

**Practice**

Proper and accurate receipt, recording, and tendering of cash, checks, coupons, and other currency is critical to the success of the business. For this reason, front-end Cashiers assigned to cash handling positions are required to successfully complete Alcohol Sellers Training, Centralized Instructor Led Training, and in-store training before they are to check in the stores. Satellite Cash Handlers will receive in-store training.

Training is intended to provide the Partner with the requisite knowledge and skills to properly and accurately receive, record, and tender monies associated with customer purchases and related transactions.

Failure to properly and accurately receive, record, tender, or process transactions associated with customer purchases and related transactions may result in disciplinary action for all cash handling operators to include front-end Cashiers, Business Center Cashiers, satellite Cashiers, and Cash Controllers. Exceptions or deviations from normal procedure may occur when deemed appropriate.

**Procedures for All Cash Handling Operators**

1. Lane Accountability is the sharing of a common till by multiple cashiers to promote efficiency in the cash office and front-end. It also promotes improved customer service by facilitating better and quicker hand-off of the till in the lane, and allows cashiers to go on break and lunch quicker. This policy pertains to all front-end, gas station and satellite tills. Cash Office and Business Center tills will remain on individual cashier till accountability.
2. Front-end and satellite Cashiers will use their own operator numbers. Service Managers, Service Directors and all other members of management will also check on their own operator numbers.
3. All lanes/tills (central checkout, satellite, and business center) will be settled daily.
4. All tills will be subject to random audits performed by a Cash Controller, Service Manager/Service Director, and/or a Store Leader.
5. Unattended access to the Cash Control Office will only be granted to the Store Leader, Service Manager/Director and the Cash Control team.
6. New cashiers should not be used as a designated break Partner for their first three weeks on a checkstand. If a new cashier has excessive variances or appears on trend reports within the first three weeks of checking, management should utilize the audit process to get

**GUIDELINE NO.: 1.12****(A) SUBJECT: CASH HANDLING – TILL VARIANCES & MISTENDERS****4/15/19**

a better understanding of the cashier's cash handling and address results on a case-by-case basis.

7. Service Manager/Director reviews, issues and discusses appropriate documentation with Partners based on their variance and trending progression.

**Lane Audits/Till Pick-ups****Lane Audits**

Lane audits are an integral function in the Lane Accountability process. Audits will be performed both randomly and in case by case basis in circumstances when a cashier's trendable variances are excessive. All audits are to be performed randomly throughout the course of the day to ensure all Partners can expect to be audited, regardless of their shift time. Audits can be performed after one (1), two (2), three (3), four (4), or five (5) Cashiers have been assigned to a lane, but must be performed before the sixth cashier is placed on the lane.

A report will be generated weekly to identify cashiers that will receive risk based audits. These audits will count toward the weekly audit requirement of the store.

All stores will be required to audit 40% of their total till counts and satellites used for the week.

**Till Pick-ups**

If a lane approaches the allowed maximum for cash and it does not require a lane audit, the Cash Controller can collect the excess cash from the till and perform a pick-up.

In the rare occasion a Cash Controller is not available for the pick-up, an authorized Partner (Service Manager/Director, MIC) can perform the pick-up utilizing the Lane Pick-up function from the manager menu. In such circumstances, the Cashier must verify the cash and the pick-up slip must be signed by the Cashier on the lane and the manager performing the pick-up. The cash should then be sealed in an envelope with the pull slip and dropped in the designated area for the store.

**Performance Tracking, Documentation, and Retraining**

Incidents of unacceptable or below standard performance in the area of cash handling will be documented on a weekly basis and in accordance with the five steps in H-E-B's "Performance Feedback Guidelines".

Each incident of unacceptable or below standard performance is to be documented in writing on a "Partner Performance Record re: Cash Handling – Till Variances" form. A copy of the documentation should be given to the Partner and the original in the Partner's file.

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Trends and variances will be examined from an absolute value perspective to provide the best metric for accuracy. Absolute value will be utilized for both traceable and trendable variances. For example:

Day	Variance
1	(\$5.00)
2	+\$15.00
3	+\$5.00
4	(\$10.00)
5	(\$20.00)
Weekly Total	\$55.00

**Traceable Variances**

Traceable variances are non-cash (i.e. checks, Primo vouchers, tax-exempt, CoinStar vouchers, etc) or cash variances traced directly to a cashier. Cashiers will be held accountable through H-E-B's progressive disciplinary process. Traceable variances will remain on a Partner's record for a rolling twelve (12) week timeframe.

An incident of an excessive traceable overage or shortage may result in bypassing some "Performance Guidelines" steps.

**Trendable Variances**

Trendable variances are non-cash or cash variances that **cannot be traced directly to a Partner when multiple Partners have been assigned to the same till**. All cashiers on a till with a non-traceable variance will be held accountable and tracked on a trend basis. Trendable variances will remain on a Partner's record for a rolling six (6) week timeframe.

**Progressive Discipline Action and Retraining for Front-End, Satellite Partners, Cash Control**

	Traceable Variances (Rolling 12-week cycle)		Trendable Variances (Rolling 6-week cycle)	Disciplinary Action
	Incident	Excessive		
Step 1	1st \$10-\$25		>\$200	Verbal Discussion
Step 2	2nd \$10-\$25	\$25.01-\$50	>\$250	Written Record & Policy Review
Step 3	3rd \$10-\$25	\$50.01-\$75	>\$300	"35 Rating"/ Retraining
Step 4	4th \$10-\$25	\$75.01-\$100	>\$350	"40 Rating"/ Retraining
Step 5	5th \$10-\$25	> \$100.01	>\$400	Subject to disciplinary action including demotion; Partner may otherwise apply to an open non-cash handling position. <i>Cash Control Partners who reach Step 5 will be eligible for reassignment to an open checker position or may apply to a non-cash handling position.</i>

As a result of not meeting cash handling standards, a Cashier may be demoted to the position of Customer Service Assistant (or CSA II if eligible) and a Cash Controller may be reassigned to an open Cashier position if one is available; Partner may otherwise apply to an open non-cash handling position within the reclassification period. Partners who are demoted will have their pay and benefits reduced accordingly. Six months must pass before demoted Partners may be considered for checker retraining or a cash handling position.

Cash handlers requiring retraining should not check until retraining is administered. Stores have seven (7) days to complete retraining.

Patterns of till trends, mis-tendering, coupon violations, or inaccurately processing transactions will be addressed on a case-by-case basis.

Cash Controllers that check on the front-end will participate in the lane accountability process. If a Cash Controller is on a till with a non-traceable variance, the Partner will be held accountable and tracked on a trend basis.

Excessive trends/variances will be handled on a case by case basis. Stores will investigate all excessive trends/variances over \$300 and contact Human Resources.

Any Partner who receives two "40" ratings for cash handling for any combination of traceable or trendable variances in a rolling 12 month cycle may be demoted to the position of Customer Service Assistant (or CSA II if eligible); Partner may otherwise apply to an open non-cash handling position within the reclassification period. Partners demoted to the position of Customer Service Assistant (or CSA II )will have their pay and benefits reduced accordingly. Six months must pass before demoted Partners may be considered for checker retraining or a cash handling position.

**Business Center Till Variances & Mistenders**

Business Center Partners will remain on individual cashier till accountability when scheduled in Business Center and held accountable for variances through the following disciplinary process:

**Progressive Discipline Action and Retraining for Business Center**

	Traceable Variances (Rolling 12-week cycle)		Disciplinary Action
	Incident	Excessive	
Step 1	1st \$10-\$25		Verbal Discussion
Step 2	2nd \$10-\$25	\$25.01-\$50	Written Record & Policy Review
Step 3	3rd \$10-\$25	\$50.01-\$75	"35 Rating"/ Retraining
Step 4	4th \$10-\$25	\$75.01-\$150	"40 Rating"/ Retraining
Step 5	5th \$10-\$25	> \$150.01	Subject to disciplinary action including demotion; <i>Business Center Partners who reach Step 5 will be eligible for reassignment to an open checker position or may apply to a non-cash handling position.</i>

If a Business Center Partner reaches step 5 for cash handling, the Partner may be reassigned to an open Cashier position if one is available, Partner may otherwise apply to an open non-cash handling position within the reclassification period. If the Partner is selected for an open Cashier position, they will be included on the weekly generated report for risk based audits. Further variances/trends will continue to be documented through Performance Feedback guidelines. Partners who maintain a satisfactory performance for a six month period may reapply for an open Business Center position.

Business Center Partners that check on the front-end will participate in the lane accountability process. If a Business Center Partner is on a till with a non-traceable variance, the Partner will be held accountable and tracked on a trend basis.

Excessive trends/variances will be handled on a case by case basis. Stores will investigate all excessive trends/variances over \$300 and contact human resources.

Any Business Center who receives two "40" ratings for cash handling for any combination of traceable or trendable variances in a rolling 12 month cycle may be demoted to the position of Customer Service Assistant (or CSA II if eligible); Partner may otherwise apply to an open non-cash handling position within the reclassification period. Partners demoted to the position of Customer Service Assistant (or CSA II) will have their pay and benefits reduced accordingly. Six months must pass before demoted Partners may be considered for checker retraining or a cash handling position.

**Miscellaneous Information**

Partners may request additional in-store training any time. Partners on a “35” or “40” rating for cash handling will receive mandatory retraining. Retraining will include reviewing the items on the “Cashier Variance Retraining” with a Service Manager/Director or other designated Partner.

When a Partner has been a cash handler for more than one year and has weekly, excessive traceable or trendable variances, the manager will review the Partner’s cash handling history for the past twelve (12) months. The Store Leader will then contact Human Resources to determine the appropriate disciplinary action.

**ACKNOWLEDGEMENT**

I have received a copy of H-E-B’s Cash Handling – Till Variances & Mistenders Guideline. I have read and understood the Guideline and understand that a violation of the Guideline may lead to appropriate disciplinary action, up to and including termination of my employment.

Partner Name (Print)\_\_\_\_\_

PeopleSoft Empl ID\_\_\_\_\_

Date\_\_\_\_\_

Store#/Corporate #\_\_\_\_\_