

Manager Handout

Leadership and management

- One key difference between being a retail sales associate and a manager, is the added responsibility of looking over a store and its employees. If you are transitioning from sales to management, you will want to pick up a few extra skills, to help you lead more effectively.
 - The ability to make difficult decisions
 - The ability to get everyone on board — even if they disagree with it
 - The ability to give feedback on a regular basis
 - The ability to listen
 - The ability to communicate clearly and with focus
 - The ability to gain and hold the trust of others
 - The ability to stay positive
- And as much as it's your job to lead and to mentor, it's almost more important to remember to listen to your staff.
 - Hear their challenges and address them,
 - Listen to their ideas and encourage them.
 - Recognize staff strengths and delegate roles and responsibilities that cater to that.
 - Be able to communicate with upper management about any concerns or ideas
 - Be understanding that not all suggestions will be implemented
 - Understand that some things do take time to put in place and won't happen immediately
- If you expect staff to have an intimate knowledge of the brand and products, it's a good idea for you, as a store manager, to do the same. Use the products, get to know them, understand your competitors, and stay up-to-date with product and brand training.
- Responsible for stores facebook page
 - Posting regularly, products and deals and updating customers
 - Answering Comments and messages
 - This includes complaints, to be handled in a professional manner. If unsure how to respond contact Nate

Inventory Counts

- This is the only way to keep your store running as efficiently as possible!
 - This is how we can see if you need more of a product or less of a product
 - If a juice is not a big seller, we can reduce the number so that expired juice does not end up sitting on the shelves.
 - If someone ends up selling the wrong color or nicotine strength, getting those numbers correct is important that you get that item back in stock.

- If there are consistently items being rung up wrong but within the same brand we can notify the employee and get it fixed.
 - Every time there is a number off that is potentially a \$20.00 loss in sales and if that happens multiple times a day or a week that adds up to a significant loss to your store's overall amount.
- Make sure to change your display to the latest Packaging/ expiration date. Oftentimes the same one gets left in the display and expires or fades to where it's no longer a good product. This is mainly an issue for CBD products, the LED lights in display can cause cartridges to go dark and dry out the flower.
- Make sure the product is being put up the same way on shelves, don't have one where one person stocks from the front and then one from the back. We need a good rotation of product and don't need to sell an expired juice because it wasn't rotated properly.
 - Do your best to notice expired juices when doing counts and let Kaylyn know if you find something expired, keep in mind a lot of brands do a manufacturer date and it is one year after that date.
- Counts should be done each day you work. Do not do mass counts! Smaller counts are the best way to ensure numbers are correct. Smaller counts make it where items can be reconciled faster, because once customers start coming in and buying, it does change your counts for that item. (highlights item in yellow)
 - Notify Kaylyn of counts with shrinkage or overage if it doesn't look right. This will come with time and experience of doing counts to know when to call Kaylyn. We need to rule out if it was done wrong in transfer or being rung up at register wrong or is the item missing.
 - Any concerns about getting counts done or improved upon do not hesitate to ask Kaylyn. We would rather know something hasn't gotten done than us finding out after the fact.
- Counting inventory will require you to be proactive in watching product
 - What colors are missing?
 - What overages/ shortages you have on juice nicotine.
 - All new juices start at 0mg-1 3mg-2 6mg-2 12mg-1 anything deviating from that should alert you that something is wrong in the system or numbers have been reduced or increased based on the turn over of that item.
 - Haven't been receiving an item in several weeks
 - While there will always be ups and downs with inventory do not hesitate to ask, but understand sometimes not receiving items is out of our control. There are a multitude of reasons why we do not have something.
 - We will do our best to notify of all discontinued items and keep a running list, there are still many outlier products scattered at stores.
- There is a monthly count schedule for inventory, if the next month starts without the new month being sent out you still have to do counts. Stick with the same schedule the only way it changes is if a new brand has been added.

- There is no excuse for not doing counts! If counts aren't being done, your store is losing sales and customers could be missing out on an item they want.
- Daily Tasks
 - Make sure you arrive early, on the days you are opening, as well as staff (minimum 15 min before the store opens).
 - Employees are in the correct attire
 - Clean t-shirt, shoes, pants.
 - Check register counts signoff sheets, all stores do sign off sheets
 - Organize the store
 - One of every color option is in the display
 - Display items have a label with price
 - Juices are neatly on the shelf not haphazardly thrown up there
 - Best way to prevent grabbing the wrong nicotine
 - Batteries are being charged consistently
 - Display is organized and items displayed neatly
 - Inventory counts
 - Make sure store is cleaned, displays are cleaned according to schedule
 - Be proactive cleaning spider webs in corners and baseboards of displays
 - Let warehouse know what supplies are needed every week between Saturday and Monday, a long with list of returns from previous week
 - Make sure returns were done properly
 - Make sure change is being done regularly
- Communication
 - Manager needs to be able to communicate with upper management about customer wants and what the competition is doing.
 - Managers will be relaying information to employees from upper management and vice versa.
 - Managers are the first to deal with employee and customer complaints
 - Managers need to be able to resolve conflicts quickly, conflicts should be minimal if everyone is pulling their weight

Write Ups (4 month intervals)

1. Keep track of "I'm running late" while we understand things happen, it should not be abused
2. Every employee signs the employee hand out and are able to be written up for anything in that handout
3. Let Kaylyn and Nate know the last Sunday of the month of any write ups
4. Stay on top of the tasks and if they aren't being followed after being told they should be written up
 - a. Ex. manager/As. Manager asks the employee to stop using a personal device (phone, earbuds, tablet,Etc.) and they don't or say it doesn't say it in the employee handout.
 - b. Ex. cleaning if vacuuming is not getting done even after being told to do so write them up.
5. Make sure all employees are pulling their weight

6. Failure to abide by the rules will result in a write up at the owner's/ managers discretion
7. After the third write up, will result in loss of personal commission by 25%
8. 4th write up will result in 50% loss of personal commission
9. 5th write up will result in 100% loss of personal commission or termination

Opening Late that Hinders the Businesses to Operate, Write Ups (2 month intervals)

(Not being at the store by opening time, without communicating to Nate or store manager)

1. First time that does not exceed 15min is a verbal warning
2. Second time will result in 25% loss of personal commission
3. Third time will result in 100% loss of personal commission
4. Fourth will result in termination

Employees Arriving Late for Midshift Write Up

1. After the third write up, will result in loss of personal commission by 25%
2. 4th write up will result in 50% loss of personal commission
3. 5th write up will result in 100% loss of personal commission or termination

Expectations for Employees Calling in

1. If a staff member is severely sick and/or knowingly contagious or injured (that infringes on their ability to work) they need to call in.
 - a. They need to let you know as soon as possible. (Text if middle of the night) It is your duty as manager to check your phone in the morning before the store opens to make sure someone is not calling in sick.
 - b. Hours are not guaranteed to be made up for that individual on another day
2. Requested time off
 - a. 2 week notice if needing 3 or more days off
 - b. 1 week notice if needing morning/closing shift changed or 2 or less days off

Shift Swaps

1. Must be approved by store manager
 - a. Must be done in the same work week.
 - i. Both employees must agree to the swap
 - ii. Not all swaps are guaranteed, and could result in just losing hours if there are multiple employees working
 - iii. If the swap can't be covered by someone else, you are still expected to come in

Schedules (2 week schedules)

- Managers will create schedules for their stores
 - Accommodate peak times in the schedule, restocks and higher volume days.
 - Minimize wasteful overlaps
 - Be efficient with hours allotted
 - Understand not everyone will be happy with hours/schedules
 - No guarantee they will get desired schedule at all times or days off
- Emergency days off: funeral, death, illness, family emergency
- If employee is unable to work because of emergency, the manager has to be the one to cover
- If you need someone to cover from another store contact Nate

- Overtime can be given if needed but check with Nate
- Make note of employees willing to work overtime
- Put schedule as new profile photo in store group chat and have one posted in backroom

Employee discounts/customer discounts

- Employees must print out receipt of items they purchase using their discount
 - Managers need to go through this once a week
- Managers must look at discounts and verify where they can
- Customer discounts are for military, police, fire and EMT (15% off)
 - Every extra discount given will result in less commission amount for manager

Monthly Duties

- Change air filters at beginning of every month
- Bathrooms need to be deep cleaned, corners, wipe the walls, sinks, the entire toilet (Lift up the seat)
- Monthly cleaning sheet signed off
 - Displays, spider webs, glass shelves etc.
- Checking in with warehouse/ upper management
 - Basically updating on how store is operating
- Clean out fridges, clean microwave

Hiring and Firing

- Interview and vet candidates carefully, make sure they have the right skills and will fit well with the company atmosphere.
- Set clear expectations for the role during the hiring process, ask hypothetical questions to get a sense of how they work under pressure.
 - New hires get 2 weeks to get a solid foundation going and 4 weeks to know majority of the product to be able to work by themselves
- New hire paperwork
 - For now, all new hires got to the warehouse to fill out paperwork, with exceptions for Arkadelphia and Texarkana
- If manager decides to fire an employee, the manager must cover that employees hours until a new hire is capable of filling those hours/ get a new schedule made
 - Managers cannot fire someone for discriminatory reasons
- Keep up with write ups, if the employee is receiving multiple write ups but not changing behavior, they need to be let go.
 - Use your best judgment for this
- You can fire an individual if they make a single severe mistake

Sexual Harassment **will not be tolerated!**

1. This includes employee to employee, employee to manager, employee to customer and vice versa.
 - a. Sexual harassment is a form of sex discrimination

- b. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when submission to or rejection of this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.
- c. Sexual harassment can occur in a variety of circumstances, including but not limited to the following:
 - i. The victim as well as the harasser may be a woman or a man. The victim does not have to be of the opposite sex.
 - ii. The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker, or a non-employee.
 - iii. The victim does not have to be the person harassed but could be anyone affected by the offensive conduct.
 - iv. Unlawful sexual harassment may occur without economic injury to or discharge of the victim.
 - v. The harasser's conduct must be unwelcome.
- 2. Please say something if you are uncomfortable. You may reach out to your manager, and/or Operations Manager, and/ or owner. You can send an email to kray@vhdistro.net or direct message in the group me app.
 - a. If you see someone else being sexually harassed you need to let a manager, district manager or owner know.

I have read and understand role as store manager

Date