## Concerns

August 15, 2020

## Dear Josh

The company has a rule to say something when you see something regardless of personal consequences. This is such a moment for me.

I was made Cashier of the Month and appreciate the recognition of the work I have performed on behalf of you and the company. I was hired early in 2019 and the following are some items for you to consider. I have never missed or been late for a single shift. I have never turned down a single call in. During my time I have worked as many as twenty three out of twenty five days and several times fifteen days or more in a row. I doubt there is anyone in the building that can match this record. Just in the last month I have crested 132 hours in a four-week period based on needs in the department. Add three days on either side and I believe I am north of 140 hours.

The day I was told I was Cashier of the Month I went home to see the newly published schedule for the week of August 31. I found my schedule had been reduced from five to four days. In effect the cashier you think does a great job was put on the bench and the fifth day given to another. I then receive a published note the front-end manager wants us to help train the new cashiers so they can do a better job with the hours they were given from me and others. I believe you would not be happy either if the company told you to train another to do your job then cut your salary by 20% after doing so. Creating this enmity among employees is losing.

I have offered you, Christy, Melanie and the company to work up to thirty hours a week over five days. That is the pearl I provide you. That has been rejected and replaced with four days. That is costing you six hours of personal excellence. That is losing.

What is this personal excellence and what is winning and losing? My mission is to make certain the company gets paid, the customer wants to return and spend more and the employees backsides are covered as much as a cashier can do for them. Be

on time, be prepared and perform are the three Ps in my motto. Then inventory is maintained but not at the expense of the others.

If I am there, employees escorting customers on a sale almost always come to my register. If I need help they make a real effort to come. When I try and help load with my bad back they come running to help Charles. That mean more to me than all the awards I could ever receive. They know I do the same for them. That is the ultimate win for me

Customers actually seek me out as a cashier. One employee said it was like I had a blue light special halo. I can walk an aisle and a customer will say hello Charles. More winning for me.

Customers treat me far better than the company does. They worry about my health when I am in Garden. They thank me for waiting on them and check behind me to make certain I have found everything in the cart. When I use my discretion and give them an extra dollar or change back they worry I will get in trouble with my till. An exalted win for me.

I explain it is a gift and to come back and spend it. That makes a huge deposit to their emotional account with the store and they cannot wait to return and do so and they remember me personally. I have actually had customers return days later and remind me of my small gift then leave a bigger one and tell me to use it on another customer! They enjoy the interaction with me and are incentivized to come back and spend more money 85% of the time. The other 15% are customers that brought it with them and took it out with them. I processed them effectively and got them out the door...another win for the company.

I have insisted that the drink machines be serviced and have on several occasions gone back to warehouse and brought them up and filled the machines. I now put notices on lumber carts and gurneys that are returns and date them so the employees in Pro know that these are returns and to restock them. For items abandoned on carts I have actually returned them to the warehouse for processing and restocking. Ask any lot guy and they know I readily help bring in carts and buggies whenever I can.

I have done all I can do to see the battery display has batteries but must admit that is far from what it should be. I expound on batteries and cokes because these are impulse items. When a customer has the impulse and we have no stock to sell or it is in the warehouse we lose the sell. We also lose something much more deadly to

the store's wellbeing. That insignificant impulse unfulfilled equals a large withdrawal from their emotional bank account with the store. Do it repeatedly and the account is overdrawn or worst closed. That is losing.

Just this week Chris Wasco was in Garden and had to unlock the gate to move sitting lawn mowers. It was relatively empty in garden so I told him I would open and close the gate and he could just ride through with the mower without stopping. A very small thing but it saved him some time and trouble on a very hot day. That is winning.

When you decline my gift of five days and reduce it to four you lose all of this. YOU are losing. When I am in the building you and the company win more than when I am not. One number you can check is items scanned. I am usually number two of all the cashiers as a part time employee. To put it succinctly when I am on a cash register or at self checkout I scan more items, satisfy more customers and lay the groundwork for future sales at a much higher clip than any other cashier in the building. That is winning. Yet the company schedules me less and does so the very day the company acknowledges I am doing a good job. The irony is not lost on me. Worst it is losing. I asked Melanie to review but she indicated there were nothing to be done to correct this back to five days. That is losing.

Since the company has done this, they have essentially taken the pearl offered by me and ground it into the mud. That is losing for both of us. If you want me to accept a call in then schedule me five days a week. If or when you do I am available to help out on the other two days when needed even if that means I work an extended period without any days off. However, if I am not scheduled five days then I will not accept any requests to work any additional shifts those weeks I am scheduled only four days or less. Had the company scheduled me the five days the possible need for the call in would have been reduced. A failure to properly schedule me has in effect then led to a scheduling failure. That is losing.

How much sense does it make to put a star player on the bench? I guess maybe being 25% over plan the company may have reached the point it just can not stand any additional sales that a good employee like me creates. If so then reducing my schedule makes sense. That is losing. But if you want to win then having me in the store helps in a small way to foster and manifest that. That is winning. I am not there for the money. Winning is why I darken the door. It is the sweet nectar to which I am addicted. Winning with customers and employees. That is the very best. Losing is the very worst. And you?

## Charles Ford

P.S. Since I crested 130 hours repeatedly over a 31 day period you might want to check and confirm my status as a full time employee. Let me be clear. I do not want nor seek full time status but want to make sure there are no surprises for Melanie or you. Thanks.