

To enable each employee to achieve high standards of performance **Sangster's** provides a thorough orientation and training program that commences on the first day of employment and continues for a period of ninety (90) days. Every Manager/Franchisee shall provide each new employee with information about the particular **Sangster's** location in which the employee is employed, its personnel policies, benefits, affirmative action plans, compensation, operations, performance evaluation standards, job safety, product knowledge, the employee's job content and any and all other information that will help acquaint the employee to the job, and help him or her adapt quickly to enjoy success.

PROCEDURES:

1. General Procedures

- a. Employees will be asked to complete the following forms which will be placed in their Personnel Files:
 - Employment Forms (Application or Resume).
 - Confidentiality form.
 - Enrollment application form for insurance and/or benefits (if applicable).
 - Receipt of any/all Manuals and keys issued.
- b. Employees will be given Manuals that summarize what **Sangster's** does, its history, traditions, values, goals and mission.
- c. All policies and procedures concerning employee benefits, employment policies, attendance and pay, company regulations, safety and security, and office or store operations are summarized in these Manuals, and will be discussed with each new employee.

2. Orientation and Training

- a. At the commencement of employment and for the duration of ninety (90) days, each employee will participate in an Orientation and Training Program.
- b. There shall be five phases to this program, as follows:
 - General Orientation
 - Job Orientation
 - Operations Orientation
 - Selling Floor Orientation
 - Daily Maintenance Orientation

- c. At the completion of each phase of the Orientation and Training Program, each employee will be asked to indicate on a Checklist (see attached checklists) that all of the information outlined in that phase of the orientation and training was covered by his or her supervisor. A copy of this checklist may be obtained from the Manager or Franchisee.
- d. Employees will be requested to periodically demonstrate their ability to apply the information covered in these checklists. These performance tests will be accomplished through either written tests or oral quizzes or by demonstrating their ability to perform the activity.
- e. **Sangster's** recognizes that until new employees become comfortable in their environment and develop an acceptable skill level, their work should be checked at regular and scheduled intervals. The objective of this policy is to give each employee's supervisor an opportunity to be helpful and to correct errors before they become habitual.

3. Evaluation

- a. An Introductory Period Rating Report may be completed on each new employee by the Manager or Franchisee after sixty (60) days.
- b. Any *conditional* employee who has successfully concluded their Introductory Period and the Orientation and Training Program shall be recommended for *regular* status.
- c. If during this ninety (90) day period the company determines any *conditional* employee would not be good for the job, that employee will be terminated.

Sangster's

EMPLOYEE ORIENTATION AND TRAINING CHECKLIST

Employee: _____ Job Title: _____ Hire Date: _____

Store Manager/Franchisee: _____ Store Location: _____

The purpose of this checklist is to ensure that all important company information is shared with all new employees. At the conclusion of each phase of this Orientation and Training Program, both the Manager/Franchisee and the employee should acknowledge in the spaces provided that the information outlined was reviewed and understood by the employee.

PHASE 1 - GENERAL ORIENTATION

Estimated Time to Complete: _____

[✓ =Done]

- | | |
|---|---------|
| 1. Explain the kind of company Sangster's is. | [] |
| 2. Describe who our customers are | [] |
| 3. Review our company's (store's) history, traditions and values | [] |
| 4. Describe our most recent changes: Past, Present and Future | [] |
| 5. Describe who our competition is, and how we position ourselves differently and what our competitor advantage is. | [] |
| 6. Explain how Sangster's is unique and special | [] |
| 7. Review our products and services | [] |
| 8. Familiarize employee with our vendors and suppliers | [] |
| 9. Tour the store | [] |
| 10. Introduce employee to people he/she will work with | [] |
| 11. Give the employee access to all Manuals | [] |
| 12. Allow the employee time to review all the Manuals | [] |
| 13. Go over Sangster's Mission Statement | [] |
| 14. Answer questions. | |

Employee: _____

Date: _____

Manager: _____

Date: _____

PHASE 2 - JOB ORIENTATION

Estimated Time to complete: _____

[✓ =Done]

- | | | |
|---|---|---|
| 1. Summarize the job description. (refer to Section 11) | [|] |
| 2. Define major job responsibilities. (refer to Section 11) | [|] |
| 3. Communicate job expectations and standards of performance. | [|] |
| 4. Explain Introductory Period. | [|] |
| •Length of time | [|] |
| • Define <i>conditional employee</i> | [|] |
| 5. Discuss Employee Benefits and eligibility requirements. | [|] |
| •Insurance and Benefits (if applicable) | [|] |
| •Vacations | [|] |
| •Holidays | [|] |
| •Sick leave (if applicable) | [|] |
| 6. Discuss Pay Periods, and rate of pay. | [|] |
| 7. Discuss payroll deductions (voluntary and involuntary) | [|] |
| 8. Discuss overtime and banked time. | [|] |
| •Approvals required | [|] |
| 9. Explain purpose of this Orientation and Training Program. | [|] |
| 10. Explain the performance evaluation system. | [|] |
| 11. Summarize company rules. | [|] |
| •Ethics | [|] |
| •Alcohol and Drugs | [|] |
| •Personal Appearance, and Name Badges | [|] |
| •Safety | [|] |
| •Telephone use | [|] |
| •Smoking | [|] |
| •Parking | [|] |
| •Visitors | [|] |
| 12. Respond to questions. | [|] |

Employee: _____

Date: _____

Manager: _____

Date: _____

PHASE 3 - OPERATIONS ORIENTATION AND TRAINING

Estimated Time to Complete: _____

[Done]

1. Review with the employee how to use the POS system. []
2. Review and demonstrate each POS procedure listed below.
Then determine if the employee has acquired the ability to perform
each transaction by asking him or her to demonstrate it for you:
 - All major credit card & debit transactions []
 - Cash transactions []
 - Personal or Traveler's cheque transaction using verification procedures []
 - Returns - in the form of cash, credit card, or debit. []
 - Returns - with or without a receipt []
 - Gift Card transactions []
 - Exchanges (even or uneven, with or without receipt, money
due to the store, money due to the customer) []
 - Voids during a transaction []
 - Voids after a transaction []
4. Demonstrate opening and closing procedures. Ask employee
to demonstrate. []
5. Explain Employee Discount Procedures. Ask employee to review
the procedures with you. []
6. Review all Store Security Procedures. (Refer to Policy Manual.) []
7. Discuss shrinkage, its causes and preventive measures. []
8. Define and review markdown (discount or sale) procedures and
approvals. []
9. Answer questions. []

Employee: _____

Date: _____

Manager: _____

Date: _____

PHASE 4- SELLING FLOOR ORIENTATION AND TRAINING

Estimated Time to Complete: _____

[✓ =Done]

1. Explain the importance of being prepared to work the sales floor. []
2. Use our existing training program and/or other current available resources to train employee on our store's *Customer Service Basics*. []
3. Have employee show you what he or she has learned. []
4. *Use our existing training program and/or other current available resources to help the employee acquire the following selling skills.*
 - Competence**
(avoid losing sales due to lack of information) []
 - Engaging**
(break down customer resistance & build a personal relationship) []
 - Hopes and Dreams**
(determine wants, needs & desires; find out why/what they want) []
(establish value and create ownership of the merchandise) []
(close the sale and add on) []
 - Concerns and Closing**
(uncover their true reason for not buying & saving the sale) []
(get the customer to buy the main item and add on) []
 - Building Loyalty**
(reduce buyer's remorse and prevent returns) []
5. Review telephone courtesy. []
6. Walk the floor and familiarize the employee with the products & merchandise. Emphasize the different resources available, gain thorough product knowledge, e.g., the product information sheets, pamphlets, web page, blog, handling the merchandise. []
7. Walk the floor and familiarize employee with our basic merchandising standards:
 - Is basic merchandise filled in by expiry date? []
 - Are shelves abundantly full, but not jammed? []
 - Are all bottles facing in the same direction? []
 - Is the merchandise spaced evenly? Knife-edged? Same height? []
 - Are all promo tables and product displays full? []
 - Merchandise set out by selling ratio, i.e., items selling the best have the most number of product facings. []

8. Review Pricing and Signing Standards:

- When & how *regular priced labels & signs* are used. []
- When & how *red sale labels and signs* are used. []
- When & how *shelf filler signs* are used. []
- Explain what to do with dirty, altered or creased signs. []

Employee:_____

Date:_____

Manager/Franchisee:_____

Date:_____

PHASE 5- DAILY MAINTENANCE ORIENTATION

Estimated Time to Complete: _____

[✓ =Done]

1. Explain the importance of the store creating a pleasant atmosphere for the customer at all times. []
2. Emphasize that by maintaining a neat, clean and well-stocked selling floor, everyone is contributing to customer satisfaction. []
3. Walk the selling floor as you review the general housekeeping checklist:
 - Dust fixtures and equipment []
 - Clean glass, shelves and countertops []
 - No notes of any kind are to be taped to the check-out terminal area in view of the customer. []
 - All supplies and bags should be organized and filled []
 - Remove paper, trash or merchandise from the floor and on top of fixtures []
4. Take the employee into the stockroom to review all stockroom standards, maintenance and housekeeping responsibilities
 - Review how new merchandise is processed for sales floor presentation []
 - Show how merchandise is worked onto the sales floor []
 - Explain the configuration of the stockroom and why it is organized in that way []
 - Review safety and security standards []
 - Show what to do with empty boxes, trash and how to discard them []

Employee:_____

Date:_____

Manager/Franchisee:_____Date:_____