USDA United States Department of Agriculture
Food and Nutrition Service

EconSys

UF UNIVERSITY of FLORIDA

Large SNAP Store Survey

This survey is being conducted for the Food and Nutrition Service, U.S. Department of Agriculture as part of a study of the large retail chains participating in the Supplemental Nutrition Assistance Program (SNAP, formerly food stamps). All responses will be kept private to the extent allowed by law; no names will be used in our reports, and only aggregated results will be reported.

The study is authorized by the Agricultural Act of 2014, 7 U.S. Code § 2026 - Research, demonstration, and evaluations, (l) Cooperation with Program Research and Evaluation, which says "States, State agencies, local agencies, institutions, facilities such as data consortiums, and contractors participating in programs authorized under this Act shall— ''(1) cooperate with officials and contractors acting on behalf of the Secretary in the conduct of evaluations and studies under this Act; and 2) submit information at such time and in such manner as the Secretary may require.''

Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to:

U.S. Department of Agriculture
Food and Nutrition Service
Office of Policy Support, Suite 1000
Alexandria, VA 22302
Attn: Dr. Eric Sean Williams

We thank you for your cooperation and participation in this very important study.

Store Survey of Large SNAP-authorized Retailers

Introduction/Responses to Frequently Asked Questions (FAQ)

WHO the U.S. Department of Agriculture (USDA) hired to conduct this survey

USDA's Food and Nutrition Service (FNS) hired independent researchers at Economic Systems, Inc. of Falls Church, VA (http://www.econsys.com/) working with the Florida Survey Research Center (http://flsurveyresearch.centers.ufl.edu/) at the University of Florida, to conduct a study of the Supplemental Nutrition Assistance Program (SNAP, formerly known as food stamps). They are FNS-authorized representatives.

WHY USDA/FNS asks large SNAP retailers to respond to this survey

USDA research found that rates of SNAP fraud for small stores are up to 10 times higher than the rate for large retailers. FNS's most recent published research found that small stores account for only 15 percent of SNAP redemptions, but are responsible for 85 percent of SNAP fraud.

Given these findings, USDA wants to learn about the loss prevention and other practices used by large chains that may contribute to the low rates of SNAP fraud among large retailers.

WHAT this survey covers

This survey asks about organization, loss prevention, staff training, company policies, point of sale (POS) and other systems, analytics, training, surveillance and investigation.

HOW FNS will use the results

FNS plans to use the results to compare their own efforts in preventing SNAP fraud to those of large retail chains, which as a group have demonstrated an ability to prevent SNAP fraud.

Privacy

Answers to survey questions will be secured and not shared with anyone outside the research team, except as otherwise required by law. No names will be used in the reports, and only aggregated results will be included in our reports. Respondents are notified that answers given will be kept private and used for research and statistical purposes only.

Voluntary

This survey is voluntary and nonresponse will not affect your store's SNAP authorization. You do not have to answer any questions that you do not want to answer.

Paperwork Reduction Act Notice

The valid OMB control number for this information collection is 0584-XXXX. The time required to complete this information collection is estimated to average 90 minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection.

Questions and Comments

If you have any questions about how to complete this survey, please call toll-free (866) 392-3475 or at mscicc@ufl.edu. If you have any questions for USDA's Food and Nutrition Service about this project, you may contact the USDA project officer, Dr. Eric Sean Williams, at Eric.Williams@fns.usda.gov.

Thank you in advance for your time and participation.

SURVEY INSTRUCTIONS

This survey asks about loss prevention and SNAP violations. Misuse of SNAP in retail settings includes these types of violations:

- *SNAP benefits being accepted for non-food or hot food purchases.*
- *Cash being provided as change for SNAP benefits.*
- *SNAP benefits being exchanged for cash, usually at a lesser value.*
- *SNAP purchases being returned for cash or store credit instead of being credited to the SNAP EBT card.*
- *Stolen cards being used to make purchases at authorized SNAP retail stores.*
- *Purchased cards being used to make purchases at authorized SNAP retail stores.*

FNS recognizes that some violations can occur due to misunderstanding, lack of knowledge, and that stolen, purchased cards and non-receipted returns would not be detectable by SNAP retailers.

Please complete this electronic survey by either marking the appropriate answer or typing an answer in the space provided. If you do not know the answer or do not have the information needed to answer, mark "not sure."

SNAP in This Store

The first set of questions relates to SNAP use in this store.[1]

1. In this store does a SNAP EBT purchase takes less time, about the same amount of time, or more time to complete than a purchase made with another form of payment?
   ☐Less
   ☐Same
   ☐More
   ☐Prefer not to answer

   IF 'TAKES MORE TIME':

   1A. Do any of these situations cause SNAP transactions to take more time? (Please mark ALL that apply.)

   ☐Some SNAP participants try to purchase non-permitted items
   ☐Some SNAP participants ask for cash
   ☐Some SNAP participants try to use expired cards
   ☐Some SNAP participants try to use a SNAP EBT card with insufficient funds
   ☐Some SNAP participants do not know their PIN
   ☐Some SNAP participants need to use multiple payment methods
   ☐Electronic approval of SNAP EBT transaction processing is sometimes slower or less reliable than other forms of tender

   ☐Other (Please describe): _____
   ☐Not sure
   ☐Prefer not to answer

2. Approximately what percentage of this store's total sales are accounted for by SNAP purchases?
   ☐Percent: _____%
   ☐Not sure
   ☐Prefer not to answer

Store Policies and Procedures

Next, we have a few questions about policies and procedures at this store.

3. Is it store policy to allow any food items for return when purchased with SNAP EBT?
   ☐Yes
   ☐No
   ☐Prefer not to answer

4. If a customer requests to return food item(s) without a receipt, does your store use any of the following methods to identify whether the purchase was made with SNAP? (Please mark all that apply.)

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[1] Note to PRA reviewers: Subheadings in blue italics are read by interviewers in the CATI version of the instrument. Blue text in brackets will appear in both the CATI and Internet versions, providing instructions and definitions.

☐Not applicable—returns are not allowed without a receipt
☐Ask the customer the method of payment
☐Ask the customer for the payment card used to make the purchase
☐Ask the customer to provide identification with name and address
☐Ask the customer for the approximate date of purchase
☐Use customer payment method to look up/verify the transaction in the company's systems
☐Use customer name and address to look up/verify the transaction in the company's systems
☐Use customer loyalty information to look up/verify the transaction in the company's systems
☐Use the date of purchase to look up/verify the transaction in the company's system
☐Review surveillance videos to confirm the purchase was made at the store

☐Other (Please describe): _____
☐Prefer not to answer

5. If your store determines that a non-receipted food item was purchased with SNAP, which of the following are possible? (Please mark all that apply.)

☐Return is refused
☐Customer is given a like item in exchange
☐Return is credited to EBT card if the customer has a valid EBT card
☐Customer is given store credit for the item
☐Customer is given cash for the item
☐Customer is given their preference (like item, store credit, or cash)
☐Other (Please describe): _____
☐Not sure
☐Prefer not to answer

6. Does the store have a policy about a customer using three or more SNAP EBT cards in a transaction?
☐Yes
☐No
☐Not sure
☐Prefer not to answer

IF YES:

6A. What is the policy? (Mark the response that is closest to store policy.)

☐Accept the cards
☐Accept the cards and report it to a supervisor, store manager, or security
☐Call in supervisor, store manager, or security to determine how to handle the situation
☐Other (Please describe): _____
☐Not sure
☐Prefer not to answer

7. Please estimate the percent of this store's SNAP sales that are made at self-checkouts.
☐None
☐Percent: _____%

☐Not sure
☐Prefer not to answer

IF percent is greater than zero:
7A. Can multiple EBT cards be used at self-checkout lanes?
☐Yes
☐No
☐Not sure
☐Prefer not to answer

Loss Prevention in This Store

Now we want to ask about this store's loss prevention systems, beginning with security.

8.   Which of the following security measures are used in this store? (Please mark ALL that apply)
☐Electronic Article Surveillance (EAS)
☐Closed circuit television (CCTV)
☐Uniformed guards
☐Undercover LP agents
☐Signs/special signage
☐Public-view monitors (PVM)
☐Other (Please describe):_____
☐No security measures are used
☐Prefer not to answer

If YES to one or more security measures:

8A. Using a scale from 1 to 5, where 1 is "not effective at all" and 5 is "very effective," please answer the following questions.

	1 – Not at all effective	2 – Slightly effective	3 – Somewhat effective	4 - Effective	5 – Very effective	Not sure	Prefer not to answer
How effective are this store's security measures in limiting shrink?	☐	☐	☐	☐	☐	☐	☐
How effective are this store's security measures in limiting misuse of SNAP benefits?	☐	☐	☐	☐	☐	☐	☐

Now we have some questions about your POS system. [Definition: A point-of-sale system is, at a minimum, a computerized register that uses a barcode scanner to identify products being sold and to calculate the amount of the sale to the customer. POS systems typically identify SNAP-permitted items.]

9. Does this store have a POS system?
☐Yes
☐No
☐Prefer not to answer

IF NO, SKIP to Q10

IF YES:

9A. Can inventory for this store be monitored through the POS or other systems?

☐Yes
☐No
☐Not sure
☐Prefer not to answer

9B. Is the POS system programmed to detect permitted products for purchase with SNAP benefits?
☐Yes
☐No
☐Not sure
☐Prefer not to answer

9C. Does the cash drawer lock during a SNAP EBT transaction?

☐Yes
☐No
☐Not sure

☐Prefer not to answer

9D. Does the POS system require manager approval of a void?

☐Yes
☐No
☐Prefer not to answer

9E. Does the POS system require manager approval of use of a generic SKU (e.g., "grocery" instead of specific item)?

☐Yes
☐No
☐Prefer not to answer

9F. Does the POS system require a manager approval of an override?

☐Yes
☐No
☐Prefer not to answer

9G. Does the POS system require identification of cashiers that is more definitive than a password, such as facial recognition, verification of identity with a government-issued picture identification card, or verification with a company-issued picture identification card?

☐Yes
☐No
☐Prefer not to answer

9H. Does the Timecard system require identification of cashiers that is more definitive than a password, such as facial recognition, verification of identity with a government-issued picture identification card, or verification with a company-issued picture identification card?

☐Yes
☐No
☐Prefer not to answer

9I. Does the POS have automatic logout for inactivity?

☐Yes
☐No
☐Prefer not to answer

9J. Does the POS or other systems record transaction revenues by form of tender?

☐Yes
☐No
☐Not sure
☐Prefer not to answer

9K. How long is transaction data retained by or for this store (for possible access in a future investigation)?

☐1 day or less
☐2 to 7 days
☐8 to 14 days
☐15 to 30 days
☐1 to 3 months
☐4 to 6 months
☐7 to 9 months
☐10 to 12 months
☐More than 1 year
☐Not sure
☐Prefer not to answer

9L. Using a scale from 1 to 5, where 1 is "not effective at all" and 5 is "very effective," please answer the following questions.

	1 – Not at all effective	2 – Slightly effective	3 – Somewhat effective	4 - Effective	5 – Very effective	Not sure	Prefer not to answer
How effective is this store's POS in limiting shrink?	☐	☐	☐	☐	☐	☐	☐
How effective is this store's POS in limiting misuse of SNAP benefits?	☐	☐	☐	☐	☐	☐	☐

10. Is video surveillance used at the checkouts?
    ☐Yes
    ☐No
    ☐Not sure
    ☐Prefer not to answer

    IF NO, SKIP to Q 11.

    IF YES:

10A. Does video surveillance monitor the front-end checkout area as a whole, individual check-out lanes, or both?
    ☐Checkout area
    ☐Individual check-outs
    ☐Both
    ☐Not sure
    ☐Prefer not to answer

10B. Does video surveillance capture images of the register attendants, customers, or both?
    ☐Cashiers/store associates
    ☐Customers
    ☐Both
    ☐Not sure

☐Prefer not to answer

10C. Is video surveillance at the checkout monitored in real time, recorded for later review, or both?

☐Monitored in real time only (Skip to Q10E)
☐Recorded only
☐Both
☐Not sure
☐Prefer not to answer

10D. How long is video surveillance data retained by or for this store?
☐1 day or less
☐2 to 7 days
☐8 to 14 days
☐15 to 30 days
☐1 to 3 months
☐4 to 6 months
☐7 to 9 months
☐10 to 12 months
☐More than 1 year
☐Not sure
☐Prefer not to answer

10E. Does POS video surveillance data link electronically to individual transactions in the POS?

☐Yes
☐No
☐Not sure
☐Prefer not to answer

10F. Using a scale from 1 to 5, where 1 is "not effective at all" and 5 is "very effective," please answer the following questions.

	1 - Not at all effective	2 – Slightly effective	3 – Somewhat effective	4 - Effective	5 – Very effective	Not sure	Prefer not to answer
How effective is this store's video surveillance system in limiting shrink?	☐	☐	☐	☐	☐	☐	☐
How effective is this store's video surveillance system in limiting misuse of SNAP benefits?	☐	☐	☐	☐	☐	☐	☐

Fraud and Theft
Next, we have some questions on fraud and theft.

11. Using a scale from 1 to 5, where 1 is "not a problem at all" and 5 is "extremely problematic," how much of a problem do the following issues present to this store?

	1 – Not a problem at all	2 – Somewhat problematic	3 – Moderately problematic	4 - Very problematic	5 - Extremely problematic	Not sure	Prefer not to answer
Coupon fraud	☐	☐	☐	☐	☐	☐	☐
Employee theft	☐	☐	☐	☐	☐	☐	☐
Shoplifting	☐	☐	☐	☐	☐	☐	☐
Return fraud	☐	☐	☐	☐	☐	☐	☐
SNAP fraud	☐	☐	☐	☐	☐	☐	☐
Violent crime	☐	☐	☐	☐	☐	☐	☐
Bookkeeping/ Processing errors	☐	☐	☐	☐	☐	☐	☐

12. Please indicate at what times of day, if any, loss and theft issues are more problematic in this store. (Please mark ALL that apply.)
☐Mornings
☐Afternoon
☐Evening
☐Late evening, between 9 PM and midnight
☐Between midnight and 8 AM
☐Anytime when there are few customers in the store
☐Anytime when the store is crowded
☐Other (Please describe): _____
☐Not sure
☐Prefer not to answer

13. If employee fraud or theft is suspected, what corporate department do you notify?

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☐Not sure
☐Prefer not to answer

14. In the past year, has the manager or a relevant supervisor of this store been notified by corporate or observed any of these situations involving cashiers/associates in this store? (Please mark ALL that apply)
☐Excessive overrides in transactions
☐Excessive use of generic SKUs (e.g., "grocery" instead of a specific item)
☐Excessive use of voids
☐Excessive use of register markdowns
☐Discrepancies between cash and other forms of tender
☐Cash reconciliation issues
☐Slow transaction time

☐High return volume
☐High return dollars
☐Round number sales
☐None of these
☐Prefer not to answer

IF None of these or Prefer not to answer, Skip to Q15:

14A. Considering these situations over the last year, on a scale of 1 to 5 where 1 is "Never" and 5 is "Always," please describe how often these situations were resolved in these ways.

	1 – Never resolved this way	2 – Infrequently resolved this way	3 – Sometimes resolved this way	4 – Often resolved this way	5 – Always resolved this way	Prefer not to answer
Disciplining the employee	☐	☐	☐	☐	☐	☐
Re-training the employee	☐	☐	☐	☐	☐	☐
Closer monitoring of employee performance	☐	☐	☐	☐	☐	☐
Follow-up by in-store investigator	☐	☐	☐	☐	☐	☐
Investigation involving corporate LP/AP	☐	☐	☐	☐	☐	☐
Termination of an employee	☐	☐	☐	☐	☐	☐

15. In the past year, how many times has this store used an investigator to look into a concern about fraud or theft in this store?
☐None
☐Number: _____
☐Not sure
☐Prefer not to answer

IF Response to 15 is >0:
15A. Using a scale from 1 to 5, where 1 is "not important at all" and 5 is "very important", please rate the importance of in-store investigation in protecting this store from fraud and theft.
☐1 – Not important at all
☐2 – Rarely important
☐3 – Somewhat important
☐4 – Important
☐5 – Very Important
☐Not sure
☐Prefer not to answer

15B. In this store, what types of issues necessitate involvement of an in-store investigator? (Please mark ALL that apply)
☐Suspected shoplifting
☐Suspected employee theft of inventory
☐Suspected employee theft at point-of-sale
☐Suspected employee theft through bookkeeping, data systems
☐Suspected SNAP fraud
☐Resolution of exception reports

☐Customer slips, falls, other injuries
☐Developing evidence for legal action
☐Vandalism, product damage
☐Other (Please describe): _____
☐Prefer not to answer

15C. From the following list of skills, experiences and background, which are the three most important for an effective in-store investigator? (Select up to three options)
☐Prior military service
☐Prior law enforcement experience
☐A college education
☐Prior retail investigative experience
☐Prior experience in this store
☐Personal characteristics such as inquisitiveness, persistence, attention to detail
☐Analytical and logic skills
☐Investigative skills, such as observation, thoroughness and objectivity
☐Intuitive skills/gut reaction
☐Ability to document and communicate findings and conclusions
☐Common sense and good judgement
☐Prefer not to answer

16. Has this store ever worked with federal or State partners (law enforcement or non-law enforcement) to investigate SNAP fraud in this store?
   ☐Yes
   ☐No
   ☐Not sure
   ☐Prefer not to answer

   IF YES:
   16A. In what ways has this store worked with federal or State partners to investigate SNAP fraud?

Enter text

   ☐Not sure
   ☐Prefer not to answer

17. Using a scale from 1 to 5, where 1 is "never presents a challenge" and 5 is "always a challenge," how often do these types of SNAP violations or unusual activities pose a challenge to this store?

	1 – Never a challenge	2 – Rarely a challenge	3 - Occasionally a challenge	4 – Often a challenge	5 – Always a challenge	Cannot be determined	Prefer not to answer
SNAP participants purchasing non-SNAP products with SNAP EBT cards	☐	☐	☐	☐	☐	☐	☐
SNAP participants getting cash as change for SNAP EBT purchases	☐	☐	☐	☐	☐	☐	☐

SNAP participants using multiple EBT cards to pay for a SNAP purchase	☐	☐	☐	☐	☐	☐	☐
SNAP participants getting cash or non-SNAP items for SNAP EBT returns	☐	☐	☐	☐	☐	☐	☐
Stolen or purchased SNAP EBT cards being used in this store	☐	☐	☐	☐	☐	☐	☐

IF "Never" or "rarely" presents a challenge (responses 1 or 2):

17A. For items above that you identified as rarely or never presenting a challenge, is that because:

SNAP participants purchasing non-SNAP products with SNAP EBT cards

☐1 – This type of violation is rarely attempted
☐2 – This type of violation is not detectable
☐3 – Store practices/systems prevent this type of violation
☐4 – Some other reason, please describe _____
☐Not sure
☐Prefer not to answer

SNAP participants getting cash as change for SNAP EBT purchases

☐1 – This type of violation is rarely attempted
☐2 – This type of violation is not detectable
☐3 – Store practices/systems prevent this type of violation
☐4 – Some other reason, please describe _____
☐Not sure
☐Prefer not to answer

SNAP participants using multiple EBT cards to pay for a SNAP purchase

☐1 – This type of activity is rarely attempted
☐2 – This type of activity is not detectable
☐3 – Store practices/systems do not monitor this type of activity
☐4 – Some other reason, please describe _____
☐Not sure
☐Prefer not to answer

SNAP participants getting cash or non-SNAP items for SNAP EBT returns

☐1 – This type of violation is rarely attempted
☐2 – This type of violation is not detectable
☐3 – Store practices/systems prevent this type of violation
☐4 – Some other reason, please describe _____
☐Not sure
☐Prefer not to answer

Stolen or purchased SNAP EBT cards being used to make purchases in this store

☐1 – This type of violation is rarely attempted
☐2 – This type of violation is not detectable
☐3 – Store practices/systems prevent this type of violation
☐4 – Some other reason, please describe _____
☐Not sure
☐Prefer not to answer

IF store practices/systems prevent this type of violation (response 3):

17B What works best in preventing this type of violation?

SNAP participants attempting to purchase non-SNAP products with SNAP EBT cards

> *Enter text*

☐Not sure
☐Prefer not to answer

SNAP participants asking for cash as change for SNAP EBT purchases

> *Enter text*

☐Not sure
☐Prefer not to answer

SNAP participants asking for cash or non-SNAP items for SNAP EBT returns

> *Enter text*

☐Not sure
☐Prefer not to answer

Stolen or purchased SNAP EBT cards being used to make purchases in this store

> *Enter text*

☐Not sure
☐Prefer not to answer

18. If a SNAP violation or fraud issue is suspected in this store, how and to what organization is this reported?

> *Enter text*

☐Not sure
☐Prefer not to answer

19. In the past 12 months, has this store reported a SNAP violation or fraud issue to corporate offices?
☐Yes
☐No
☐Not sure
☐Prefer not to answer

20. Which, if any, of these issues pose a concern to you about this store in the near future? (Please select ALL that apply.)
☐Coupon fraud
☐Credit card fraud
☐Debit card fraud
☐Employee theft
☐Organized crime
☐Return fraud
☐Self-Checkout theft
☐Shoplifting
☐SNAP fraud
☐Flash mob thefts
☐Armed robbery
☐Active shooter
☐Other (Please describe):_____
☐No concerns
☐Prefer not to answer

20A. Are there plans for this store to increase resources for any of these loss prevention methods? (Please select ALL that apply.)

☐Loss prevention training
☐Surveillance
☐In-store investigation
☐Analytics/exception reporting
☐Liaison with law enforcement
☐Product protection

☐Other (Please describe):_____
☐Not sure
☐Prefer not to answer]

Store Employees

Now, we have some questions about this store's employees.

21. Please indicate which methods are used in this store for hiring/selecting staff who have cash register access? (Please select ALL that apply.)

    ☐Reference checks
    ☐ Prior related experience
    ☐Criminal background checks
    ☐Internet/social media checks
    ☐In-person interviews
    ☐Job-skill assessments (e.g., use of electronic registers, processing payments)
    ☐Other (Please describe): _____
    ☐Prefer not to answer

22. How long does it typically take a new employee to complete training on SNAP rules and regulations (including violations)?
    ☐0-15 minutes
    ☐16-30 minutes
    ☐31-60 minutes
    ☐More than 60 minutes
    ☐Prefer not to answer

23. How often do employees who operate registers receive updated or on-going training related to SNAP rules and regulations (including violations)?
    ☐At least once a week
    ☐At least once a month
    ☐At least once a quarter
    ☐At least once a year
    ☐Less than once a year
    ☐Other (Please describe):_____
    ☐Prefer not to answer

24. Using a scale from 1 to 5, where 1 is "not at all effective" and 5 is "very effective," how effective is SNAP training in communicating to staff about SNAP rules and regulations (including violations)?
    ☐1 – Not at all effective
    ☐2 – Slightly effective
    ☐3 – Somewhat effective
    ☐4 – Effective
    ☐5 – Very effective
    ☐Not sure

☐Prefer not to answer

25. In the past year, did you receive any training on SNAP rules and regulations (including violations)?
☐Yes
☐No
☐Prefer not to Answer

IF NO:

25A. In what year did you last receive any training on SNAP rules and regulations (including violations)?

☐Year_____
☐Prefer not to answer

26. Have SNAP training materials provided by the U.S. Department of Agriculture/Food and Nutrition Service been used to train employees in this store?
☐Yes
☐No
☐Not sure
☐Prefer not to answer

IF YES:
26A. Using a scale from 1 to 5, where 1 is "not at all effective" and 5 is "very effective," how effective are the USDA SNAP training materials for store employees in communicating SNAP rules and regulations (including violations)?

☐1 – Not at all effective
☐2 – Slightly effective
☐3 – Somewhat effective
☐4 – Effective
☐5 – Very effective
☐Not sure
☐Prefer not to answer

27. On average, how many years has a full-time employee in this store been with the <u>company</u> (include prior company if an acquisition)?
☐Number: _____
☐Not sure
☐Prefer not to answer

28. On average, how many years has a part-time employee in this store been with the <u>company</u> (include prior company if an acquisition)?
☐Number: _____
☐Not sure
☐Prefer not to answer

29. In the past year how many employees have been disciplined or terminated from this store for any suspected or proven theft or fraudulent activities?
    ⬜Number: _____
    ⬜Prefer not to answer

30. In the past year how many employees have been disciplined or terminated from this store for any suspected or proven theft or fraudulent activities related to SNAP or EBT cards?
    ⬜Number: _____
    ⬜Not sure
    ⬜Prefer not to answer

31. Does this store have a hotline (or similar means) for employees to report concerns, awareness of employee theft, and similar issues?
    ⬜Yes
    ⬜No
    ⬜Prefer not to answer

Store Manager Background

Finally, we'd like to know more about your background.

32. How many years have you worked in retail?
    ⬜Number: _____
    ⬜Prefer not to answer

33. How many years have you worked in retail at the management level?
    ⬜Number: _____
    ⬜Prefer not to answer

34. How many years have you been working for your current employer (include time with former company in acquisition situation)?
    ⬜Number: _____
    ⬜Prefer not to answer

That completes our survey. Thank you again for your time and participation.