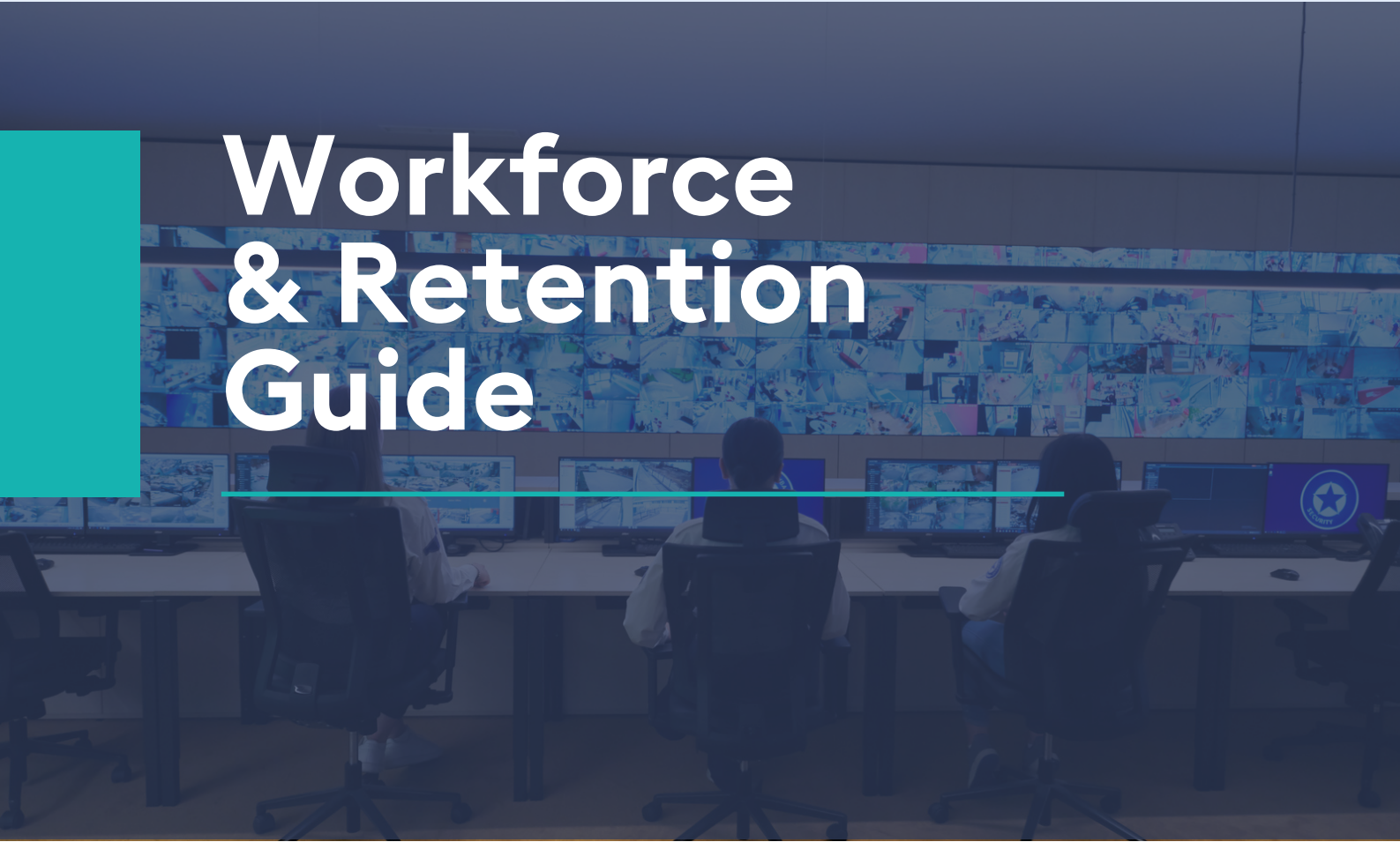HiveWatch

How Physical Security Benefits from Diversity, Equity, and Inclusion Initiatives

Workforce & Retention Guide

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INTRODUCTION

Diversity, Equity, & Inclusion (DE&I) initiatives bring a multitude of benefits to an organization including the ability to make employees feel safe, respected, more innovative, and give employees a sense of belonging. All of these lead to greater retention. In physical security, differing perspectives can help strengthen incident response and risk management strategy. By empowering a diverse team to voice their opinions and challenge traditional methods of thinking and working, a security leader can deepen organizational awareness into risks and reduce blind spots.

It's well-documented that gender and ethnically diverse companies are more likely to financially outperform those companies without such diversity. A report by management consulting firm McKinsey & Company found that gender diverse organizations are 24% more likely to financially outperform less diverse companies, while 33% of ethnically diverse companies are likely to do so.[1] However, most organizations across industries continue to struggle with building an inclusive workforce. In an HR Research Institute report only 22% of companies stated their DE&I initiatives were in "expert" or "advanced" stages, and only 9% rated their initiatives as highly effective.[2]

The physical security industry is no exception to this - historically uniformed, with jobs across the profession primarily being filled by the same demographic. In a report from Security Magazine, a review of the security executives included showed that they were made up of at least 81% male leaders in 2020[3].

Security operations historically have been a relatively high turnover position within organizations, and companies are looking for ways to better attract and retain talent, and engage security teams. Implementing DE&I initiatives are a way to boost hiring and recruiting strategies, and strengthen products and services.

This guide reviews how to build an organization with DE&I in mind.

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[1] https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters

[2] https://www.securityinfowatch.com/security-executives/article/21158705/why-gender-and-ethnic-diversity-are-important-in-security

[3] https://www.securitymagazine.com/articles/94307-creating-a-diverse-and-inclusive-workplace-within-security

LEARNING OBJECTIVES

- Understand what DE&I is and the benefits of incorporating this initiative in the physical security space.

- Identify ways to recruit a diverse workforce and create a culture of ongoing support and retention.

- Learn how prioritizing DE&I in recruitment, training, and mentoring helps in attracting and retaining talent.

- Address how these initiatives are created, maintained, and executed, and share ways other organizations can incorporate these strategies into their own recruiting practices.

DIVERSITY, EQUITY, AND INCLUSION IN PHYSICAL SECURITY: WHY IT MATTERS

By Cameron Khani

A lot of companies say all the right things about diversity, equity, and inclusion (DE&I), but when it comes to implementation, it's easy to fall short. For the most part, many companies struggle to fully mature their programs. In fact, only 22% of companies in an HR Research Institute report claimed their DE&I initiatives were in "expert" or "advanced" stages; and only 9% rated their initiatives as highly effective.

But that doesn't mean that companies don't engage in strategic planning with DE&I in mind. The same survey found that 44% of respondents said that DE&I initiatives play a significant role in strategic planning for the future.

Why DE&I matters in security

In physical security, there's a business benefit for hiring diverse talent – especially since the industry is primarily composed of males. In one report from *Security Magazine*, a quick, non-scientific review of the security executives included in the rankings was made up of at least 81% male in 2020. And while this may not be a scientific assessment of the broad physical security space, anyone who has ever walked a trade show floor would agree that security has a significant lack of diversity.

But it's more than that. Diverse perspectives help broaden the scope of "what is safety" to more than one background or lived experience.

When we're building a security platform based on artificial intelligence (AI) and machine learning, DE&I means answering the questions:

- Are our AI models biased to flag suspicion for a particular race?

- Can we detect signs of sexual harassment or sexual assault?

- Are there other security threats that have been significantly under addressed because the safety has been dictated from the eyes of a singular persona?

Where to start

If you're ready to start a DE&I initiative across your company, it can be difficult to start when it's not something you've incorporated into your organization from the beginning. However, it's important to begin with buy-in from leadership and a clear understanding of what it means.

Here's a breakdown:

Start with taking a look at what your industry looks like. Read reports, talk to other leaders, and determine what a typical composition might be. Then aim to set goals that go beyond the average.

Start with your careers page. Taking a stance from the top-down is critical to ensuring your organization is embracing DE&I across the board. Communicate your hiring practices and focus on creating a diverse workforce on your careers or "about us" page so candidates understand the process.

Make a statement. On every job description, we have a "C.A.R.E." statement that communicates our philosophy for how we treat our employees, focused on the individual, and highlighting how committed we are to cultivating this environment. But don't just say it, follow through from the hiring process from onboarding, to ongoing support for historically underrepresented groups.

Streamline recruiting. If it makes sense, try to keep recruiting new talent in-house and source referrals from your own workforce. Look at your own listings to refine descriptions and make it more targeted and avoid text that leans more masculine or feminine (there are gender decoder softwares that can help with this). It's also critical to communicate with candidates directly if you don't follow through on hiring them - they deserve that much for their time.

Be pay transparent. One way organizations can build equity is by establishing pay transparency. List salary ranges in the job description. Having a strict range is critical to the goal of equity because not following it for even just one person, you mess up the pay equity, and you've ruined everything for everyone. Typically, candidates respect that and it takes a lot of guesswork out of the negotiation process.

Cameron Khani

Head of Talent, HiveWatch

"It's important that beyond formal policies and procedures, companies that are committed to DE&I build a culture of being committed to making people feel like they can be themselves."

Think about ways to celebrate differences. Take time to celebrate uniqueness across your organization. Honoring celebrations, such as Pride, Black History, Hispanic Heritage, or Asian and Pacific Islander months can help build stronger bonds between employees, encourage inclusivity, and allow employees to feel like they are able to be their true selves at work.

Focus on retention. Having a one-size-fits-all approach to retention can be a mistake when you're trying to support individual differences, so keeping that in mind when executing learning strategies and looking toward a person's future with the company becomes important.

It's important that beyond formal policies and procedures, companies that are committed to DE&I build a culture of being committed to making people feel like they can be themselves, no matter what. There's an element of vulnerability to that and sometimes these conversations aren't going to be perfect (and oftentimes even uncomfortable). But building a workplace where people feel supported and seen is a critical piece of the puzzle when it comes to building a solution that keeps people safe. It starts from within.

Diverse perspectives help broaden the scope of "what is safety" to more than one background or lived experience.

THE BENEFITS OF INCORPORATING DE&I INITIATIVES IN THE PHYSICAL SECURITY INDUSTRY

1. **Attracts and retains quality talent**

Building a diverse, welcoming workforce attracts quality candidates and inspires them to grow their career within your company. Being part of a good team, where people feel appreciated and valued, leads people to want to stay and believe in your company goals.

2. **Helps create positive word-of–mouth about your company**

A good reputation affects your brand, and the people who know it best are your employees. If your employees are unhappy, they will be the first to tell the public about bad policies and an unhealthy company culture, and vice versa. When you treat people well and the team is doing good, your people will spread the word and a genuine interest will form around your company, mission, and products.

3. **It promotes innovation**

Bringing in a wide range of perspectives, differing opinions, points of view, and professional and life experiences can lend ways of thinking and solving problems that were previously unknown to you. For leaders and companies, this diversity can help decision-making and product innovation. New outcomes and concepts can come from new perspectives and new ways of doing things, as opposed to the same outcomes coming from doing the same thing and having the same type of people and ideas.
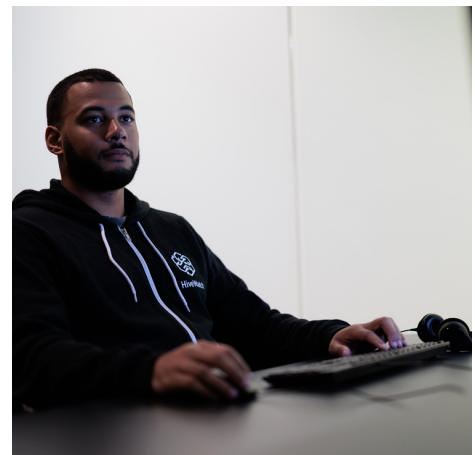
"If your employees are unhappy, they will be the first to tell the public about bad policies and an unhealthy company culture, and vice versa."

How to Incorporate DE&I Practices in Company Policies:

Be open minded about new candidates

Be willing to consider people from other industries, with backgrounds and histories that may not be the "traditional" profile of a security professional. Look at transferable skills from other industries, educational backgrounds, or professional careers that could be applicable for the roles you're staffing.

1

Experiment with posting on different job platforms to cast a wide net on new candidates you haven't considered

2

Be intentional about doing the work to recruit new types of candidates by using new avenues, in addition to the tried-and-true.

Utilize your current networks and employees for referrals

Ask your employees and professional contacts to reach out to their networks and utilize the potential working relationships that can be expanded upon.

3
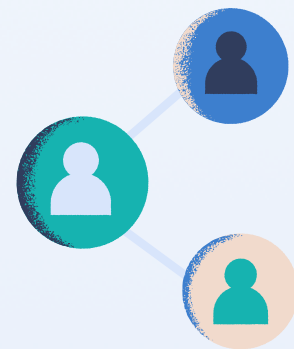
Look to organizations that are enacting their own DE&I initiatives

4

Organizations such as ASIS International, International Organization of Black Security Executives (IOBSE), Security Industry Association (SIA), and various Women in Security initiatives are designing programs that support underrepresented groups. Network with these groups, take advantage of the educational resources they provide, and apply their approaches to your organization's goals and practices.

Encourage participation

In your interactions, meetings, and company gatherings, encourage your team members and ensure you and your leaders are engaged. Project openness and motivate involvement of all people, especially employees who are different in appearance, background, or viewpoint.

5
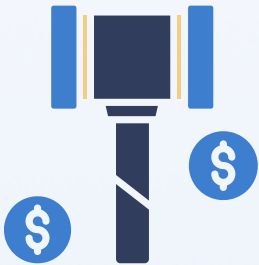
Implement a pay equity program

Be transparent about pay in job postings and work to keep salary ranges equal for people for the same position, regardless of background or identity. If the company offers stock options and equity, offer these to all employees, like GSOC operators and people who work outside of traditional 9-5 office hours.

6

Create a welcoming, open company culture

Make sure employees feel seen and supported. Lead with a set of values and be intentional and real in your interactions with all employees. Don't try to force a particular company culture, and understand that candidates can see through any superficiality.

7

Commit to learning and advancing an inclusive culture, fostering diverse communities, and establishing sustainable working practices and ethical environments within your organization and the security industry at large.

ON DE&I IN SECURITY

Kim Hooper, Sr. Recruiter
Global Security Operations at Amazon

from HiveWatch webinar "Reimagining the GSOC"

I think companies have a responsibility to be intentional. It's one thing to be able to talk about it, and it's a separate thing to be able to do it. You have to reach out to organizations that are diverse, that are doing it successfully, and ask them what's working for them.

There are organizations out there who are doing it and doing it quite well. Looking at organizations such as IOBSE (International Organization of Black Security Executives) creates a pipeline for you. In addition, there are other organizations such as SIA (Security Industry Association) who also have a specific program for mentees and mentors from a diverse perspective. Those are two of the organizations that specifically utilize and leverage DE&I, but there are many other organizations out there.

In addition to that, we have to change the mindset where we say, "There are no diverse candidates out there. I can't find them, they don't exist." That's not accurate. That's not true. We're not looking in the right areas. That may be from a networking perspective, that may be from stepping outside of your comfort zone and outside of the traditional way of recruiting and the traditional way of sourcing.

"We just have to do the work to recruit and to be willing to have an open perspective on what that candidate looks like."

We just have to do the work to recruit and to be willing to have an open perspective on what that candidate looks like. We have a filtered, preconceived notion of what a security industry professional is. And there are people out there who have transferable skills that may not have a degree in tech, a degree in criminal justice, or a degree in IT, but they have skills that actually can catapult your company to the next level. You've got to be open to accepting those candidates and not just taking that resume, reviewing it, and saying, "They don't have every single qualification that I'm looking for, so I'm not even going to take the time to do a phone screen with them." We have to think differently, and once you do, you actually get better results because you're more open to those candidates out there that are not the traditional candidate that you would normally interview and work with.

Advocates:
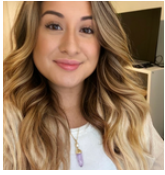
Barinya Morales
Manager, People Operations

Cameron Khani
Head of Talent

Ryan Schonfeld
Founder & CEO

INTERVIEW WITH HIVEWATCH DE&I ADVOCATES

HiveWatch prides itself as being an organization that leads with DE&I. We sat down with their Manager of People, Head of Talent, and Founder & CEO to gain some insights and best practices.

What is DE&I in the workplace?

Barinya Morales, Manager of People Operations, HiveWatch:
Diversity, equity, and inclusion (DE&I) in the workplace is knowing you are a part of an organization that resembles the world around you. This means not just representative of our surroundings but also representative of our customers too. DE&I in the workplace is being just as diverse as the people our product serves.

Diversity in the workplace is feeling and seeing the presence of different groups of people in the room - working alongside people that belong to different communities, who come from different backgrounds and have had different experiences.

Equity doesn't necessarily mean equal. I look at it from a space of being fair, just, and transparent. Equity is about recognizing the differences across people and doing what you can to help make up for those differences. For example, if we offer professional development training to everyone, but to a small set of our employees, English is their second language, they may more comfortably prefer training in their native language. Providing training in a preferred language, other than English, is equity.

Lastly, inclusion. Inclusion is a sense of belonging and knowing you are valued for what you uniquely bring to the table.

Cameron Khani, Head of Talent, HiveWatch:
Diversity is the presence of differences within an organization.

Equity is the manner of ensuring that processes and programs are fair and impartial and provide equal outcomes for all. This can include pay equity and pay equality.

Inclusion is the practice of ensuring that people feel a sense of belonging in the workplace. You have been invited to the party and now you're asked to dance.

In what ways does prioritizing DE&I strengthen a security organization's products and services?

Ryan Schonfeld, Founder & CEO of HiveWatch:
I think there is a benefit in incorporating DE&I initiatives in every industry, especially the security industry. Historically, security has not been a very diverse or inclusive industry. Looking at a lot of the statistics of the industry, there's not a lot of women, or people from diverse backgrounds.

We need to see security organizations and teams become more purposeful in recruiting diverse people. If this is not done what you end up with is a lot of similar people, not just with the same backgrounds, but a lot of the same perspectives.

At HiveWatch, we're not only a security technology company, but a company that's looking to make a positive impact and change on an industry that's been fairly slow to evolve over time. Trying to have an impact with the same perspectives is going to give you the

same outcomes that have always been produced historically. Generally it's always important to incorporate DE&I initiatives, but in an industry like security, that's failed to evolve over time, it's especially important.

My belief is that our product is going to be better, more innovative and much more broadly applicable to the masses because we have diversity of experience, perspective, and backgrounds - not just people who have always been in security their whole careers. We have people who are brilliant technologists from outside of the industry coming in and learning things about security, and then using great, innovative tech methodologies and bringing that to our industry.

"One way HiveWatch has prioritized DE&I is by implementing a pay equity program to pay people what they are worth."

How can companies recruit a diverse workforce and create a workplace culture of ongoing support and retention?

Khani:
Sourcing is a big component of recruiting a diverse workforce. You can run certain Boolean searches using last names from underrepresented groups or female first names.

For ongoing support and retention it's important to provide educational opportunities, and make sure employees feel appreciated. It's also vital to ensure employees are using their paid time off (PTO). Our leaders encourage this by leading by example, taking time off themselves.

Morales:
Recruiting for a diverse workforce is doable whenever you approach recruiting with even just the slightest different lens. It's about asking: How can we cast the widest net that will reach candidates we've never spoken to before? What new platforms can we post our jobs to that we haven't leveraged before?

Internally at HiveWatch we have our Referral Program, so we create that channel where we can turn to our own employees to refer people from their network to come work with us. But I would say that the most exciting part for me in recruiting for a diverse workforce is thinking about it from the perspective of "Who can I bring into our industry for the first time? Who can come in with a fresh perspective and teach us something new?"

In terms of fostering a culture of ongoing support and retention - we're small. For growing startups, we have the unique opportunity to start building the policies and programs that can best support our team members. Enacting the policies and programs that take into account our organizational needs, and more importantly the individual needs of our diverse workforce.

Feeling seen and heard and supported, not just as a working team member, but as an individual, can cater to a good culture and employee retention too.

"My belief is that our product is going to be better, more innovative, and much more broadly applicable to the masses because we have diversity of experience, perspective, and backgrounds - not just people who have always been in security their whole careers."

Schonfeld:

Recruiting a diverse workforce is something that's been a mission of HiveWatch from the beginning. It's something that has required an immense amount of intentionality. It has demanded us to go out and actively seek a pool of talent that may not be outwardly applying for our positions, especially early on. We had to initially prove that we weren't just putting buzzwords like "DE&I" and "culture" on our website or job listings. We had to live those values.

We've been very intentional about how we've gone about recruiting and are always about hiring the best talent for the position. In many cases that means going out and seeking great talent, that also happen to be from diverse backgrounds. I think the other thing is recognizing, acknowledging and embracing that people come from different backgrounds, career paths, and baggage.

Lastly, the recruitment process doesn't stop at the application stage. When people come into interviews with the company, they want to see that it's inclusive and diverse even among the panel of people that they're interviewing with during the process.

When you're trying to build a company culture with all of those different life and professional experiences coming together, it's important to not force a particular company culture on people, but really leading with a set of values. In the case of HiveWatch, it's our "CARE" statement, and ultimately it boils down to caring about your people. I think trying to narrowly define a company culture leads to having a fake culture, which leads to poor retention, and I think that candidates can see through that.

It's about practicing what you preach. It's about being intentional and just being real.

"Feeling seen and heard and supported, not just as a working team member, but as an individual, can cater to a good culture and employee retention too."

How has HiveWatch prioritized DE&I as a central component of its recruiting strategy?

Khani:
One way HiveWatch has prioritized DE&I is by implementing a pay equity program to pay people what they are worth. This includes paying women what they are worth, decreasing the pay gap, and leveling the playing field. We use a software called Pave that helps us compare our compensation at HiveWatch with other companies at the same stage and valuation.

We also added salary ranges to every role's job posting so we can be transparent about pay. Transparency is one of our core values. Our recruiting team also does a really good job of being mindful of candidate pipelines, so we can source unique candidates from every kind of background.

What are trends you're seeing around both attraction and retention of talent and also identification of the right folks to work within a GSOC? How does DE&I play a role here?

Schonfeld:
Historically, GSOC staff are not direct-hire employees. They're third-party, provided by the guard companies of the world, and many times are poorly paid, treated as second class citizens within the organization, or outsiders. The tasks that they perform day-to-day are generally extraordinarily monotonous or repetitive and also with not a lot of career growth opportunities.

It's one of those jobs that has high turnover because it's oftentimes boring and unfulfilling. These employees often don't see a career path and have no real ties to the organization they're working for. They're then offered an opportunity from another company at $0.25 more an hour, which is enough to entice them to switch jobs in what's become a very competitive market for guards.

So a focus for us, especially with our operators, has always been to make them a part of the greater organization. They're our employees, just like anyone else in our company, and they even have equity. Our promotions have all been internal from within that team. We haven't hired outside for those roles, and we include them in the culture as best we can because it's always hard with people who do shift work. A GSOC is 24/7, which inevitably means you're going to have people working in the middle of the night when nobody else is working, but we're doing our best.

When we have company events, we rotate schedules and find a way to include people who don't necessarily work normal business hours, and afford them the opportunity to come and participate and be a part of the company. And a lot of times that means paying them overtime, but we're doing that all in the name of inclusivity.

Another big initiative at HiveWatch that's part of our DE&I efforts is equity, pay transparency, pay equality. We post salary ranges on every job offer and we try to limit the range of the salary on any public job posting so that it sets a reasonable expectation with the candidate. This is about knowing people, regardless of their gender, race, background, are making the same pay as somebody in an equivalent position. This is something that's foundational to our culture and our transparency here.

You can also provide written career development plans to people when they start, so that it's not a conceptual tool. It shows: This is your trajectory. This is where you can go, and there's a specific roadmap on how people can get to the next position and achieve that next step in their career.

" AT HIVEWATCH, WE'RE NOT ONLY A SECURITY TECHNOLOGY COMPANY, BUT A COMPANY THAT'S LOOKING TO MAKE A POSITIVE IMPACT AND CHANGE ON AN INDUSTRY THAT'S BEEN FAIRLY SLOW TO EVOLVE OVER TIME. TRYING TO HAVE AN IMPACT WITH THE SAME PERSPECTIVES IS GOING TO GIVE YOU THE SAME OUTCOMES THAT HAVE ALWAYS BEEN PRODUCED HISTORICALLY. "

Retention in the GSOC

How to Keep Your GSOC Engaged and Ready
## By Cheyne White

A GSOC is a key tenet of any security strategy, and because of this you want your team to be prepared and ready to act in a moment's notice if something were to go awry. But, if we're being honest, the goings-on at a business when it comes to physical security threats are mostly dull (which is exactly the way we like it!). Monotony, however, leads to complacency and complacency is a GSOC's nemesis. As the Director of HiveWatch's vGSOC, I have a few things I do to keep the team engaged and ready:

1. Training, training, and more training
If there is one tried and true way of keeping your edge, it's making sure your GSOC operators are trained and retrained. At HiveWatch we have developed a robust list of standard operating procedures, unique to every client we have, and work consistently to make sure we maintain a level of efficiency and consistency that exceeds expectations.

Training involves not just technical competencies revolving around various SaaS platforms, but soft skills like phone etiquette, written communications, and teamwork.

Previous events are used as real world case studies for our team to react against, establishing a baseline for personnel metrics. We also use those same events to workshop how things may have been approached from a different angle, allowing proactive discussion from the newest operator to a senior supervisor.
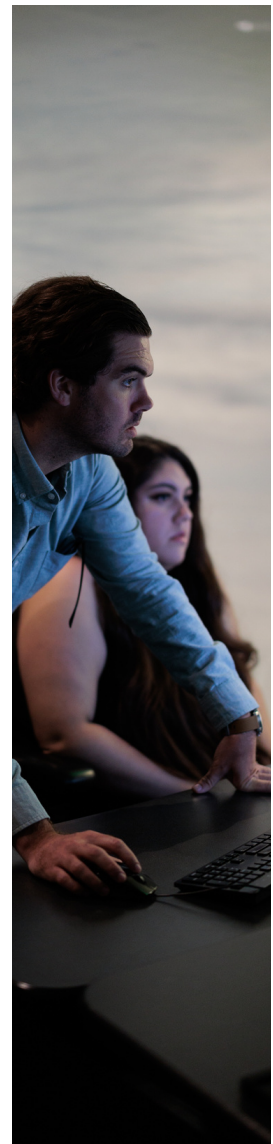
"In addition to an open work environment, we utilize a variety of methods to ensure that all employees feel included, which leads to low turnover rates and a desire to grow professionally."

2. Culture as a core competency

A sure way to avoid fatigue is by creating a great company culture. I know it sounds a little far fetched, but hear me out. At HiveWatch we are still a growing business, so there are not too many degrees of separation between our operators and the COO or CEO, and we intend to keep it that way. Open discussions are not only allowed, but encouraged. In addition to an open work environment, we utilize a variety of methods to ensure that all employees feel included, which leads to low turnover rates and a desire to grow professionally.

In addition to making sure everyone hired feels welcome from day one, we also bring diversity and inclusion to our hiring practices. As the hiring manager for the vGSOC, I look for atypical professional backgrounds to grow our team. While having a security background can be a plus, we look to train our team from scratch, allowing for a greater variety of solutions to present themselves during a security event. After actions and lessons learned can then be applied to future training and can contribute to personnel feeling responsible for contributing to the team in multiple ways.

3. A focus on mental health

It's no secret that while uneventful a majority of the time, this profession has the potential to impact one's mental health. Not only can the job influence an operator's state of mind, but they have their own lives outside of work, and we are very cognizant of that fact.

My number one concern is the wellbeing of my operators and supervisors. It is because of that, that I encourage breaks whenever possible, the use of both paid time off and sick time, and our open door policy to be used with me at all hours. If my team is not as healthy as they can be - mentally, physically, emotionally - then how can they be expected to handle the worst that may occur at any given time?

7 WAYS TO INCREASE THE RETENTION RATE WITHIN YOUR OPERATING CENTER

One of the biggest challenges currently facing the GSOC is its ability to retain staff. Security officers are known to have a turnover rate as high as 400%[4], and combined with the "Great Resignation" movement, organizations are finding it challenging to maintain operational excellence when there's a revolving door of people.

It's time to put an end to the ongoing cycle of training and recruiting GSOC operators. Check out these ways to decrease turnover:
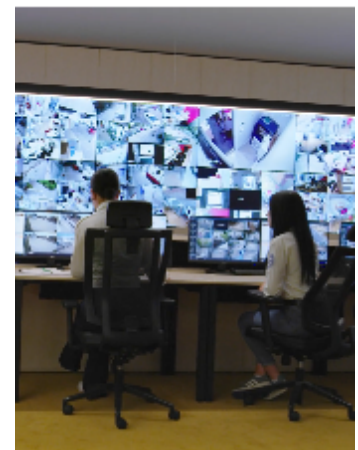
1. Focus on employee engagement

Engaged teams show 21% greater profitability and outperform those with low employee engagement by 202%.[5] So how do you engage your operators? Align them with the overall security strategy and keep them looking at the bigger picture.

Don't spend too much time on wasted resources. Evaluate the technology you've invested in and your team's capabilities to see where you can best simplify, so that workflows are productive as opposed to overwhelming your employees. A robust security plan and procedures for an operating center need to accommodate the individual operator's realistic bandwidth for managing workload. Beware of burdening your operators with too much technology that makes incident response and monitoring more complicated than they need to be.

2. Silence the "noise" and equip operators with the proper tools

With the volume of data we're exposed to increasing exponentially, the "noise" for GSOC operators can become overwhelming. Security operations often start strong, then get slowed down by tasks assigned by the company that often have little to do with true risk mitigation.

Security operations often start strong, then get slowed down by tasks assigned by the company that often have little to do with true risk mitigation.

4 https://www.tracktik.com/strategies-to-reduce-turnover-rates-increase-engagement-and-retain-your-security-officers/

5 https://www.tracktik.com/strategies-to-reduce-turnover-rates-increase-engagement-and-retain-your-security-officers/

Invest in software that can automate monotonous and repetitive tasks, which elevates the GSOC operator's role to one that is proactive rather than reactive. When you lessen the "noise" in the GSOC, it leads staff to focus their efforts on key risk mitigation activities. Set your team up for success and allow them to do their jobs effectively by uniting disparate systems and rely on technology to do the heavy lifting.

3. Ongoing training and support

Offer interactive, practical training. Companies have a duty of care to ensure people are trained, systems are running, and that there is overall coordination with other departments in an organization.

There has to be security operations training in place to standardize responses to security incidents and vulnerabilities, improve operational security, and leverage GSOC techniques used in Security Information Event Management platforms and risk management.

Utilize vendor and integrator partnerships, and customize your approach to training in products configured for your organization. By developing guidelines for technology, resource allocation, and processes, you can educate your team on a crisis management system that works. There are protocols and responses that are essential to the GSOC's performance and interdependent with other parts of the organization.

4. Consider a distributed or vGSOC

Many established enterprises rely on a physical GSOC to serve as the command and control center for their security programs. These secure locations are where threats are identified and analyzed and the appropriate response is determined. A virtual GSOC or vGSOC performs the same functions without the need for a centralized physical location, which saves money, enables scalability, is inherently more redundant, and gets the security program up and running more quickly than bringing a physical GSOC online.

Virtual GSOCs can also help organizations address worker shortages and staffing challenges by outsourcing the physical security function and providing additional support that may not have been available previously.

5. Provide written career development plans

Show candidates written career plans that illustrate their possible trajectory and give them a roadmap on how they can get to the next position. When people see options and next career steps, they can be inspired to work towards promotions and growth opportunities instead of feeling stuck in entry-level positions that often require monotonous and repetitive tasks. Candidates can understand that the initial operator role isn't forever, but can lead to higher positions in the department and organization.

6. Education and transparency of job expectations

Be transparent from the beginning about job expectations and what an operator role entails, so that candidates know what to expect. Educating candidates on the typical duties and daily tasks, and being honest about monotony or difficult parts of the job will lead to greater understanding and adoption of the role.
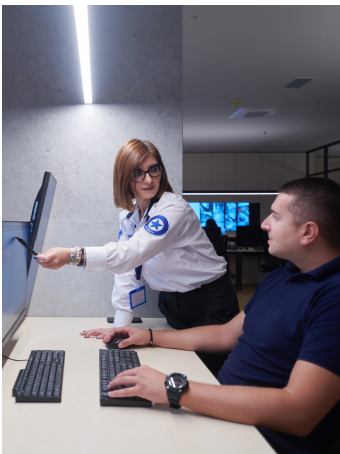
Be transparent from the beginning about job expectations and what an operator role entails, so that candidates know what to expect.

7. When possible, offer hybrid working models, benefits, and PTO to incentivize the employee to grow their career within the organization

As hybrid and remote working models continue to evolve in the job force, security teams can consider offering flexibility for candidates looking for work-from-home options. Giving advantages such as paid time off, health insurance, and other company benefits can help boost employee morale and fend off attrition.

ABOUT HIVEWATCH

Enabling intelligent physical security

The HiveWatch® Operating System is a cloud-based Security Fusion Platform™ built for physical security teams to bring together data from their existing disparate systems.

Learn more at hivewatch.com

Our Mission

To empower organizations to protect their people through intelligent orchestration of their physical security programs. With better communication, more insights, and less noise, we move security teams from chasing threats to preventing them.