



Field Team Staffing - A Better Way

CHALLENGE

An IntelliShop white paper which outlines how companies and organizations can navigate complex workplace challenges during a return to the new normal.

OBJECTIVES

- Defining the new normal
- Managing workplace stress related to unplanned work
- Modern day dilemma of doing more with less
- Big box retailer case study

Staffing the New "Normal"

As the pandemic dust settles, companies both domestic and abroad have begun to launch (or “re-launch”) broadscale corporate initiatives to reinvigorate their business. Many of these plans have been moth-balled for the last 18 months, and many more were concocted out of necessity, boredom, or a combination of both during the operational slow down stemming from COVID. Although the business may be coming back many leaders are finding that employees are not, and neither are their pre-pandemic budget dollars.

Yet rollouts continue and those employees that remain find themselves tasked with the responsibility to flawlessly execute these new initiatives while still meeting aggressive pre-existing KPIs. The result is a workforce that is spread too thin, the wrong people are performing the wrong tasks, and sales, shrink, service and morale all begin to suffer.

From the lens of a Loss Prevention Professional, many are finding that they have just started to implement effective programs to address Organized Retail Crime, self-checkout fraud, and internal theft awareness only to have to pivot and now focus on challenges of the new Omnichannel environment, BOPIS, or fraud and abuse from Third Party delivery drivers, particularly in the restaurant environment. Teams are burned out and tensions run high. The pre-COVID, and even mid-COVID gains begin to slip away as focus is diverted.



Stories like these abound, and have been realized by restaurants and retailers, gyms and grocers, the hospitality and personal wellness industries and even the healthcare sector. Loss Prevention leaders want to pitch in and do their part to help, but they also cannot let their core areas of responsibility suffer while they divert their focus to an entirely different function or work center. Even the most resilient and adaptable executives are struggling with how to prioritize their workload and maximize the efforts and results of the teams they lead.

Numbers Don't Lie

A recent study conducted by The American Institute of Stress reports that 80% of managers feel stressed out at work. The key driver of this stress? Unplanned work that was passed on to an employee or manager to complete. This phenomenon is significant enough that the World Health Organization was compelled to weigh in on the topic. They describe unplanned chronic work as: work that causes stress and depletes energy and efficiency. WHO research shows that unplanned work leads to stress and increases the likelihood of the impacted individual resigning their position by a factor of 50% over their unaffected counterparts.

When the resignations do occur, The Society for Human Resource Management (SHRM) estimates that it costs an average of 6-9 months' salary to make up the lost employee. For a manager making \$60,000 per year, that would equate to \$30,000 - \$45,000 in recruiting and training cost per lost employee. Regardless of what vertical you find your business in, the costs and impacts of unplanned work are too significant for employers to ignore. In this post-pandemic era savvy employees have realized that it is truly a buyer's market for job seekers, and even the most dedicated staff members are flirting with your competition on sites such as Indeed and LinkedIn.



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So What?

We've outlined the "what," which leads us to the "so what?" as in "So what do we do now?"

The modern-day dilemma of doing more with less now takes form. Companies still have the same expectations, that is to deliver the same, or typically, improved results year-over-year with less resources.

So how do you limit or manage unplanned workload, reduce meeting frequency and length, all while trying to prevent employee burnout? First, prioritize the necessary work that must be completed for your business to function, in the past these were called your Minimum Process Standards or something along those lines. These should be identified by your department head in consultation with their boss and, to some extent, their team. Move lower priority tasks down the list, and if they are not completed the unintended consequences may not be as severe.

important, but not urgent...

The biggest concern, however, are those functions that are "important, but not urgent" typically these are regulatory or compliance requirements, transaction sampling, operational auditing, franchise business reviews, and the like. This is where we come in.

There are many day-to-day functions that are deprioritized but necessary to run an effective business. While your team and employees are focused on revenue generating or profit protection-based tasks, the other tasks can be passed on to a third-party provider. This allows for all tasks to be completed, business and/or compliance needs to be met and store LP awareness levels to be maintained, all while helping to avoid burnout and turn-over.

Case Study

A multibillion-dollar big box retailer was tasking their already overwhelmed LP team with conducting operational audits in all locations monthly. Their department turnover was already high due to unrelentingly high standards, reimagined employee roles stemming from COVID, responding to physical security concerns related to social justice protests in key markets and an ever-present stream of internal investigations.

This was a classic example of the chicken and egg dilemma – the high turnover and added tasks were causing these operational audits to remain incomplete, while the focus on completing these tasks was consistently identified in employee exit interviews as the primary reason why otherwise high-performing team members felt burned out, ineffective, and lacking work-life balance, prompting them to look for greener pastures.



The company quickly learned they had a bigger issue than anticipated. They needed to continue their operational auditing, but also needed their shrinking internal LP team to remain flexible enough to respond to those items that were both “urgent and important” that seemed to be creeping up with increased frequency.

Three months after identifying their concern the leadership team had 3 goals in mind:

1 **REDUCE
TURNOVER WITHIN
THE DEPARTMENT**

2 **ENSURE THAT ALL
WORK WAS
COMPLETED**

To satisfy both internal and regulatory requirements. This included completing backlogged audits and transaction sampling.

3 **FIND AN
AFFORDABLE,
SCALABLE, RELIABLE
SOLUTION**

That would be able to integrate with their culture as seamlessly as possible.

From the onset, leadership immediately eliminated the notion of adding more internal headcount as they wished to remain respectful of a company-imposed hiring freeze. At the same meeting it was agreed (unanimously) that the work was too important to ignore or even reduce. At this point they sourced IntelliShop to provide much needed assistance in completing operational audits.

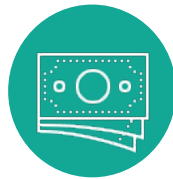
In the three years since then, this organization has seen an increase in position productivity, reduction in shrink, and improved morale, all of which is believed to stem from a reduction in workload.

Key success metrics:



-48%

Reduction in total expenses, which included Payroll, Travel and Equipment



\$10M

In the first year, reduced shrink by more than \$10M in bottom line savings



+60%

Increase in completed operational audits and educational visits

In turn these visits allowed for increased LP awareness, improved customer satisfaction (CSAT) scores. In what was ultimately a win for all parties involved, this client leveraged IntelliShop to help transform the LP function into a pre-paid asset for the company.

IntelliShop - A Better Way

At IntelliShop we work with hundreds of internationally recognized brands to assist them in achieving Operational Excellence, Royalty Assurance, Corporate and Franchise Brand Standards Audits, Loss Prevention Audits and Investigations, Risk Management and OSHA Compliance. Nationally we have a loyal network of several hundred field auditors who have significant experience in the many industries that we serve. These auditors are organized by skill sets that make them uniquely qualified for projects of varying complexity.

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Every evaluation is checked with our 28-step integrity validation process. Results are analyzed, summarized, and provided to your team in real time, through a custom InSite™ portal that we design to meet your brand, language, and functionality requirements.

About the Authors

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Tony Boncore has over 20 years experience within the Loss Prevention industry. he has had the opportunity to work for Fortune 50 businesses and consulted with many of the top national restaurant chains.

Tony has held leadership positions at Target Corporation, Belk Department Stores, Steritech and Restaurant Technologies Incorporated. Responsible for leading the design and roll out of full scale company programs - which included Loss Prevention, Brand Standards Compliance, Crisis Management, Crime Data/Studies and Behavioral Safety.



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Throughout Bob's 20-year career he has held positions of increasing responsibility managing loss prevention, audit and risk management programs for big box and specialty retailers, restaurants and bars, and

other businesses in the service industry as an internal or external partner. A Certified Fraud Examiner, Bob has collaborated on investigations with law enforcement agencies of all levels throughout the US and Canada, and he has managed audit projects throughout North America, the Caribbean and Eastern Europe.