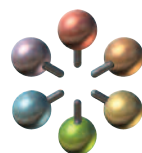


A STUDY OF MILLENNIAL LEARNING & COMPREHENSION OF LOSS PREVENTION, HEALTH & SAFETY IN THE WORKPLACE



Appendix

Focus Group Discussion
Questions and Notes

Conducted & Facilitated by Millennial:

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Core Culture Inc.

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To Elevate Results

SESSION #1: Millennial Communication

What are your preferred methods of communication? Why do you prefer them?

Message boards for employees and managers for all to see (whiteboards in break room or in departments)

E-mail was mentioned but will only be opened if they are interested in the topic.

What source(s) do you rely on most for your information? What makes these sources appealing to you?

Internet-24hours, searching made easy with keywords (point and click)

When training is conducted at your part time job how would you like that information to be communicated to you?

Hands on activities, pictures/visuals, refrain from information overload, scenarios, games, job site tours, group learning in groups of 3-4. They enjoy interactive quizzes and like the answers provided to them as soon as they finish, they like to know what they did wrong.

The group likes to be tested online with the computer program giving them the answers and advice if they only have a few questions wrong. If they failed the quiz the group wanted personal coaching and advice provided offline by their employer.

Does anyone remember a Health & Safety or Loss Prevention poster that you might have seen at work or outside of work? Why do you think you remember that poster?

Not many of them could remember any...What they did remember was the step process posters.

Would you ever consider providing information that would allow your employer to contact you via e-mail or text messaging? If yes, how often would you want to be contacted with information pertaining to Health & Safety or Loss Prevention?

E-mail was preferred over texting and the group would only like to be notified bi-weekly. They don't have a problem giving out their e-mail address.

If your employer had a portion of their webpage dedicated to Health & Safety and or Loss Prevention would you visit it on your own time? If yes, what motivates you to visit this webpage? If no, what would motivate you to visit this webpage?

The group would only visit the page if they needed to find information on something specific but wouldn't go to it for general interest in Health & Safety as well as Loss Prevention.

What form of recognition do you prefer? Personal Praise, Public Praise, Tangible Awards, Cash, Pizza Party, others???

For Health and Safety they felt no recognition should be given because it is their responsibility in order to stay alive and healthy. Only personal praise from a supervisor should be given to them privately not in front of their peers at work.

For Loss Prevention they felt they need to be compensated for aiding with Loss

Prevention because it doesn't benefit them directly. They felt that a goal should be set and if it is attained they are awarded gift certificates or a group dinner out.

Training Preferences

What are the top three websites that you visit often? What makes these three websites appealing?

Facebook, Kijiji and Hotmail were all their top three. These sites were chosen because they are personalized and it is very easy to access information by using their search functions.

Has anyone experienced online training at their part time job? Did you find that this training was effective in the sense that you learned from this teaching tool? Why do you feel that it was effective or not effective?

Mynor enjoyed the online WHIMS training which made it easier to understand... Liked seeing the results on the computer. Many of them did not have experience with online training but the idea appealed to them.

If you can think of an effective or positive training experience please describe it and explain why this was an effective or positive learning experience?

Hands on workshops, role playing, being active (like to be on the move), games in small groups, mix of different learning tools such as: quizzes, short videos, games (jeopardy, crosswords, word search, board game, family feud).

If you can think of an ineffective or negative training experience please describe it and explain why this was an ineffective or a negative learning experience?

Don't enjoy outdated, monotone narrators, bad music when watching a video. They like videos but they have all been poorly produced. They would like to see more enthusiasm but not over the top and some new age music.

Do not enjoy long handouts with lots to read and people speaking at the front for hours on end.

What type of learning style suites you best? (Example visual or hands on, etc.?)

Why do you think that this type of learning for you is effective?

- Enjoy group learning in groups of 4-5
- Like to be shown how and then they would like to try it themselves
- Hands on tour of the workplace

In your opinion what makes effective person to person communication? Why?

Laid back, smiling, approachable and knowledgeable. They made it clear that they didn't want to feel like they were being lectured.

How do Millennials like to be Led?

Who do you feel was an effective teacher or instructor? Why did you find it easy to learn from them?

Funny, not tense and makes the learning environment comfortable, the educator must share their background of knowledge and how they acquired their knowledge so that their words are credible.

**Do you enjoy teaching yourself or having someone teach you or a combination of both?
Why do you prefer this method?**

A combination of both, because it mixes up the learning environment and keeps them interested.

Do you feel training should be administered all in one shot or in multiple short sessions or could you suggest a training template/schedule? Why do you feel this way about learning? How long should a training session be?

The group doesn't mind how long the training sessions run. They would like to see a change in teaching style every 30min.

**Is the age of the person training you a factor in your overall learning experience?
Explain why it is or is not?**

Age is not a factor but they would prefer someone their own age that is enthusiastic and well trained.

When asked if they would participate in extra training in order to train staff on Health and Safety or Loss Prevention, they said, they would as long as they were paid their regular rate of pay for the extra time put into training. They should be given a designation but they just wanted it to be lightly promoted within their retail environment.

For example, just a small poster in the break room with their picture on it.

**Who do you feel should administer the Health & Safety training at your part time job?
Why would you select them?**

One person should specialize in Health and Safety and one should specialize in Loss Prevention. Doesn't matter who administers it as long as they are qualified and it is known that they are a credible source for information on the topic.

SESSION #2:

Perceptions of Health & Safety and Loss Prevention

Did you ever participate in a Health and Safety course offered at your part time job? If you did, did you enjoy the learning process?

The majority of the participants did have a Health and Safety course offered but it was very basic and bland. Information was presented to them in boardrooms, PowerPoints and dark rooms, which made it enticing for people to take a nap. They did not feel as though they were stimulated during these sessions and felt like they were getting paid to have a nap.

Describe what you consider was done poorly during your Health and Safety training?

Monotone presenters, old movies, didn't like to be sitting they felt they should be up walking around and if they sat it should be for a brief time period.

The timing of the training was poor, usually in the evening during their shift and they were tired. It should be done before store opens or done one night when they were not working when the store was closed. They also felt there was a lack of passion for the topic presented to them.

Describe what you consider was done well during your Health and Safety training?

There was not a whole lot of discussion on their positive experience. They all seemed to be poor ones.

However, one participant conducted some hands on training with his manager and felt it was a beneficial experience. He worked in the meat dept. and said his manager walked him through the equipment and let him try using it while he was watched and instructed by his manager. He enjoyed the one-on-one learning environment in this case.

Do you feel that your workplace is safe? If you feel it is why do you think it is? If it is unsafe what kinds of elements make it unsafe?

They felt their environment was safe for the most part but ladder training was the big concern coming from the group. Taking down boxes from the ladder was the specific danger they had mentioned.

The root of the problem lies with the proper storing of heavy boxes. Training should be conducted on how to store and put away boxes in the backrooms of retail environments. We had an idea of making stickers to put on the boxes that say if they are too heavy and help is needed to get it down.

Another concern in combination with the ladder work is they feel rushed to get boxes down. The group felt that there is a rush put on them to get tasks done and sometimes safety takes a backseat.

What are the top three most dangerous elements in your workplace? Do you feel that you are properly trained to avoid injury from these elements mentioned?

Ladders, taking down boxes from high places, materials and boxes are thrown around making big obstacles that people could trip over. Pallet moving techniques should be taught.

Do you feel that there should be safety refresher courses offered in your workplace? Why or why not?

Yes, it should be done yearly and it should be a condensed version of the first training they received. If an accident happens then training should be done in the area in which the accident happened. The person who was involved in the accident should not be named. This employee should be given one-on-one, discreet training, and their co-workers should not know about this to avoid embarrassment.

All surrounding franchises need to be notified about the accident but the location should not be named to again avoid embarrassment.

Do you feel that you are trained properly to confront a shoplifter in your working environment? If you are not, what do you think you would need to learn to have the confidence to confront a shop lifter?

Feel they lack the authority, they would go to the manager first but they think it might be too late once they get to their manager. They felt using code words and referring to the item the shoplifter put into their bag or shirt is a good deterrent.

When I say "Loss Prevention" what sorts of things come to mind? What is associated with Loss Prevention?

Damaged items, theft internal and external and fraud (credit card and counterfeit money) was the biggest concern of the group.

Detecting fraud was something they felt their training lacked and they were not confident enough to pick out a fraud. Time was also a factor with long lines they didn't want to hold up customers in line by checking cards and cash.

They mentioned that a manager should lead by example and they would follow.

We also chatted about employee bag checks and they were not opposed to doing it because they have nothing to hide.

What do you think is the number #1 source of revenue loss for your retail establishment? Why do you think that this? What do you think should be done about it?

Some grocery chains offer a discount on damaged goods and one of the focus group participants said that co-workers would damage a product on purpose to obtain this discount. Simple solution would be eliminating this store policy. Improper displaying of produce resulted in a large loss in the grocery sector.

Does management "walk the talk" when it comes to Health & Safety. If so, how? If not, how?

Managers are very inconsistent when it comes to safety. Short cuts are normally taken to get the job done quicker. Safety is compromised by getting the job done quickly and that seems to be their top priority.

Within Retail what do you perceive the most hazardous situation?

Taking heavy, awkward boxes down from high places on a ladder and lifting boxes in general were the main concerns.

Back care i.e. Proper Lifting is a big focus of many retailers. How can a retailer get their employees to understand and follow proper lifting and material handling procedures?

They said take some time to show the proper technique and display posters in areas where the most lifting is done. Stickers should be put on heavy boxes that show proper lifting techniques and long term effects of poor lifting should be outlined.

Do most employees know how a workplace injury impacts them in their daily lives?

They were never shown what could happen if they practiced unsafe working behaviour. The group was just told how to be safe. They found it would be beneficial to have a guest speaker who had a workplace accident in an environment much like theirs.

When a retailer tracks and measures safety performance it is usually about numbers i.e. Number of injuries, types of injuries etc. Is this information meaningful to you? What would be more meaningful in looking at safety performance?

This information is useful but it needs to be easily accessible in the form of a monthly print outs. People who were involved in the accident should remain anonymous to avoid embarrassment. They are more interested in seeing how often injuries occur and are not concerned about the amount of workdays lost because it is just a part time job.

If you saw a fellow employee acting in an unsafe manor, what would you do and why?

They feel that co-workers don't respect each other...The example the group used was not cleaning up a mess that was not in their department. Just because you don't work in that area doesn't give you the right to leave an unsafe environment for your other co-workers.

Have you ever taken part in a store Safety Audit? Is this something that you would see value in participating in? (an audit is typically a 60 minute walk through where there is a checklist of safety conditions that must be complied to, i.e. exit routes not blocked, sprinkler heads exposed, displays structural intact, PPE available etc.)

Again, time is a factor which is why the group feels they have never conducted a safety audit or have seen one conducted. The group felt it should be implemented and only have the major safety concerns on the list (10-15 items). It should be done as a part of the closing procedures at the end of the day and signed off by a manager. Rotate the employees through the checklist because each employee views dangers differently.

If there was one thing you could change about your past safety or loss prevention experiences what would it be?

The training should touch more on incidents that occur most often.

SESSION #3: Perceptions of Honesty

If you caught one of your co-workers stealing something from the store would you report it?

The group would not report it unless it was an item of high value and it also depended on the frequency this was occurring.

Should you be rewarded for reporting a dishonest act? If yes, how? If no, why?

Yes, but it should only be in the form of personal praise and they hope that at raise or promotion time the act will be remembered by management.

If you would report it what kind of process would you go through? If you don't report it what is standing in your way of reporting this?

They would report to their manager if they felt comfortable with the manager or they would utilize a hotline if one was given to them.

Does your place of employment have a policy that respects confidentiality when reporting a fellow employee of theft? Is this policy promoted in the store in that everyone knows of its existence?

There was nothing in place in the grocery environments but the two who worked in grocery said they felt comfortable taking it up with their manager. The others had a hotline they could phone which was posted in the break room and in the back room of the store. They liked the idea of the business cards with the hotline contact on them.

Does the fact that your co-worker is a friend outside of work change your decision of reporting them if they stole from your place of employment? What should employers do to make sure employees don't get away with theft in this case?

The group would give their friend a warning and would talk to them and convince them to return the item and never do it again. If it happened frequently (more than once) they would feel as though they would report it after another conversation with their friend.

Have you been exposed to a co-worker who has stolen from your employer? How were they dealt with? Where they caught? Do you feel they were dealt with appropriately?

Not too many cases but they heard of people being caught and then fired on the spot. They agreed that you should lose your job for stealing and they know that is the consequence.

Do you feel pressured to give your store discount to your friends if they come into the store? How should stores deal with this issue?

They felt more pressured in an environment where there were big ticket or hot items that their friends wanted. Shoppers Drug Mart offered the same discount that employees received and extended it to friends and family of employees as long as the employee was present for the purchase. The group felt that friends and family days should occur on a monthly basis offering them a discount.

What kind of tricks have you used or have you heard being used to give friends a discount when they visit your place of employment?

Friends would come in and put something on hold under their friend's name that worked at the store and at the end he or she would then pay for it with their discount.

Share some stories of dishonest co-workers and explain the negative impact that resulted from this. How should this situation be dealt with in the future?

Accidental or faked injuries for the purpose of getting a settlement claim for money.

Co-worked has snuck their boyfriend into work and was constantly talking to him during their shift. This created a large distraction for this worker and they were unable to perform their job to the best of their abilities.

What or who sets the tone for ethics within your workplaces?

Managers would set the tone depending on their work ethic. A job title of high importance aids in the influential power of the manager in the working environment.

What does honesty mean to you?

Trust, working and living by the rules and being professional.

SIDE NOTE:

The group mentioned that they held on to their hiring package of documents and did refer back to them. A Safety or Loss Prevention guide might be a great tool to add to their hiring package since they tend to hold on to them and refer back to them.