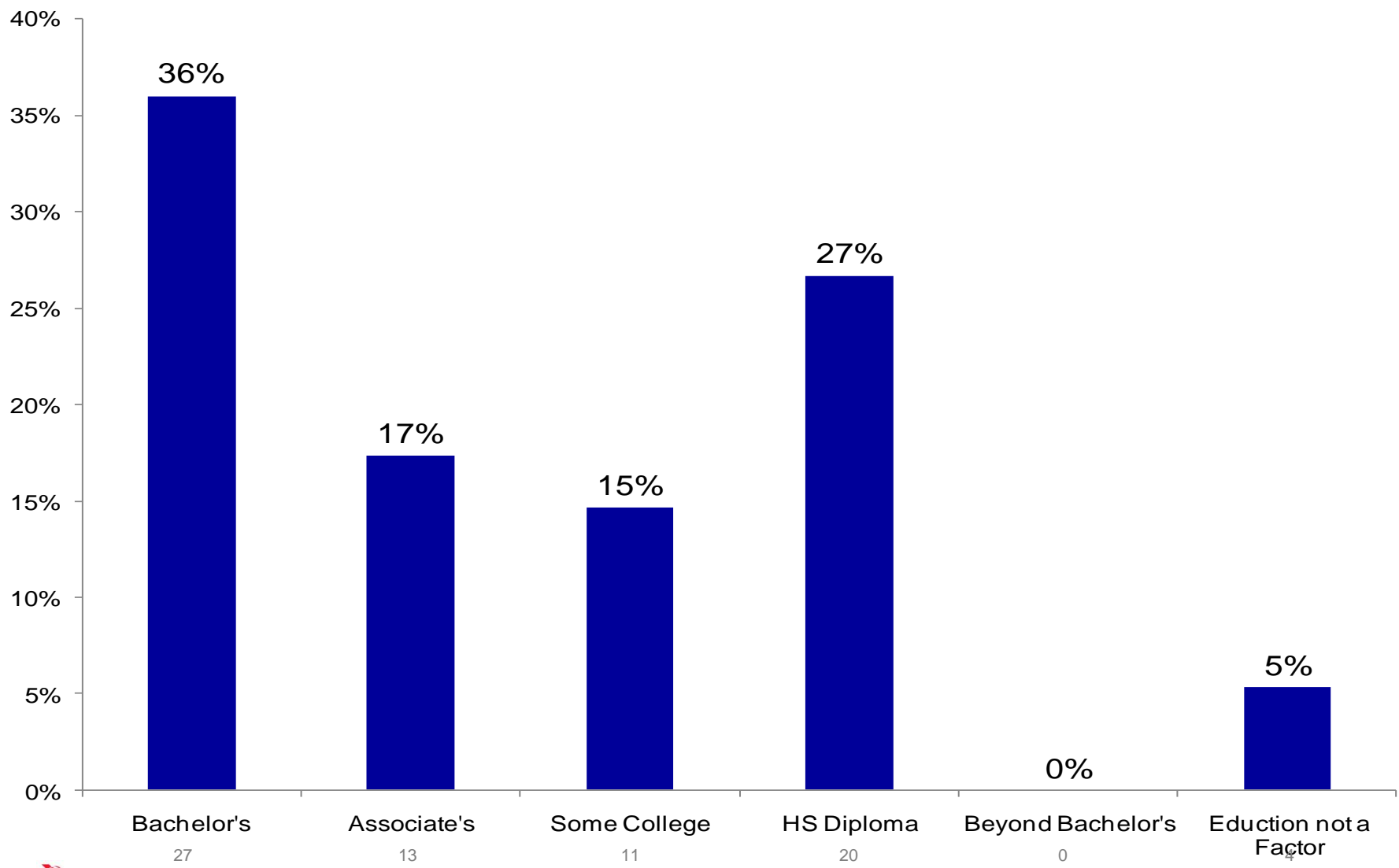
Q24: Which term best describes the management level of your current position?



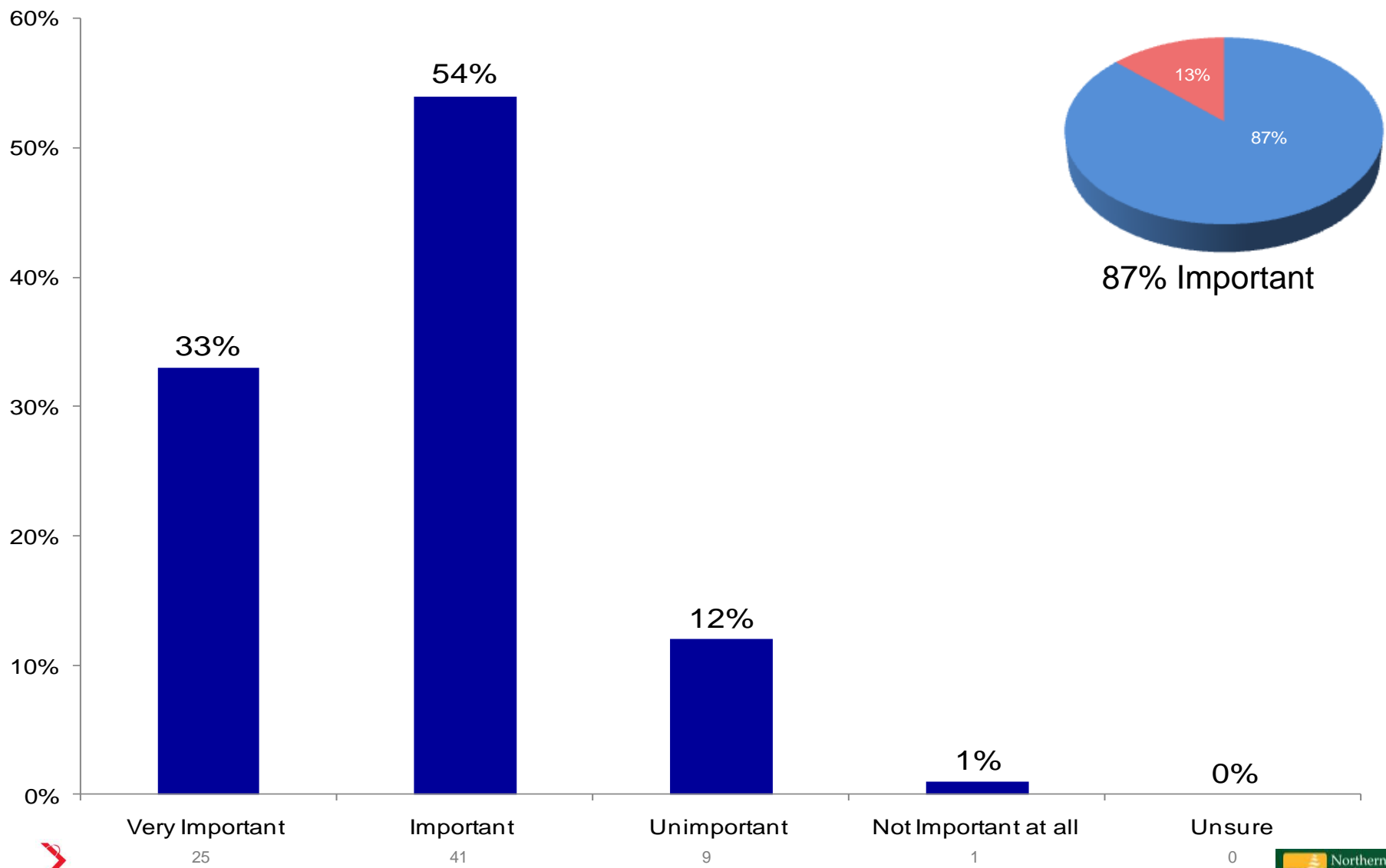
Corporate
77

Multi-store (regional or district)
1

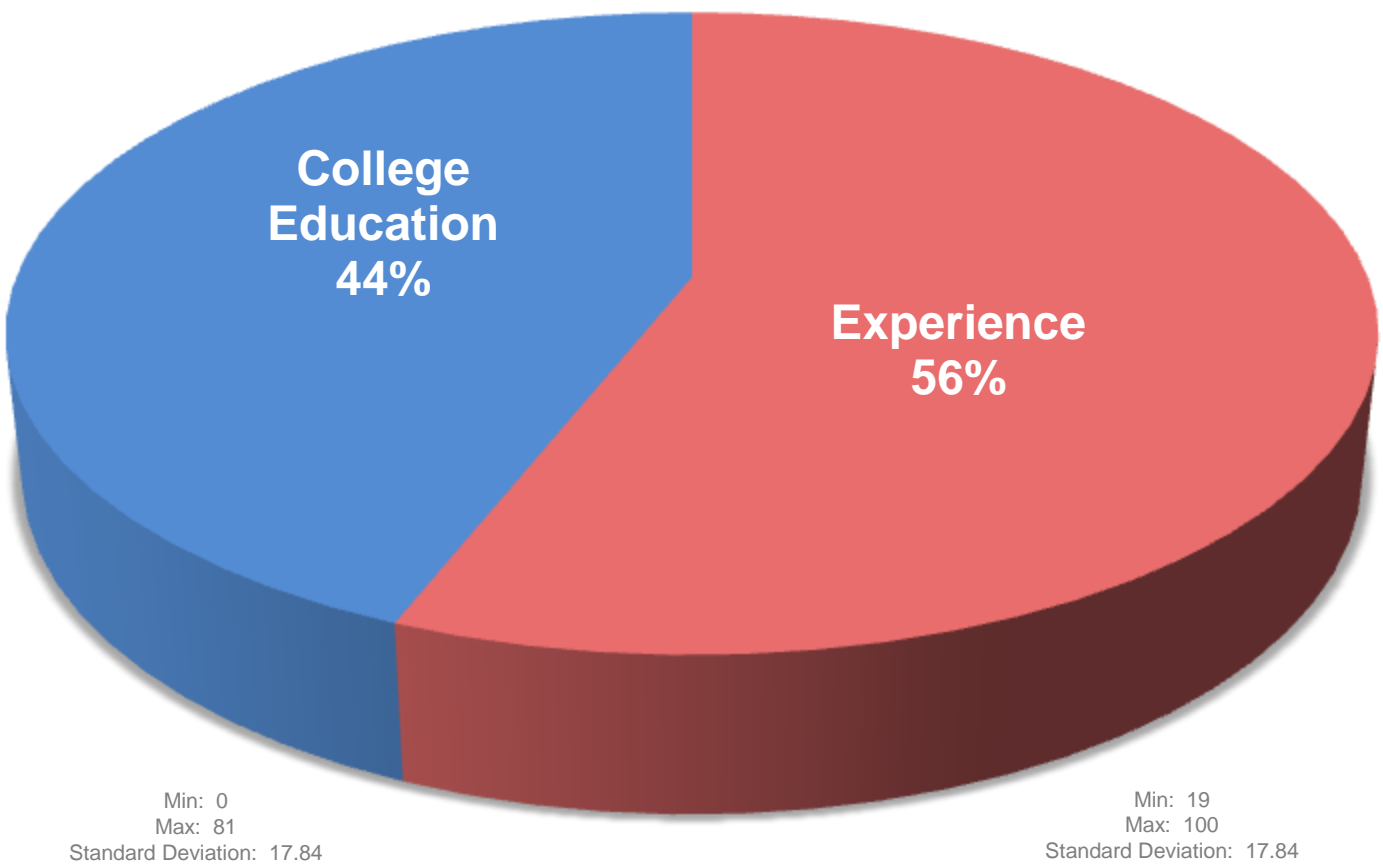
Q25: When hiring or promoting at the corporate level, what is the minimum formal education expectation?



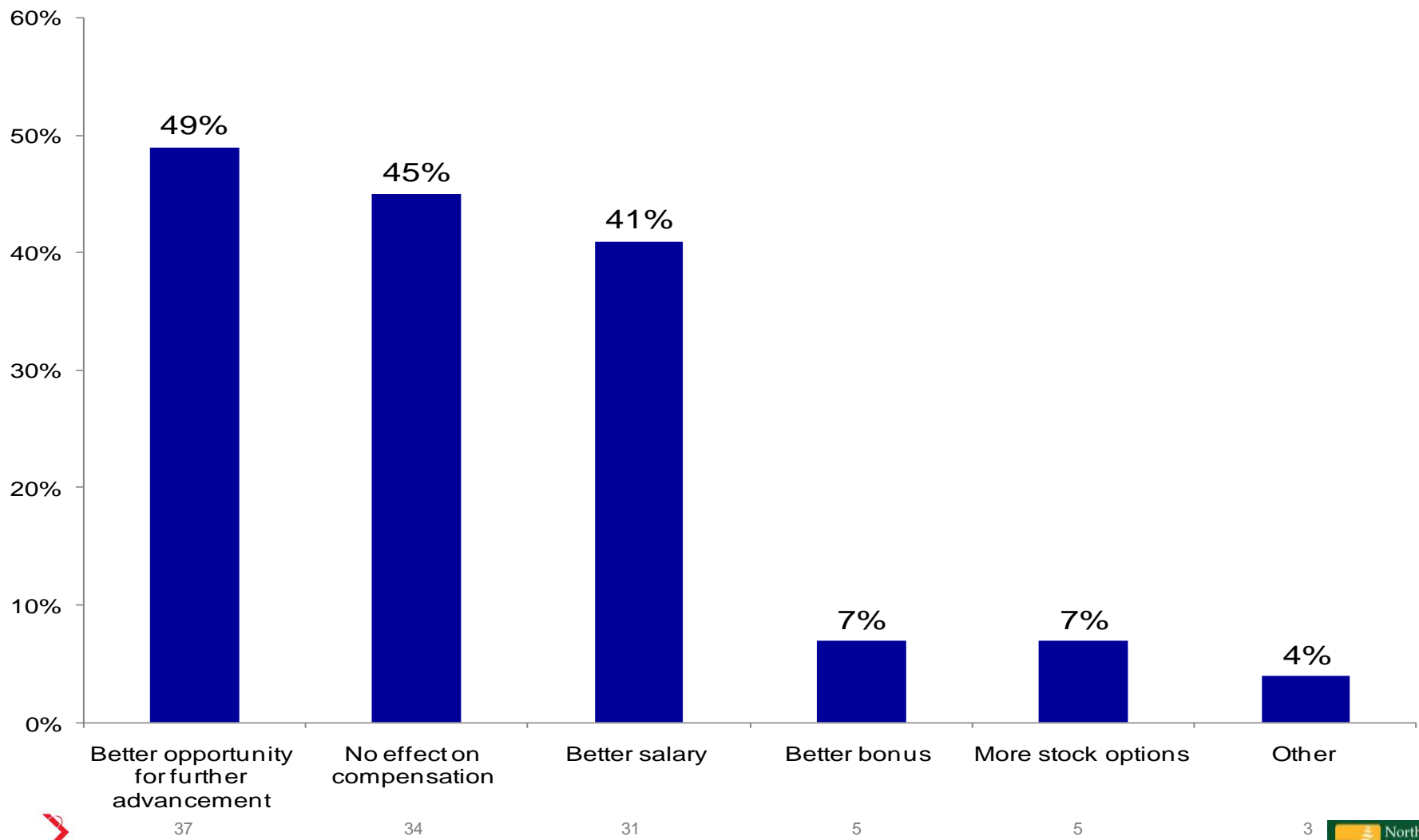
Q26: At the corporate level, how important is having a formal educational degree in the hiring decision?



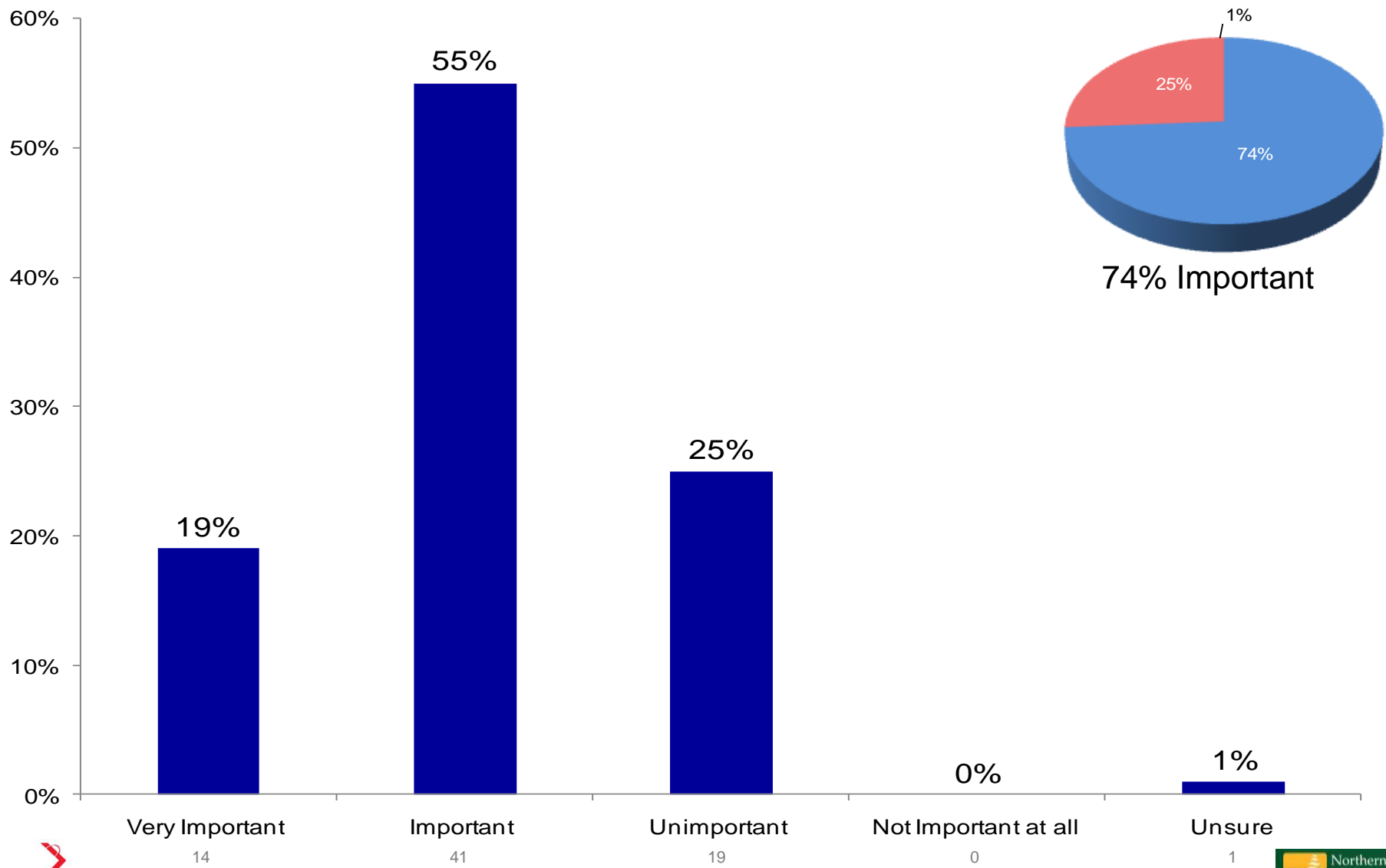
Q27: What is the preferred mix of experience and college education at the corporate level? Adjust each slider to match your perspective.



Q28: At the corporate level, what effect does a college degree have on compensation? Check all that apply.



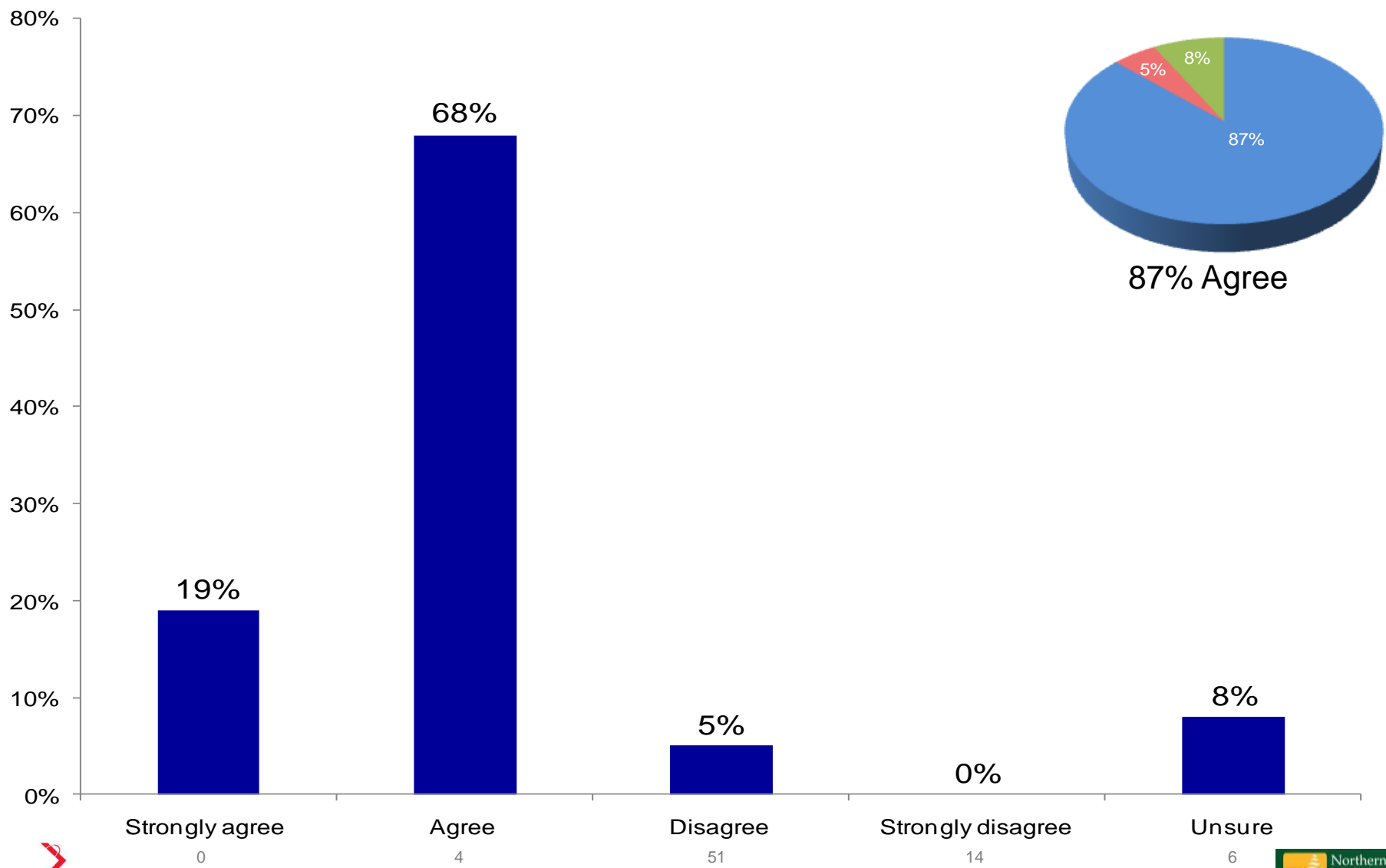
Q29: For a current loss prevention employee at the corporate level without a college degree, how important would the addition of one be in furthering this individual's opportunity for promotion?



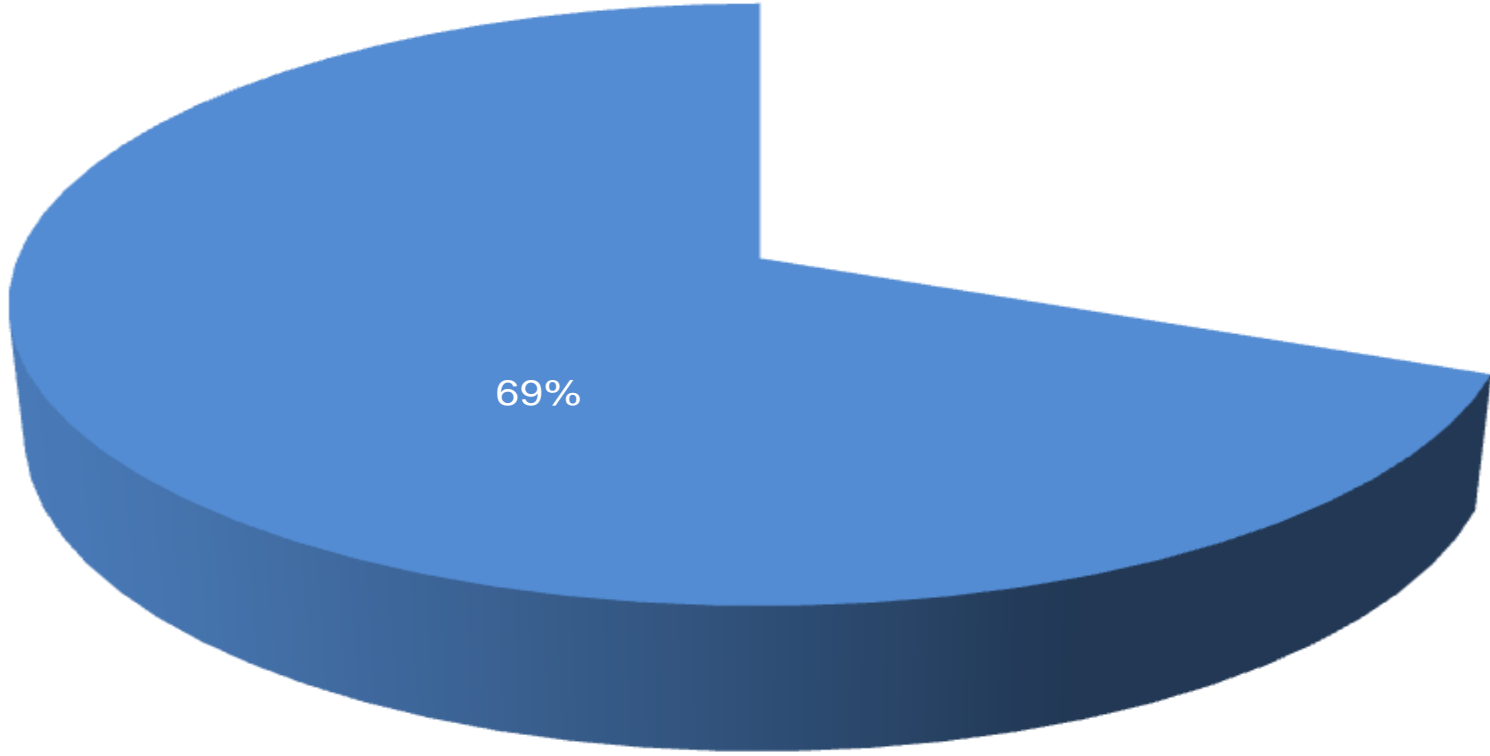
Q30: What role should national trade organizations (e.g. NRF, RILA, FMI) take in encouraging college graduates to enter Loss Prevention as a career? Check all that apply.

75 %	Provide speakers for college classes
59 %	Provide scholarships as a means of promoting field
51 %	Provide staff for college job fairs
47%	Create online ads for college papers
29 %	Create print ads for college papers
8 %	Other
1%	Nothing

Q31: I believe the results of this survey will be useful for Loss Prevention executives in better understanding the role of higher education in recruitment, hiring, and promotion in this field?



Q32: In your department, what percentage of managerial (exempt) positions are held by college graduates?



Q34: Do you know of at least one person who missed a promotion opportunity because they lacked a college degree?

