



Policies and Procedures

Small's Grocery Store

Mission Statement

Niche: sustainable products

To survive in competition with the large supermarket chains, Small's Grocery Store not only provides a general selection of the products our customers require, but is developing a strong niche with organic and other sustainable products.

To support the niche, we strive towards developing sustainable practices within the store, such as recycling, the use of recycled and recyclable packing materials and energy conservation.

Customer satisfaction

To provide quality products and service to our customers.

To educate our customers in the use of sustainable products, services and practices, both through product demonstrations, competitive prices, and an information section with brochures and purchasable books on sustainability, organic foods, etc.

Employee satisfaction

To make Small's Grocery Store an attractive workplace, where employees support the sustainable ethic and believe in customer satisfaction.

To provide the necessary training for employees to achieve their mission.

Owner satisfaction

To manage resources efficiently and provide a good profit.

To know that his store is participating in efforts to increase the sustainability of our lifestyles.

Job descriptions

Job category 1 *Owner*

Manages the store.

Job category 2 *Bookkeeper*

Procedure 2.1 Bookkeeping

Procedure 2.2 Cashflow

Procedure 2.3 Paying invoices

Procedure 2.4 Cashiers' cash drawers

Procedure 2.5 Coordinating policies and procedures

Job category 3 *Buyers (Bonnie)*

Responsible for purchasing in one of the three categories: Fresh Food (Produce and Dairy), Groceries, Non-food. Furthermore responsible for finding and evaluating suppliers according to the Supplier Approval Process.

Responsible for collection of information necessary for our niche, sustainable products, for encouraging suppliers to produce and offer sustainable products, training other employees in sustainable practices, and arranging for educational in-store displays (with an external bureau.)

Work hours. 7 AM – 4 PM including ½ hour for lunch/dinner and two 15 minute breaks. There will be some traveling to check suppliers.

Basic computer knowledge and familiarity with the Windows® operating system is required. Training will be provided on the use of all computer associated forms and operations.

Procedure 3.1 Purchasing groceries

Procedure 3.2 Purchasing fresh produce and dairy products

Procedure 3.3 Purchasing non-food

Procedure 3.4 Training in sustainable practices

Job category 4 *Stockers (Jack)*

Responsible for receiving and replenishing store inventory, product rotation, and accurate processing of store merchandise. Position includes physical restocking of merchandise on both a predetermined schedule, and on an “as needed” basis. The employee will manage and organize all store-level product flow, replenish outdated inventory, and discard spoilage as necessary.

Additional responsibilities include taking daily inventory using the B & J Portable Inventory Scanner, and updating the inventory computer forms required by the Purchasing department.

Employee will work in rotating zones to become familiar with all products in the store.

Flexible work hours. Two shifts are available: 6 AM – 3 PM, and 1 PM – 10 PM.

First shift begins one hour before the store is open for normal business, second shift ends one hour after store is closed to normal business. Each shift includes ½ hour for lunch/dinner and two 15 minute breaks.

Basic computer knowledge and familiarity with the Windows® operating system is desirable, but not required. Training will be provided on the use of the B & J Portable Inventory Scanner, and the use of all computer associated forms and operations.

Must be physically capable of lifting boxes weighing up to 40 pounds.

Procedure 4.1 Receiving and Stocking

Procedure 4.2 Inventory and Ordering

Procedure 4.3 Defective Products Return and Spoilage

Job category 5 Cashiers (Bonnie)

Responsible for checking out customers' purchases. Furthermore responsible for customer service, to assist customers in finding or ordering items they can not find and ensuring that they have the help they need with their purchases. Responsible for her own cash-drawer and keeping her checkout counter clean and restocked. Can draw on the Helpers when she needs extra assistance.

Flexible work hours. Two shifts are available: 6:45 AM – 3:45 PM, and 12 PM – 9:15 PM.

First shift begins 15 minutes before the store is open for normal business; second shift ends 15 minutes after store is closed to normal business. Each shift includes ½ hour for lunch/dinner and two 15-minute breaks, which may not be taken in the rush periods of 7 AM -9 AM, 11 AM – 1 PM or 4 PM - 6 PM.

Basic computer knowledge and familiarity with the Windows® operating system is desirable, but not required. Training will be provided on the use of the B& J purchase & cash register system, and the use of all forms and operations.

Procedure 5.1 Checking out customer's purchases

Procedure 5.2 Coupons

Procedure 5.3 Payments

Job category 6 Helpers (Jack)

Responsible for bagging groceries and general cashier assistance at check stands, customer assistance loading vehicles, shopping cart roundup and return, and general store cleanup. Must be courteous and polite with neat, clean appearance. Must be physically capable of lifting grocery bags and items weighing up to 30 pounds.

Flexible work hours. Two shifts are available: 7 AM – 4 PM, and 12 PM – 9 PM.

Each shift includes ½ hour for lunch/dinner and two 15 minute breaks.

Procedure 6.1 Assist cashier

Procedure 6.2 Assist customers

Procedure 6.3 Clean-up

Small's Grocery Store

Procedure 2.5	Policies & Procedures	Procedure template	Date: May 16, 2002
References:	[any other procedures] <i>(Note, start new Section for each procedure, and make sure than "same as previous is not clicked on header!)</i>		Revised May 16, 2002

Procedure 2.5 Procedure Template

Policy

Provide efficient task management.

Review all Policies and Procedures twice annually as well as in connection with all changes to policies and procedures.

Purpose

To ensure consistent style of policies and procedures

Responsible employees

Use as much of table as necessary. It is only a suggestion

Responsible	Report to	Notify
Helpers	Cashiers	
Cashiers	Inventory	
Inventory	Buyers	Cashiers
Buyers	Bookkeeper	Stockers
Bookkeeper	Owner	Buyers

Flow chart

Could add small flowchart of procedure here

Procedure

1. At the position where a new procedure is to be placed, click insert/page break/new section: check "new page"
2. Copy the text of this page to the new page, taking care not to get headers, footers or page break.
3. Fill in the heading with
 - Correct procedure number (see under "Job description")
 - Procedure category
 - Procedure title

Small's Grocery Store

Procedure 2.5	Policies & Procedures	Procedure template	Date: May 16, 2002
References:	[any other procedures] (<i>Note, start new Section for each procedure, and make sure than "same as previous is not clicked on header!"</i>)		Revised May 16, 2002

- Today's date
 - Revision date is also today's date for new procedure
 - References to other procedures that proceed or follow this one, or are related to this one.
4. Fill in correct Procedure Number and Title where the brackets are after "Procedure".
 5. Indicate the overall policy for the area.
 6. Indicate the purpose of this procedure.
 7. Complete the responsible employee table, using only the applicable row, correcting or adding to the "report to" and "notify" columns where necessary.
 8. Where appropriate, add a flow chart of the procedure
 9. Write the procedure in numbered and bulleted steps, using simple language and consistent vocabulary.
 10. Return the completed procedure to the bookkeeper, who reviews it before submitting it to the owner.

Documentation

List any forms and other documentation used in this Procedure.

Small's Grocery Store

Procedure 3.2	Purchasing	Ordering produce	Date: May 27, 2002
References:	2.1, 3.1, 3.3, 4.2, 4.4	Revised May 27, 2002	

Procedure 3.2 Purchasing fresh produce and dairy

Policy

Only the freshest produce and dairy products may be sold. Thus produce must be purchased daily in quantities that are sufficient that only a minimum of produce must be discarded.

When possible, produce and dairy products are bought locally. The buyer builds good contacts to local farmers. The term "local" is relative to the product.

When available, a good selection of organic produce and dairy products must be stocked. The buyers encourage their local producers to consider organic methods.

A good supply of the produce of the season is available, with recipes encouraging its use.

Freshness and good flavor are the most important parameters for selection of produce, even outweighing organic produce. Organic producers should be encouraged to provide fresh and flavorful products.

If it is necessary to purchase produce that is not local nor in season, this produce must be as fresh and flavorful as possible. If no such produce is available, it is preferable not to stock poor produce of poor quality.

Dairy products with the least amount of chemical additives are preferred.

Purpose

To ensure that our selection of produce reflects our mission of providing sustainable, organic products to our customers.

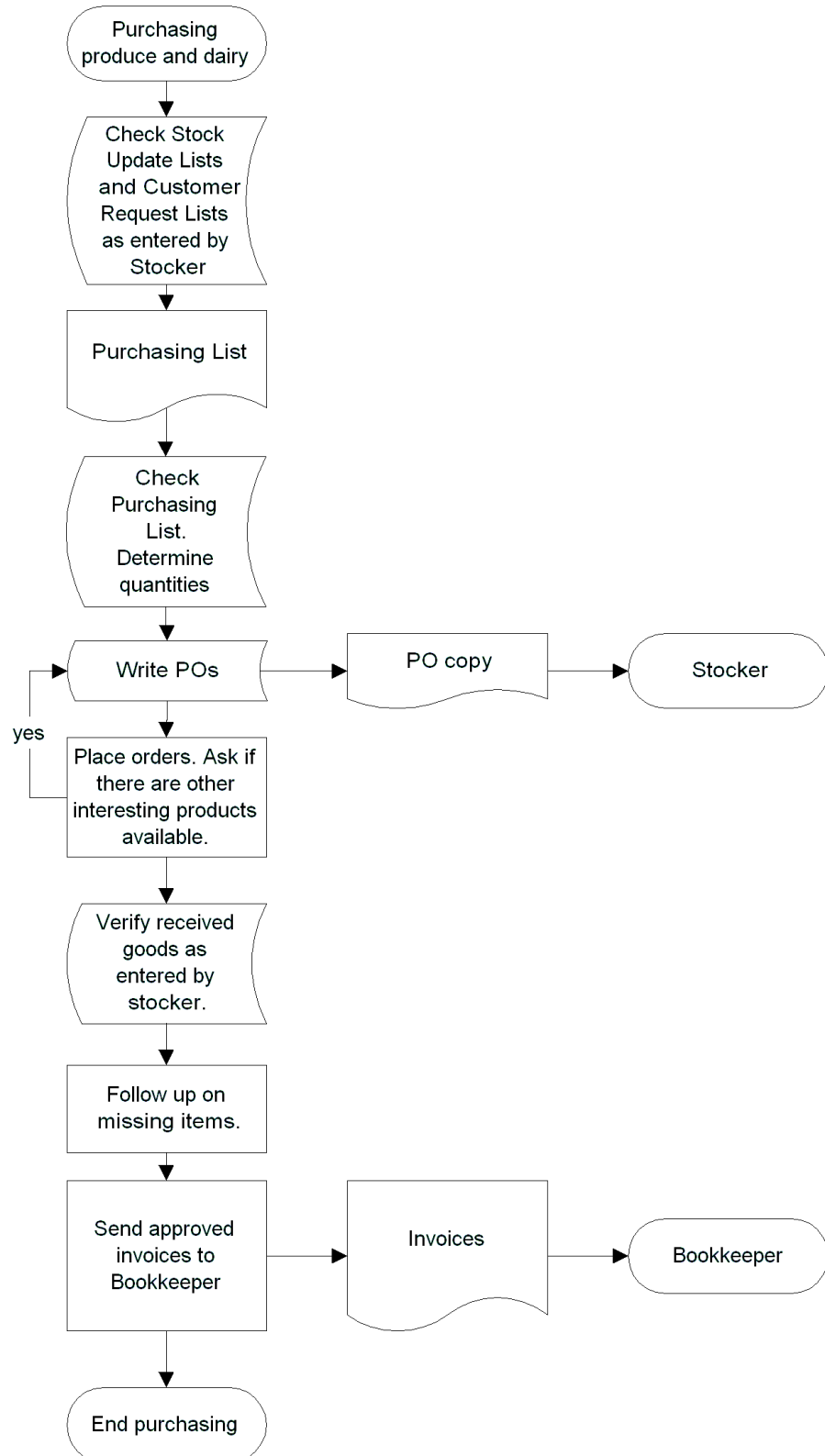
Responsible employees

Responsible	Report to	Inform
Buyer for produce Education of suppliers, employees and customers in sustainable products.	Bookkeeper Produce and dairy stocker	Cashiers Owner

Small's Grocery Store

Procedure 3.2	Purchasing	Ordering produce	Date: May 27, 2002
References:	2.1, 3.1, 3.3, 4.2, 4.4	Revised May 27, 2002	

Flow chart



Small's Grocery Store

Procedure 3.2	Purchasing	Ordering produce	Date: May 27, 2002
References:	2.1, 3.1, 3.3, 4.2, 4.4	Revised May 27, 2002	

Procedure

Determining purchases

1. Check daily that **Stock Update Lists** and **Customer Request Lists** have been updated by Produce and Dairy Stocker in the B & J Inventory Control System.
2. Print out **Purchasing Lists** daily from the B & J Inventory Control System.
3. Check each list for inconsistencies.
4. Check lists for out-of-season products.
5. Determine quantities needed based on previous purchases and reports from Inventory on need for discarding products that are no longer fresh, while considering coming holidays and the like, where people are more likely to prepare home-cooked meals.

Placing orders

6. Create **Purchase Orders (PO)** in the B & J Inventory Control System.
7. Place orders for in-season products with local producers. Discuss the order with them, to see if they have suggestions based on availability. Ask about their progress in planning organic production.
8. Place orders for non-local products with our approved suppliers. Discuss the order with them, to see if they have suggestions based on availability. Ask about their progress in locating organic products.
9. Create **POs** for products not originally on list.
10. Send copies of **POs** to Produce and Dairy Stocker, who verifies receipt of goods on the **POs**.

Verification of receipt

11. Check receipt verification on **POs** in the B & J Inventory Control System with received invoices.
12. Follow-up on undelivered products.
13. Send **invoices** to Bookkeeper.

Supplier control

14. Plan regular visits to producers and suppliers to check quality of produce as well as production and storage facilities. Each producer and supplier should be visited at least once per major product. Use **Form 3.2 Supplier Approval Checklist** for each visit.

Small's Grocery Store

Procedure 3.2	Purchasing	Ordering produce	Date: May 27, 2002
References:	2.1, 3.1, 3.3, 4.2, 4.4	Revised May 27, 2002	

Documentation

1. Computer generated lists:
 - a. Stock List
 - b. Customer Request List
 - c. Purchasing List
 - d. Purchase Order
2. Form 3.2: Supplier Approval Checklist

Small's Grocery Store

Procedure 4.1	Stockers	Receiving and Stocking	Date: May 27, 2002
References:		Revised May 27, 2002	

Procedure 4.1 Receiving and Stocking

Policy

As shipments are received, all merchandise for sale in the store must be counted and verified against the line items contained in the B & J Inventory Control System. Once the items in the received shipment are accounted for, they must be transferred (stocked) on the proper shelves where and when required in order to maintain an adequate supply of purchasable product at all times.

Purpose

To verify that our purchase orders to our vendor are filled promptly and accurately, and to ensure that our selection of products is readily available for consumer purchase.

Responsible employees

Responsible	Report to	Inform
Stockers	Buyer	Cashiers Manager

Flow chart

Procedure

Receiving Process

1. Unload truck and stack in incoming holding area.
2. Verify received merchandise against shipper's bill of lading *PRIOR* to signing for shipment. Write any discrepancies on shipper's receipt and store copy. (i.e., incorrect product, incorrect quantity.) If a product is not received as ordered, for example: 3 dozen apples ordered – 3 dozen oranges received, **DO NOT** accept the incorrect product. Write "Returned" and the reason on the bills of lading.
3. If a product is damaged or spoiled when received, **DO NOT** accept the product. Write "Returned" and the reason on the bills of lading.
4. Enter all items received in the B & J Inventory Control System. Note any discrepancies and/or returned items in the "Comments" area.

Stocking Process

5. The majority of stocking/restocking should be performed prior to the store opening for normal business and after the store is closed to normal business.

Small's Grocery Store

Procedure 4.1	Stockers	Receiving and Stocking	Date: May 27, 2002
References:		Revised May 27, 2002	

6. Stocking/restocking may be performed throughout the day on an “as needed” basis.
7. While replenishing stock, check for expired (outdated) product and remove it from the shelf if found. See Procedure 4.3 *Defective Products Return and Spoilage* for disposition of product.
8. When stocking/restocking shelves, be sure to put newer dated product toward the back of the shelf to allow previous dated product to be sold first and reduce spoilage.
9. If there is not enough room on a shelf for an entire order, the remainder of the order must be returned to the stockroom and kept in the corresponding storage area until needed.

Documentation

10. Computer generated lists:
 - a. Purchase Orders
 - b. Received Items
 - c. Returned Items
 - d. Stock on Hand

Small's Grocery Store

Procedure 5.1	Customer service	Check out	Date: May 27, 2002
References:	2.4, 5.2, 5.3, 5.4, 4.1, 4.2, 4.3, 4.4, 4.5	Revised May 27, 2002	

Procedure 5.1 Checking out customer purchases

Policy

Always be courteous to customers.

When customers are in line, all your attention is on them.

Keep conversations to a minimum unless there is no line.

Personal conversations must wait until break.

At least one checkout line must be manned at all times. Cashiers arrange a rotating schedule among themselves, which is posted in the break room.

If there are more than 3 customers in line, ask that a new line be opened.

Perform checkout quickly and efficiently.

No breaks may be taken in rush periods (7-9, 11-1, 4-6), unless for urgent needs.

Purpose

To ensure customer satisfaction and efficient checkout.

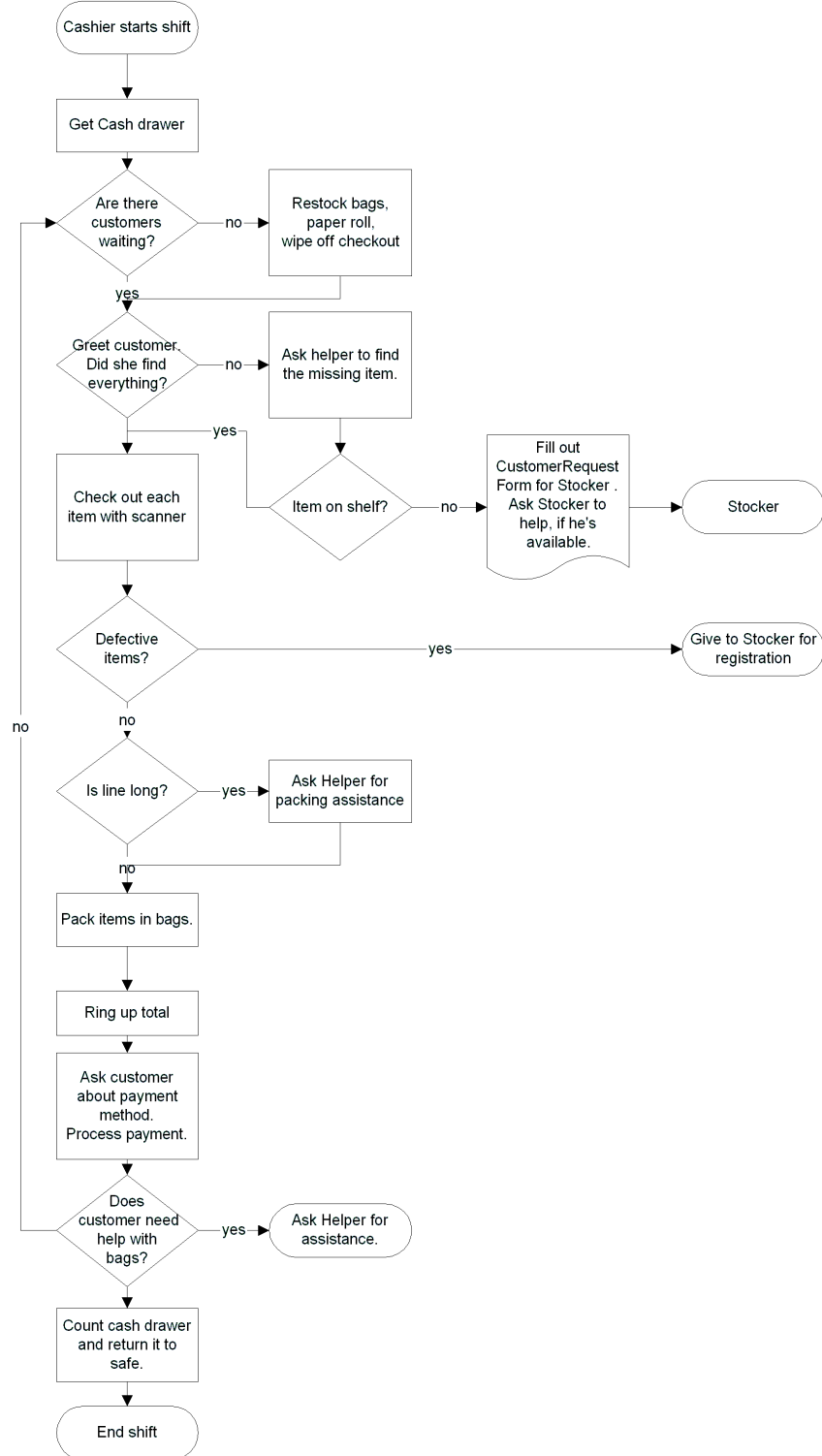
Responsible employees

Responsible	Report to	Notify
Cashiers	Bookkeeper	Inventory, Helpers

Small's Grocery Store

Procedure 5.1	Customer service	Check out	Date: May 27, 2002
References:	2.4, 5.2, 5.3, 5.4, 4.1, 4.2, 4.3, 4.4, 4.5	Revised May 27, 2002	

Flow chart



Small's Grocery Store

Procedure 5.1	Customer service	Check out	Date: May 27, 2002
References:	2.4, 5.2, 5.3, 5.4, 4.1, 4.2, 4.3, 4.4, 4.5	Revised May 27, 2002	

Procedure

1. On starting new shift
 - a. Collect cash drawer from safe in Office according to **Procedure 2.4: Cashiers' Cash Drawers.**
 - b. Check checkout stand for cleanliness.
 - c. Stock checkout stand with paper roll for cash register, plastic bags and other necessary equipment, unless there are many customers waiting.
 - d. Ask Helper for assistance if customers are waiting.
2. Greet customers in turn.
 - a. Ask if she could find everything.
 - b. If she couldn't, ask Helper to find it.
 - c. If item not in stock, fill out **Form 4.4: Customer Request** and give it to appropriate Stocker. If Stocker available, and there are no long lines, ask him to help customer.
3. Check-out each item with scanner.
 - a. If scanning not successful, enter code and quantity manually.
 - b. If there are any defective, broken or spoiled items, ask Helper to replace them. Give defective items to Inventory for registering according to **Procedure 4.5: Defect Products.**
4. Register coupons according to **Procedure 5.2: Coupons.**
5. Pack items in bags appropriately.
 - a. Cold items are with other cold items
 - b. Vegetables with other vegetables
 - c. Hard items under soft items
 - d. Chemicals separated from food
6. If line is long, ask Helper to pack.
7. Ring up total.
8. Ask customer which payment method she is using. Process payment according to **Procedure 5.3: Payments.**
 - a. Guide customer in use of credit card machine.

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Procedure 5.1	Customer service	Check out	Date: May 27, 2002
References:	2.4, 5.2, 5.3, 5.4, 4.1, 4.2, 4.3, 4.4, 4.5	Revised May 27, 2002	

9. Ask if customer needs help carrying groceries to her car. Ask Helper to assist her if needed.
10. If necessary, wipe off checkout stand and remove stray leaves and paper before next customer.
11. At end of shift count cash in Cash Drawer and return it to safe, according **Procedure 2.4: Cashiers' Cash Drawers.**

Documentation

1. Form 4.4: Customer Request

Small's Grocery Store

Procedure 6.1	Helpers	Assist Cashier	Date: May 27, 2002
References:		Revised May 27, 2002	

Procedure 6.1 Assist Cashier

Policy

In order to keep the checkout lines moving smoothly, helpers are used to bag customer purchased merchandise, swap or retrieve products at the customer's request, perform physical price checks when necessary, and provide general assistance to the cashiers.

Purpose

To maintain speed and efficiency at checkout, and promote customer satisfaction.

Responsible employees

Responsible	Report to	Inform
Helpers	Cashiers	Manager

Procedure

Bagging Merchandise

1. Be prepared to assist any cashier whose checkout line is in operation.
2. If the customer has several items but does not have a cart, ask if they would like one. If so, retrieve a cart for them as quickly as possible.
3. Ask the customer if they prefer paper or plastic bags.
4. Use special insulated freezer bags for frozen products.
5. Bag similar products together if possible. For example, frozen items, refrigerated items, soaps and cleaning products.
6. For fragile or breakable items, wrap the item(s) in tissue paper first, then wrap in paper bags and insert in double plastic bags. Hand bag to customer or place cautiously in cart on top of other items, if any. Do not place heavy items on top of breakable items.
7. Ask customer if they need assistance loading their vehicle.

Small's Grocery Store

Procedure 6.1	Helpers	Assist Cashier	Date: May 27, 2002
References:		Revised May 27, 2002	

Floor Running

8. At various times during checkout a customer may need assistance replacing an item due to damage or spoilage. In such cases the helper must go out to the main floor and retrieve the identical product for replacement as quickly as possible.
9. On occasion during checkout a product may not price scan properly. In these circumstances the helper must go out to the main floor and locate the identical product, note its price and inform the cashier as quickly as possible.
10. If a customer decides not to purchase an item, the item must first be inspected by the floor manager then, if undamaged, returned to stock.

Check Stand Cleanup

11. If a checkout stand requires cleaning due to a product leaking, spilling or breaking, the helper will procure the necessary cleaning materials to wipe, sweep or mop up the area as quickly as possible.

Documentation

12. Computer generated lists: - none.

Policies and Procedures Assignment

You are graded on:

- Content and Organization of the Document
- Writing style / Plain English
- Group Participation and Teamwork
- Presentation and Effort

Scenario

Your client is a small grocery store. They have never written down how they do things because everyone just knows how they are done. The owner realizes that the store has grown large enough that they can't rely on that any more. Your job is to write the policies and procedures for the growing store.

The current situation is:

- The store has 3 cashiers and 3 check stands. 1 check stand is for 10 items or less. It must be open at all times since the store prides itself on making it easy for the customers to get their groceries and get out fast. The other check stands can be open or not, as demand requires. When the store is slow, the checkers talk to each other about their lives and other current affairs. Sometimes they talk about current affairs so much that they forget to restock their check stands and people have to wait while someone finds grocery bags or other items. When the bags seem to be low, someone tells the buyer and she orders more.
- The store has 3 helpers who help bag groceries at the check stand and, when things are slower, also clean up the store. They mop the floor and do other cleaning activities as they think it needs to be done. Sometimes they forget and the store is not mopped for several days. Once, the windows were not cleaned for 2 weeks.
- The store has 3 buyers who purchase all the stock for the store. One for groceries, one for produce, and one for household/personal items like hand lotion and charcoal. These people are responsible for making sure the stock-on-hand levels are kept to a certain amount. All orders take at least 2 weeks to fill. (*The amount of stock on hand is up to you.*) Currently, these people write orders down in a notebook or a tablet when they remember. When one was out sick for a week, chaos occurred because no one knew what was ordered and from where. Sometimes they lose the notebook or tablet and have to re-write the orders from memory.
- The store has 3 people who count inventory and restock the shelves as needed. These people currently make notes and give the notes to the respective buyers who order the needed stock. If one of the stockers is out for a week, the stock is not ordered properly because no one knows another area of the store. The notes are usually put on someone's desk and sometimes the notes get lost. And then found later, sometimes weeks later but the buyer doesn't know that the note is old and the stock is ordered. Again.
- The store has a bookkeeper who pays the bills as they come in. He thinks he never knows what the cash flow looks like from week to week. He thinks that the ordering process has something to do with it because the amounts ordered vary dramatically from week to week. Sometimes nothing is ordered in a week, and sometimes it seems like the entire store is re-ordered. But he knows little about purchasing and isn't sure what can be done.

Your assignment is:

Write the policies and procedures for these positions.

- Each person must write two job descriptions, and two Policies & Procedures.
- Team must design select the exact format/style and everyone must match.
- Group to write mission statement for the store.
- Each member of the team must include a list of suggested ways to improve and manage the workflow.
- Example Jobs: cashier, helpers, buyers, ^{stockers/}inventory, bookkeeper, owner/manager
- Example Tasks: bag groceries, check stands, purchase stock, mop floors.

Notes:

- Do not concern yourselves with things like OSHA requirements, workers comp issues, etc. In the real world, this is usually provided by Human Resources.
- You can make up parts with which you have no experience but if that overlaps with another team member's job descriptions and tasks it must be coordinated with them.